# Solicitation RFP-FTB-0910-C001

# Enterprise Data to Revenue (EDR) Project

## State of California

# Bid RFP-FTB-0910-C001
# Enterprise Data to Revenue (EDR) Project

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Description

The purpose of this RFP is to obtain proposals from responsible bidders who can provide an integrated solution for the California (CA) Franchise Tax Board (FTB) Enterprise Data to Revenue (EDR) Project. FTB has undertaken an extensive effort to perform enterprise strategic planning for the FTB Tax Systems Information Technology Strategic Plan (ITSP). Through this planning effort, FTB identified significant opportunities to make fundamental changes to return processing and to improve utilization of data. These opportunities form the basis of the EDR Project. The EDR Project offers opportunities to change FTB's landscape through an enterprise approach of data sharing, reengineering business processes, automating business rules, monitoring business processes and key performance indicators, providing common services and leveraging Legacy Systems resulting in significant increased revenue.

# State of California

# Franchise Tax Board

## *Enterprise Data to Revenue (EDR) Project*

## Feasibility Study Report
### FTB FSR 08-05

**January 21, 2009**

**EDR Project FSR**

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# 1.0 Executive Project Approval Transmittal

# 2.0 Project Summary Package

# 3.0 Business Case

## 3.1 Business Program Background

The Franchise Tax Board's (FTB) primary function is to administer the California Revenue and Taxation Code, which includes collecting the proper amount of tax revenue and operating other programs entrusted to us at the least cost. FTB strives to serve the public by continually improving the quality of our products and services and performing in a manner warranting the highest degree of public confidence in our integrity, efficiency and fairness.

Annually, FTB processes more than 15 million Personal Income Tax (PIT) returns and one million Business Entity (BE) returns, responds to more than three million phone calls, handles over seven million Internet contacts and collects about $60 billion, which represents more than 65 percent of the state's general fund revenue. In addition to the various non-tax debt collection programs including Court Ordered Debt (COD) and Department of Motor Vehicles (DMV) collections, FTB also administers the annual senior and disabled assistance program for renters and homeowners.

FTB's Tax Business Model (Figure 3.1) illustrated below represents a customer-focused, graphical depiction of FTB's business processes at the highest level.

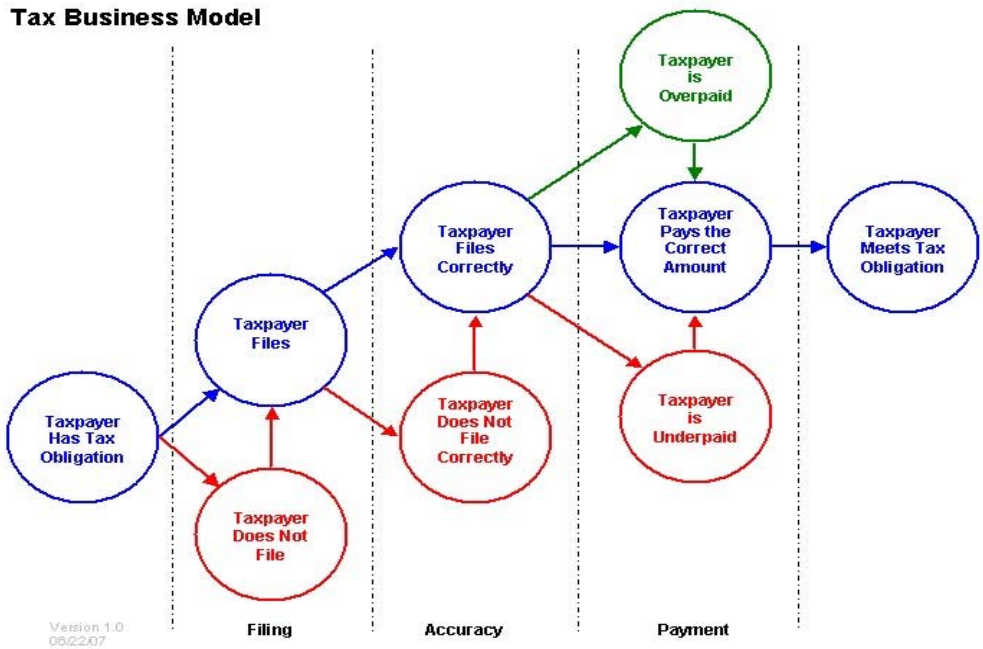



Figure 3.1

The Tax Business Model processes colored in blue in Figure 3.1 are the most effective and least costly way for FTB to conduct its tax business. FTB uses the phrase "Blue Path" to

represent the processes used to process taxpayer self-assessed, correct and timely tax obligations. The Blue Path impacts all taxpayers and are integral to FTB's success because they account for roughly 90% of the $60 billion in revenue collected. Conversely, the processes shown in red represent the systems and programs engaged in processing tax obligations filed incorrectly or requiring intervention to collect taxes owed. These processes are referred to as the "Red Path" and represent the most costly way for FTB to carry out its mission. The Red Path processes are particularly costly because they concern recovery of revenue often with unavailable data, redundant systems, and functions that are not shareable and reusable. Historically, FTB's information technology (IT) investments have been directed towards Red Path activities such as identifying particular income sources for specific non-filing taxpayers or collecting underpaid accounts. There has been no real significant IT investment in the self-compliance Blue Path processes, which impacts nearly all taxpayers and represents the bulk of FTB's workloads. FTB's workloads break down into seven key Systems of Work (SOWs), which include Return Filing, Return Validation, Filing Enforcement (FE), Audit, Underpayment (also referred to as Collections), Payment and Overpayment (Refunds).

Over the last two years, FTB's Tax Systems Modernization (TSM) Bureau undertook an extensive effort to perform Business Problem Analysis (BPA). The BPA consisted of enterprise strategic planning for the FTB Tax Systems IT Strategic Plan (ITSP). The BPA targeted FTB's SOWs, specifically analyzing Return Filing, Return Validation, FE, Audit and Underpayment with an overall objective to align FTB's goals and strategies with initiatives designed to deliver breakthrough improvements at both the enterprise and SOW levels. The BPA clarified, defined and detailed FTB's Strategic Goals and defined the Enterprise Vision reconciled against the vision plans of the Filing, Audit, and Collections business areas. In addition, the BPA defined the Strategic Business Problems (SBPs) faced by the business areas that are obstacles to achieving the Enterprise Vision and identified opportunities for solving the problems.

The Strategic Business Plan, business goals and visions developed by the business areas were the sources used to identify the SBPs. The BPA not only defined and highlighted business problems but illuminated strategies and opportunities to enable the business areas to achieve their visions and goals more efficiently and effectively. With validation from both the business and technology stakeholders, the SBPs produced a business focus intent on establishing a clear and comprehensive business vision to increase revenue through narrowing the tax gap (the difference between the amount of tax owed and the amount of tax paid) by improving and streamlining the Blue Path processes, reducing waste, minimizing redundancy and reducing technology maintenance and operations costs. The BPA facilitated the formulation of a strategic IT portfolio with the EDR Project as the first in the series of the TSM IT projects strategically directed to provide profound revenue generating and cost saving solutions all within the context of FTB's ITSP.

### 3.1.1 Return Filing

With the onset of e-file technology, FTB has experienced a reduction in the number of PIT paper returns filed. In fact, since the passage of the 2004 mandatory e-file law for tax preparers filing over 100 returns annually, the number of e-filed returns has doubled. In the 2006 tax year, 60% of all PIT returns were e-filed. E-filed returns not only provide the obvious benefit of using less paper, but FTB also benefits from having all return data in an electronic format, which results in reduced processing costs due to minimal return fallout for manual correction. Even though e-filed returns constitute the majority of returns filed, FTB projects the amount of

e-filed returns to plateau at 75% by 2011, leaving FTB to process roughly 5 million paper returns annually. In order to process the annual flow of paper returns, FTB will continue to hire and train nearly 1,000 temporary employees every year to open, extract, sort and physically move paper returns to meet the demands of timely deposits to the general fund and timely refunds to California taxpayers.

In addition to the labor costs associated with physically moving paper returns, FTB forgoes revenue opportunities related to the limited data captured from paper returns along with the manual methods used. FTB's ability to capture data was originally designed around a paper-based system, which has since been modified to incorporate e-file data with a significant drawback that the data cannot be accessed via a centralized location. The capture, enterprise storage and usage of return data affords FTB many opportunities to analyze filing trends, increase modeling capabilities and minimize exception processing; however, electronic data captured via e-file versus data captured through manual input has considerably different results. An e-filed return captures all data associated with a return including all schedules. The data manually captured from paper returns is limited to only the data necessary to process a return (e.g., adjusted gross income and withholding are captured and data on the schedules is not). Approximately 65% of the paper returns are software generated and data captured via high-speed scanners, whereas data from the remaining 35% of the paper returns are captured via manual input. In essence, both methods currently capture the same data; however, capturing data via a high-speed scanner allows for greater production rates, along with the opportunity to capture and store all paper data in a similar format to the data captured via e-file. In support of the Return Filing process, FTB employs a Taxpayer Service Center responsible for responding to customer inquiries, including both taxpayers and tax professionals. FTB's strategic goals of operational excellence and improved customer service revolve around the following strategies:

- Decrease paper-based processes
- Improve return processing speed
- Continue promoting e-services
- Streamline processes and modernize IT systems

Based on these strategies, FTB must proactively address methods to streamline the processing of paper returns through imaging and automated data capture, thus creating a gateway to all data that can be used throughout the FTB enterprise which promotes Blue Path compliance. Applying return data across the enterprise for use in Audit, Underpayment and Return Validation, along with streamlining redundant IT systems will generate substantial revenue and reduce the tax gap, while also improving FTB's operational efficiency.

### 3.1.2 Return Validation

Each year nearly 2.5 million PIT returns and over 300,000 BE returns require some degree of manual intervention to complete processing. Unlike e-filed returns, which undergo additional edits before acceptance and validation by FTB, all paper returns complete processing prior to the identification and correction of any data or input errors. The validation system processes all returns (paper and e-file), primarily identifying math, entity and payment discrepancies. In order to process these discrepancies, FTB hires roughly 200 temporary staff to make manual tax return adjustments and complete the return filing process.

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In addition to making manual adjustments, FTB attempts to identify fraudulent PIT returns for investigation proceedings. Analysts request detailed queries from limited accounting system information to identify fraudulent activities. Due to the labor-intensive process that goes into identifying fraud along with the limited data, FTB is unable to adequately detect fraudulent behavior early in the filing process. These difficulties result in the issuance of inappropriate refunds of which FTB expends further audit and collection resources to recoup. On a similar note, the Business Entities Section lack of resources, return complexity and limited data capture constrains a BE fraud prevention program capable of curbing fraudulent behavior. Similar to PIT, all BE returns submit to the validation process; however, due to the complexities of the BE return, the lack of captured data and the accounting system's current architecture, the identification and manual corrections of BE returns take a considerably longer period of time than PIT returns. The cumbersome BE accounting system leads to never-ending BE backlogs because of a BE return's potential to run through multiple batch processes before the correction of all discrepancies. In fact, FTB continues processing 100,000 current year returns into the following tax year requiring a consistent use of additional temporary staff and overtime. Keeping in line with FTB's strategic vision of identifying approaches to narrow California's tax gap, opportunities exist to take a proactive approach in identifying fraudulent behavior along with using more data to reconcile all aspects of a return, such as using 3rd party data and reconciling schedule information.

### 3.1.3 Filing Enforcement (FE)

The FE program serves as one of FTB's primary methods to reduce the tax gap and gain compliance with the state's tax laws. The FE program identifies and pursues individuals and corporations with potential filing requirements and no tax return filed. The Integrated Non-filer Compliance (INC) computer system plays a key role in the FE program through the identification of potential non-filers by matching income records against filed tax returns. In order to ensure accurate non-filer information, all income records pass through a variety of data cleansing processes. The INC database uses names and identification numbers to determine the total income earned by each non-filer in a given year and subsequently create a non-filer case. These potential non-filers are notified of their filing requirement and if they fail to file a tax return, tax is assessed based on available income information. Through notifying potential non-filers, the FE program obtains approximately 250,000 tax returns and $500 million in total revenue each year.

The FE program identifies potential non-filers by comparing California source income and income indicators to a database of taxpayers who have filed returns. FTB has agreements with 3rd parties who provide income and income indicator records at different times throughout the year. FTB currently receives approximately 250 million records per year for use in FE activities. Additionally, the FE program places a high priority on identifying innovative ways to identify non-filers by adding new income sources each year.

Roughly 12 million possible non-filer cases are identified annually. Of these, approximately 9.8 million have no filing requirement (i.e., $0 gross tax) and 400,000 are not pursued because they have a net tax (tax after credits) under a threshold to impose an assessment. The remaining 1.8 million pursuable non-filer cases are assigned one of two categories: "Ready to Pursue" or "Under Review." The 1.25 million "Under Review" cases are manually worked and either a notice is issued or it is closed (e.g., have no filing requirement) while the remaining 550,000 "Ready to Pursue" cases receive a notice. The "Under Review" cases require significant

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resources to research better addresses and manually determine filing requirements. The ability to add additional data sources to improve non-filer matches would alleviate the dependency on manual intervention and promote Blue Path behavior in future years, thus increasing revenue potential.

### 3.1.4 Audit

The Audit Division is responsible for auditing California resident and nonresident PIT taxpayers with California source income, Pass Thru Entities and BE taxpayers doing business in the state. Audit also plays a significant role in reducing California's annual tax gap. The Audit Division's mission is to ensure that taxpayers report and pay the correct amount of tax, performing approximately 350,000 audits per year that produce approximately $1.4 billion[1] in additional revenue.

Critical to the support of Audit's mission is the ability to identify candidates for audit. A key component of the identification process is the acquisition and analysis of return and 3rd party data sources. Third party data sources include information from industry, other state and federal agencies. Today, the Audit Division uses separate systems to store tax return and 3rd party data for each of the respective audit programs. Each system stores some of the same data and each system has its own extract, transform and load (ETL) processes. These systems do not provide automated data cleansing and perform limited matching functions, which prevent them from making the best use of available data. These separate and redundant data silos present a problem when adding new data, as each one must be updated to process and store new data. In addition, no single system has access to all of the data.

Once the data is loaded and available within a data store, it may be analyzed through a process called modeling. Modeling is a system functionality that supports the querying of data against a selected data store. Specific tax return and 3rd party data elements captured and stored provide the basis for audit models and ultimately the selection of tax returns for auditing. Audit models range from very simple single-issue models to sophisticated and complex multiple-issue models.

FTB generally cannot start the audit process (or cycle) involving complex or multiple issue audits until 18 months after the filing of a tax return. This is due to various processing issues that impact the availability and timeliness of key data elements from other FTB business areas and external 3rd party sources. Additional steps are required once the data is received to process our modeling programs.

Audit's non-integrated technology environment limits the pursuit of revenue producing business opportunities. These opportunities are specific to data and improving audit modeling and candidate selection. Currently, a need exists to improve data quality, data timeliness, acquisition of new data sources and ability to share data.

In addition to the modeling process, the program receives leads from multiple sources including media tips, other states, other California State agencies and other professional committees/organizations. This information is often reviewed manually for potential noncompliance issues that would prompt FTB to select additional taxpayers for audit or to create new models to detect a noncompliance trend.

[1] Source: 2005-06 Operations Report

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### 3.1.5 Underpayment

The Underpayment program enforces the laws entrusted to FTB to collect the proper amount of tax or non-tax debts. The Underpayment program provides direct assistance to taxpayers and tax professionals by educating them through reactive call centers and field offices, notifying them of outstanding debts and encouraging them to voluntarily pay in full. For those customers who do not comply, involuntary collection action is taken. This may consist of contacting customers, filing liens, issuing levies and seizing assets. It is the collector's role to explain and resolve the balance due and educate the customer on how to comply with California tax laws.

FTB administers four Underpayment debt types:

- Personal Income Tax
- Business Entity
- Court Ordered Debt
- Vehicle Registration Collections

During fiscal year 2007/2008, the Underpayment program successfully collected $1.5 billion for PIT, $473 million for BE, $73 million for COD and $155 million for Vehicle Registration Collections (VRC).

Each of the four debt types has a separate system and performs the same collection functions (e.g., levies, installment agreements, and notices); however, each debt type operates in a silo unable to leverage information or technology from the other underpayment systems. This has resulted in increased training costs, the inability to redirect resources from one debt type to another, duplicate efforts, redundant data, out-of-sync systems, miscommunication and increased IT costs.

Bringing common services to an enterprise level (e.g., address, notification, modeling and customer self-services) will decrease training costs, redirect resources, reduce duplicate efforts, reduce miscommunication and decrease IT costs. Additional data will be more defined increasing the accuracy of account evaluations and lead to more effective and efficient collections producing additional revenue. In addition, the opportunity of using 3rd party data along with return data will allow for the optimization of PIT and BE modeling. Introducing new data into PIT and BE scoring models will enable more cases to be collected by the automated system as opposed to a collector.

### 3.1.6 Legacy System

The Business Entities Tax System (BETS) is the accounting system which administers the California Revenue and Taxation Code as it applies to more than 3.5 million corporations, partnerships and limited liability companies doing business in the State of California. BETS processes approximately 1.2 million BE tax returns annually, accounting for roughly $10 billion in revenue a year. Additionally, BETS interfaces with other FTB mission critical systems managed by Audit, Underpayment and FE along with interfacing with systems managed by other state departments.

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Implemented in 1996, BETS uses proprietary INSTALL/1 and DESIGN/1 products, which are highly integrated into the BETS online environment and development processes. The INSTALL/1 and DESIGN/1 products have been "functionally stabilized" by the vendor, meaning that no enhancements to the existing products will be made. Since their peak worldwide usage in the mid 1990s, approximately two-thirds of the original customers have discontinued the use of the products, leaving only approximately 50 customers. The vendor has not provided active support for INSTALL/1 and DESIGN/1 since their last release in October of 2003.

## 3.2 Business Problems and Opportunities

### Strategic Business Problems

1. **Data Availability - Returns are not corrected, payments and taxpayers are not properly identified, fraud goes undetected, cases are not properly prioritized and assigned the most effective resolution strategy because data is unavailable, unshared and costly to maintain.**

FTB's infrastructure lacks the ability to share mission critical information across the enterprise and the ability to capture additional data needed for all SOWs including Return Validation, FE, Audit and Underpayment resulting in delayed and lost revenues. FTB experiences a data gap between the amounts of data captured via e-file and data captured via scanning or manual input. The e-file process captures all return information including valuable schedule information whereas scanning or manual input of paper returns captures roughly only the first two pages of return information, which doesn't include any schedule information. The gap created by not capturing all the necessary data from paper returns results in substantial revenue loss across all SOWs in the department. For instance, available data regardless of the source would provide a comprehensive audit selection process producing more highly effective audit cases.

FTB stores most data in siloed systems and applications throughout the enterprise making the prospect of sharing data extremely costly. Scattered data, in conjunction with non-integrated systems, results in FTB's inability to provide proper data and trend analysis. With isolated data, all SOWs struggle to achieve desired revenue potential. Currently, the unavailability of the data hinders FTB's ability to identify more return filing errors and detect fraudulent behavior sooner in the return validation process to allow significant enforcement through the establishment of taxpayer and tax professional relationships. Furthermore, since all data remains in silos and managed locally by SOW business areas, no enterprise governance process exists to ensure proper procedures for integration, quality, utilization, availability and standardization of data. The lack of enterprise governance promotes the fragmented management and maintenance of multiple systems with redundant functionality thus driving up maintenance costs and requiring annual changes to multiple platforms instead of just one. Finally, the data matching process aimed at identifying non-filers lacks the ability to add new data to improve quality and take full advantage of sharing enterprise data. The lack of data is the single most significant problem that constrains FTB's ability to close the $6.5 billion tax gap; therefore, the ability to share data across the enterprise using mechanisms such as Data Services will result in the ability to identify additional non-filing PIT taxpayers.

2. **Business Processes - Changes take too long to implement or cannot be made, data is not captured, returns are not corrected and performance cannot be monitored**

**because return filing processes are old, manual, redundant, inflexible and costly to maintain.**

Paper drives FTB's current return filing and validation functions even though 60% of PIT returns are e-filed. The current system architecture revolves around a paper-based workflow with modifications made to incorporate e-file resulting in inefficiencies, redundancies and exception processing. The physical movement of paper returns anchors the return filing workflow process that operates under redundant and independently managed filing systems requiring extensive manual intervention to maintain. In addition, each processing workflow lacks the ability to optimally capture, validate and process PIT and BE data, which limits the ability to make timely systems changes without adversely impacting the timeliness of deposits and refunds. Due to limited automation, the return filing process remains dependent on temporary staff to manually process tax returns and IT staff to maintain separate redundant systems. The return validation systems maintain business rules embedded within IT legacy systems with insufficient or no documentation. As a result, all business rule changes must adhere to a cumbersome condensed annual change process window due to the risk associated with making changes during peak filing season months, which could prevent the collection of revenue. In addition, without the use of an enterprise workflow, a roadblock exists to successfully monitor and evaluate business performance. This results in decisions being based on historical rather than current data.

3. **System Redundancy and Reuse - Systems and functionality are costly to develop and maintain because they are redundant, have different technologies, different platforms and are not integrated or reusable.**

FTB maintains numerous standalone systems that lack standardized functionality across the enterprise resulting in redundant maintenance costs and almost no reusable services that may be leveraged by other systems. The reliance on redundant systems, data, processes and functions hinders FTB’s ability to make timely updates due to the fact that changes to a similar function must be performed across the various siloed systems on multiple platforms throughout the enterprise. Such numerous changes require significant development hours to complete which undermines quality along with lost opportunities to focus on additional revenue generating activities. For example, FTB has twenty-six separate noticing systems each with isolated functionality and technology platforms. A recent legislative change requiring the removal of social security numbers from all notices mailed to taxpayers required lengthy code changes on twenty-six systems, as opposed to one change if common functionality was standardized in services across the enterprise. In addition, multiple noticing systems contributes to higher processing costs as FTB must process over 1.4 million pieces of return mail as a result of address information being stored separately with no ability for systems to share the best address. The lack of reusable services adds costs to the development of new systems as existing functionality in systems cannot be leveraged and must therefore be built from scratch. Lack of technical agility and responsiveness due to redundant systems keeps operating cost high and revenue stagnant.

4. **Self-Services - Taxpayer self-services are limited due to outdated technologies and limited security.**

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Limited taxpayer self-services encourage the use of costly traditional methods for taxpayers to self-comply with California tax law and prevent Blue Path behavior. Traditional customer service avenues, like costly phone centers and walk-in service, are employed to change addresses or identify balance due amounts as opposed to self-service functionality allowing taxpayers to manage their own tax accounts. Self-service brings forth self-compliance efforts and proper taxpayer and tax professional participation while allowing FTB to reallocate resources to revenue generating activities.

FTB lacks the ability to provide a single, secure, common and coherent data view to internal FTB staff and external customers. Typically FTB staff must access several systems to obtain all information needed to perform their work duties. A single secure view of taxpayer data, such as a Taxpayer Folder, not only promotes taxpayers to take “ownership” of their tax account and maintain Blue Path behavior, but also improves FTB’s cost effectiveness by reducing wasted time spent by FTB staff accessing multiple systems. A solution that would facilitate the integration of various data and business functions services through a common view would make it possible to easily plug-in new services as they are developed without the need for customized programming resulting in a cost effective way to provide transparency and enhanced service to taxpayers and tax professionals.

**5. Data Analysis - Noncompliance discovery and fraud detection, tracking and prevention are limited because taxpayer behavior analytical tools are unavailable.**

No automated BE fraud detection program currently exists and the PIT fraud detection program lacks sufficient data analysis, processes and data mining tools along with access to additional data to comprehensively identify noncompliance and detect fraudulent behavior. Data queries require technical support and a considerable amount of run time to produce trend analyses. This time dependency contributes to FTB’s inability to deal effectively with fraud early in the filing process. This results in the detection of fraud too late in the process and in some cases after refunds have been issued. Without early fraud detection through data analysis, the growth of the tax gap will continue due to the lack of an effective deterrent. As a result, FTB’s lack of the right data mining tools hinders the amount of revenue retained/collected and the ability to discover non-compliant behavior and trends. With increased data and a robust data analysis tool, FTB can identify emerging patterns of noncompliance, refine audit selection models for better audit accounts and detect fraud prior to the issuance of refunds thereby narrowing the tax gap and increasing revenue.

**6. BETS - The BE accounting system is inflexible to evolving business needs, legislative mandates and poses significant risk to existing business processes due to outdated technologies, siloed data and proprietary software.**

BETS risks losing vendor support for its critical components INSTALL/1 and DESIGN/1. The vendor currently provides technical support for INSTALL/1 and DESIGN/1 on a year-to-year maintenance agreement and will provide a maximum of one-year notice of termination of product support. The vendor removed these products from its strategic business plans, categorizing both products as "functionally stable". Designating these products as functionally stable is the precursor to discontinuing support entirely, which puts a major tax system at risk for failure without proper vendor support. The impact of a legacy system failure would have severe repercussions to California's revenue. The vendor continues to provide support but no

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longer performs research and development or adds new functionality beyond resolving component failures or near term operating system upgrades.

In addition to loss of vendor support, FTB's legacy system lacks the ability to integrate with new systems and services, which results in high maintenance and operational costs. Developers spend approximately 93% of their time on maintenance, legislation and annual changes, leaving only 7% of their time for enhancements. BETS was originally designed to process paper documents, which makes interfaces with electronic documents and Internet applications difficult. As a result of limited functionality and lack of integration with new systems, the BETS user community has compensated by creating a multitude of manual workarounds that contribute to excessive operational costs. BETS currently uses outdated technology that precludes it from sharing information and services with other systems in the enterprise. Due to a lack of current technology and the inability to share information or services in a Service Oriented Architecture (SOA) environment, the decoupling of BETS remains a cornerstone for the successful implementation of the EDR project.

Finally, the BETS limitations have contributed to a growing backlog of return processing fallouts stemming from entity match, return validation and supervisor quality reviews. The backlog has been steadily growing over the years and is now up to nine months past due. The backlog is largely attributable to the growing complexity of the tax law over the years and the limited functionality, rigid design and closed architecture of BETS that does not support needed changes.

**EDR Business Problems, Magnitude and Consequences**

The following table represents a summary of the magnitude and consequences of the EDR business problems:

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 1. | Data Availability – Returns are not corrected, payments and taxpayers are not properly identified, fraud goes undetected, cases are not properly prioritized and assigned the most effective strategy and resources because data is unavailable, unshared and costly to maintain.<br>o Data is in silos<br>o Data is redundant<br>o Not all the required data is | Insufficient data is available for the following SOWs:<br>o Return Filing<br>o Return Validation including fraud detection<br>o FE<br>o Audit<br>o Underpayment | 1. Returns fall out for manual processing because taxpayers cannot be accurately identified resulting in processing delays that lead to interest charges on refunds and delays on making returns available for audit causing lost and delayed revenue and increased costs<br>2. Payments fall out for manual processing or are misapplied to the wrong account because taxpayers cannot be accurately identified resulting in processing delays, erroneous adjustments, notices, taxpayer contacts and poor customer service<br>3. Math verification of taxpayer computations is limited to the first two pages of the return and absent in the adjoining schedules |

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| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | captured<br>o Data is underutilized (e.g., data matching)<br>o Data is untimely<br>o Data management is distributed<br>o Data quality suffers | | resulting in returns not being corrected and revenue lost<br>4. Self-compliance suffers because errors are not reported or reported timely to taxpayers or practitioners resulting in lost revenues<br>5. Fraud goes undetected, is not enforced and revenue is lost because taxpayers and their tax preparers cannot be effectively associated<br>6. FE cases selected for enforcement fallout for manual review because there is limited confidence in the data resulting in increased costs, delays and notices sent to non-filers with minimal tax potential<br>7. 3rd party data matching is incomplete resulting in taxpayers being excluded from Audit and FE selection leading to lost revenues<br>8. Return data available for audit selection is limited resulting in nonproductive returns selected for audit causing lost and delayed revenues and increased costs<br>9. Underpayment cases are assigned the wrong priority resulting in the deployment of ineffective enforcement strategies causing lost and delayed revenue and increased costs<br>10. Data processing takes too long, leads to redundancy and higher costs<br>11. Revenue is lost because some compliance activities are cost prohibitive due to manual processes that depend on paper<br>12. Data is not captured and leveraged resulting in data capture errors, fallouts, bottlenecks, rework, prolonged processing and reduced data quality.<br>13. Taxpayer requests for information take too long to process or are not processed at all causing some taxpayers to file incorrectly without needed information resulting in increased operational costs and lost revenue |

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| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 2. | Business Processes– Returns take too long to process, there are too many fall-outs, changes take too long to implement or cannot be made, data is not captured, returns are not corrected and performance cannot be monitored because return filing processes are old, manual, redundant, inflexible and costly to maintain.<br>o Business processes are in silos and not integrated<br>o Business processes are fragmented and not adequately automated<br>o Workflow monitoring is limited<br>o Business processes and rules are not adequately documented<br>o Business processes and rules are difficult to access and cannot be easily changed and managed<br>o There are no tools to manage processes and rules<br>o Training is fragmented<br>o Data capture process is | Business processes are inefficient and ineffective for BE and PIT Return Filing and Validation | 1. Returns take too long to process which leads to interest payments on refunds and delays on making returns available for audit causing lost and delayed revenue and increased costs<br>2. Taxpayers file duplicate returns because we cannot provide assurances that returns have been filed resulting in increased operational costs<br>3. Program performance cannot be effectively monitored because work is scattered among systems and manual processes (workarounds)<br>4. Response to emerging workload backlogs and bottlenecks is costly and slow resulting in processing delays, delayed and lost revenue and increased costs<br>5. The department depends heavily on human resources to deal with workload problems (e.g., backlogs) because changes cannot be readily made resulting in increased return processing time and costs<br>6. Manual intervention contributes to errors, rework and increased processing costs<br>7. Workload planning is based on personal knowledge and experience without the use of planning tools resulting in inaccurate projections of resource needs<br>8. The impact of changes is not well understood resulting in production incidents, defects and increased costs<br>9. Business processes are duplicative and costly to maintain<br>10. Changes including legislative changes cannot be readily made or accommodated causing delayed or lost revenue and high operational costs<br>11. Ramp up to productivity is prolonged and costly due to fragmented training<br>12. Training is not comprehensive and |

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| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | fragmented and relies heavily on manual keying | | therefore costly and contributes to poor taxpayer service, productivity and quality<br>13. Quality of work suffers and contributes to higher operating costs because work is not standardized<br>14. Needed data is not captured because of time consuming manual data capture methods<br>15. Incorrect returns are not thoroughly identified and corrected when filed because of manual and time consuming validation process<br>16. The Return Filing process is prolonged, bottlenecks routinely occur and return data is unavailable because some critical data is limited to paper returns and is costly to track and obtain<br>17. Too many taxpayers call in to find out the status of their refund |
| 3. | System Redundancy and Reuse - Systems and functionality are costly to develop and maintain because they are redundant, have different technologies, different platforms and are not integrated or re-useable.<br>o Functionality varies among systems<br>o Some systems lack functionality<br>o Governance is not adequately enforced | Systems are different and duplicative for PIT and BE Return Filing, Return Validation and Underpayment<br><br>Functionality is not leveraged and shared throughout the enterprise | 1. Systems and functionality are not leveraged and shared, therefore, costly to maintain<br>2. System development is prolonged and costly resulting in lost revenues and increased costs<br>3. Systems are duplicative and costly to maintain<br>4. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased costs<br>5. Information and data are not shared and therefore contribute to higher operating costs, delayed or lost revenues, poorly coordinated, taxpayer service and diminished quality<br>6. Technology service delivery is highly specialized and costly<br>7. Users must access multiple systems to access information resulting in poor customer service<br>8. Users must access multiple systems to locate enforcement information resulting in delayed and lost revenues |

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| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 4. | Self-Services – Taxpayer self-services are limited due to outdated technologies and limited security. | Taxpayer self-services are limited for PIT and BE Return Filing and Validation | 1. Return Filing costs are high because some information and services must be manually researched and provided by internal users to taxpayers<br>2. Return Filing errors are unnecessarily high, Return Validation costs are high and revenue is delayed because some filing information is not readily available to taxpayers<br>3. Taxpayer contacts including telephone calls and correspondence are unnecessarily high and costly<br>4. Tax returns and revenue are delayed because taxpayers cannot readily obtain information |
| 5. | Data Analysis – Noncompliance discovery and fraud detection, tracking and prevention are limited because taxpayer behavior analytical tools are unavailable. | Data analysis tools are limited for Audit, FE compliance discovery and fraud detection | 1. Scope of compliance issues is not identified completely and timely, resulting in delayed or lost revenues and repeated noncompliant behavior.<br>2. Self-compliance suffers because taxpayer patterns including errors are not analyzed and identified early and reported timely resulting in lost revenues<br>3. Fraud goes undetected and is not enforced resulting in lost revenue<br>4. Taxpayer behavior and trends are not completely understood and go unidentified discouraging Blue Path behavior<br>5. BE fraud goes undetected |

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| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 6. | BETS –<br>The BE accounting system is inflexible to evolving business needs, legislative mandates and poses significant risk to existing business processes due to outdated technologies, siloed data and proprietary software. | Outdated components concerns BE accounting system<br><br>BETS maintainability<br><br>All tax systems of work are impacted | 1. BETS cannot integrate with new systems and services without considerable modification, high risks and costs<br>2. BETS functionality and data are not leveraged and shared resulting in high operational costs and lost revenue<br>3. BETS changes, including legislative changes, cannot be readily made or accommodated causing delayed and lost revenue, high operational costs (e.g., backlogs) and poor customer service<br>4. Quality of BETS changes suffers because of the limited window of time available resulting in incomplete testing and numerous production defects<br>5. Other system development dependent on legacy systems is prolonged and costly resulting in lost revenues and increased costs<br>6. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased operational costs<br>7. Increasing risk of catastrophic failure potentially resulting in lost revenues and increased operational costs |

### 3.3 Business Objectives

Below are the EDR Project Business Objectives. The numbers in parentheses show how the Objectives map to the Business Problems and Project Scope (Section 6.5.1).

1. By November 2012, the initial phase of Underpayment Modeling Process is implemented and integrated with Accounts Receivable Collections System (ARCS) and Taxpayer Information System (TI) consistent with EDR requirements. (Business Problems 1, 2 and 3; Scope 1, 2, 3, 6, 10 and 13)

2. Beginning January 2013 through December 2015, increase Underpayment revenue by $1.4 Billion. (Business Problems 1, 2 and 3; Scope 1, 2, 3, 6, 10 and 13)

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3. By November 2013, eliminate 100 percent of BETS risk of a catastrophic failure due to discontinuance of vendor support for INSTALL/1 and DESIGN/1 proprietary software. (Business Problem 6; Scope 11)

4. By December 2013, an Enterprise Data Warehouse (EDW) is established with Enterprise Operational Data (EOD), and data mining tools with Business Intelligence (BI) consistent with EDR requirements. (Business Problems 1 and 5; Scope 3)

5. By December 2013, Taxpayer Folder is established consistent with EDR requirements. (Business Problems 3 and 4; Scope 3, 6 and 7)

6. By December 2013, a PIT Return Filing and Validation Business Processes and by December 2014, a BE Return Filing and Validation Business Processes including return imaging, data capture and fraud detection are reengineered, integrated with TI and BETS and implemented consistent with EDR requirements. (Business Problem 2; Scope 1, 2, 3, 4, 5, 6, 9, 10 and 11)

7. By December 2013, Enterprise Services for Contact, Notification, Internal Authentication, Single Sign-on and Enterprise Infrastructure are implemented and integrated consistent with EDR requirements. (Business Problems 3 and 4; Scope 3, 6, 9 and 10)

8. Beginning January 2014 through December 2016, increase Return Validation revenue by $162 Million. (Business Problems 1, 2 and 5; Scope 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11)

9. Beginning January 2014 through December 2016, increase Fraud detection revenue by $87 Million. (Business Problems 1, 2 and 5; Scope 1, 2, 3, 4, 5 and 10)

10. Beginning April 2014 through December 2016, increase FE revenue by $104 Million. (Business Problems 1 and 2; Scope 1, 2, 3, 5, 6, and 13)

11. Beginning April 2014 through December 2016, increase Audit revenue by $91 Million. (Business Problems 1, 2 and 5; Scope 1, 2, 3, 6, 10, 12 and 13)

### 3.4 Business Functional Requirements

The EDR project consists of the coordinated development of four subprojects. Requirements for each of the four subprojects are documented below as well as requirements that apply to all aspects of the project. The numbers in parentheses show how the requirements map to the Business Objectives above.

1. Develop a workflow solution
   - 1.1. Reengineer current business processes **(3, 6, 8, 9, 11)**
     - 1.1.1. The contractor must reengineer, design, and document the PIT and BE Return Filing and Validation business processes **(3, 6, 8, 9, 11)**
     - 1.1.2. The contractor must document BETS and TI systems' business processes to support reengineering of PIT and BE Return Filing and Validation business processes **(3, 6, 8, 9)**

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1.1.3. The contractor must document business processes using industry standard modeling such as Business Process Modeling Notation (BPMN) and Business Process Execution Language (BPEL) **(6, 8, 9)**

1.2. Develop rules-based workflows **(1, 2, 3, 6, 8, 9, 11)**

1.2.1. The contractor must document and recommend business rules for PIT and BE Return Processing functions **(1, 2, 6, 8, 9, 11)**

1.2.2. The State will define, validate, and approve business rules for PIT and BE Return Processing functions **(1, 2, 6, 8, 9, 11)**

1.2.3. The contractor must document and recommend business rules for PIT and BE fraud detection and underpayment modeling **(1, 2, 6, 8, 9, 11)**

1.2.4. The State will define, validate, and approve business rules for PIT and BE fraud detection, and underpayment modeling **(1, 2, 6, 8, 9, 11)**

1.2.5. The contractor must document existing BETS and TI systems' business rules to support reengineering of PIT and BE Return Filing and Validation **(3, 6, 8, 9)**

1.2.6. The State will define, validate, and approve BETS and TI systems' business rules to support reengineering of PIT and BE Return Filing and Validation **(3, 6, 8, 9)**

1.2.7. The contractor must develop a centralized and shareable Business Rules Engine (BRE) that can be viewed and managed separately from the Return Processing workflow **(2, 6, 8, 9, 11)**

1.3. Automate workflows **(6, 8, 9)**

1.3.1. The contractor must develop and implement a new automated and integrated PIT Return Processing system **(6, 8, 9)**

1.3.2. The contractor must develop and implement a new automated BE Return Processing system **(6, 8, 9)**

1.3.3. Provide critical functions and data **(4, 6, 8, 9, 10, 11)**

1.3.3.1. The new Return Processing systems must replace existing case management functionality including receiving, banking, return imaging, data capture, routing, storage, validation, duplicate matching, correspondence, and noticing as business required **(4, 6, 8, 9)**

1.3.3.2. The new Return Processing systems must expand return imaging and data capture of all business required return data, integrate it with the new Return Processing workflows, and provide it to the EDW. New data required for this project is quantified in Appendix 3 **(4, 6, 8, 9, 10, 11)**

1.3.3.3 The new Return Processing systems must be able to process returns individually or as part of a larger batch (**3, 6, 8, 9)**

1.3.3.4 The new Return Processing systems must be capable of processing tax returns, including amended returns, for current and prior year tax years **(6, 8)**

1.3.3.5 The new Return Processing systems must capture and retain a complete legal copy of each return as it was filed **(4, 6)**

1.3.3.6 The new Return Processing systems must capture and retain all corrections to a return **(4, 6)**

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1.3.3.7 The new Return Processing systems must provide the ability to identify, select, route and manage fraud cases based on the results of data mining in the EDW **(6, 9)**

1.3.3.8 The new Return Processing systems must track and measure workflow effectiveness and efficiency **(6, 8, 9)**

1.3.3.9 The new Return Processing systems must provide production reports that measure performance and inventory including the type of actions taken, volumes, notices sent, amount billed, and amount refunded **(6, 8, 9, 11)**

1.3.3.10 Workflow tracking metrics must be available to the enterprise **(6)**

1.3.4. Provide automated tools **(6, 8, 9, 11)**

1.3.4.1. The new Return Processing systems must provide Business Rules Management tools to monitor, design, simulate, change, and manage business rules **(6, 8, 9, 11)**

1.3.4.2. The new Return Processing systems must provide Business Process Management (BPM) tools to monitor, orchestrate, design, simulate, change, and manage business processes **(6, 8, 9, 11)**

1.3.4.3. The BPM tool must be capable of storing and managing business rules for up to five tax years starting with the year it is placed in service **(6, 8)**

1.3.4.4. The new Return Processing systems must provide PIT and BE forms and instructions, design and development tools.

1.3.5. Interface with new and existing systems **(1, 2, 3, 6, 8, 9, 10, 11)**

1.3.5.1. The new PIT Return Processing system must interface with TI and the EDW to replace the current PIT Return Filing and Validation workflow **(1, 2, 6, 8, 9, 11)**

1.3.5.2. The new BE Return Processing system must interface with BETS and the EDW to replace the current BE Return Filing workflow **(3, 6, 8, 9)**

1.3.5.3. The new Return Processing systems must provide an interface between the new BE Return Processing system and the EDW **(3, 6, 8, 9)**

1.3.5.4. The new Return Processing systems must interface with Withhold at Source System (WASS), Professional Audit Support System (PASS), INC, ARCS, Head of Household (HOH), Internal Revenue Service (IRS) Underreporting Program Computer Paragraph 2000 (CP2000), Selected Tax Returns for Automated Audit Review System (STARS) and Federal State Automated Report System (FEDSTARII) **(1, 2, 4, 6, 8, 10, 11)**

1.3.6. Integrate with and use new and existing processes, programs and services **(1, 4, 5, 6, 7, 8, 9, 11)**

1.3.6.1. The new Return Processing systems must retain the existing Pre-Validation program and add any return or payment validation rules that would be more efficiently applied in pre-validation **(1, 6, 8)**

1.3.6.2. The new Return Processing systems must integrate with and use the existing payment processing hardware and software **(1, 6, 8)**

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1.3.6.3. The new Return Processing systems must integrate with and use common services including the new Enterprise Address and Enterprise Notification services **(1, 2, 6, 7, 8)**

1.3.6.4. The new Return Processing systems must integrate with the existing Electronic Content Management (ECM) solution **(5, 6, 11)**

1.3.6.5. The new Return Processing systems must integrate access to enterprise data with return processing workflows to improve taxpayer identification and reduce fallouts and manual intervention (e.g., entity match, payment identification) **(4, 6, 8)**

1.3.6.6. The new Return Processing systems must have the ability to derive missing and/or illegible return data from historical return and 3rd party data **(4, 6)**

1.3.6.7. The new Return Processing systems must integrate data access to needed PIT and BE return schedule data with PIT and BE return processing workflows to expand PIT and BE return validation (i.e., routine validation, complex validation, and fraud detection) **(4, 6, 8, 9, 11)**

1.3.7. Use and provide enterprise shareable processes **(1, 2, 4, 6, 8, 9, 10, 11)**

1.3.7.1 Workflow processes must be dependent on services, but the services must not be technology dependent **(6)**

1.3.7.2 The Message Oriented Middleware (MOM) must be independent of the BPM engine **(6)**

1.3.7.3 BPM functionality must be provided as common infrastructure services **(6)**

1.3.7.4 Workflows must leverage common enterprise services **(6)**

1.3.7.5 The BPM solution must be capable of expanding to all FTB processes for reuse **(2, 6, 8, 9, 10, 11)**

1.3.7.6 The contractor must develop and implement an Entity Match Process that will enable FTB to match returns and other tax declaration artifacts **(4, 6, 8, 9, 10, 11)**

1.3.7.7 The contractor must develop and implement a Payment Association Process that will enable FTB to associate payments to taxpayers and other entities **(4, 6)**

1.3.7.8 The contractor must develop and implement an Income Discrepancy Match Process using 3rd party data to identify returns with discrepancies in the reported return income **(4, 6, 11)**

1.3.7.9 The contractor must develop and implement a FE Match Process that will analyze prior years' return information and other data to determine if lack of current return filing is a case for filing enforcement **(4, 6, 10)**

1.3.7.10 The contractor must develop and implement an Underpayment Modeling Process to replace PIT and BE ARCS modeling (STRATA), improve debt scoring, improve enforcement selection, increase revenue, reduce redundancy, and reduce operational costs **(1, 2, 6)**

1.3.7.10.1 The new Underpayment Modeling Process must integrate with the new Return Processing systems **(1, 2, 6)**

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1.3.7.10.2 The contractor must develop an interface between the new Underpayment Modeling Process and ARCS **(1, 2, 6)**

1.3.7.10.3 The new Underpayment Modeling Process must use enterprise data including address data **(1, 2, 6)**

1.3.7.11 The contractor must develop and implement a Return Validation Process that provides logic and rules for determining the appropriate assessment type (e.g., Return Information Notice (RIN), Statement of Tax Due (STD), NPA) and making adjustments to taxpayer returns **(6, 8, 9, 11)**

1.3.7.12 The contractor must develop and implement a Return Adjustment Process that calculates tax, penalties, interest, credits, and other adjustments as business required **(6, 8, 11)**

1.3.7.13 The contractor must develop and implement a Post Proposed Assessment Process that provides logic and rules for determining valid Protests and managing proposed assessments to finalization **(6, 11)**

1.3.7.14 Together, the Return Adjustment and Post Proposed Assessment processes must replace current processes to compile, review, release, issue and acknowledge notices consistent with client instructions **(6, 8, 11)**

1.3.7.15 The contractor must develop and implement an interface from existing HOH, CP2000, STARS, and FEDSTARII Audit systems to the new Return Processing Workflow to automatically make NPA adjustments to taxpayer returns **(6, 11)**

1.3.8 Sustain acceptable levels of system performance throughout the yearly cycle and daily cycles **(4, 6, 7)**

1.3.9 Follow existing backup and recovery policies **(4, 6, 7)**

1.3.10 Support and maintain the workflow solution **(2, 6, 8, 9, 10, 11)**

1.3.10.1 The contractor must develop and implement a new Enterprise Return Processing Workflow Governance process to support timely enterprise decision making, subject to State approval **(4, 6)**

1.3.10.2 The contractor must provide Return Processing system maintenance and operations for 12 months after the systems are placed in production **(2, 6, 8, 9, 10, 11)**

1.3.10.3 The contractor must provide knowledge transfer and documentation to support State operations **(2, 6, 8, 9, 10, 11)**

1.3.10.4 The contractor must provide Return Processing user training including integrated common services (e.g., Address, Notification) **(2, 6, 8, 9, 10, 11)**

1.3.10.5 User training must provide anytime and anyplace access to maximize productivity **(2, 6, 11)**

1.4 The State will reduce validation backlogs prior to implementation of the new Return Processing systems **(6, 8, 9, 11)**

2. Develop an Enterprise Data Solution **(2, 4, 5, 6, 7, 8, 9, 10, 11)**

2.1. The contractor must establish an EDW with EOD to make data available to the enterprise as required by business **(2, 4, 5, 8, 9)**

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2.1.1. Store and retain enterprise data as required by the business **(2, 4, 5, 6, 7, 8, 9, 10, 11)**

2.1.1.1. The EDW must centralize all data including PIT and BE return data, 3rd party data, and periodic snapshots of EOD **(2, 4, 5, 6, 7, 9, 10, 11)**

2.1.1.2 The EDW must capture all the required ongoing transactional data from the transactional systems WASS, TI, BETS, and INC as business required. **(2, 4, 5, 6, 9, 10)**

2.1.1.3 The EDW must store and maintain all business prioritized and captured PIT and BE paper return data to make it available and useable for the enterprise **(2, 4, 6, 7, 8, 9, 10, 11)**

2.1.1.4 The EDW must accept new income records as business required **(2, 4, 8, 10, 11)**

2.1.2. Convert data **(2, 4, 5, 6, 7, 8, 9, 10, 11)**

2.1.2.1. The contractor must centralize and convert all data required for modeling from State Business Return Database (SBRD), PASS and Enterprise Customer, Asset, Income and Return (ECAIR) as business required **(4, 10, 11)**

2.1.2.2. The contractor must centralize and convert all business required demographic and financial data from ECAIR, TI, and BETS **(2, 4, 5, 7, 8, 9, 10, 11)**

2.1.2.3. The contractor must centralize and convert data for pending NPAs so they will not have to be recreated when affirmed, revised or withdrawn **(4, 6, 11)**

2.1.2.4. The contractor must centralize and convert protest inventory data including the Legal Department's IT Protest Inventory Control Log as business required **(4, 6, 11)**

2.1.2.5. The contractor must centralize and convert data from the Power of Attorney (POA) database **(4)**

2.1.2.6. The contractor must convert all electronically filed return data, including WASS data, to EDW as business required **(4, 6, 8)**

2.1.3. Process data **(2, 4, 5, 6, 7, 8, 9, 10, 11)**

2.1.3.1. The EDW must centralize enterprise data processing including data acquisition, quality, transformation, delivery, and management as required by the business **(2, 4, 5, 8, 9, 10, 11)**

2.1.3.2. The EDW must provide data profiling to check and improve the quality of data **(2, 4, 8, 9, 10, 11)**

2.1.3.3. The EDW must provide enterprise data delivery services to provide data to SOW tax system applications and enterprise common services as business required **(2, 4, 5, 7, 8, 9, 10, 11)**

2.1.3.3.1. The EDW must provide the Return Processing systems with access to enterprise data for Return Processing workflows to improve entity matching and the association of payments to payers **(4, 6, 8, 9)**

2.1.3.3.2. The EDW must provide the Return Processing systems with access to enterprise data to derive missing and/or illegible return data as required by business rules **(4, 6, 8, 9)**

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2.1.3.4. The contractor must redesign the existing 3rd party data matching process (i.e., Vality) to make it efficient and use data to improve matching quality **(2, 4, 8, 9, 10, 11)**

2.1.3.4.1. The data matching process must perform a series of simple and complex matches to associate returns and income records to taxpayers **(4, 6, 8, 9, 10, 11)**

2.1.3.4.2. The data matching process must provide the ability to add new data **(2, 4, 6, 8, 9, 10, 11)**

2.1.3.4.3. The data matching process must meet system performance requirements to satisfy business needs **(4, 6, 8, 9, 10)**

2.1.3.4.4. The data matching process must interface with the mainframe data matching process if necessary **(2, 4, 6, 8, 10, 11)**

2.1.3.4.5. The data matching process must filter out income records of filers and send only non-filer records to INC **(4, 10)**

2.1.3.5 The contractor must provide data generation tools and processes that are capable of producing data for development, testing, and training environments (**4, 6)**

2.1.4. The EDW must meet system performance requirements to satisfy business needs **(2, 4, 5, 8, 9, 10, 11)**

2.2. Provide business intelligence and data mining **(2, 4, 6, 8, 9, 10, 11)**

2.2.1. The EDW must provide a scalable management information reporting system with the ability to change parameters including time frames **(4, 6)**

2.2.2. The contractor must provide BI and data mining tools with comprehensive analytical, sampling, trend analysis, and report capabilities for performance management, fraud detection, and noncompliance discovery **(2, 4, 8, 9, 10, 11)**

2.3. Support and maintain the data solution **(2, 4, 5, 8, 9, 10, 11)**

2.3.1. The contractor must develop and implement a new Enterprise Data Management and Governance process to support timely enterprise decision making, subject to State approval **(4)**

2.3.2. The contractor must provide EDW maintenance and operations, including EOD, for 12 months after the EDW is placed in service **(2, 4, 5 8, 9, 10, 11)**

2.3.3. The contractor must provide EDW and EOD technical training and knowledge transfer including documentation **(4)**

2.3.4. The contractor must provide training on BI and other end user interfaces **(4, 9, 10)**

3. Develop Common Services **(1, 2, 5, 7, 8, 9, 10, 11)**

3.1. The contractor must design and implement a SOA and infrastructure including service composition, service orchestration, event-driven services, and process integration to enable enterprise business and data services that are shared and exposed **(5, 7)**

3.1.1. Services must be reusable by multiple clients to maximize the investment and utilization of the service **(2, 7, 8, 9, 10, 11)**

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3.1.2. Enterprise service functionality must not be duplicated unless otherwise planned, controlled and approved by the State **(7)**
3.1.3. Services must be scalable to the needs of the business for the particular application **(7)**
3.1.4. Services must implement standards-based security models **(7)**
3.1.5. Services must use FTB communication protocol standards **(7)**
3.1.6. Services must be developed according to FTB standards and policies **(7)**
3.1.7. Services must be implemented in an environment that provides continued service in the event of component failure **(5, 7)**
3.1.8. Services must be built to minimize time necessary to implement changes and legislative mandates **(7)**
3.1.9. The project must provide a service registry that allows enterprise users to identify and understand the available services and their underlying standards and policies for use **(7)**
3.1.10. The project must follow FTB policies regarding service monitoring, logging and tracking of services **(7)**

3.2 The contractor must develop and implement infrastructure to align taxpayer self-services (e.g., My FTB Account, making payments, etc.) with the Enterprise Technology Vision and create common internal and external views to establish a Taxpayer Folder **(2, 5, 7, 8, 10, 11)**
3.2.1 The new Taxpayer Folder must provide internal and external, view-only display of enterprise data **(2, 5, 7, 8, 10, 11)**
3.2.2 The new Taxpayer Folder must provide a view-only display of PIT and BE taxpayer accounting records from BETS and TI **(5, 7, 8)**
3.2.3 The new Taxpayer Folder must provide view-only display of all notices created through the new notification service (STD, RIN, NPA) **(5, 7, 8)**
3.2.4 The new Taxpayer Folder must provide view-only display of legacy INC NPAs, BETS notices, and ARCS notices (e.g., Income Tax Due, Past, Official, Delinquent, Final, Lien, Levy, etc.) **(2, 5, 7, 8)**
3.2.5 The new Taxpayer Folder must provide view-only display of related parties to a taxpayer including POA, tax professional, spouse, and registered domestic partner **(5, 7)**
3.2.6 The new Taxpayer Folder must provide the ability for internal users to create new entities through the Taxpayer Folder **(7, 10, 17)**
3.2.7 The new Taxpayer Folder must provide the ability to search by word, phrase, and other criteria **(5, 7, 8)**
3.2.8 The new Taxpayer Folder must integrate with other enterprise common services including the new Enterprise Address Service and Enterprise Notification Service **(5, 7, 8)**
3.2.9 The new Taxpayer Folder must provide additional self-services including the ability for taxpayers to calculate penalties and interest, make payments, protest notices, answer HOH questionnaires, respond to FTB inquiries, update address and name information, and specify a preferred method of contact **(5, 7, 8, 11)**

3.3 The contractor must implement an Internal User Authentication Service to increase security and reduce risk for all business required systems **(7)**

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3.4 The contractor must implement a Single Sign-on Service to facilitate automatic log-on for the Return Processing systems, related services (including the new Taxpayer Folder), as well as the TI, BETS, PASS, INC, and ARCS legacy systems **(2, 5, 7, 8)**

3.5 The contractor must develop and implement a new Enterprise Address/Name Service that serves as FTB's system of record for address and name data **(2, 5, 7, 10)**

3.5.1 The contractor must document and recommend enterprise address and name business rules **(6, 7)**

3.5.2 The State will define, validate, and approve enterprise address and name business rules **(6, 7)**

3.5.3 The new Enterprise Address/Name Service must integrate with the new Taxpayer Folder to provide taxpayer self-service and internal user address and name update capability **(5, 7)**

3.5.4 The new Enterprise Address/Name Service must integrate with the new Taxpayer Folder to send updates to TI, BETS, and EOD **(5, 7)**

3.5.5 The new Enterprise Address/Name Service must send requests for better address information to third parties including DMV and the Secretary of State (SOS) **(2, 5, 7, 10)**

3.6 The contractor must develop and implement a new Enterprise Notification Service working in conjunction with the Return Adjustment and Post Proposed Adjustment processes to replace current processes used to print and send PIT RINs and STDs, PIT NPAs (including Notice of Revision, Notice of Action and Notice of Determination), and Return Filing and Validation taxpayer forms **(2, 6, 7, 8, 11)**

3.6.1 The new Enterprise Notification Service must format, print, store, and retrieve history of notices consistent with client instructions **(6, 7)**

3.6.2 The new Enterprise Notification Service must communicate with the new Enterprise Address Service to obtain the correct and next best address consistent with business rules **(7)**

3.6.3 The new Enterprise Notification Service must receive return adjustments from the Return Processing Systems **(7)**

3.6.4 The new Enterprise Notification Service must integrate with the Taxpayer Folder **(5, 7)**

3.6.5 The new Enterprise Notification Service must compile and send refund transactions, including any RIN adjustment explanation, to the State Controller's Office (SCO) **(6, 7, 8)**

3.7 Support and maintain common services **(2, 5, 7, 10, 11)**

3.7.1 The contractor must develop and implement a new Governance and Management process to support timely enterprise decision making, subject to State approval **(7)**

3.7.2 The contractor must provide common services maintenance and operations for 12 months after services are placed in service **(2, 5, 7, 8, 10, 11)**

3.7.3 The contractor must provide technical training and knowledge transfer including documentation to support State operations **(7)**

4 Modify Legacy Systems **(2, 3, 4, 8, 9, 10, 11)**

4.1 For all legacy system modifications, the contractor must conceptualize, design, and system test the changes, and assist the State's acceptance testing of the changes **(2, 3, 4, 8, 9, 10, 11)**

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4.2 For all legacy system modifications, the State will code, unit test, and acceptance test the changes, and assist the contractor's system testing of the changes **(2, 3, 4, 8, 9, 10, 11)**

4.3 Centralize, consolidate and standardize all 3rd party data load and match processes for the enterprise, currently distributed across legacy systems **(2, 4, 5, 8, 9, 10, 11)**

Legacy system modifications:

4.4 BETS **(3, 6, 7, 8, 9)**

- 4.4.1 Remove INSTALL/1 and DESIGN/1 products from BETS **(3)**
- 4.4.2 Provide a new/updated user interface with functionality equivalent to the current BETS online system that is not reliant on any INSTALL/1 or DESIGN/1 components. Including the following: **(3, 6, 7)**
  - 4.4.2.1 User Interface:
    - 4.4.2.1.1 Event driven web user interface **(3, 6, 7)**
    - 4.4.2.1.2 Application and screen flow and control **(3, 6, 7)**
    - 4.4.2.1.3 Screen validation and formatting **(3, 6, 7)**
    - 4.4.2.1.4 Session and Context Management, including the ability to save data between steps of a process **(3, 6, 7)**
    - 4.4.2.1.5 Error Handling (for both online and batch) **(3, 6, 7)**
    - 4.4.2.1.6 Dynamic, context-sensitive help **(3, 6, 7)**
    - 4.4.2.1.7 Leverage existing data driven architecture (i.e. Codes Tables) **(3, 6, 7)**
    - 4.4.2.1.8 Dynamic validation using data driven architecture (i.e. Codes Tables) **(3, 6, 7)**
    - 4.4.2.1.9 Integration of FTB standard User Access Security **(3, 6, 7)**
    - 4.4.2.1.10 Suspend and Resume facilities, to allow users to leave one transaction in progress without losing data, while initiating and accessing other transactions **(3, 6, 7)**
    - 4.4.2.1.11 Fast Path facilities, to allow experienced users to bypass menus **(3, 6, 7)**
    - 4.4.2.1.12 Compliance with the Americans with Disabilities Act (ADA) as required by SB 105 **(3, 6, 7)**
  - 4.4.2.2 Reports:
    - 4.4.2.2.1 Online access to selected existing reports through a dedicated reporting server **(3, 6, 7)**
    - 4.4.2.2.2 The ability to create ad hoc reports with little or no programming **(3, 6, 7)**
    - 4.4.2.2.3 Continued use of existing mainframe reports written in Report Writer and Natural **(3, 6, 7)**
  - 4.4.2.3 Codes Tables:
    - 4.4.2.3.1 Maintenance facilities for Codes Tables **(3, 6, 7)**
    - 4.4.2.3.2 I/O modules to access Codes Tables in both online and batch **(3, 6, 7)**
    - 4.4.2.3.3 Moving VSAM resident Codes Tables to DB2 **(3, 6, 7)**
  - 4.4.2.4 Testing facilities, including:
    - 4.4.2.4.1 Replacement of the existing Test Data Management (TDM) facility with more robust technology **(3, 6, 7)**

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4.4.2.4.2 Ability for many testers to share limited physical DB2 resources **(3, 6, 7)**
4.4.2.4.3 Ability for testers to save and restore their own versions of test data **(3, 6, 7)**
4.4.2.4.4 Ability for testers to extract automatically sanitized data from Production **(3, 6, 7)**
4.4.2.5 A Development Environment, including:
4.4.2.5.1 Screen painting/design **(3, 6, 7)**
4.4.2.5.2 Debugging facilities **(3, 6, 7)**
4.4.2.5.3 Administration **(3, 6, 7)**
4.4.2.5.4 Ability for many developers to share limited physical DB2 resources **(3, 6, 7)**
4.4.2.5.5 Ability for developers to save and restore their own versions of test data **(3, 6, 7)**
4.4.2.5.6 Ability to interface with the configuration management tool, Integrating Software Parts Wherever (ISPW), for source control and component management **(3, 6, 7)**
4.4.2.5.7 Ability for developers to extract automatically sanitized data from Production **(3, 6, 7)**
4.4.2.5.8 Editor to create, read, update, and delete source code and copy/include code **(3, 6, 7)**
4.4.2.6 Data Dictionary, to enforce consistency between data elements across different tables and files **(3, 6, 7)**
4.4.2.7 Diagramming/Documentation tools (ERD, design documents, use cases, etc.):
4.4.2.7.1 System Documentation **(3, 6, 7)**
4.4.2.7.2 Data Flow Diagramming **(3, 6, 7)**
4.4.2.7.3 Procedure Diagramming **(3, 6, 7)**
4.4.3 The system must maintain or improve the current level of availability provided by the BETS to its business customers **(3, 6, 7)**
4.4.4 The system must meet or improve the current BETS level of performance (from an end-to-end throughput business function perspective) **(3, 6, 7)**
4.4.5 The system must leverage (reuse) the BETS's existing DB2 database model on the mainframe **(3, 6, 7)**
4.4.6 Maintain the same batch capabilities as the existing system (i.e. Job Restart) **(3, 6, 7)**
4.4.7 The system must align with State of CA architecture and the FTB's Enterprise Architecture and Tax Systems Modernization strategy **(3, 6, 7)**
4.4.8 The system must use "Mainstream" technologies, defined by the FTB's Enterprise Technical Architecture, for the components that will be changed or replaced **(3, 6, 7)**
4.4.9 The system must comply with all the FTB security standards **(3, 6, 7)**
4.4.10 The system must be scalable to meet expected future volumes for the Business Entities Section **(3, 6, 7)**
4.4.11 The system must align with IT industry best practices for software architecture and design, including: **(3, 6, 7)**
4.4.11.1 The n-tier architectural model: separate tiers for the presentation, business-logic, and data-access **(3, 6, 7)**

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- 4.4.11.2 IT Industry best practices design principles such as modularity and reuse **(3, 6, 7)**
- 4.4.11.3 Service Oriented Architecture (SOA) that is flexible for eventual participation in the FTB and State of CA eServices architecture **(3, 6, 7)**
- 4.4.11.4 Coexistence of COBOL and other Web Services **(3, 6, 7)**
- 4.4.11.5 The proposed solution must leverage FTB's existing software licenses for WebSphere Application Server running on z/OS on the FTB mainframe **(3, 6, 7)**
- 4.4.11.6 The proposed solution must improve integration and interoperability with internal FTB systems and external agencies **(3, 6, 7)**
- 4.4.11.7 The solution must replace all functionality provided by the FTB user-created Attachmate EXTRA! Macros **(3, 6, 7)**
- 4.4.11.8 The proposed solution must leverage the Java 2 Platform Enterprise Edition (J2EE) framework in the modernized architecture **(3, 6, 7)**
- 4.4.11.9 The existing batch processes must be retained where applicable **(3, 6, 7)**

4.4.12 Modify BETS, including interfaces, to accept BE adjustments from the new Return Processing systems and issue related notices to the taxpayer **(3, 6, 7, 8, 9)**

4.4.13 Maintain BETS' ability to issue notices and manage them through finalization **(3)**

4.4.14 Modify BETS to prevent posting adjustments that duplicate those received from the new Return Processing system, and prevent the issuance of duplicate notices **(3, 6, 7)**

4.4.15 Modify BETS, including interfaces, to work with ARCS and the new Underpayment Modeling Process **(2, 3)**

4.4.16 The contractor must provide technical training and knowledge transfer including documentation to support State operations **(3, 6, 7, 8, 9)**

4.4.17 Address of current Form Definition Facility (FDF) functionality and make modifications as required to improve the maintenance interface **(3, 6, 7)**

4.4.18 Modify BETS to use the new Enterprise Address Service **(3, 6, 7)**

4.4.19 Modify BETS to support future integration of the new Enterprise Notification Service **(3, 6, 7)**

4.4.20 For BE decouple, the contractor is responsible for the unit, integration, system and acceptance testing plan **(3, 6, 7)**

4.4.21 The contractor is responsible for coding, unit, integration and system testing of BE decouple **(3, 6, 7)**

4.4.22 The contractor is responsible for replacing the Test Data Management (TDM) with a modern technology **(3, 6, 7)**

- 4.4.22.1 The new testing system must provide sanitized data from the live environment
- 4.4.22.2 The new testing system must provide tools to simulate loads
- 4.4.22.3 The testing system must provide tools to test in a SOA/BPM environment

4.4.23 The contractor must provide training on the new testing environment **(3, 6, 7)**

See Appendix 6 for the technical details regarding BETS Decoupling.

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- 4.5 TI **(2, 6, 8, 9)**
  - 4.5.1 Modify TI, including interfaces, to support and work with the new Return Processing systems including common services **(6, 8, 9)**
  - 4.5.2 Modify TI, including interfaces, to work with ARCS and the new Underpayment Modeling Process **(2, 6)** Archie
  - 4.5.3 Modify the TI-to-ARCS case management interface to use the new Underpayment Modeling Process **(2, 6)**
  - 4.5.4 Modify TI to remove the functions that print all current PIT notices **(6)**
  - 4.5.5 Decommission the TI user online address and name update function **(6)**
  - 4.5.6 Provide the ability to send address and name changes received through interfaces with other systems, including ARCS and INC, to the Enterprise Address/Name Service **(7, 10)**
  - 4.5.7 Decommission e-file mainframe display and print **(6)**
- 4.6 ARCS **(2, 6)**
  - 4.6.1 Modify ARCS, including interfaces, to support and work with the new Return Processing systems including common services **(2, 6)**
  - 4.6.2 Modify ARCS case management to use the new Underpayment Modeling Process and route cases scored by the new process to the existing ARCS voluntary and involuntary noticing processes **(2)**
  - 4.6.3 Modify ARCS case management to use the new Enterprise Address Service, including best address feature, with ARCS voluntary and involuntary noticing process workflows **(2)**
  - 4.6.4 Maintain the Payer file address interface for involuntary notices **(2)**
  - 4.6.5 Maintain the County Clerk Address for liens **(2)**
  - 4.6.6 Maintain the ARCS interface with BETS and TI to receive return addresses for voluntary and involuntary notices **(2)**
- 4.7 INC **(4, 6, 10)**
  - 4.7.1 Modify INC, including interfaces, to support and work with the new Return Processing systems including common services **(6)**
  - 4.7.2 Modify INC FE modeling to use all business required EDW data **(10)**
  - 4.7.3 Modify INC case management to create and assign cases selected by the modified INC modeling for the existing INC FE noticing workflow **(4, 10)**
  - 4.7.4 Modify INC and develop interfaces to use the new Enterprise Address Service **(4)**
    - 4.7.4.1 Maintain the INC interface with BETS and TI to receive return addresses **(4)**
    - 4.7.4.2 Maintain the INC case management address feature **(4)**
  - 4.7.5 Maintain the current interface specifications for FE data sent to INC **(4, 10)**
- 4.8 PASS **(4, 11)**
  - 4.8.1 Modify PASS modeling to use all business required EDW data **(11)**
  - 4.8.2 Modify PASS case management to create and assign cases selected by modified PASS modeling for existing audit workflows **(4, 11)**
  - 4.8.3 Modify PASS Modeling to include PIT Audit modeling **(4, 11)**
- 4.9 Audit Systems **(6, 4, 11)**
  - 4.9.1 Modify HOH, CP2000, STARS, FEDSTARII, and their interfaces to support and work with the new Return Processing systems including common services **(6, 11)**

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4.9.2 Modify HOH, CP2000, STARS, and FEDSTARII to interface with the Return Processing Systems to make adjustments and send notices **(6, 11)**

4.10 Modify the Mainframe Entity Match Process, including interfaces, to work with the new Return Processing systems for matching purposes **(4, 6, 10, 11)**

In addition:

4.11 The State will decommission PIT and BE ARCS STRATA and their interfaces with the Payer file, INC, and EIDB

4.12 The State will transition ECAIR to the EDW **(2, 4, 10, 11)**

4.13 The State will transition the Business Intelligence Data System (BIDS) reporting systems (Processing Summary, Management Information System (MIS), and PIT Return Data Mart) to the EDW and will decommission these reporting systems **(4, 6, 8)**

4.14 The contractor must provide the opportunity to retire SBRD and related processes to reduce operating costs **(4)**

4.15 The State will retire SBRD and the PASS-related source databases **(4)**

4.16 The State will retire Personal Audit Workstation System (PAWS) (PIT NPAs) **(4, 5)**

4.17 Decommission e-view (PIT returns) **(4, 5)**

4.18 Decommission b-view (BE returns) **(4, 5)**

4.19 Decommission IDAX display **(4, 5)**

5. Maintain and/or establish external interfaces that:

5.1 Send refund transactions to the SCO including any RIN adjustment explanation (**6, 7, 8)**

5.2 Request current address information from external sources including DMV and SOS **(4)**

5.3 Maintain the ability to produce data files currently sent to external entities from data sources that EDR will retire **(4)**

6. For all aspects of the EDR project **(2, 4, 6, 7, 8, 9, 10, 11)**

6.1 The contractor must provide project management functions that include integration, scope, schedule, project cost, quality, human resource, communications, and risk management **(2, 4, 6, 7, 8, 9, 10, 11)**

6.2 The Project Oversight vendor will ensure project management activities including schedule management, earned value analysis, and risk management are executed consistent with industry best practices and standards and comply with all reporting requirements pertinent to the project as defined in SIMM Section 45 **(4, 6, 7)**

6.3 The Independent Verification and Validation (IV&V) vendor will oversee and perform verification and validation including quality assurance of the EDR Project contractor and State activities to ensure execution consistent with requirements **(4, 6, 7)**

6.4 The contractor must provide all necessary testing efforts, including unit, system, integration, regression, end-to-end, and performance and usability testing, and support state acceptance testing to ensure the highest quality product within the given timeline for the project, consistent with industry standards and best practices **(4, 6, 7)**

6.5 The contractor must provide a general test plan that includes test cases, business scenarios, requirements traceability, defect reports, user acceptance test scripts, and

user acceptance documents, consistent with industry standards and best practices **(4, 6, 7)**

6.6 The contractor must provide comprehensive development, training, and test environments that encompass all aspects of EDR **(4, 6, 7)**

6.7 The State will develop and execute user acceptance test scripts and once issues are resolved, approve and sign acceptance documents prior to accepting transfer of ownership **(4, 6, 7)**

6.8 The new systems must conform to FTB's service organization including support by a service desk that meets Information Technology Infrastructure Library (ITIL) standards **(4, 6, 7)**

6.8.1 The project operations must include event, incident, configuration, change, problem, transition and release, and performance management **(4, 6, 7)**

6.9 The project must adhere to FTB's Enterprise Architecture (EA) **(4, 6, 7)**

6.9.1 The project must conform to FTB's Data Management and Delivery (DMD) architecture **(4, 6, 7)**

6.9.2 The project must conform to FTB's Information Access Management (IAM) architecture **(4, 6, 7)**

6.9.3 The project must conform to FTB's SOA architecture **(4, 6, 7)**

6.9.4 The project must conform to FTB's ECM architecture **(4, 6, 7)**

6.9.5 The project must conform to FTB's BPM architecture **(4, 6, 7)**

6.9.6 The project must conform to FTB's Enterprise Data Exchange (EDE) architecture **(4, 6, 7)**

6.9.7 The new systems must provide web-based user interfaces that accept input and provide output by generating web pages, which may be transmitted via the Internet and viewed by the user using a web browser program **(4, 6, 7)**

6.9.8 All human interfaces must have a standard look and feel, and meet HIPAA and ADA requirements **(4, 6, 7)**

6.9.9 All hardware must be located at FTB's main office and operate within FTB's wide area network **(4, 6, 7)**

6.10 The project must meet or exceed FTB's security requirements as described in the Department's Information Security Policy Manual **(4, 6, 7)**

6.11 The project must adhere to FTB's policy relating to the disclosure and confidentiality of taxpayer and IRS data **(4, 6, 7)**

6.12 The project must adhere to all legal and licensing issues related to procurement and use of all hardware and software products and any other applicable areas **(4, 6, 7)**

6.13 The project must adhere to FTB's organizational policies and procedures **(4, 6, 7)**

## 3.5 Data Conversion

A project of this scope confronts many data conversion issues. The EDW with its EOD store will replace or consolidate many current siloed data stores. However, the relocation of data impacts the myriad of applications that use that data. Therefore, conversion of data is a decision based on the need to maintain status quo data conditions versus the opportunities and benefits from this project's enterprise goals.

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### 3.5.1 Enterprise Return Database

Return data is gathered through two mediums – paper and electronic. The electronic data is currently stored in an e-Gateway repository. Some of this data is sent onto BETS and TI. The corrected and validated return data from TI and BETS will also be converted and made available through EDW. The imaged and captured data from paper returns is also stored in different repositories. The structured data related to return filing, which excludes the imaged data, will be converted to EDW so that it can be made available to the enterprise. The imaged data will also be made available to the enterprise through the ECM/BPM solution.

### 3.5.2 Enterprise Address Database

The load of addresses will be converted from data currently residing on the ECAIR data warehouse. The party and address data will be extracted, cleansed, and reformatted into the address tables. ECAIR will also provide employer/employee relationships. The goal is to populate the new address tables with as many valid addresses as possible and their relationships to customers. The conversion of this data to the address tables will not, however, change the data requirements for the accounting systems of BETS and TI. In other words, we will not be able to vacate or erase the data within BETS and TI, and a controlled redundancy approach to data migration and integration will be required. Since the many dependent systems within FTB use BETS and TI address data, the modification of all of these systems to solely use the enterprise address database is beyond the scope of this project.

BETS and TI address data will be maintained in a planned, controlled, and managed redundancy status as long as there remains one system or application that relies on either system's address data or until such time that all systems within FTB can access and use the enterprise address store. The schedule for changing these dependent systems remains open until specific solutions are determined for the enterprise address service. The effort to implement these solutions will be weighed against the benefits to decide which systems can be included to interface with the new address service within this project's timeline. A current projection of this conversion effort is outlined in the Project Scope section for Common Services.

### 3.5.3 Notice Data

FTB's twenty-six noticing systems do not share a common format. The creation of an enterprise Notification Service will require centralized notice data tables to achieve one of the project's goals to establish a central place to manage and view all "billable" notices. Historical legacy notices including the notices that will be continually created by legacy notice processes will use a common notice display within TP Folder. Otherwise, the costly decision to convert data and change legacy applications would remain (i.e., RIN, STD, Earnings Withholding Order for Taxes (EWOT), Order to Withhold (OTW), INC, Notice Display File (NDF)). A web service solution is anticipated to handle historical view or "notice display" of notification data and provide for view through TP Folder for systems out of scope.

The following conversion efforts are within scope:

**ECAIR** – The entire ECAIR data warehouse is scheduled for conversion.

**PASS** – PASS is an audit modeling and case management tool. Only PASS modeling data will be converted.

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**SBRD** – All SBRD data will be converted.

**TI and BETS** – All demographic and financial data will be converted as business required.

**WASS** - All WASS data related to withholding at source will be converted.

The following are the high level conversion tasks and roles:

1. Complete design of EDW (contractor, included in EDW costs)
2. Analysis - Identify source data (fields) to be converted from each database (contractor)
3. Analysis - Validate data to be converted (State)
4. Analysis & Design - Map and match data sources to EDW (contractor)
5. Design - Develop conversion applications/procedures for each data source (contractor)
6. Mock Conversion - Transform test data in preparation for EDW (contractor)
7. Mock Conversion - Develop edits for source data (contractor)
8. Mock Conversion - Run pre-edits (edit apps in “test”) for fallout identification (contractor)
9. Mock Conversion - Resolve fallout issues (State)
10. Design - Update conversion applications/procedures for each data source (contractor)
11. Mock Conversion - Test conversion applications/procedures (contractor)
12. Prepare for Migration (contractor and State – 50% each)
13. Run Conversion (contractor and State – 50% each)
14. Acceptance Test (State, included in State Acceptance Testing)

## 4.0 Baseline Analysis

### 4.1 Current Method

The EDR project encompasses the entire FTB enterprise with specific emphasis on the case management workflow of a tax return, unavailable data, underutilized data, redundant functionality lacking common services and outdated legacy systems.

#### 4.1.1 Return Filing and Validation

The processing of a tax return consists of four distinct stages, which include the receipt of the return, capturing return data, validation and correction of return data and the storage of the tax return. The following outlines the processing of a paper tax return:

**Receiving a Return**

FTB’s Receiving Section employs up to 1,000 temporary staff during the filing season each year to open mail, extract contents, sort returns, stamp document locator numbers (DLN), deliver paper documents and prepare returns for processing. For the 6 million paper returns received annually, the Machines Unit uses high-speed letter sorters to open letter and flat-sized envelopes. The Extractions Unit extracts and assembles the returns. The Sorts Unit sorts all tax returns, including Homeowners and Renters Assistance claims, by year and form type before forwarding to the Numbering Unit. The Numbering Unit stamps returns and checks with a unique DLN. The DLN information is recorded into a spreadsheet for tracking purposes and

the returns are placed into bins on a metal cart for physical transfer into another area for data capture. Different return types may skip certain manual steps; however, all returns move through the workflow via metal carts.

**Capturing Return Data**
The capturing of paper return data consists of two methods, dependent on the type of form submitted: manual input via a Key Data Operator (KDO) and data capture via high-speed scanners. Roughly half of all paper returns are captured via manual input from a KDO, which consists of entering specific line item data from the first two pages of each return. The remaining paper returns are data captured via high-speed scanners utilizing limited Optical Character Recognition (OCR) technology and subsequently perfected by a KDO if needed. To compliment the 60 permanent KDOs, FTB employs an additional 150 KDOs during the filing season to ensure all taxpayer data gets inputted into the system and perfected for timely refunds and billings. Upon completion of data capture or manual input, all PIT paper returns continue through the workflow via metal carts for validation. Although all BE returns are manually inputted, these returns undergo an imaging process that allows for manual validation of a BE return from an electronic image. In addition to imaging BE returns, FTB has plans to image additional workloads like PIT Returns and correspondence to eventually eliminate the movement of paper.

**Validating and Correcting Return Data**
Validation consists of ensuring tax return accuracy by manually reviewing and correcting returns that do not meet mathematical or logical criteria. All returns are subject to the validation process with incorrect returns requiring manual review from staff. Correction of a paper return requires staff to physically locate the return, review the paper information against the captured data and subsequently make the correction. Return corrections range from fixing a taxpayer's name to verifying and correcting withholding amounts, which require staff to send a notice to the taxpayer of the change made to their return. Validation occurs both on paper and electronically transmitted returns; however, validation is limited to the first two pages of a return and doesn't consider any schedule information to determine accuracy of a return. PIT returns and BE returns are validated in separate areas on separate systems. Extensive backlogs result in the BE area due to the complexity of the returns and limitations of the system.

**Return Storage**
After validation, all PIT paper returns are moved to a warehouse for storage where they reside an average of four years before being destroyed. The warehouse consists of 190,000 square feet of storage area and houses roughly 107 million documents. As of July 2007, all new BE paper returns no longer require storage as all BE documents are imaged and available for electronic viewing.

### 4.1.2 Data Management
FTB's data architecture consists of many individually architected systems, each system designed to operate independently, without regard to sharing resources or information. Data is extracted and stored for exclusive use by extracting systems and not made available to other systems. The extracting system exclusively edits data and stores data necessary to its business function, leaving data unexposed and non-shareable.

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In addition to tax return data, there are over 265 data sources currently received or provided by FTB from direct reporters, federal agencies, California departments and providers of purchased products. These data sources are used by FE, Audit, Return Filing and Validation and Underpayment SOWs.

Before it can be used, the data sources received by FTB require data cleansing and matching due to varying data formats. The cleansing and matching process associates income information with respective taxpayers. FE identifies potential non-filers by comparing California source income and income indicators to taxpayers who have filed returns. Today, data is cleansed and matched on the mainframe and loaded into staging tables.

Today, we have 57 data sources which are used by two or more SOWs. In most instances, these data sources are available only to SOWs that can extract, cleanse, match and load the data to meet its business requirements. In addition, 3rd party data is acquired and stored in silos, often at the project/business level.

With multiple systems that acquire, store and update data independently, redundant out-of-sync data results requiring multiple resources to maintain. In addition, data captured from paper returns represents a small portion of the return data needed to thoroughly validate all aspects of a tax return.

### 4.1.3 Noticing and Address

**Noticing**
FTB has twenty-six systems that produce notices independent of each other all of which have various degrees of functionality. The use of notices represents FTB's primary mode of communication; however, numerous noticing systems produce notices with varying style, language and appearance.

**Address**
All of FTB’s major systems utilize address information to contact taxpayers and they all manage address components differently within their respective systems. Address information can come from many sources (i.e., taxpayer phone call, tax return) and resides separately in different systems, thus resulting in all systems not having the same or the most current address information.

### 4.1.4 Legacy System

BETS is FTB's primary tax accounting system for business entities. This legacy system resides on the mainframe and is critical to the administration of the California Revenue and Taxation Code as it applies to corporations, partnerships and limited liability companies who do business in the State of California. BETS accepts data from returns and remittances via three methods: automated scanning, manual keying or e-file. Nightly batch processes update BE accounts on the BETS database and produces notifications, billings, refunds and correspondence. BETS also interfaces with FTB internal systems as well as external agencies such as the Employment Development Department, Board of Equalization and Secretary of State to support the administration of California tax laws.

## 4.2 Technical Environment

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FTB has a growing enterprise network consisting of various servers, printers, mainframe systems and UNIX systems. Most of the Local Area Networks (LANs) function as office automation application servers; however, the department also has special-purpose LANs for imaging, voiced response and electronic correspondence functions.

Consistent with FTB's technology vision as expressed in the ITSP, FTB's information technology is not constrained to one specific environment.

The following table lists the technologies and a brief description of the current systems that will be impacted by the EDR Project:

| System | Technologies | Description |
|---|---|---|
| **BETS** | Platform: Mainframe<br>Operating System: ZOS<br>Database and File Systems: DB2, MVS<br>Languages: Cobol, Natural, Assembler | BETS was implemented in 1996 and was expected to have an operational life of 20 to 25 years. With the pending sunset of INSTALL/1, the originally projected operational life of the BETS is in jeopardy.<br><br>BETS is FTB's primary tax accounting system for business entities. This system administers the California Revenue and Taxation Code as it applies to corporations, partnerships and limited liability companies that do business in the State of California. This system is responsible for determining tax liability, penalties and interest based on information on the tax return or as the result of an audit and is the FTB system of record for BE entity information such as name, address and business status.<br><br>The system is a vendor-developed application using DB2 and a proprietary software package, INSTALL/1, and CICS for on-line access. Natural is used for many reports developed outside the original base product. |
| **INC** | Platforms: Mainframe, UNIX<br>Operating System: AIX, ZOS<br>Database and File Systems: DB2 UDB EEE<br>Languages: Java | The INC application is used to administer FTB's Nonfiler program and a major component of FTB's California tax gap reduction efforts. The INC application identifies and gains compliance from California taxpayers and businesses that have not filed California State income tax returns.<br><br>INC is a distributed n-tier client server, Internet based application using object-oriented development techniques and JAVA programming/application development tools (Rational Application Developer) in an Enterprise Java Bean (EJB) environment to a DB2 UDB EEE Database. It runs on an AIX operating system using Websphere Application Server middleware. The application software runs on two IBM P-590 servers with an EMC SAN configuration and Tivoli backup. It also uses mainframe-based batch processes to extract and match income data from a variety of sources. |

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| | | |
|---|---|---|
| **TI** | Platforms: Mainframe<br>Operating System: ZOS<br>Database and File Systems: Adabas<br>Languages: COBOL, Natural, and Assembler | TI is designed to capture, update and store individual taxpayer information. TI has both Natural and COBOL batch and online applications. The online applications allow users to view and update taxpayer information. The batch processes include refunds, notices, interfaces, system balancing, data retention and various validation processes. |
| **PIT ARCS** | Platforms: Intel Desktops, HP Server, Mainframe<br>Operating Systems: Windows, HP-UX, ZOS<br>Database and File Systems: Sybase<br>Applications: CACSG<br>Languages: PowerBuilder, C, COBOL | PIT ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for individual taxpayers in California.<br><br>The PIT ARCS application communicates electronically with a mainframe host accounting system TI using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts cases and distributes them to users and groups of users in the form of work lists. |
| **BE ARCS** | Platforms: Intel Desktops, HP Server, Mainframe<br>Operating Systems: Windows, HP-UX, MVS<br>Database and File Systems: Sybase<br>Applications: CACSG<br>Languages: PowerBuilder, C, COBOL | BE ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for business entities.<br><br>The BE ARCS application communicates electronically with a mainframe host accounting system BETS using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts cases and distributes them to users and groups of users in the form of work lists. |
| **PASS** | Platforms: Intel, UNIX<br>Operating System: Windows NT & 2000, AIX<br>Database and File Systems: Sybase<br>Languages: PowerBuilder, C++ | PASS is a client/server application used nationwide by over 1,200 auditors, legal staff, managers and other FTB staff. The PASS system is utilized to complete approximately 30,000 audits annually. At the highest level, there are two major components to the PASS system. The first is modeling, which is used to identify audit candidates for Pass Thru Entity and BE programs. The second is case management, which is used to assign and manage audit cases through the audit and legal dispute processes for the PIT, Pass Thru Entity and BE programs as required to bring the audit case to completion. Besides audit cases, the system also manages the case support project workload for audit and legal staff. |

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| | | |
|---|---|---|
| **PAWS** | Platforms: Mainframe<br>Operating System: ZOS<br>Database and File Systems: ADABAS (VSAM)<br>Languages: Assembler, COBOL, Natural, REXX | The Personal Audit Workstation System (PAWS) is used for the composition of proposed assessments. The system is used to manually create an NPA and to create post NPA actions, such as a Notice of Revision or Notice of Action. PAWS notices are displayed via NDF. PAWS interfaces with NDF and TI. |
| *(Current)*<br>**NRWS** | Platforms: Commodity<br>Operating System: Wintel, Intel<br>Database and File Systems: SQL Server<br>Languages: .NET, MS Visual Basic 6 | The Non-Resident Withholding System (NRWS) and Withhold At Source (WAS) are the accounting systems for non-wage withholding. Withholding data and payments are entered into the system. The system provides a withholding agent and taxpayer accounting of debits and credits and allows transactions to be created against the original withholding filings. Credits are batched to TI and manually transferred to BETS. Claimed withholding amounts are transferred back to NRWS from TI (batched) and BETS (manual) to complete the accounting. |
| *(To Be)*<br>**WASS** | Platforms: Distributed<br>Operating System: Windows Server<br>Database and File Systems: SQL Server 2005<br>Languages: .Net | The Withhold At Source System (WASS) will replace the existing NRWS and will add new functionality. WASS will integrate with TI, BETS, ARCS, INC (PIT only), e-Gateway, Imaging/IPACS and Tandem. The main sources of data for WASS will come from the Internet, SWIFT, Tandem, Imaging/IPACS and Fax. |
| **SBRD** | Mainframe<br>Operating System: ZOS<br>Database and File Systems: ADABASE<br>Language: Natural | SBRD stores data from BE tax returns and K-1 schedules. SBRD data is stored in MVS flat files for use by PASS and INC. |

## 4.3 Existing Infrastructure

FTB's current mainframe infrastructure consists of an IBM z9 Enterprise Class E-Server/ [redacted] with a capacity of 914 usable MIPS, 64 GB processor memory and 164 ESCON and 32 FICON channels. The mainframe has special processors zAAP, zIIP and IFL. The Direct Access Storage Device (DASD) has 8.3 terabytes of usable storage to support all major tax program areas including access to online databases utilizing ADABAS, DB2 and VSAM files.

FTB's full service data center hosts the mainframe environment. The data center processes approximately 17 million online transactions per month and over 237 thousand batch processes per month during peak processing periods. It also generates over 3 million print pages per month for notices, bills and letters during peak season. The mainframe printer environment utilizes simplex, duplex, simplex with color and duplex with color (highlight color optional). FTB supports electronic transmission of 1099 and related data using web technology on the e-Server (mainframe).

Data center customers and users include all of FTB's program areas, including PIT, BE, Homeowner and Renter Assistance (HRA) and various non-tax debt collections programs.

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FTB's data center also provides data storage and processing service to a number of external organizations and agencies, such as BOE, EDD and the Department of Food and Agriculture.

The mainframe environment utilizes an Automated Cartridge System (ACS) that supports twenty-four 3490 and twenty 3590 devices with an ACS tape cell capacity of 35,000 internal slots. Furthermore, the mainframe shares its storage farm with Exchange, which has 3.4 terabytes for Open Systems database and online backup requirements.

Various mainframe systems are the final destination for data from all accepted tax returns and forms, regardless of media source. Primary business functions provided by these systems include return validation, accounting, taxpayer and corporation information.

A two processor HP Non-Stop S7802 with mainframe connectivity supports the department's data entry process. The system has 16 36-Gb hard drives and two gigabit Ethernet cards. The processor is connected to approximately 240 emulation workstations via TCP/IP. A portion of the batch processes and the backup and recovery processes are supported by a total of 24 cartridge drives in a silo environment. In August of 2005, the state-of-the-art S-Series S7802 (formerly Tandem) replaced the Himalaya K10000.

FTB currently employs ADABAS and DB2 on the mainframe, with both as its primary mainframe database management systems for PIT and BE data.

### 4.3.1 Server Infrastructure

FTB has a large distributed computing environment attached to its enterprise network consisting of approximately 350 Windows servers and an estimated 50 UNIX servers. This distributed environment consists of large client/server applications, smaller LAN-based applications and office automation including electronic mail. UNIX servers provide the primary platform for database and applications services required to support the department's large client/server applications, while Windows servers support the small LAN applications and office automation.

UNIX servers include IBM SP/2, IBM RS/6000 and HP 9000. IBM UDB2, Sybase ASE and ORACLE are the common Database Management Systems (DBMS) on these servers. Programming languages for online applications are primarily Power Builder or Java, and COBOL or C for batch applications.

Windows servers include Dell and Compaq with Windows 2000 or 2003 operating systems and uses Active Directory Services. Microsoft SQL Server is the primary DBMS on these servers. Programming languages for applications accessing these servers are primarily Microsoft-based.

The distributed systems use one of two automated tape libraries for backups. The INC System and INC Data Warehouse use the TSM backup with a capacity of 120 terabyte (TB) of tape space. Most other systems use the Legato backup system with a capacity of 143 TB on tape.

### 4.3.2 Network Infrastructure

The LAN at FTB's campus is the heart of the enterprise network providing reliability and scalability throughout FTB. There are approximately 6,000 clients supported on the network. Network users have access to the various system applications via infrastructure devices such

as routers, switches and the mainframe. The current enterprise network topology incorporates over 100 gigabit Ethernet data switches that primarily use the TCP/IP protocol suite.

The campus topology follows a three-tier enterprise model. This model consists of three distinct functional layers: core, distribution and access. The core layer is a ten gigabit Ethernet switched backbone network, which redundantly interconnects the distribution layer switches to all campus buildings. The distribution layer switches connect to over 70 access layer switches, which terminate to workstations and other network end devices. Additionally, there are multiple server farm switch environments located in the four campus buildings. These server farm switch environments provide fault tolerance to the enterprise servers.

FTB's Metropolitan Area Network (MAN) backbone link incorporates fiber-based technology. The Wide Area Network incorporates redundant and encrypted frame relay communication links to all field offices. The remote environments incorporate a mixture of over 40 Ethernet-based switches for their local data network communications.

The current Internet infrastructure supports an interface with multiple firewalls protecting FTB's e-Commerce and internal enterprise network. The Internet DMZ is secured by multiple border routers and firewalls protecting several DMZ segments. Internal firewalls and intrusion detection sensors protect FTB's internal network.

The external firewalls are high-performance stateful packet-filtering firewalls. The firewalls provide protected gateways into the DMZ segments housing FTB's web servers and an e-commerce segment hosting external web applications. Multiple sets of appliance-based stateful firewalls provide an extra layer of protection for FTB's internal network. These firewalls act as gateways to provide protection to FTB's internal network from Internet, e-commerce and web development server segments.

The primary internal firewalls also serve as a Virtual Private Network (VPN) gateway for remote users. Remote users' personal computers are configured with secure clients integrated with personal firewalls.

The Intrusion Detection and Response System (IDRS) provides an extra layer of security in FTB's Internet architecture. The IDRS acts as an alarm that reports potential attacks or misuse at FTB's perimeter.

The existing Internet access point is provided through an Internet Service Provider (ISP) and consists of a point-to-point high speed OC-3 Circuit.

### 4.3.3 Printer Infrastructure

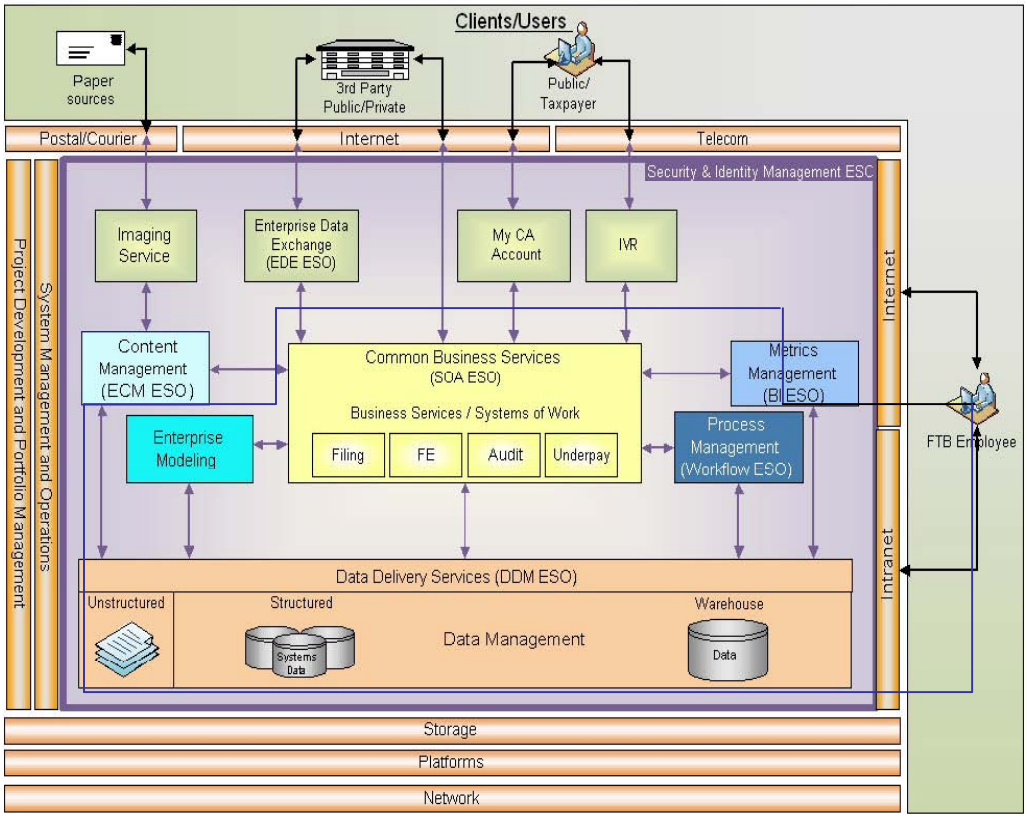
The Computing Resources Bureau provides high speed printing services from both a mainframe batch process environment and a distributed platform environment. The printing system is staffed and in production on a "365 x 24" basis, printing bills, notices, letters and in–house documents for programs throughout the department. FTB has multiple high-speed printers that support simplex, duplex and triplex highlights color output. The printer services include high-speed line printing for multiple part forms. For desktop printer support, FTB has distributed printers with both mainframe and desktop printing.

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## 5.0 Proposed Solution

The EDR proposed solution will introduce a BPM system for the filing of tax returns in conjunction with expanded data capture of tax documents and enhanced validation for improved return quality, thus reducing processing costs and increasing revenue. In addition, enterprise data will be stored via an EDW with the decoupling of the BETS accounting system to access enterprise data, while developing common services such as an address and notification service along with a single view of data both internally and externally via the Taxpayer Folder. FTB will undertake a solution based procurement where the vendor will provide the appropriate solution based on the requirements. The proposed solution for the EDR Project represents a major step towards realizing FTB's Target Architecture Model (shown below).

**FTB Target Architecture Model, Figure 5.0.1**




The target model reflects the high-level relationships between services and customers as a blend of business and technical architecture. Additionally, the model depicts the detachment of commonly used services from core systems of work. The orange bars around the perimeter represent technologies or processes outside and independent of the architecture containing business functionality. The model identifies the people and organizations that interact with the solutions and services at FTB along with the independent Enterprise Service Opportunities (ESO) or common functions that can be used by multiple systems of work. With data separated from services and applications, siloed applications can be identified for replacement with enterprise SOA compliant services.

The proposed EDR solution is defined through a composition of ESOs, which share attributes such as reliability, interoperability and sustainability. Each ESO contains detailed definitions for

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components of the FTB enterprise architecture framework and focuses on a different technology offering. Solutions proposed by prospective business partners will be required to provide the functions, capabilities and/or architecture to support the ESOs.

The ESOs applicable to the EDR proposed solution are: (see Appendix 4 for FTB Goals)

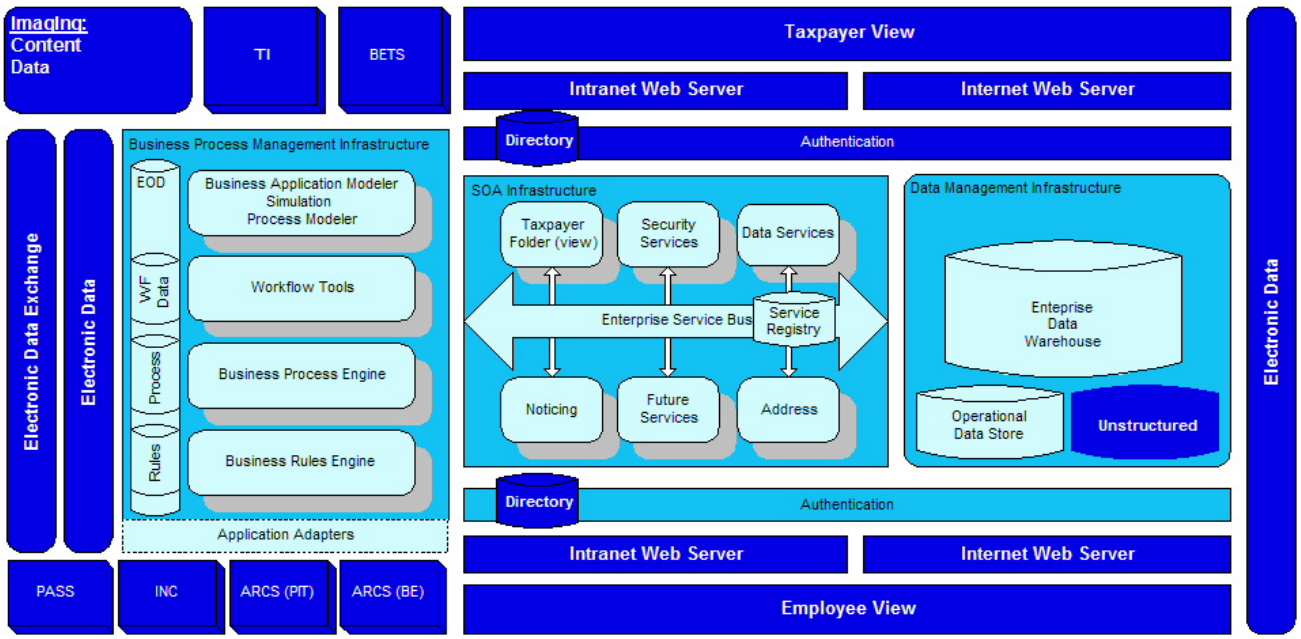
1. Service Oriented Architecture (SOA) – FTB Goals 3, 4, 5, and 6
2. Business Process Management (BPM) – FTB Goal 5
3. Enterprise Content Management (ECM) – FTB Goals 3 and 5
4. Data Management & Delivery (DMD) – FTB Goal 3
5. Business Intelligence (BI) – FTB Goals 2, 3, and 5
6. Electronic Data Exchange (EDE) – FTB Goal 1, 2, 5, and 6
7. Security and Identity Management (IAM) – FTB Goals 1, 2, 3, 4, 5, and 6

Where these ESOs will be used to meet the EDR Business Requirements and provide the solution is as follows:

1. The Workflow Solution will include SOA, BPM and ECM.
2. The Enterprise Data Solution will include SOA, ECM, DMD, BI and EDE.
3. The Common Services will include SOA, DMD, EDE and IAM.
4. The Legacy Systems modifications will include SOA.

The proposed architecture solution (Figure 5.0.2) diagrams the key solution components for the previously outlined ESOs and further delineates existing infrastructure from the proposed architecture solution. The shaded dark blue represents existing FTB systems and infrastructure while the light blue represents the EDR solution, thus showing the interaction between existing infrastructure, platforms, tools, applications and the proposed EDR solution.

**Proposed EDR Architecture Solution, Figure 5.0.2**

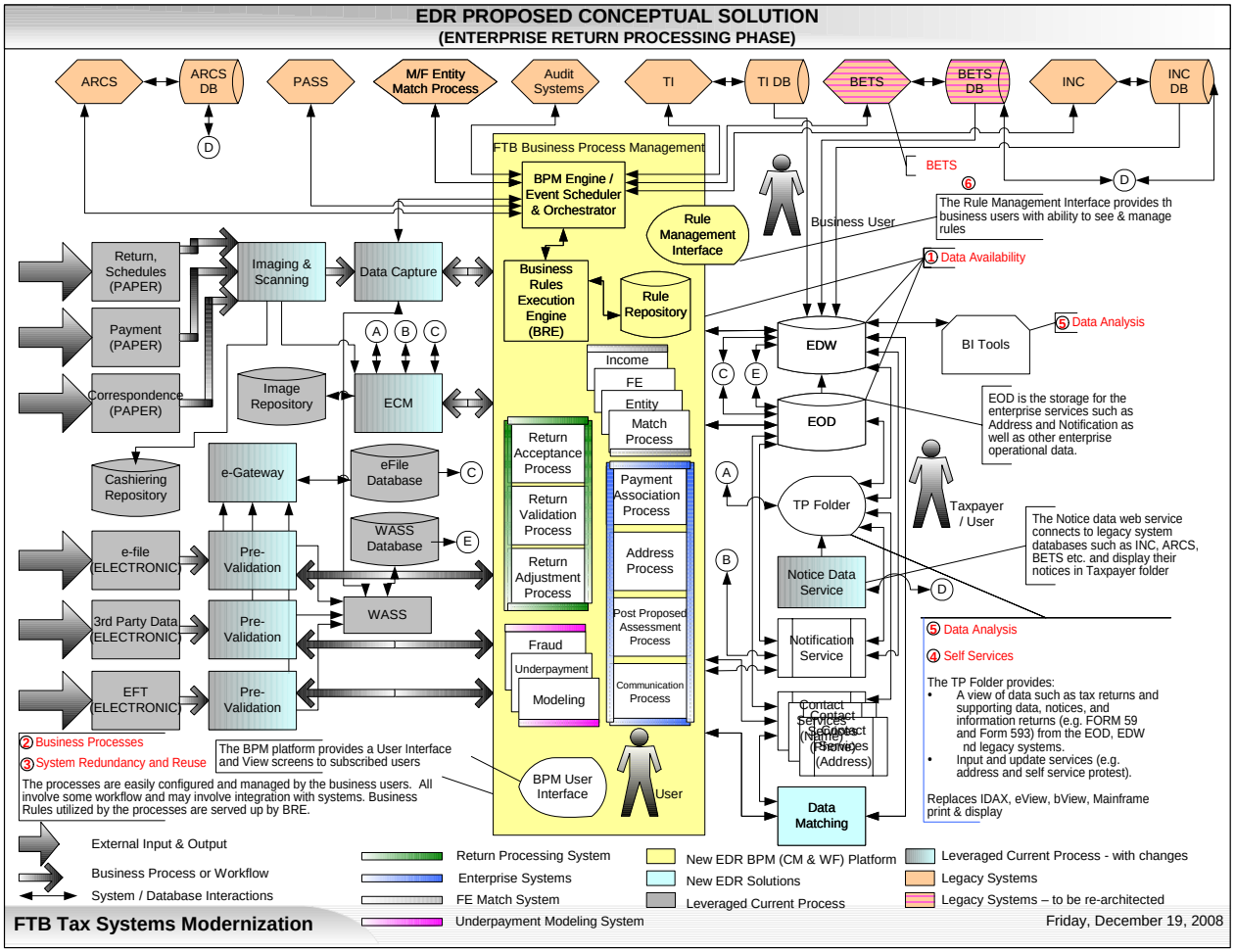


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The infrastructure needed to deliver the required functionality draws upon industry standards and technologies. Some examples include BPM solution space, which now leverages or includes ECM and IAM solutions along with SOA solution space, which remains foundational to many BPM solutions. The proposed EDR solution provides a highly automated workflow and case management solution for the processing of tax returns.

Figure 5.0.3 below shows how the proposed architecture solution might be implemented to solve the six Strategic Business Problems. The figure depicts a new return processing workflow integrated with existing ECM applications (gray boxes) and new reusable and manageable functionality (e.g., Entity Match Process) (yellow boxes) interfacing with existing legacy systems (orange boxes at top of diagram). Most interestingly, the figure depicts functionality (e.g., Underpayment Modeling Process) not currently available and ordinarily not associated with return processing and demonstrates a technology platform solution (BPM on SOA) that is leveraged to serve multiple business purposes. The figure is not intended to be comprehensive in terms of required business processes and services, but rather convey a vision of how these technologies might be used to address the Strategic Business Problems. The vision is to implement two workflow systems: one for PIT Return Processing and another for BE.

### Proposed EDR Conceptual Solution, Figure 5.0.3



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The inputs to the new Return Processing workflow systems will be both paper and electronic tax documents including tax returns, payments, forms and correspondence. The paper documents will channel through the "Imaging and Scanning" and "Data Capture" processes with all paper documents to be imaged. The current data capture will be expanded to include new data that has been identified to be of significant value to the business areas. Electronic documents will go through pre-validation processes to ensure integrity and format correctness of the incoming data followed by the same processes used to process the paper returns. The conceptual solution is to have the “Data Capture” and the electronic “Pre-Validation” processes interact with a new BPM suite. The Business Rule Engine (BRE), a component of the BPM suite will allow for better control and management of the data capture and pre-validation processes to maximize benefits and reduce unnecessary costs. The electronic data, captured data and associated images will also be stored in a EDW with the corresponding information provided to the BPM suite which will house all the business processes and rules.

The new workflows on the BPM suite provide mechanisms for business to design, configure, execute and store several reusable business processes (yellow boxes) based on business rules that are served up by the BRE. The business rules are stored separately so the rules can be seen and managed by business users directly, instead of being embedded in silo IT systems. The heart of the BPM suite is the BPM engine which will execute the various business processes while integrating them with the business rules. The BPM suite also provides internal and external user interfaces that are used to access and view the new workflow processes and data through securely managed security profiles. The BPM suite provides mechanisms for interfacing with legacy systems (e.g., BETS, TI) based on their platform using standard communication methods and any other mechanisms to make the interface easily adaptable to the legacy systems. The interface is capable of handling both synchronous interfaces as well as asynchronous and event based interfaces as business required. The event handling capability provides for changing the status of a case or data because of a triggering event such as the arrival of new data. The BPM suite also incorporates use of common business services such as Contact (Address, Phone, and Email) and Notification, which will interface with both the EDW and EOD to provide data as required by the processes. The BPM suite will also integrate and orchestrate all the services, processes, rules and data to provide the maximum benefit for the business.

The EDW and EOD will become the central repositories of all data that will be shared with the users and systems across the enterprise through interfaces such as Taxpayer Folder, BPM suite User Interface, Data Services and Data Mining tools. The value of the data is maximized through the use of enhanced match processes provided by the enterprise Data Match service. The Taxpayer Folder becomes the central integrated portal for all enterprise data and services. It becomes the default user interface for the Common Business Services, the data services, the return and correspondence data. In addition, the Taxpayer Folder replaces several multiple view applications and eliminates or reduces the necessity for users and customers to log into several systems.

| | |
|---|---|
| 1. Data Availability | ECM and BPM with DMD including EDW/EOD with SOA captures and stores business required data and makes it |

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| | |
|---|---|
| | available to streamline return processing and correct return filing errors<br><br>BPM on SOA with DMD provides legacy systems with access to the business required data and services to increase taxpayer compliance<br><br>EDE supports common services such as Address with locate functionality to deliver business required data to increase taxpayer contacts and compliance |
| 2. Business Processes | ECM with DMD and BPM on SOA images the returns and documents needed to support customer service and captures the data needed by the enterprise for taxpayer compliance<br><br>BPM facilitates reengineering and integration of return processing workflows to make return filing and validation more efficient and effective<br><br>BPM on SOA provides business users with ability to manage, maintain and improve business processes and rules<br><br>BPM and BI provides business users with the ability to monitor and manage workflow performance |
| 3. System Redundancy and Reuse | BPM on SOA provides modular and reusable business processes that are integrated in a common workflow, leveraged by multiple workflows and available for future workflows to reduce total cost of ownership<br><br>SOA provides services that are used by multiple enterprise legacy systems and available for future systems to reduce total cost of ownership |
| 4. Self-Services | BPM, SOA, ECM, DMD and IAM together enable a Taxpayer Folder with expanded taxpayer self-services, a window to taxpayer enterprise information, data to improve return filing and increase taxpayer compliance |
| 5. Data Analysis | DMD with BI provides users with data and ability to analyze taxpayer behavior and detect patterns of noncompliance and fraud |
| 6. BETS | SOA provides decoupling of accounting system architecture from proprietary software to improve maintainability and support the EDR solution |

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The EDR Project focuses on Return Processing workflows because they are the window to key process steps that provide mission critical business information to all SOWs and the associated legacy systems. These workflows include standardized steps such as entity matching, address standardization and validation that legacy systems depend on. These process steps are controlled by various levels of workflows that call services and work with both the EOD and the EDW. It is through the combination of SOA, BPM, ECM, DMD, BI, EDE and IAM that the EDR Project will meet its business objectives.

### 5.0.1 Service Oriented Architecture (SOA)

SOA, as a discipline, supports business processes through the implementation of repeatable and reusable tasks. An SOA infrastructure provides the foundation to the EDR proposed solution and is required to attain the desired level of reusability and agility proposed for EDR. FTB will expand its use of services to meet the business needs of the enterprise within EDR and will implement a mature SOA infrastructure to provide FTB with an environment conducive to decoupling legacy tasks as well as implementing new repeatable and shareable services. These shareable services provide increased agility so that business can make changes more easily and timely and thereby reduce costs and increase revenue.

**Mature SOA Infrastructure**
A mature SOA environment will provide the context that will allow FTB to build decoupled enterprise systems and steer away from the use of costly redundant siloed systems. These enterprise capabilities will be composed of reusable business processes and services that cross application and organizational boundaries.

**Services Registry and Repository**
A Service Registry and Repository will function as the master metadata repository for service descriptions, registration and governance for all types of services, which includes infrastructure services, data services and business services. As the integration point for service metadata, a Service Registry and Repository will establish a central point for managing service metadata acquired from many sources. It will focus on a set of metadata that describes capabilities, requirements and the semantics of deployed services along with the capability to interact and federate with other metadata stores that play a role in managing the overall life cycle of a service.

**Service Level Agreements (SLA)**
FTB will specify and enforce SLAs between consumers and producers of services in the services registry. Service discovery by all potential users will be accomplished by centrally publishing service information to the registry. During the establishment of SLAs, service consumers and producers (service providers) will negotiate a utilization contract. This process involves the following steps:

- The service consumer applies for permission to use a service.
- The service consumer and service provider negotiate acceptable levels of service and other issues.
- Agreements that impact the runtime infrastructure are circulated to the appropriate service mediation system for runtime enforcement.
- The service consumer is provisioned to use the service.

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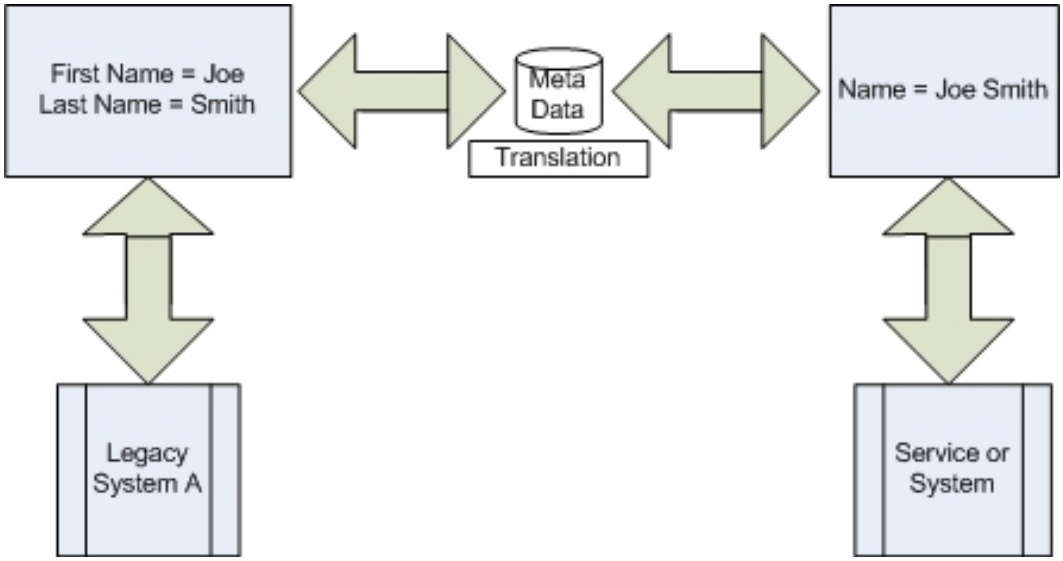
**Monitoring, Logging and Tracking Services**
Governmental regulations dictate monitoring, logging and tracking standards. FTB will provide an effective monitoring, logging and service tracking system to track which services are being used, how often and by whom. Tracking of information is crucial for future reference and audit events.

**Enterprise Service Bus (ESB)**
The ESB will become "the backbone" used to deliver services at FTB. In order for FTB's SOA infrastructure to be dependable, compatible, robust and secure it will be necessary to connect any IT resource, regardless of technology or location to an ESB.

The ESB will utilize synchronous calls and/or asynchronous Message Oriented Middleware (MOM). The middleware used for EDR must be independent of the BPM engine and able to be replaced with minimal effort as business required.

**Message Transformation**
Applications requiring integration rarely agree on a common data format. Current systems may have data in a relational model, while other applications use flat files or XML documents. The EDR project will leverage and integrate existing legacy systems. Rather than resolve the differences between varying systems, EDR will transform data to work with all systems. For non-open standard-based messages, the ESB will have the ability to use XSLT transformation on messages flowing through it. Plug-ins will be available to provide support for very complex transformations and will offer an Application Programming Interface (API) that can be invoked during the ESB transformation. Not all messages in the ESB will require transformation.

**Figure 5.0.4**




**Protocol Support**
The proposed ESB will allow a variety of protocols (WS-SOAP, JMS, JCA, etc.) to interact with the ESB without employing a separate adapter. Requestors using one adapter can invoke

services that are exposed using a different adapter. The ESB will also support different security protocols.

**Identity and Access Management (IAM)**
With the implementation of an ESB, FTB will have the capability to incrementally provide an authentication and authorization service. The ESB will map security to existing security mechanisms and utilize the service as necessary without disruption to the end customers of the services. See IAM section 5.0.7 for details.

**SOA Service Types**
The SOA infrastructure allows services to be created within the FTB enterprise for the EDR Project. SOA will provide a loose coupling of functions with operating systems, programming languages and other technologies within FTB. SOA separates functions into distinct units or services, which will be made accessible, combinable and reusable. These services will communicate with each other by passing data or by accomplishing an activity. These services can be encapsulated business functions, data oriented and large core infrastructure solutions. Below is a description of each.

| Service | Description |
|---|---|
| Business Service | A logical encapsulation of business functions. The following business services will be developed and used within this project:<br>• Notification<br>• Address<br>• Taxpayer Folder |
| Data Service | Delivers data from an information store regardless of the business area or format of the database or location. |
| Core Service or Infrastructure Service | "Plumbing" services, which will be created or leveraged to increase the sophistication of the ESB's ability to carry out messaging, routing and SOA-related functions. EDR core services include:<br>• Information Access Management<br>• Business Process Management<br>• Electronic Content Management<br>• Monitoring, logging, error handling and tracking services |

A BPM platform will incorporate the use of a Data Service, Address Service and Notification Service, which will all interact with both the EDW and EDO. Another SOA service includes the Taxpayer Folder, which provides a user interface and view/update screens for both taxpayers and their tax professionals (including self-service protest), and internal users. The Taxpayer Folder will enable the necessary viewing, inputting, updating and other processing capabilities for taxpayer data including return data, 3rd party data, notices and addresses.

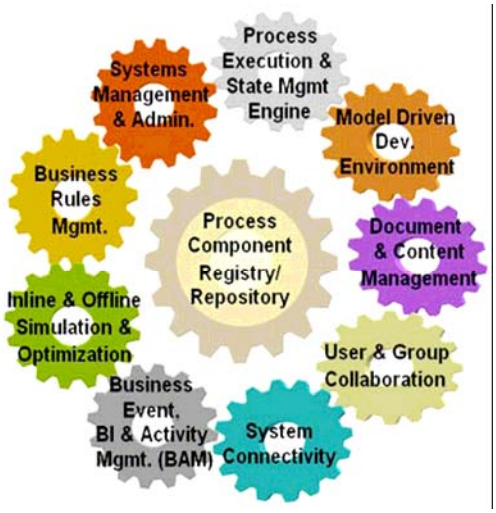
**5.0.2 Business Process Management (BPM)**
The EDR Business Process Management System (BPMS) provides a set of integrated tools for business process modeling and management.

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FTB requires 10-key functional components to provide an integrated and reusable workflow and case management solution for the EDR project:

- Process Execution and State Management Engine
- Model Driven Development Environment
- Document and Content Management
- User and Group Collaboration
- System Connectivity
- Business Event, BI and Activity Management
- Inline and Offline Simulation and Optimization
- Business Rules Management
- Systems Management and Administration
- Process Component Registry and Repository

**Figure 5.05**




**BPMS Components (Gartner 2008)**

These components will allow FTB to model, build, automate, simulate and execute business processes in a secure, collaborative and integrated environment. These components will also assist the EDR project to reengineer the return filing processes. The BPM components and processes will be leveraged and reused for all EDR business processes along with future FTB business processes. The following describes each functional component:

- **Process Execution and State Management Engine** provides users and systems resource interactions and case management. It activates and executes workflow processes defined in the system.

- **Model Driven Development Environment** provides flow, organizational and business rules modeling. This environment provides drag and drop functionality, pre-built process templates and process wizards to facilitate the business customers' participation in the modeling functions. A model driven development environment provides a set of graphical tools allowing business and IT staff to design, develop, test, manage and deploy workflows based on departmental business rules and services. Configured workflows will determine which rule sets are leveraged and when to process data, thus assisting in making appropriate decisions.

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- **Document and Content Management**
  See section 5.0.3.

- **User and Group Collaboration** will provide shared work areas and project portals.

- **System Connectivity** will be provided through an ESB, which will provide technical adapters, data transformation and application adapters.

- **Business Event, Business Intelligence and Activity Management (BAM)** provides real-time visibility and immediate response capabilities. Operational business events will be monitored for changes or trends indicating opportunities or problems and enabling business users to take corrective action. BAM provides a real-time view of "what is happening" instead of "what has happened". BAM tightly integrates with operational sources and optimizes event processing to minimize latency for correlated event information with historical or other contextual information. In addition, BAM compliments the data warehouse by placing the data warehouse's historical knowledge into an event-based business intelligence framework.

- **Inline and Offline Simulation and Optimization** provides a predictive analysis process, rules simulation and optimization based upon mathematical and historical execution data model characteristics.

- **Business Rules Management (BRM)** serves as the management tool and repository for FTB's enterprise business rules. The BRM utilizes an independently managed BRE that delivers business rules through services. The management of business rules includes verifying consistency of rules definitions, defining the relationships between rules and identifying the business rules for legacy IT applications, services or workflows. A BRM solution also includes the following:

  - **A Business Rules Interface** to provide a web interface through which business managers can manage and maintain rules independent of workflows.
  - **A Rules Repository** to not only store decision logic, but to store the source, user and owner of the rules, which makes the management of business rules consistent, efficient and effective across the enterprise. Rules stored and managed in one place allows for changes to take effect immediately without changes to other process that rely on the decision logic. In addition, non-technical process owners can implement rule changes immediately and safely without the use of IT resources.

- **Process Component Registry and Repository** provides version control capabilities including search capabilities, version management, publish, subscribe and check in/check out activities.

### 5.0.3 Enterprise Content Management (ECM)

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ECM provides unstructured and structured document imaging, indexing and archiving. By leveraging current ECM capabilities within the enterprise, the EDR project will expand return imaging, data capture and retention. ECM will provide the following:

- **Capture**: Both electronic and paper content will funnel through a centralized common process for validation, storage, delivery, retention, etc. Routing through a common process allows for the utilization of "enterprise" services. Electronic content will continue to be collected in its current methods but now funneled through a centralized process and paper content will be collected using centralized scanning. Centralized scanning will be done by a common departmental system that processes FTB's large volume workloads.

- **Manage**: Specialized ECM systems will use archives to process tax workloads and store the contents outside of databases. "Pointers" will locate data which saves on overall database size, recoverability and back-up times.

- **Store and Retrieve**: Storing all content into a centralized archive will provide a single point for management, storage, retrieval, delivery, collaboration and security. The archives will also contain documents from FTB's out-going processes (for example, notices and correspondence).

- **Preserve**: Storing all content into a centralized archive will allow for consolidation of retention timelines. Data retention will be automated and based on case management processes.

- **Deliver**: Establishment of an enterprise document viewing service. A single enterprise document viewing service will provide greater efficiency and reduce costs incurred by maintaining separate applications/processes. Any system or application can use the service.

- **Collaborate**: ECM collaboration will be identified and provided through business process management.

- **Security:** ECM security falls into three main areas - authorization, authentication and electronic data interchange.

- **Centralized Document Archive:** Store all post processing data and images from the imaging processing and e-gateway systems into a central document archive. A single point of data retention for both input systems will allow for a single "enterprise document viewer" application replacing the current viewing applications. This repository is currently being established by the Scan and Shred Project with the procurement of additional storage space needed for the EDR Project. A centralized document archive will allow pre-build and storage of "virtual" PDF images along with minimizing requestor access times, possibly eliminating the mainframe file and print services. The archives will contain documents from FTB's out-going processes (for example, notices and correspondence).

- **"Enterprise Document Viewer" Service:** Establish an enterprise document viewer

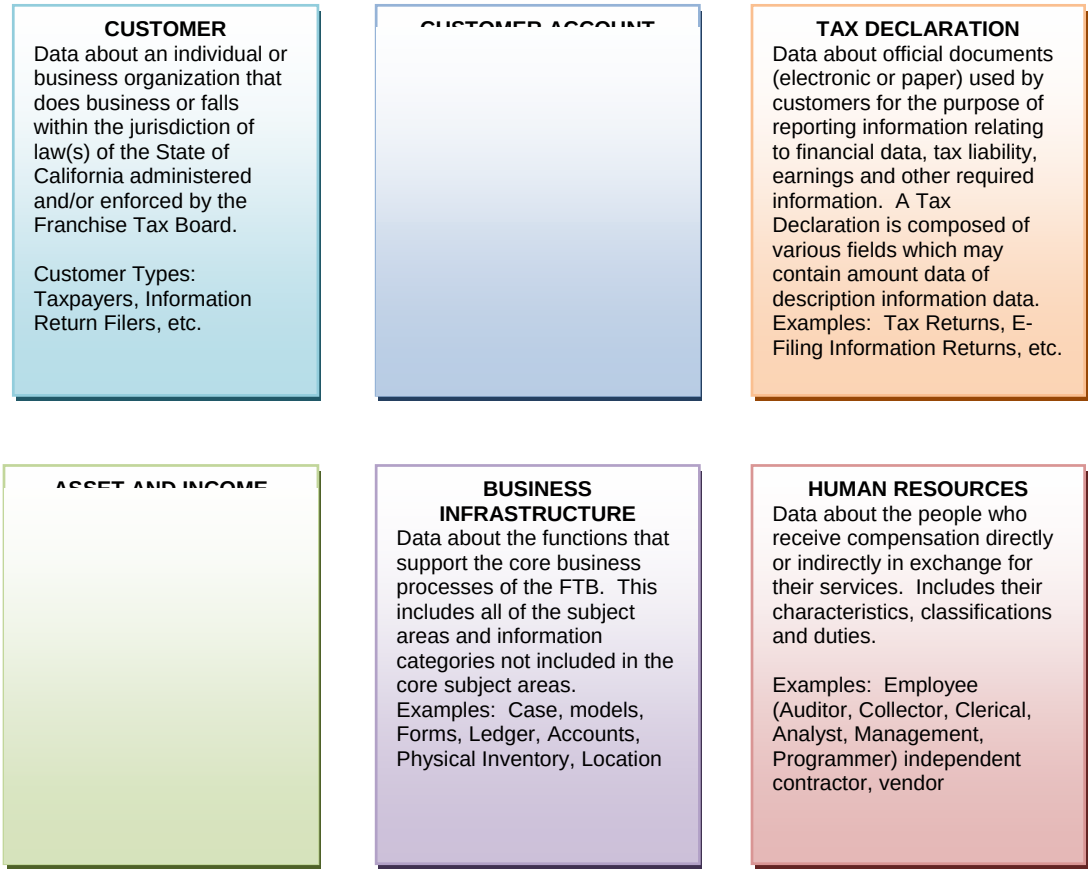
service provides greater efficiency and reduce costs incurred maintaining two separate applications. It will provide a view of the data and minimize requestor access times.

- **Scalable Imaging System:** To meet both current and future demands, FTB will implement a scalable system that can accommodate new workloads by adding additional hardware/software resources.

### 5.0.4 Data Management and Delivery (DMD)

DMD is a business capability that involves data governance, data ownership and an ongoing program to maintain a single version of critical departmental data.
The data architecture will follow the industry preferred subject-oriented approach as opposed to the project-oriented approach typically found in BI data stores. The data delivery and data services will also be organized by subject areas. The subject-oriented approach prevents siloed data and gives credence to integrated data. The following figure illustrates FTB's primary common data architecture subject areas.

**FTB's Primary Data Subject Areas, Figure 5.0.6**

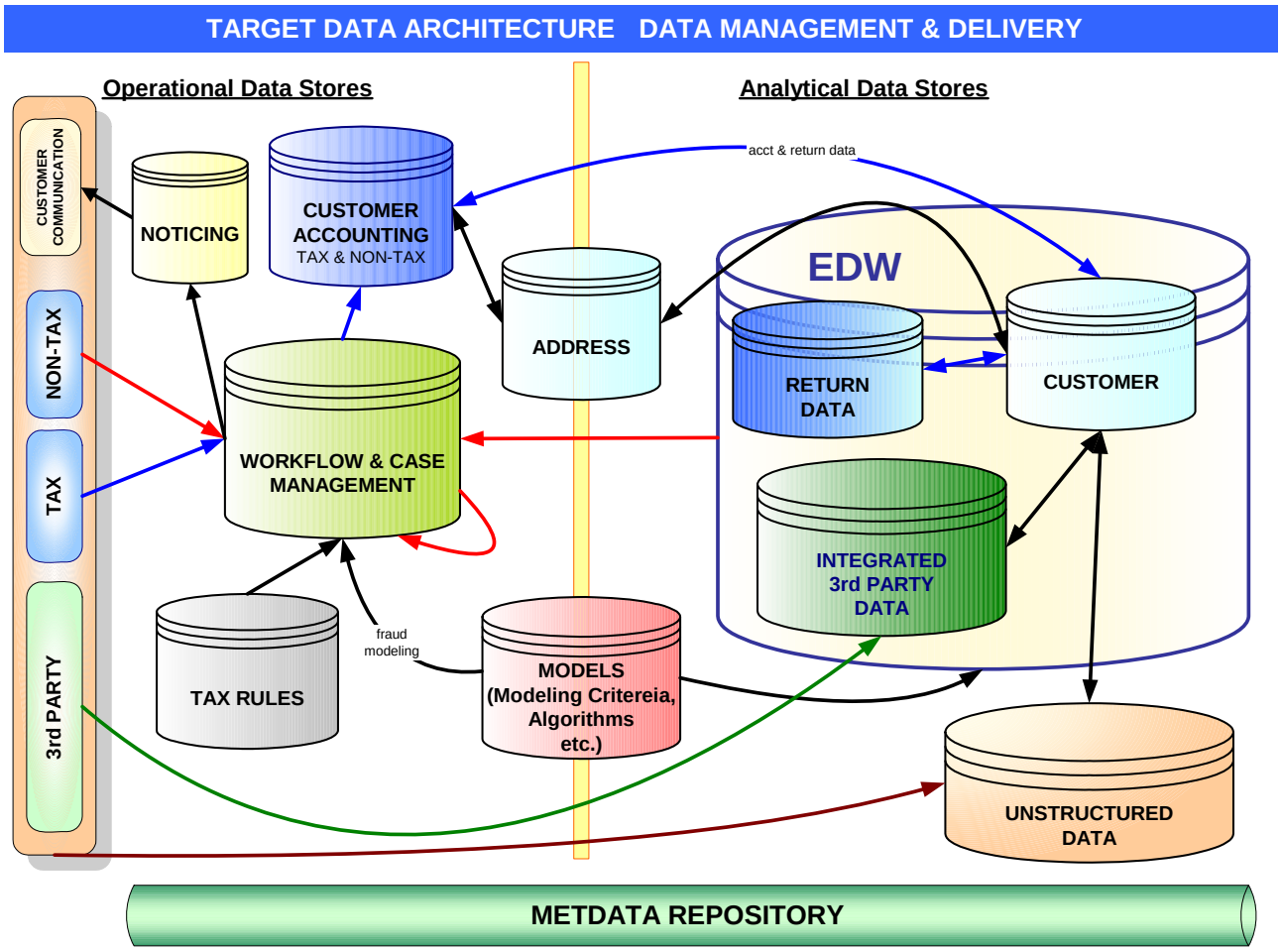



The enterprise data architecture contains concepts, principles and techniques for developing and maintaining formal data names, comprehensive data definitions, proper data structures, precise data integrity rules and robust data documentation. In order to support data documentation, the EDR project will employ a metadata repository to thoroughly document

primary data resources and 3rd party data resources along with providing staff the tools to understand, manage and use data resources to support the business demand. DMD will provide the right data at the right time to the right source to maximize revenue generation.

The figure below illustrates the target physical data architecture. The diagram represents the information flow into the FTB operational and data warehouse data stores.

**FTB's Target Physical Data Architecture, Figure 5.0.7**




The green bar represents the metadata repository where all data objects coming into FTB will be cataloged and defined. Unstructured data must be defined and identified with a purpose and author. Data mapping and lineage, tagging for security and disclosure, impact analysis, data characteristics, data business rules, retention and domain integrity information will be a part of the metadata repository to improve data quality and the measurement of the data quality.

Within the data management architecture, the data is extracted, transformed and loaded (ETL) into the FTB's data stores. The metadata repository and ETL of data will not be circumvented by manual adhoc approaches, coding or any other means as this will result in the degradation of data quality and possibly make the data unusable. The customer account subject area data store represents the PIT and BE financial accounting system stores. The EDW contains the 3rd party data, customer/customer demographic data and return data. The models and tax rules

data stores are for recording and storing the criteria/ranges for models and the tax year rules, respectively. The models and rules are decoupled from the operational systems so they can be more agile for frequent business needs.

### 5.0.5 Business Intelligence (BI)

BI refers to applications and technologies used to gather, provide access to and analyze data about an organization's performance. The desire for improved metrics on efficiencies and outcomes for modeling requires data services that will provide access to enterprise-wide BI information. Access to critical information will provide a wider array of modeling information leading to improved modeling results (i.e., more revenue). BI will also provide the following:

- Less data redundancy
- Improved data accuracy
- Increased access to FTB data
- More efficient use of taxpayer and 3rd party information
- More consistent treatment across debt types

**Target BI Technical Architecture**

Target Traditional BI

Traditional BI will incorporate real-time or near real-time operational BI. FTB has started the move toward the future in transitioning the ECAIR data warehouse to an enterprise level data warehouse. FTB will create standardized data inputs to the warehouse and create a staging area for stable and useable data (trusted data).

Target Operational BI

Operational BI will incorporate data sensors, data sensor networks and knowledge discovery persistence. Advanced analytics will allow for decision-making in real time. Operational BI will focus on providing real-time monitoring of business processes and activities as they are executed within computer systems. Data captured at a point in time using logic and queries will be saved by persistent data logging for future identity matching of situations and patterns.

- Data Sensors –a data sensor is a software instrument (logic and/or query) that records specific parameters of a data stream and/or events. The sensors are constructed to record, measure and then analyze the data stream against its history or other conditions as set by business rules. An advanced data sensor allows threshold detection, alerts and provides feedback to the process execution systems.

- Data Sensor Networks - data sensor networks consist of a set of distributed data sensors to cooperatively monitor operational conditions, such as return counts vs. amounts. In addition, data sensor networks identify which returns impede operations, which business functions have faster turnaround times and what patterns identify fraud or other threats. Data sensor networks can be business function specific.

The target data warehousing/BI environment will greatly reduce or eliminate the snapshot concept, batch extract, transform and load (ETL) that has dominated FTB legacy systems, thus significantly reducing the developmental dollars and processing time used to retrieve data from operational databases.

**EDR Project FSR**

In Figure 5.0.8 below, the architecture data delivery, content management and data management depicted as vertical functions where business intelligence traverses these functions. The data sensors test selected values of interest to the enterprise throughout the entire life cycle of a tax declaration.

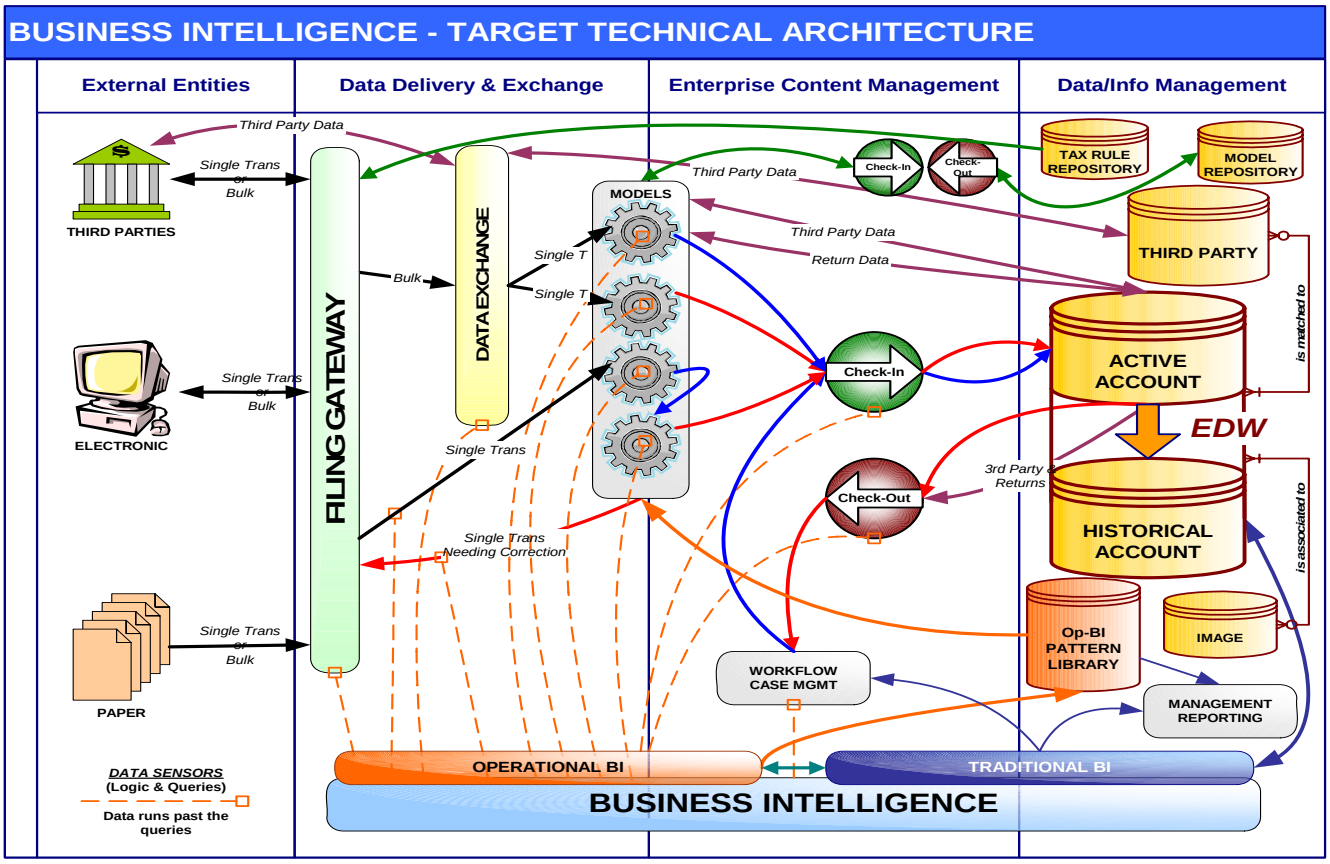



**Figure 5.08**

### 5.0.6 Electronic Data Exchange (EDE)

EDE provides a set of standards for structuring information electronically exchanged between FTB businesses, organizations, government entities and other groups. EDE focuses on the internal infrastructure required to manage electronic data exchanges. The management of electronic data exchanges includes:

- Scheduling and tracking of data sends and receipts
- Data formats and supported standards
- Infrastructure used to map interface data to internal data, components and services that facilitate transition
- Confirmation of receipt
- Identification and notification of internal data owners
- Movement of data to internal repositories including systems or applications, services or interfaces, message queues, databases or other data repositories

**EDR Project FSR**

The EDE infrastructure for batch will utilize existing infrastructure and be adaptable to various mediums of transfer including electronic file transfers and data sent through tapes or other media. For synchronous data exchange, a data exchange web service will be created.

FTB's current batch EDE facility is a centralized secure data exchange method, which provides built-in quality checks, supports standard file formats and a common user-friendly approach to exchanging data without communication barriers. It provides a common set of data exchange formats and methods the sender and receiver can select to meet their technical capabilities. EDE crosses multiple lines of business and combines a robust framework that functions with cross-divisional applications.

Like FTB's current batch EDE for asynchronous data exchange, a synchronous data exchange service for single transfers will be created using quality checks, support standards and a common user-friendly approach. The proposed Address Service will have a Locate Address feature that will call a web service to obtain addresses from 3rd party entities (e.g., DMV license and vehicle registration, employers, Super Pages website, Experian, TRW and Choice Point).

### 5.0.7 Identity and Access Management (IAM)

IAM will provide the EDR project with security as a core service and a method to ensure all users are properly authenticated, authorized and audited when accessing the service. The IAM solution will provide a centralized and consistent security policy with "security as a service" strategy, subsequently removing the responsibility of writing security code from FTB developers. To be effective, the security service will be integrated with the ESB allowing these services to be discoverable and usable throughout the department regardless of the system or business unit. Identity management and access control provides an integrated standards-based solution that delivers authentication, single sign-on, access policy creation, enforcement, user self-service, delegated administration, reporting and auditing. The EDR project will provide capabilities to the enterprise to simplify the user experience by reducing the number of times users log into protected resources. The service delivers a set of capabilities to provide a centralized data store for users' identity data and for supporting data that can be leveraged for the service architecture.

**EDR Project FSR**

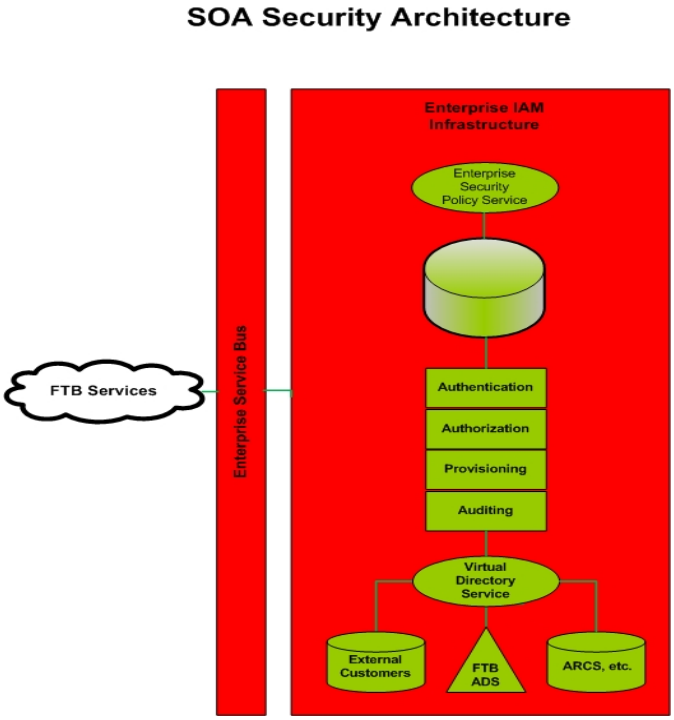



**Figure 5.0.9**

This enterprise solution will make it possible to detect and remediate existing policy violations using automated processes. Without an enterprise solution, detecting policy violations can take weeks. Identity management provisioning and identity auditing capabilities assists FTB in achieving regulatory compliance at a reasonable cost. Requests to applications or services will be intercepted to determine whether the user has been properly authenticated. Once authenticated, the user's credentials are verified using a central user profile repository (meta-directory) and policy store that determines whether the user will be permitted to access the resource. If the user has not previously been authenticated, they are prompted with a login challenge to supply a username and password or other type of credential. Administrators will have a clear view of users and which resources are being utilized, thus providing centralized control over security.

**Security Data Directory**

A data service will be the core component of the IAM solution, providing a central repository that contains profile information and passwords. This directory will be compliant with the Lightweight Directory Access Protocol (LDAP) and continue to use more than one directory until it's feasible to consolidate to one data store. IAM will simplify how users gain access to applications, providing single sign on capabilities using a centralized set of authentication mechanisms and secure-access policies. This meta-directory will create a global view of isolated identity information stored in multiple locations.

**Provisioning Service**

Provisioning will allow centralized and automated management of user accounts and entitlements across multiple applications and directories. This will be related to FTB's operational procedures for account creation modification, retirement and deletion. Provisioning

has the capability to manage identities across disparate systems and can verify identity to fulfill approval.

**Security in the SOA Environment**
The SOA environment can be thought of as a “composite application” that is made up of underlying reusable services that should contain no hard-coded security controls (see SOA section 5.0.1). In order to ensure the security of the “composite application”, the application will have a set of real-time security services externalized from and consumable by all the underlying entities configured via policy and enforced for compliance. The IAM will be an integral part of the SOA infrastructure. As new or changed business services are designed, developed and deployed, accesses to them are controlled and audited. This architecture will allow the business or policy needs to change, while the security services infrastructure can adapt dynamically.

The EDR Project will leverage a Commercial Off The Shelf (COTS) solution from the External Authentication for Secure e-Services (EASE) Project. The EASE Project will bring in the necessary core components for external IAM and the EDR Project will expand upon this solution to provide an internal solution.

## 5.1 Solution Description

### 5.1.1 Hardware
Specific hardware procured will depend on the vendor chosen for the EDR Project.

**Service Oriented Architecture**
The solution will require 1 IFL on z/OS or equivalent.

**Business Process Management**
The solution will require 3 IFL’S on Z/OS or equivalent.

**Content Management**
This solution will leverage existing and planned Enterprise Content Management solution.

**Data Management**
To process and maintain the data management of the EDR effort, a processor may be required of at least a capacity of 476 usable MIPS, 14 GB processor memory and 188 channels (164 ESCON channels, 16 Bus/Tag, 8 OSA), Direct Access Storage Device (DASD) of 24 terabytes or more of RAID-5 storage including access to online databases. Open systems DASD will have 6 terabytes or more for online backup requirements. EDR may require the ACS. Web servers are to be deployed to support web applications. Additionally, secure high-speed connections are accomplished using the cryptographic coprocessors.

**Business Intelligence**
See Section 5.0.4 Data Management and Delivery

**Electronic Data Exchange**
This solution will leverage and may enhance existing hardware.

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**Identity and Access Management**
This solution will leverage and enhance the planned hardware solution of the EASE project.

### 5.1.2 Software
The EDR project will procure a system documentation tool.

In addition, specific software for the solution will vary and depend on the vendor chosen for the EDR project. The following represents specific areas of software functionality for the EDR solution:

**Service Oriented Architecture**
- Services Registry and Repository
- Monitoring, logging and tracking service
- Enterprise Service Bus

**Business Process Management**
- Process Execution and State Management Engine
- Model Driven Development Environment
- User and Group Collaboration
- System Connectivity
- Business Event, Business Intelligence and Activity Management
- Inline and Offline Simulation and Optimization
- Business Rules Management
- Process Component Registry and Repository

**Content Management**
EDR will be leveraging existing or planned software.

**Data Management**
- Enterprise Metadata Repository
- Enterprise Data Warehouse
- Enterprise Metadata Repository for enterprise access and capabilities
- Seats for FTB's current data management tools and BI tools.

**Business Intelligence**
See Section 5.0.2 Business Process Management,

**Electronic Data Exchange**
The solution will use existing software and will create a service. See section 5.0.6.

**Identity and Access Management**
EDR will leverage and expand upon the EASE project solution software, which includes:
- Security data directory
- Provisioning service
- Identity service

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- Accessibility service

### 5.1.3 Technical Platform
**See Sections 5.0.1 - 5.0.7**

### 5.1.4 Development Approach
FTB has adopted ITIL V3 service management model as a set of best practices, functions and processes. The EDR solution must be developed in a manner consistent with FTB Service Lifecycle, especially Service Transition and Operation requirements. The vendor may select a Systems Development Life Cycle (SDLC) that best suits the solution; given approval from the EDR project team.

### 5.1.5 Integration Issues
The EDR Project integrates existing infrastructure, applications and data with the EDR project solution without disruption to current services or functionality. Additionally, the EDR solution will integrate with existing ECM components and other legacy systems across multiple platforms. At a minimum, the solution will integrate with, enhance or modify the following systems:

- Taxpayer Information System (TI)
- Business Entities Tax System (BETS)
- Accounts Receivable Collections System (ARCS)
- Professional Audit Support System (PASS)
- Head of Household (HOH)
- IRS Underreporting Program Computer Paragraph 2000 (CP2000)
- Selected Tax Returns for Automated Audit Review System (STARS)
- Federal State Automated Report System (FEDSTARII)
- Integrated Non-filer Compliance (INC)
- Enterprise Customer, Asset, Income and Return Data Warehouse (ECAIR)
- Withholding at Source System (WASS)
- Mainframe Entity Match Process

### 5.1.6 Procurement Approach
The EDR Project will require six procurements including:

1. Project Oversight
2. Independent Verification and Validation (IV&V)
3. System documentation consultant services
4. Legacy system documentation tool
5. Cost Reasonableness consultant services
6. Prime Solution Provider (PSP) to develop, implement and initially maintain the proposed solution described in section 5.0.

Each of the procurements identified above will use a competitive solicitation method except for the Cost Reasonableness consultant services.

The PSP services will be acquired using a Solution Based (SB) benefits-funded procurement model funded by increased revenue from implementation of the EDR solution. The EDR PSP will be required to provide initial funding for hardware, software and custom development; and be paid from a percentage of revenue the EDR solution generates.

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The SB procurement model is based on the following principles:

- Business Driven Solutions – obtaining innovative and best of breed solutions to Strategic Business Problems that make programmatic improvements as opposed to only specifying solutions through State developed requirements
- Best Value – Selection based on best value solutions including quality, costs, benefits and risks rather than only lowest cost
- Performance Based Payments – vendor compensation payments based on achievement of measurable performance objectives

The SB procurement model provides for vendor contract terms that:

- Specify and emphasize business outcomes to be achieved (i.e., business objectives) and not the solution to be provided
    - State provides outcomes
    - Bidders provide the solution
- Maintain the maximum commitment to project success with both the State and the selected bidder sharing risk and common objectives
- Base payments solely on meeting State defined and measurable business objectives

The SB procurement model is appropriate for EDR due to the project's large scope, high costs, resources and estimated revenue benefits. Additionally, the project involves new technologies in which the department does not have fully developed knowledge and expertise. The combination of scale and complexity compels a procurement approach that shares risk with the selected bidder and maximizes mutual benefit and success.

The SB procurement experience has shown a reduction in the time it takes from project start to benefits, which remains especially appealing given the State's current revenue shortfall. SB procurement provides for extensive knowledge transfer to maximize the State's on-going maintenance and operational success of the acquired EDR solution. Finally, the SB procurement model provides performance based compensation payments for the selected bidder contingent upon actual revenue benefits generated by the EDR solution.

FTB's prior success and revenue benefits using the SB procurement model includes the Child Support Enforcement (CSE), State Disbursement Unit (SDU), PASS, INC and Collections Account Processing System (CAPS) Projects; thus making it a logical procurement approach with the EDR Project.

FTB will prepare an Information Technology Procurement Plan (ITPP) that will describe the overall strategy necessary to accomplish and manage the acquisitions required for the EDR Project and formally document that the proposed approach satisfies State requirements. The ITPP will serve as a reference document and become a permanent record of acquisition decisions. The ITPP will be submitted to the Department of General Services for review and approval prior to conducting the procurements.

FTB will make a formal Request for One-Time Procurement-Information Technology to the Department of General Services to obtain approval to create Request for Proposals that exceed the department's existing purchasing authority for the Project Oversight, IV&V, and the Prime Solution with delegation to use the SB approach.

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The table below summarizes the six required procurements.

| | Procurement | Type | Estimated Costs | Vehicle |
|---|---|---|---|---|
| 1. | Project Oversight | Competitive Bid | $7,956,000 | Request for Proposals |
| 2. | IV&V | Competitive Bid | $5,508,000 | Request for Proposals |
| 3. | System Documentation Consultant Services | Competitive Bid | $780,000 | Request for Quotations |
| 4. | Legacy System Documentation Tool | Competitive Bid | $431,000 | Request for Quotations |
| 5. | Cost Reasonableness Consultant Services | Non-Competitive Bid | $50,000 | Non-Competitive Bid Justification |
| 6. | Prime Solution Provider | Competitive Bid | $212,895,030 | Request for Proposals |

### 5.1.7 Technical Interfaces

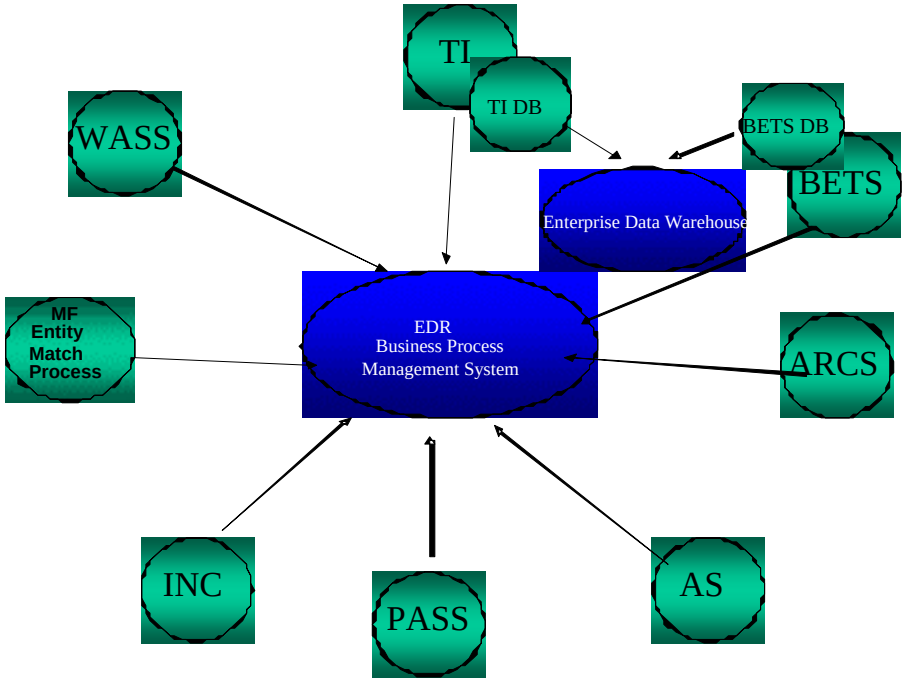
The following systems will be interfaced by the BPM system:

- Taxpayer Information System (TI)
- Business Entities Tax System (BETS)
- Accounts Receivable Collections System (ARCS)
- Professional Audit Support System (PASS)
- Federal State Automated Report System (FEDSTARII)
- Selected Tax Returns for Automated Audits (STARS)
- IRS Underreporting Program, Computer Paragraph 2000 (CP2000)
- Head of Household (HOH)
- Integrated Non-filer Compliance (INC)
- Withholding at Source System (WASS)
- Mainframe Entity Match Process

BETS and TI database systems will have a direct interface to the EDW.

**EDR Project FSR**

**Figure 5.1.1**




### 5.1.8 Testing Plan

The testing process verifies the adherence to the application design in accordance with the business and technical requirements. The objectives of the test strategy are to validate business functionality, usability, architectural integrity, performance and internal interface processes. The project testing plan will provide a detailed description and outline of activities, standards, tools and metrics required for preparing and executing the system changes across multiple systems. Comprehensive subproject testing plans will provide a detailed description and requirements (or test conditions) for all test phases within each subproject.

Testing will not be a single stage of the SDLC. Testing will be conducted within the entire project and within each subproject for:

- Requirements (inspection, validation and verification)
- Unit (“white box” testing)
- Interface
- System (end-to-end testing)
- Integration
- Acceptance (final or “black box” testing)

Beyond the standard protocols for testing, this project presents a testing rigor that has not been deployed since the implementation of TI or BETS. Any changes to these primary accounting systems can affect other or “dependent” systems, i.e., ARCS, INC, etc. Enterprise changes of this magnitude require not only functional testing of the project’s requirements but also independent 3rd party regression testing from the business areas to assure dependent systems retain functionality and do not suffer degradation. The existing testing sections within the business areas will be included in the testing plan to perform this regression testing in order to

validate status quo performance. Also, the complexity of this testing will require more extensive planning due to the deployment of new technology and the inclusion of new testing tools, i.e., capture-playback and defect control software. The testing plans will be developed and executed by the project manager (or designee), business analysts, vendor and technical team. Any test planning, test or use cases, test execution or results acceptance done by the vendor must be approved by the State.

### 5.1.9 Resource Requirements

The table below identifies the human resources required to develop, train and perform ongoing maintenance and operations for the proposed alternative; the funding source vehicle (BCP or redirected), and the organizations that will furnish the resources where redirection is involved. EDR will require resources with specific knowledge, skills and abilities including systems, system functionality, programming languages and technical products to perform specific project and technical management roles. The EDR Project will develop a workforce plan to acquire and develop the staff needed to fill these roles, identify the FTB organizations impacted by the EDR Project and provide the resources where redirection is the funding source vehicle. The strategy is to acquire the resources to develop and implement the solution then retain these resources to maintain and operate the solution. In estimating these costs it is assumed the cost to maintain and operate the EDR solution is equal to the cost to maintain and operate the current systems and functions targeted for EDR decommission, retirement and transition plus the additional human resources required to support the estimated volume increase of notices, users and high-end users. See Project Scope for the complete list of systems targeted for EDR retirement and transition.

| One time IT resources: | | | |
|---|---|---|---|
| FY | PYs/ Hours | Description (If consultant services, identify consultant and services needed) | Source |
| 08/09 | 15.5 PYs | Development | Redirected within TSD & FESD |
| 09/10 | 25.6 PYs | Development, System Documentation, Procurement | Redirected within TSD & FESD |
| | 3.8 PYs | System Documentation | BCP |
| 10/11 | 25.85 PYs | Development, Procurement | Redirected within TSD & FESD |
| | 3.8 PYs | Development | BCP |
| | 3.5 PYs | Consultant Services for Oversight * | BCP |
| 11/12 | 37.1 PYs | Development, Procurement | Redirected within TSD |
| | 64.6 PYs | Development | BCP |
| | 77.4 PYs | Consultant Services for Oversight, IV&V, Governance, Development | BCP |
| 12/13 | 48.1 PYs | Development | Redirected within TSD & FESD |
| | 64.6 PYs | Development | BCP |

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| | | | |
|---|---|---|---|
| | 105.9 PYs | Consultant Services for Oversight, IV&V, Governance, Development, BETS Decoupling | BCP |
| 13/14 | 24.0 PYs | Development | Redirected within TSD & FESD |
| | 34.6 PYs | Development | BCP |
| | 136 PYs | Consultant Services for Oversight , IV&V, Development, Warranty | BCP |
| 14/15 | 9.6 PYs | Project Management | Redirected within TSD & FESD |
| | 5.7 PYs | Development | BCP |
| | 61.1PYs | Consultant Services for Oversight , IV&V, Warranty | BCP |
| 15/16 | 2.6 PYs | Project Management | Redirected within TSD & FESD |
| | 5.25 PYs | Consultant Services for Oversight | BCP |
| 16/17 | 1.75 PYs | Consultant Services for Oversight | BCP |

*State PYs are based on 1749 hours and Contractor PYs are based on 1920 hours

| On-going resources: | | | |
|---|---|---|---|
| FY | PYs/ Hours | Description (If consultant services, identify consultant and services needed) | Source |
| 13/14 | 30.4 PYS | Ongoing maintenance and operations | BCP |
| | 14.4 PYs | Consultant Services for Transition | BCP |
| 14/15 | 58.9 PYs | Ongoing maintenance and operations | BCP |
| | 20.84 PYs | Consultant Services for Transition | BCP |
| 15/16 | 4.0 PYs | Ongoing maintenance and operations | Redirected within TSD |
| | 64.6 PYS | Ongoing maintenance and operations | BCP |
| | 6.44 PYs | Consultant Services for Transition | BCP |
| 16/17 | 4 PYs | Ongoing maintenance and operations | Redirected within TSD |
| | 64.6 PYS | Ongoing maintenance and operations | BCP |
| 17/18 | 4 PYs | Ongoing maintenance and operations | Redirected within TSD |
| | 64.6 PYS | Ongoing maintenance and operations | BCP |

**EDR Project FSR**

| Program resources: | | | |
|---|---|---|---|
| FY | PYs/ Hours | Description (If consultant services, identify consultant and services needed) | Source |
| 08/09 | 2807 PYs | FTB Program Staff | Redirected from FTB |
| 09/10 | 2807 PYs | FTB Program Staff | Redirected from FTB |
| | 25.7 PYs | FTB Program Staff | BCP |
| 10/11 | 2846 PYs | FTB Program Staff | Redirected from FTB |
| | 74.4 PYs | FTB Program Staff | BCP |
| 11/12 | 2885 PYs | FTB Program Staff | Redirected from FTB |
| | 95.95 PYs | FTB Program Staff | BCP |
| 12/13 | 2924 PYs | FTB Program Staff | Redirected from FTB |
| | 107.9 PYs | FTB Program Staff | BCP |
| 13/14 | 2963 PYs | FTB Program Staff | Redirected from FTB |
| | 353.5 PYs | FTB Program Staff | BCP |
| 14/15 | 2963 PYs | FTB Program Staff | Redirected from FTB |
| | 532.0 PYs | FTB Program Staff | BCP |
| 15/16 | 2963 PYs | FTB Program Staff | Redirected from FTB |
| | 614.2 PYs | FTB Program Staff | BCP |
| 16/17 | 2963 PYs | FTB Program Staff | Redirected from FTB |
| | 625.3 PYs | FTB Program Staff | BCP |
| 17/18 | 2963 PYs | FTB Program Staff | Redirected from FTB |
| | 625.3 PYs | FTB Program Staff | BCP |

### 5.1.9 Training Plan

EDR Project training requires a collaborative effort between the vendor and FTB. The goal is for FTB staff to work side-by-side with the vendor training professionals to analyze, design, develop, test and deliver training and training curriculum materials and products. The plan is to capitalize on FTB staff's unique understanding of end users and business objectives to make system training highly successful.

The scope of training will consist of:

- Case Management/Workflow Training for users
    a. Application Training including BETS and TI
    b. Procedure Training
    c. Workflow Processes
    d. Underpayment Modeling Training including ARCS

- Common Services Training for users
    a. Address Service including BETS, TI, PASS, INC and ARCS
        i. Internal users
        ii. External users
    b. Notification Service including BETS, TI, PASS, INC and ARCS

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c. Taxpayer Folder
d. Single Sign-on

- Data Management Training including data mining tools for users
  a. EDW/EOD maintenance and operations
  b. PASS
  c. INC
  d. ARCS

- Legacy Systems Training for users
  a. TI
  b. BETS
  c. ARCS
  d. PASS
  e. INC
  f. Audit Systems

- Technical Training for IT development team
  a. Case Management and Workflow (BPM platform)
  b. Common Services
  c. Data Management and EDW/EOD including data mining tools
  d. Legacy

- Governance for users
  a. Case Management/Workflow
  b. Data Management
  c. Common Services

- External Training for taxpayers and tax professionals
  a. Marketing
  b. Self Services
  c. Taxpayer Folder

EDR training will include four types of training: Change Management, Application, Technical and Customer Training. It will use the train-the-trainers approach and include instructor led classes, Computer Based Training (CBT), on-demand training tools (24x7 accessibility), online tutorials and handouts. The vendor will train FTB trainer's onsite at FTB Headquarters. The FTB trainers will then train the remaining FTB staff as required. Training will be provided on-site at remote FTB locations. The target audience will be management, supervisors, leads, business staff, IT staff, taxpayers and tax professionals.

The following is a brief summary:

1. Change management training will consist of an overview of all system changes, new systems, services, and the new way of doing business. The training will include an overview of legacy system changes, data services and workflow governance. The vendor will train approximately 12 trainers who in turn will work side-by-side and train FTB staff. It is estimated that each class will be 6 hours long. These 12 trainers and vendors will

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train the Filing Division staff (approximately 1,200 which would consist of 24 classes at 50 per class. They will also train 72 more from the Accounts Receivable Management, Audit and Legal Divisions. These 12 trainers will also train the remaining FTB staff that requires training.

2. Application training will teach staff to perform their jobs with the new Return Processing systems and related services along with all aspects of data management (e.g. data mining) using a dedicated training environment with business scenarios. It will include "how to" information on navigating FTB's internal and external website. The vendor will train approximately 12 FTB trainers who in turn will work side-by-side and train FTB staff. It is estimated that each class will be a minimum of 3 days. These 12 trainers and vendors will train approximately 96 FTB staff which would consist of 4 classes at 24 people to a class. These 12 trainers will also train the remaining FTB staff that requires application training.

3. Legacy System training will tech users of TI, BETS, ARCS, PASS, INC and Audit Systems how to complete impacted tasks in the modified or new systems.

4. Technical training will consist of Case Management/Workflow, Common Services and EDW/EOD including their impacts on legacy systems. FTB staff will learn how to maintain systems and services. The vendor will identify the type of training needed to the extent known (e.g., Java) and follow a "teach me, show me, evaluate me" approach to the extent that allows all knowledge to be transferred from the vendor to FTB. The number receiving technical training will depend on the number of resources on the State Development Team.

5. Customer training will be online through FTB's external website. Marketing tools will be created to teach taxpayers and tax professionals on how to use self-services through the Taxpayer Folder. It will include "how to" information on navigating FTB's external website. The vendor will train approximately 12 FTB trainers and work with FTB to develop a marketing plan and create a CBT and other products and solutions for FTB's external website. Internal users will learn the "how to" within the Change Management Training.

The length of training will depend on the audience type as shown in the example below:

Trainers
- FTB Trainers – 12 months

Change Management
- Management – 2 hours
- Business Staff – 6 hours
- Supervisors and Leads – 7 hours

Application
- Management – 4 hours
- Business Staff – 24 hours
- Supervisors and Leads – 30 hours

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Technical
- Management - Ongoing
- IT Staff – Ongoing

Customer
- Taxpayers – External website
- Tax Professionals – External website

### 5.1.11 On-going Maintenance
The proposed solution requires maintenance in the initial year by the vendor and ongoing maintenance by FTB staff in subsequent years.

### 5.1.12 Information Security
The proposed solution must:
- Comply with Federal and State laws regarding information security, privacy and disclosure.
- Implement applicable information security controls outlined in Federal Information Processing Standards (FIPS) and National Institute of Standards and Technology (NIST) special publications. These security controls will be based on FTB's risk assessment of the system and the information being processed, stored or transmitted by the system.
- Comply with IRS Publication 1075 if processing, storing or transmitting federal tax information (FTI).
- Comply with applicable State Policy found in SAM, chapter 5300.
- Meet or exceed FTB's security requirements as described in the Department's Information Security Policy File (ISP), section 9500.
- Meet FTB audit logging requirements.

The FTB information security consultant assigned to the project is highly qualified with 14 years of security, disclosure and confidentially experience. The consultant will address all matters related to information security to ensure proper controls are in place to meet the necessary requirements.

### 5.1.13 Confidentiality
The project team will work with the Privacy, Security, and Disclosure Bureau to ensure departmental security guidelines are followed with regard to the confidentiality of information. Users will only have access to data for which they have an approved business need and right to know. Their access level to the data will be controlled by their role within the system.

### 5.1.14 Impact on End Users
The EDR Project will significantly change the way the FTB does tax business. The EDR Project, while modernizing infrastructure, architecture, data and services to all users. EDR will also expand the return validation process and provide a more responsive system. As a result, the EDR Project will change and create new ways of doing business that will increase the effectiveness and efficiency of workload processing, which will reduce cost and increase revenue. Major impacts will include new and improved skill sets for working in an electronic environment, managing new and changing workloads, reduction of temporary help staff, the

reassignment and/or realignment of staff, new communication methods and channels, enterprise governance and change management of an enterprise model.

We must ensure change is communicated clearly to all affected parties and that the change is managed adequately. The EDR Project will address many of these impacts through training of FTB business users in processes, procedures and systems, and facilitating a change acceptance process, along with the development of a communication plan for external stakeholders and customers. Extensive efforts are planned and will continue throughout the project lifecycle to effectively communicate and manage organizational change. The following provides specific impacts and mitigation strategies developed for each of the major system changes.

#### 5.1.14.1 Case Management and Workflow

The implementation of expanded data capture, increased customer services, newly automated workloads and modifications to existing manual workflows will have a significant impact on FTB resources. Paper dependent tasks and workflows will be eliminated and the ability to plan and manage business processes and rules without technical support will be implemented. This will require re-evaluation of required skill sets or performance expectations, reclassification or redirection of staff, and increased need for retraining qualified staff. More specialized training will be required for those business users within Return Filing and Validation that will include Business Process Management and Business Rules Management. Planning efforts will be a priority throughout the project as will communication with Department of Personnel Administration and the union, as appropriate.

#### 5.1.14.2 Data Management

By making greater amounts of data available to staff, training, security and disclosure issues must be managed and addressed. Staff will require training on new data sources available to them, how and when to use the data and FTB policies on usage of data. This training will include change management in order to mitigate staff from becoming overwhelmed by the availability of significantly more data and negatively impacting productivity.

An increase in data for modeling purposes will require specialized training for the users responsible for these activities to ensure an understanding of all of the data available and managing the potential increase in models.

Most business areas (FE, Fraud, Audit, Underpayment) do not currently utilize Data Mining tools. The implementation of these tools will require end user training and supporting procedure documentation.

#### 5.1.14.3 Common Services

Common Services are a major change to FTB operational principles and practices. The current paradigm manages functions by applications. As functions are deployed and made available as common services to the enterprise there will be a need to manage these functions in consideration of all client applications. If this scope is not adequately understood and managed across the enterprise then the timeliness and quality of decision making will suffer and will negatively impact productivity including revenue. Pilot programs to test impacts will be developed and implemented to maximize development of effective Governance processes

before common services are deployed. Strong leadership and Governance of this new effort will be addressed through a separate organizational function responsible for development and oversight of all Common Services.

Our culture will change as will the way we conduct our customer service. This is actually seen as a very positive improvement, and although specialized processes and training will be developed, the bigger change may be to our external customers. We anticipate the launch of a taxpayer and stakeholder educational effort aimed at the availability and the use of the new self-services.

The implementation of Common Services will also create demand for new technical knowledge, abilities and skills. There will be the need to strategically plan to attract and retain the necessary resources.

#### 5.1.14.4 Legacy Systems

Any modifications made to the existing user interface look and feel or operational dynamics will change the user's experience and interaction with the new or modified system. Appropriate planning and training will be developed and deployed to all impacted users.

Decommissioning certain existing functionality from FTB's core systems like BETS or TI will impact current processes and workload production. Staff will need to be trained on any modifications to existing workflows and provided updated processing procedures. There will be a continued need to maintain legacy systems knowledge, skills and abilities.

#### 5.1.14.5 Additional Impacts Considered

The following impacts are more global and enterprise in nature and not specific to a system of work or system change. Additional detailed analysis may be needed during the project design phase.

- The current business organizational structure may require realignment of some functions as new validation-centric capabilities are demonstrated in the processing environment.

- Modified business leadership skill sets may be needed to successfully implement and maintain the opportunities, which will require major culture change, increased communication needs, increased collaboration skills and an intensified need for enterprise perspective.

- The way business is conducted from an operational perspective will change. New levels of governance will be introduced and existing processes will impact employee behavior, morale, and work activities. An extensive change management, communications and training plan will be developed and communicated throughout the enterprise as well as to external stakeholders.

### 5.1.15 Impact on Existing System

INC will receive its case data selection from the new EDW. The INC modeling process will incorporate prior year information for income and asset information. INC will continue to use TI to receive address information and use the new Address Service to obtain new address when

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the current address is undeliverable. The INC address data will be converted to the new EDW. EDR will create a web service that can be called from the Taxpayer Folder for INC NPA notice displays.

ECAIR will transition to the new EDW. All modeling processes supported by ECAIR will be transitioned to use the new EDW and data matching service. The ECAIR, MIS, PIT Return Data Mart and Processing Summary reports will transition to the EDW and be retired.

ARCS collection notices will be delivered via a web service to the Taxpayer Folder. ARCS will continue to use TI to receive address information and use the new Address Service to obtain addresses when the current address is undeliverable. ARCS modeling will use the new Underpayment Modeling Process. STRATA will be replaced with the new Underpayment Modeling Process. The Payer File and EIDB will be maintained redundantly. TI and BETS will be modified to interface with the new Underpayment Modeling Process.

PAWS will be retired. Its functions will be replaced with EDR's new Notification and Address Services combined with the new PIT Return Processing processes.

PASS modeling databases, including SBRD, IRS Individual Return (IRSIR), IRS Business Return (IRSBR), Ownership Hierarchy (OH) and Owner Interests (OI) will be transitioned to the EDW. NPAs for PASS PIT cases will be composed, issued and managed via the new Return Processing processes working in conjunction with the Notification and Address Services and displayed in the Taxpayer Folder. NPAs for PASS BE cases will continue to be issued via BETS. PASS users may use the new Taxpayer Folder to view the modeling data detail in addition to using the current PASS TIA view. PASS will continue to use TI to receive address information. PASS will add metadata to use the additional EDW data for modeling. PASS will maintain the OH and OI processes, but the input data will be from the EDW. The PASS source databases will be decommissioned and replaced with the EDW while the PASS modeling engine will be modified to use the new modeling data from the EDW.

HOH, CP2000, STARS and FEDSTARII will be modified to use the new Return Processing system and Notification and Address Services to issue and manage NPAs.

PIT and BE return filing and validation systems will be replaced by new PIT and BE Return Processing workflows. PIT RV will be retired and BETS RV rules will be bypassed. The Tandem system will be retained as business required.

Return processing workflow will leverage the Image Processing and Cashiering System (IPACS) OCR and SCAN enhancements planned between now and EDR implementation. In the event that enhancements are not completed timely, EDR project will bridge the gap between data captured and data needed for EDR.

PIT and BE return e-file data will be converted to the EDW. Third party data loading, matching, cleansing and validation processes will be converted or enhanced to load the new into the EDW real time. Current data from the post-NPA process and inventory data will be converted to the EDW.

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The BETS proprietary INSTALL/1 and DESIGN/1 products will be removed. The presentation layer will be converted to a web-based interface. The new system will use BPM to document all business rules. A new Test Data Management system will replace the current test system. All current applications will be reengineered and architected for reusability, maintainability and separation of the presentation layer. BE noticing subsystems will be isolated for future interface with the new Return Processing processes and Notification and Address services. SBRD will be retired and the EDW will take its place as the database repository. The front-end BE workflow solutions will be implemented on the new BPM platform that will design, manage and execute business processes and business rules. The BPM platform will also interact with BETS as business required.

Unlike the above mentioned systems, the Withhold At Source Systems (WASS) is currently in development with completion scheduled for August 2010. The WASS project will incorporate the existing withholding systems into one comprehensive payment clearinghouse using SOA and .Net framework. WASS data will be initially converted to the EDW with the development of a subsequent interface to receive ongoing withholding information updates

### 5.1.16 Consistency with Overall Strategies

The EDR Project is consistent with many State, Agency and Department initiatives, strategies and direction, as well as industry best practices and trends. The EDR Project seeks to achieve FTB's primary function, strategies and goals, which revolves around collecting the proper amount of tax revenue due at the least cost.

The EDR Project will provide the opportunity to reduce the tax gap by improving taxpayer confidence in the system, taking a proactive approach in identifying fraudulent tax behavior, encouraging Blue Path behavior and using more data to reconcile all aspects of a return, such as using 3rd party data and schedule information.

In addition to addressing tax gap issues, the EDR Project is aligned with FTB's Strategic Plan and IT Strategic Plan including goals, objectives and vision. All of the objectives and strategies of the EDR Project are direct derivatives from either or both of these documents. FTB's IT Strategic Plan takes into consideration the State of California CIO and the State and Consumer Services Agency goals and strategies as well. The scope section of this FSR maps to all of these goals (see Section 6.5.1).

For strategies on legacy impact, reference FTB's ITSP: "EDR Legacy Systems" and "TSM Legacy System Transition Guidelines and Strategies" sections.

### 5.1.17 Impact on Current Infrastructure

The solution should be designed to leverage as much of the current infrastructure as necessary to achieve the EDR Project objectives. New infrastructure products, not limited to BPM, ECM, workflow, testing management, knowledge mining and abstraction (KMA) tool, development suites and rules engine will be compatible and integrate with FTB's software and hardware infrastructure.

Depending on the solution proposed, FTB's hardware infrastructure will be enhanced to handle the new workloads. Any additional hardware servers must be compatible with FTB's hardware and network infrastructure. The solution should add capacity to existing hardware when

appropriate. Backup systems will be enhanced to handle the new capacity for data and programs. Much of the impact on current infrastructure will be determined by the solution chosen.

### 5.1.18 Impact on Data Centers

EDR will not impact external data centers.

### 5.1.19 Data Center Consolidation

FTB is a single-agency with a dedicated use data processing center. Data Center consolidation does not apply to FTB.

### 5.1.20 Back-up and Operational Recovery Plan (ORP)

FTB has a Comprehensive Continuity of Operations/Continuity of Government (COOP/COG) plan that includes business recovery and operational recovery plans for critical business functions as defined in the FTB Business Impact Assessment. These plans define an overall recovery strategy for business and the IT infrastructure that address the worst case scenario of a temporary or permanent loss of the FTB Central Campus. FTB's overall plan addresses strategies as to how to continue and restore business at alternate locations.

Requirements addressed in this section focus only on changes to existing Business Resumption Plans and/or ORPs or the development of new plans and recovery capabilities, as necessary, which are a direct result of this project. The EDR proposed solution may impact several critical functions that are in tiers 1-3 of the department's 2008 Business Impact Assessment, which defines these business functions and recovery times. Below are the functions and corresponding tiers that may be impacted based on a vendor proposed solution. The earliest Recovery Time Objective (RTO) for these critical functions is 1-2 days.

**Tier 1 (1-2 days)**

- Cashiering
- Involuntary collection action calls
- Electronic return/payment processing

**Tier 2 (3-7 days)**

- Return/payment data capture
- Validation
- Electronic web services
- Withhold at source

**Tier 3 (8+ days)**

- Audits
- Disputes
- Customer service
- Collections
- Filing enforcement
- Forms development and distribution

Data backups will be created on a daily basis for all application and user data and will be kept in a storage vault located near FTB's data center. Once a week, a full set of backups will be sent

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off-site utilizing an off-site storage vendor managed by the Computing Resources Bureau. The offsite backups will be rotated weekly and a minimum of two generations of backups will be off-site at any time.

This project takes a "solution based" procurement approach which means vendors will propose appropriate solutions based upon the business problems and requirements. The project will include business process reengineering and significant modifications to a multitude of business applications and the infrastructure supporting those applications. Once the solution is known, the specific ORPs and BRPs impacted by the project will be identified and modified to ensure appropriate recovery strategies are defined and documented at the time the system moves into production.

### 5.1.21 Public Access

One component of the proposed solution will give provide public access. FTB will provide:

- A centralized security policy to ensure only authorized users access protected resources for all entities to include:
    1. External users (taxpayers accessing My FTB Account)
    2. Internal users
    3. Business partners
    4. System services that are used to access resources within the system.
- Single sign-on to all authorized services using mechanisms that can be leveraged across Web applications, federated partners, Web Services partners and Web Services.
- Open standards based on identity management using protocols such as SAML and ID-FF to create and share security for federation and compliance with California statewide initiatives.
- Access Auditing and Event Logging for auditing access violations.

### 5.1.22 Costs and Benefits

**See Section 8.0, EAWs, for cost detail.**

| Total One-time Cost: $232,438,569 | |
|---|---|
| $ Amount | Description |
| $37,438,160 | 365.2 PYs FTB Staff for Development, Project Management, and Procurement Activities |
| $195,000,409 | Hardware, Software & Consultant Services, Training |

| Annual Ongoing Cost: $13,514,098 | |
|---|---|
| $ Amount | Description |
| $6,913,432 | 68.6 PYs FTB Staff for Ongoing Maintenance |
| $6,600,666 | Hardware & Software Ongoing Maintenance |

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State of California

| | FY 09-10 | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 | FY 17-18 | Totals |
|---|---|---|---|---|---|---|---|---|---|---|
| **ARM Total** | $ - | $ 1,331,402 | $ 2,662,803 | $ 62,866,661 | $ 182,417,768 | $ 467,335,425 | $ 763,156,883 | $ 780,372,902 | $ 780,372,902 | **$ 3,040,516,746** |
| **Audit Total** | $ 1,250,582 | $ 8,741,250 | $ 7,490,669 | $ 5,827,500 | $ 36,139 | $ 18,926,863 | $ 23,194,052 | $ 49,739,540 | $ 53,617,182 | **$ 168,823,777** |
| **Filing Total** | $ 2,558,534 | $ 3,665,370 | $ 12,249,048 | $ 12,249,048 | $ 67,400,000 | $ 96,020,000 | $ 102,420,000 | $ 104,320,000 | $ 106,120,000 | **$ 507,002,000** |
| **Total EDR Benefits** | **$ 3,809,116** | **$ 13,738,022** | **$ 22,402,520** | **$ 80,943,209** | **$ 249,853,907** | **$ 582,282,288** | **$ 888,770,935** | **$ 934,432,442** | **$ 940,110,084** | **$ 3,716,342,523** |

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### 5.1.23 Sources of Funding

| One time IT resources: | | | |
|---|---|---|---|
| FY | $ Amount | Description | Source |
| 08/09 | $1,631,731 | 15.5 PYs FTB Staff | Redirected within TSD |
| 09/10 | $2,688,933 | 25.6 PYs FTB Staff | Redirected within TSD |
| | $418,626 | 3.8 PYs | BCP |
| | $459,132 | Hardware, Software | BCP |
| | $830,000 | Consultant Services | BCP |
| 10/11 | $2,712,950 | 25.9 FTB Staff | Redirected within TSD |
| | $401,902 | 3.8 PYs | BCP |
| | $1,239,125 | Hardware, Software | BCP |
| | $1,345,410 | Consultant Services | BCP |
| 11/12 | $3,702,445 | 37.1 FTB Staff | Redirected within TSD |
| | $6,806,562 | 64.6 PYs | BCP |
| | $2,448,000 | Consultant Services | BCP |
| | $686,400 | Training | BCP |
| 12/13 | $4,749,920 | 48.1 PYs FTB Staff | Redirected within TSD |
| | $6,512,072 | 64.6 PYs | BCP |
| | $46,410,336 | Consultant Services | BCP |
| | $686,400 | Training | BCP |
| 13/14 | $2,435,664 | 24.0 FTB Staff | Redirected within TSD |
| | $3,504,081 | 34.6 PYs | BCP |
| | $31,549,746 | Hardware, Software | BCP |
| | $33,383433 | Consultant Services | BCP |
| | $343,200 | Training | BCP |
| 14/15 | $1,014,768 | 9.6 FTB Staff | Redirected within TSD |
| | $574,358 | 5.7 PYs | BCP |
| | $72,761,971 | Consultant Services | BCP |
| 15/16 | $284,150 | 2.6 FTB Staff | Redirected within TSD |
| | $2,245,256 | Consultant Services | BCP |
| 16/17 | $612,000 | Consultant Services | BCP |

| Ongoing resources: | | | |
|---|---|---|---|
| FY | $ Amount | Description | Source |
| 09/10 | $100,000 | Hardware Maintenance | BCP |
| 10/11 | $187,476 | Hardware & Software Maintenance | BCP |
| 11/12 | $399,491 | Hardware and Software Maintenance | BCP |
| 12/13 | $414,095 | Hardware and Software Maintenance | BCP |
| 13/14 | $3,063,135 | 30.4 PYs | BCP |

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| | | | |
|---|---|---|---|
| | $418,065 | Hardware and Software Maintenance | BCP |
| 14/15 | $5,935,036 | 58.9 PYs | BCP |
| | $18,803.369 | Hardware and Software Maintenance | BCP |
| | $12,477,125 | Contract Services Maintenance | BCP |
| 15/16 | $404,038 | 4.0 FTB Staff | Redirected within TSD |
| | $6,509,395 | 64.6 PYs | BCP |
| | $6,600,666 | Hardware and Software Maintenance | BCP |
| | $ 2,280,156 | Contract Services Maintenance | BCP |
| 16/17 | $404,038 | 4.0 FTB Staff | Redirected within TSD |
| | $6,509,395 | 64.6 PYs | BCP |
| | $6,600,666 | Hardware and Software Maintenance | BCP |
| 17/18 | $404,038 | 4.0 FTB Staff | Redirected within TSD |
| | $6,509,395 | 64.6 PYs | BCP |
| | $6,600,666 | Hardware and Software Maintenance | BCP |

| *Program resources:* | | | |
|---|---|---|---|
| *FY* | *$ Amount* | *Description* | *Source* |
| 08/09 | $191,253,520 | FTB Program Staff | Redirected |
| 09/10 | $191,253,520 | FTB Program Staff | Redirected |
| | $1,719,777 | FTB Program Staff | BCP |
| | $274,631 | OEE, Printing, Postage | BCP |
| 10/11 | $194,850,531 | FTB Program Staff | redirected |
| | $4,615,189 | FTB Program Staff | BCP |
| | $21,842 | OEE, Printing, Postage | BCP |
| 11/12 | $198,298,718 | FTB Program Staff | redirected |
| | $5,788,067 | FTB Program Staff | BCP |
| | $32,407 | OEE, Printing, Postage | BCP |
| 12/13 | $202,044,553 | FTB Program Staff | redirected |
| | $6,694,354 | FTB Program Staff | BCP |
| | $588,461 | OEE, Printing, Postage | BCP |
| 13/14 | $205,641,564 | FTB Program Staff | redirected |
| | $21,081,108 | FTB Program Staff | BCP |
| | $1,070,139 | OEE, Printing, Postage | BCP |
| 14/15 | $205,641,564 | FTB Program Staff | redirected |
| | $33,979,014 | FTB Program Staff | BCP |
| | $267,454 | OEE, Printing, Postage | BCP |
| 15/16 | $205,641,564 | FTB Program Staff | redirected |
| | $36,781,920 | FTB Program Staff | BCP |
| | $672,258 | OEE, Printing, Postage | BCP |

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| | | | |
|---|---|---|---|
| 16/17 | $205,641,564 | FTB Program Staff | redirected |
| | $39,863,759 | FTB Program Staff | BCP |
| | $672,258 | OEE, Printing, Postage | BCP |
| 17/18 | $205,641,564 | FTB Program Staff | redirected |
| | $39,794,294 | FTB Program Staff | BCP |
| | $672,258 | OEE, Printing, Postage | BCP |

## 5.2 Rationale for Selection

The proposed alternative is Alternative B which phases in new PIT and BE Return Processing workflows for the PIT and BE Return Filing and Return Validation SOW and integrates and expands PIT and BE return imaging and data capture beginning January 2014. These new workflows are implemented for PIT first and then BE one year later. Alternative B also establishes an EDW with EOD; modifies FE, Audit and Underpayment legacy systems to use enterprise data; implements common services including Taxpayer Folder with self-services; and modifies BETS to make the architecture non-proprietary and more open. The rationale for selecting the proposed Alternative B was based on the four selection criteria in the table below.

| **EDR Alternative Solution Selection Criteria** | |
|---|---|
| **Criterion** | **Description** |
| 1. Schedule | Time to implement |
| 2. Scope | Degree to which Alternative meets requirements<br>Degree to which Alternative solves the Strategic Business Problems<br>Degree to which Alternative meets the EDR Project Business Objectives<br>Degree to which Alternative enables the “Blue Path” vision<br>Must meet mandatory requirements |
| 3. Net Value | Net benefits including revenue and costs savings compared to cost of Alternative overall and annually<br>Must show net positive benefits each year |
| 4. Risk | Degree to which Alternative maximizes success in terms of risk to revenue, costs, scope, quality, architecture, schedule and enterprise support |

Alternative B scored the most points when evaluated comparatively against the other alternatives using the selection criteria above. Points were awarded from 1 to 3, with 3 representing the most desirable alternative and 1 representing the least desirable alternative. Alternatives that did not meet mandatory requirements concerning criteria 2 and 3 received 0 points. If the evaluation of two or more alternatives identified the same advantages and disadvantages, both alternatives were awarded the same number of points. The advantages and disadvantages of the Proposed Alternative B are shown in the table below in terms of the equally weighted selection criteria.

**Proposed Alternative B – Advantages and Disadvantages**

| Selection Criteria | Advantages | Disadvantages |
|---|---|---|

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| Selection Criteria | Advantages | Disadvantages |
|---|---|---|
| 1. Schedule | -Offers more opportunities to phase in functionality | -Longer phased in implementation schedule, 30 and 42 months compared to Alternative A<br>-Meets Business Objectives later compared to other alternatives |
| 2. Scope | -Meets all EDR mandatory requirements<br>-Solves all of the EDR Strategic Business Problems<br>-Meets all 11 of the Business Objectives<br>-Fully meets scope<br>-Implements Blue Path business priority vision | |
| 3. Net Value | -Annual net benefits are consistently positive as total costs are spread out over longer schedule (alternative can be funded over the life of the project from benefits) | -Achieves lowest overall net benefits due to increased costs and deferred BE revenue |
| 4. Risk | -Lowest risk given the same scope as A and longer phased in schedule compared to A<br>-Fully engages enterprise<br>-Solution most likely to align with desired architecture given longer schedule<br>-May actually result in lower total cost of ownership due to longer schedule and less pressure to compromise quality and architecture | -Longer schedule may risk staff turnover |

## 5.3 Other Alternatives Considered

### 5.3.1 Alternative A Description

Of the two EDR Project alternatives, Alternative A received the next highest points. Alternative A is exactly the same as Alternative B except implementation of new Return Processing workflow for PIT and BE are implemented at the same time for the 2014 tax filing season. This alternative has the effect of accelerating the BE benefits and reducing the costs for overhead in exchange for added schedule and quality risks. The advantages and disadvantages of

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Alternative A compared to Alternative B and the points awarded to each alternative when compared to all three of the alternatives evaluated based on the 4 selection criteria are shown in the table below.

#### 5.3.1.1 Alternative A Compared to Alternative B

| Selection Criteria | Alternative A Advantages/Disadvantages and Score | Alternative B Advantages/Disadvantages and Score |
|---|---|---|
| 1. Schedule | -Shorter implementation schedule, 30 months<br>+3 Points | -Longer phased in implementation schedule, 30 and 42 months<br>+2 Points |
| 2. Scope | -Meets all EDR mandatory requirements<br>-Solves all of the EDR Strategic Business Problems<br>-Meets all 11 of the Business Objectives<br>-Fully meets scope<br>-Implements Blue Path business priority vision<br>+3 Points | -Meets all EDR mandatory requirements<br>-Solves all of the EDR Strategic Business Problems<br>-Meets all 11 of the Business Objectives, but one year later than A<br>-Fully meets scope<br>-Implements Blue Path business priority vision –<br>+3 Points |
| 3. Net Value | -Annual net benefits for year 2 are negative due to same scope as B, but shorter schedule (higher peak costs)<br>-Achieves next best overall net benefits<br>+0 Points | -Annual net benefits are consistently positive as total costs are spread out over longer schedule<br>-Achieves lowest overall net benefits due to increased costs and deferred BE revenue<br>+3 Points |
| 4. Risk | -Greater risk given the same scope as B, but shorter schedule<br>-Implements PIT and BE Return Processing at the same time<br>-Fully engages enterprise<br>-Solution least likely to align with desired architecture given same scope as B and shorter schedule (pressure to cut corners)<br>+1 Point | -Lower risk given the same scope as A but longer phased in schedule compared to A<br>-Fully engages enterprise<br>-Solution most likely to align with desired architecture given longer schedule<br>-May actually result in lower total cost of ownership due to longer schedule and less pressure to compromise quality and architecture<br>+3 Points |

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| Selection Criteria | Alternative A Advantages/Disadvantages and Score | Alternative B Advantages/Disadvantages and Score |
|---|---|---|
| **Total Score** | **7** | **11** |

# 6.0 Project Management Plan

## 6.1 Project Manager Qualifications

The Project Manager (PM) is a CEA II and director of the FTB TSM Bureau responsible for developing the strategies and plans to enable the FTB Enterprise Strategic Business Vision. The EDR Project is the first major step in achieving the Business Vision. The PM has nearly 15 years experience at the highest levels of IT project management responsibility. This experience includes more than seven years of experience as Deputy Director of the FTB CA Child Support Automation System (CCSAS) Project including the CSE and SDU Projects; and more than seven years experience as Project Sponsor and Project Director of the PASS Project. The PM was directly responsible for directing all FTB, contractor and service provider project life cycle activities including planning, procurement, requirements engineering, system development and implementation for both the CSE System and the SDU operations and managing communications with all stakeholders. The PM participated in and was directly responsible for negotiating portions of each of the CCSAS contracts. These project contracts had a combined cost in excess of $1.1 billion. The CCSAS projects achieved the milestone, “Submit Request for Federal Certification,” under the PM’s direction. The CCSAS projects have since received certification for the project’s highest priority business problem. The PM was also responsible for directing all life cycle phases of the PASS Project including planning, procurement, development and implementation and was the chief negotiator on the PASS contract, which was for $23 million. The PASS project was implemented within budget and on schedule. Each of these projects used the Performance Based Procurement (PBP) approach and the PM was responsible for constructing the compensation model and negotiating the agreement to base vendor payments on achievement of project objectives.

The EDR Project will use the Solution Based Procurement model based on the same principles of the PBP. The PM has a consistent track record of successfully managing large and high risk IT projects.

## 6.2 Project Management Methodology

Due to the magnitude and associated risks of the EDR project, rigorous application of Project Management processes consistent with industry standards and best practices will be required. The FTB project management methodology is based on *A Guide to the Project Management Body of Knowledge* (PMBOK), Third Edition; Statewide Information Management Manual (SIMM) Section 45, Appendix A; and SIMM Section 200, *Project Management Methodology Guidelines*. The Project Manager will, at a minimum, implement the required project management practices specified in SIMM 45 as well as follow generally accepted project management best practices and methodologies, appropriate to the project’s level of complexity.

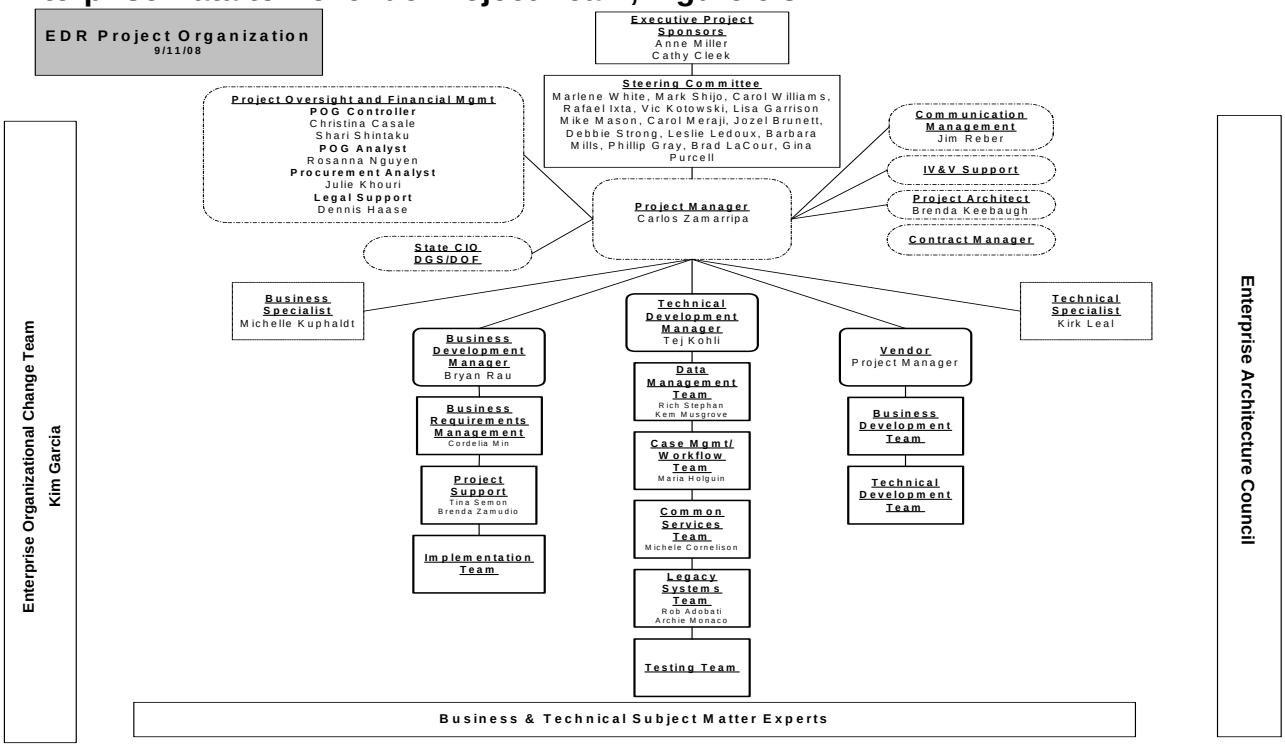
## 6.3 Project Organization

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A successful project involves input, review and involvement from many business areas, as well as from a number of technical areas of expertise. The key project team members are:

**Project Sponsors:** Anne Miller and Cathy Cleek
**Project Manager:** Carlos Zamarripa
**Project Stakeholders:** Accounts Receivable Management Division
Audit Division
Filing Division
Technology Services Division
FTB Customers and Tax Practitioners

**Enterprise Data to Revenue Project Team, Figure 6.3.1**




## 6.4 Project Priorities

| Schedule | Scope | Resources |
|---|---|---|
| Constrained | Accepted | Improved |

## 6.5 Project Plan

The project manager will follow FTB's project management standards and guidelines based on PMBOK to develop the project plan. Microsoft Project will be used to develop the timeline, identify the tasks involved, assign resources and monitor task completion within the schedule and resources allocated.

### 6.5.1 Project Scope

The EDR Project will:

1. Reengineer PIT and BE Return Filing, Validation processing and Fraud detection. Implement a new integrated PIT/BE Return Processing Case Management/Workflow with

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manageable and reusable processes including Return Validation, Return Adjustment, Post Proposed Assessment and Underpayment Modeling integrated with Common Services to make the processing of California income tax returns, payments and refunds more agile, efficient and effective; Strategic Business Goals 1, 2, 5; Tax Gap Goals 1, 2, 3, 4, 6

2. Expand return and supporting document imaging, return data capture and retention to increase the utilization of data including taxpayer relationships to improve the efficiency and effectiveness of Return Filing, Validation, Fraud detection, FE, Audit and Underpayment activities; Strategic Business Goals 1, 2, 5; Tax Gap Goals 1, 2, 3, 5, 6
3. Implement a new EDW including EOD, centralized data processing, matching and delivery services and data mining tools to improve the efficiency and effectiveness of data management and analysis and make data available for Return Filing, Validation, FE, Audit and Underpayment activities; Strategic Business Goals 1, 2, 3, 5, 6;Tax Gap Goals 1,2,3,6
4. Expand Return Validation to take advantage of the expanded data capture and correct more taxpayer return errors; Strategic Business Goals 2, 5; Tax Gap Goals 1, 3, 6
5. Expand use of data matching especially with regards to Return Processing, Filing Enforcement, Audit selection and Collections assignment ; Strategic Business Goals 1, 2, 5; Tax Gap Goals 1, 3, 6
6. Implement Common Services including PIT and BE Address, Notification, Internal Authentication with Single Sign-on, and services oriented infrastructure to reduce redundancy, leverage, improve and reuse system functionality and to improve Return Filing, Validation, FE, Audit and Underpayment efficiency and effectiveness; Strategic Business Goals 1, 2, 4, 5, 6; Tax Gap Goals 1, 2, 4, 6
7. Establish a Filing Taxpayer Folder with consolidated taxpayer and withhold agent information and expanded taxpayer Self-Services including Return and Notice view, Address update and Self-Protest Common Services to improve the efficiency and effectiveness of Return Filing and Validation; Strategic Business Goals 1, 3, 4, 5; Tax Gap Goals 2, 4, 5
8. Provide Return Processing Case Management/Workflow and Common services user training to maximize productivity; Strategic Business Goals 4, 5
9. Implement Enterprise Common Service, Data and Business Process Governance to maximize enterprise decision making and EDR Project success; Strategic Business Goal 5
10. Make modifications to Legacy Systems including TI, BETS, ARCS, PASS, HOH, CP2000, STARS, FEDSTARII, and INC and provide training to meet EDR Project requirements and support realization of benefits; Strategic Business Goals 2, 5; Tax Gap Goals 1, 3
11. Modify BETS to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity and align system with service oriented architecture consistent with requirements and provide training to reduce the cost of EDR Project required changes and the risk of maintainability and increase user productivity; Strategic Business Goal 5; Tax Gap Goals 1,4
12. Convert ECAIR, PASS modeling, SBRD, TI and BETS data; Strategic Business Goal 5
13. Transition ECAIR and My FTB account; retire PAWS, POA Database SBRD, e-View, b-View, Mainframe File and Print; and BIDS Process Summary System, Management Information System, and PIT Return Data Mart System; and decommission ARCS STRATA, Strategic Business Goal 5

### 6.5.2 Project Assumptions

1. The State of California's existing tax structure and tax policy will remain relatively constant.
2. Taxpayer choice to file tax returns electronically or on paper will remain.

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3. All EDR Project tasks will be completed as planned.
4. Management will maintain the project as high priority throughout the SDLC.
5. The EASE Project will continue as planned and meets the planned implementation schedule.
6. The WASS Project continues as planned and meets the planned implementation schedule.
7. The Workload Growth Project is approved and implemented.
8. BE and PIT Scan and Shred Projects are completed and continue expansion of imaging including supporting documentation (correspondence).
9. The department is committed to developing staff with the requisite skills to develop and deploy the EDR solution.
10. Substantial benefits will be derived from the EDR project solution to fund the procurement and implementation.
11. The department will be authorized to use the Solution Based Procurement model and will receive delegation to execute it accordingly.
12. There will be no legislative mandates that significantly impact the EDR Project or FTB technology.
13. There will be sufficient interest from qualified vendors so that they will bid on the EDR Project.
14. Required Interagency Exchange Agreements can be negotiated and agreed to in a reasonable timeframe.

### 6.5.3 Project Phasing

The EDR scope is the first phase of the implementation of the TSM Enterprise Integration Opportunities. The phasing in of deliverables will be encouraged as one way to manage risk and impact on production.

This effort consists of 4 subprojects:

1. Case Management and Workflow
2. Data Management
3. Common Services
4. Legacy Systems

The subprojects will run concurrently providing for prerequisites and milestones needed for timely completion of all subprojects. The following represents the stages of the System Development Lifecycle (SDLC) that have been completed:

- Initiation
- Concept

The following represents the stages of the SDLC that will be conducted post-FSR:

- Planning
- Requirements
- Design
- Development
- Integration
- Implementation

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- Operation and Maintenance
- Disposition or Retirement

### 6.5.4 Roles and Responsibilities

| Role | Responsibilities |
|---|---|
| **Executive Project Sponsors** | Assumes overall authority for the project, including:<br>• Providing vision and direction for the project<br>• Providing policy leadership<br>• Providing necessary funding and resources<br>• Serving as project champion to provide exposure and buy-in<br>• Supporting change management initiatives<br>• Providing support to the Steering Committee as needed<br>• Communicating their views on project progress and success factors to the project team and other stakeholders<br>• Prioritizing project related issues with other enterprise efforts<br>• Provide Governance Council updates |
| **Steering Committee** | Acts as the project stakeholders group to ensure that the deliverables and functionality of the project are achieved, including:<br>• Providing high-level project direction and approval<br>• Addressing and resolving escalated issues, risks or change requests as necessary and appropriate<br>• Ensuring necessary resources are available<br>• Validating Project Manager decisions |

## EDR Project FSR

| Role | Responsibilities |
|---|---|
| Project Manager | Plans, directs and oversees the project and ensures the integration of project deliverables and functionality as defined in the Project Charter and subsequent project plans, including:<br>• Conducting overall project planning and monitoring<br>• Managing all resources assigned to the project<br>• Serving as the primary liaison between the Executive Project Sponsors and Steering Committee and escalating decisions and issues as needed<br>• Coordinating project-related issues with other enterprise efforts<br>• Reviewing and resolving project issues not resolved at lower levels<br>• Directing the Project Management functions<br>• Acting as the principal interface to the vendors/contractors<br>• Providing oversight and planning for IV&V and vendor procurement<br>• Conducting detailed cost and benefits analysis and working closely with project oversight to effectively manage project costs and derived benefits<br>• Facilitating project communication reporting and fiscal status to all levels of oversight<br>• Coordinating with quality management staff to ensure quality processes and continuous quality improvement are applied to all project activities<br>• Developing, documenting, implementing and monitoring of policies, methodologies, tools and processes that support:<br>▪ Project Integration Management<br>▪ Project Scope Management<br>▪ Project Communication Management<br>▪ Project Human Resource Management<br>▪ Project Procurement Management<br>▪ Project Risk Management<br>▪ Project Cost Management<br>▪ Project Time Management<br>▪ Project Quality Management |
| Communication Management | Provides support for all communication deliverables, including:<br>• Development, research, writing, layout and design, review and finalization of key project deliverables<br>• Performing external customer impact analysis |
| IV&V Support | • Provides independent, technical review and verification of project deliverables<br>• Provides independent testing and auditing of project deliverables against requirements with a special emphasis placed on deliverable quality assurance and information security control reviews |
| Project Architect | Provides Project Architecture Support, including:<br>• Ensuring design, development and project changes are EA compliant<br>• Facilitating the review of variances discovered during the Project Life Cycle (PLC)<br>• Assisting projects to obtain EA compliance certifications and/or waivers for authorized exceptions |
| Enterprise Architecture Council | Provides oversight and guidance for the principles, guidelines and rules for an overall framework to guide the organization through the acquiring, building, modifying and interfacing of information resources and data |
| Enterprise Organizational Change Team | Supports department-wide project communication and change management initiatives |

## EDR Project FSR

| Role | Responsibilities |
|---|---|
| **Project Oversight and Financial Management** | |
| POG Project Controller | Monitors the project's financial progress by tracking and reporting expenditures to ensure the project stays within budget |
| POG Project Analyst | Monitors the project's progress and assists in the development, review and approval of required project documentation |
| Procurement Analyst | Oversees and supports the procurement process and contract administrative functions by:<br>• Serving as a liaison with the FTB Procurement Unit, DGS and the vendor community<br>• Planning procurement activities<br>• Conducting the development of statements of work, solicitations for business partner selection, solicitations for conceptual proposals, contract agreement for acquisition of technology services and equipment<br>• Participating in the vendor evaluation, vendor selection and contract negotiation processes, serving as the procurement process expert<br>• Coordinating and tracking invoices and payments along with resolving billing disputes<br>• Initiating contract amendments and renewal notices<br>• Coordinating with FTB legal staff to ensure resolution of contract and procurement issues |
| Legal Support | Provides legal opinions upon request in areas of the Request for Procurement (RFP) or Request for Quotations (RFQ) and service request content, contract amendments, work authorizations, contracting questions, conflict of interests, discovery issues, communication documents, industry trends and general contracting issues |
| **Business Specialist** | Provides subject matter expertise from all business programs and provides input and approval of functional and non-functional requirements |
| **Business Development** | |
| Business Development Manager | Leads the effort to identify functional and non-functional requirements and implements a solution to meet the business needs, including:<br>• Identifying and leading all business analysts that will work with the technical team to complete the FSR and project business requirements deliverables<br>• Facilitating communication with business stakeholders on all aspects of the project<br>• Approving general system design and detailed system design documents<br>• Approving all business requirements |
| Business Requirements Management (Business Analysts) | Develops, maintains and ensures traceability of all project business requirements for the functional business areas, including:<br>• Conducting analyses to identify existing processes and identify needed processes<br>• Creating, developing, implementing and maintaining new or refresh existing processes<br>• Developing a business requirements document that details each functional business process, operating and technical business requirements, conceptual data models and user types that are dictated by business rules, organized by events, data flow diagrams, business requirement specifications, data definitions, data dictionary and technology/organizational constraints |

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| Role | Responsibilities |
|---|---|
| | • Identifying the need for new or modified requirements based on best practices and operating policy changes, legislative changes, business requirements, user requests or system enhancements<br>• Developing and maintaining the Requirements Definition and Management Plan that defines the requirements engineering approach and process, issue management process and change control process<br>• Developing and maintaining the Functional Requirements Plan that defines the scope of requirements, functional business analysis strategy, requirements engineering methodology and task plan schedule<br>• Conducting requirements traceability analyses to ensure that vendor solutions clearly respond to requirements<br>• Coordinating the identification and resolution of issues affecting requirements definition and managing through the use of an issue tracking database<br>• Assisting in developing and providing customer training and support |
| Project Support | Provides a variety of analytical duties and general support to the project, including:<br>• Coordinating and supporting the daily business functions for the project<br>• Maintaining project schedule<br>• Maintaining project tools<br>• Maintaining organizational and project processes, procedures and guidelines<br>• Maintaining a project library to ensure that project information is accessible to team members, stakeholders and oversight agencies<br>• Developing policies and procedures for obtaining, maintaining and using the project information in the library<br>• Maintaining and overseeing the project charter and governance model<br>• Maintaining all personnel requests and organization charts, etc.<br>• Coordinating facilities needs (office supplies, minor equipment requests, etc.).<br>• Time reporting, position tracking and travel coordination<br>• Coordinating and processing staff development/training requests<br>• Providing support in the areas of document creation, maintenance, research, analysis, typing, photocopying, proofreading, scheduling and supply inventory and management<br>• Performing all other project administrative functions as necessary and appropriate |
| Implementation Team | Plans, organizes, coordinates and monitors implementation activities, including:<br>• Developing a comprehensive integration plan<br>• Ensuring the development of technical and end-user documentation<br>• Overseeing and conducting user acceptance testing<br>• Developing and providing customer training and support<br>• Conducting regular customer satisfaction surveys<br>• Overseeing the development and implementation of production support and defect/problem tracking<br>• Ensuring completion of IT training/knowledge transfer to departmental staff |
| **Technical Specialist** | Provides subject matter expertise in technical development and provides input and approval of functional and non-functional requirements |
| **Technical Development** | |
| Technical Development | Provides oversight and direction of activities of technical staff who are engaged in the systems development aspects of the project, including:<br>• Partnering with other IT managers to identify and acquire appropriate technical |

**EDR Project FSR**

| Role | Responsibilities |
|---|---|
| Manager | staff for areas such as enterprise architecture, database, software development, security, testing, configuration management, change management, release management and other technical areas of a new system<br>• Developing approach/recommendation to meet the business requirements, which includes the development of the new system and on-going maintenance thereafter<br>• Providing leadership and support to technical staff throughout the project life cycle<br>• Providing technical support to the Project Director, Project Manager and other management staff to establish and execute technical policies, processes and procedures |
| Data Management Team | Provides database administration and support for the development and implementation of the data requirements, including:<br>• Assessing vendor proposed solution for viability<br>• Participating in detailed requirements analysis and development of use cases<br>• Engineering and evaluating database designs, evaluating database prototype and developing conversion approach, strategy and plan<br>• Establishing data warehouse architecture and assisting with data modeling finalization<br>• Developing a strategy and approach to identify how data will be migrated to the new system<br>• Defining data purification, conversion requirements and processes to ensure that data is valid and meets system requirements<br>• Conducting requirements traceability analysis to ensure that vendor solutions clearly respond to conversion requirements<br>• Developing and executing test plans to ensure that the system meets the requirements<br>• Working with vendors to resolve issues and clarify technical requirements and finalize integration requirements |
| Case Management and Workflow Team | Provides support for all service development tasks, including:<br>• Assessing vendor proposed solution for viability<br>• Participating in detailed requirements analysis and development of use cases<br>• Providing subject matter expert support for software detailed design and application development<br>• Supporting the development of new services and integration with existing applications |
| Common Services Team | Provides support for all service development tasks, including:<br>• Assessing vendor proposed solution for viability<br>• Participating in detailed requirements analysis and development of use cases<br>• Providing subject matter expert support for software detailed design and application development<br>• Supporting the development of new services and integration with existing applications |
| Legacy Systems Team | Provides development support for modifications required of existing legacy systems, including:<br>• Assessing vendor proposed solution for viability<br>• Participating in detailed requirements analysis and development of use cases<br>• Supporting the development of new interfaces to the data warehouse and services implemented within the project scope |

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| Role | Responsibilities |
|---|---|
| Testing Team | Coordinates and conducts testing of all business and technical requirements, including:<br>• Planning, monitoring and coordinating test plans, problem reporting and resolution processes<br>• Designing and creating test cases and data that will represent "real-life" scenarios for the system<br>• Developing and executing unit, integration, and system test plans to ensure system quality assurance and that the system meets the business requirements<br>• Coordinating interface test with other organizations, as needed |

### 6.5.5 Project Schedule

| Task | Start | Finish | Deliverable | Milestone |
|---|---|---|---|---|
| Obtain FSR Approval | 01/12/09 | 01/12/09 | FSR | Project Approval |
| **Start Project** | **01/12/09** | **01/12/09** | | |
| Release RFP | 08/03/09 | 08/03/09 | Published RFP | RFP is made public |
| Conduct Bidders' Conference | 08/17/09 | 08/17/09 | Procurement Requirements | Bidders are informed |
| Conduct Non-Confidential Discussions | 08/18/09 | 08/20/09 | Non-Confidential Discussions | Non-Confidential Discussions with bidders on requirements |
| Receive Conceptual Proposals | 09/03/09 | 09/03/09 | Conceptual Proposals | Bidders respond to Requirements |
| Conduct Confidential Discussions | 10/19/09 | 10/30/09 | State feedback on Conceptual Proposals | Bidders understand State's confidential issues and risks concerning Conceptual Proposals |
| Receive Draft Proposals | 12/09/09 | 12/09/09 | Draft Proposal Submissions | Bidders respond to Requirements and Bid Instructions |
| Conduct Confidential Discussions | 02/22/10 | 03/05/10 | State findings on Draft Proposals | Bidders understand State's confidential findings concerning Draft Proposals |
| Receive Final Proposals | 04/09/10 | 04/09/10 | Final Proposal Submissions | Bidders submit Final Proposals |
| Evaluate Final Proposals | 04/12/10 | 06/07/10 | Bidders' Business and Technical Proposal evaluation scores | Bidders' Proposals are scored for Business and Technical merit |
| Conduct Cost Opening | 06/23/10 | 06/23/10 | Business and Technical scores and Proposal costs | Business and Technical scores and Proposal costs are made public |
| Evaluate Costs | 06/23/10 | 07/21/10 | Bidders' Cost Proposal evaluation scores | Evaluation of Bidders' Proposals completed |
| Select Bidder | 08/06/10 | 08/06/10 | Highest Bidder Proposal score | Winning Bidder determined |
| Submit Evaluation and | 08/13/10 | 09/10/10 | Evaluation and | Oversight agencies |

## EDR Project FSR

| Task | Start | Finish | Deliverable | Milestone |
|---|---|---|---|---|
| Selection Report to Agency, OCIO, and DGS for Approval | | | Selection Report | provide final approval of bidder selection and report |
| Issue Notice of Intent to Enter into Contract Negotiations | 09/14/10 | 09/21/10 | Procurement Notice | Bidders and public are informed about negotiation with the selected bidder |
| Negotiate Contract | 09/22/10 | 01/12/11 | Negotiated Contract | Contract Terms and Conditions are agreed to |
| Develop and Submit Special Project Report for Approval | 01/03/11 | 01/28/11 | SPR | FSR Updated |
| Issue Notice of Intent to Award Contract and Protest Period | 04/05/11 | 04/12/11 | Contract Award Notice | Bidders and public are informed about contract |
| Sign Contract | 06/02/11 | 06/08/11 | Contract | Contract Awarded |
| Start Development | 07/01/11 | 07/01/11 | | BP Reports to work |
| **Project Oversight** | | | | |
| Release Project Oversight (PO) Request for Proposals | 02/09/10 | 02/09/10 | Published RFP | RFP is made public |
| Conduct Bidders' Conference | 02/17/10 | 02/17/10 | Procurement Requirements | Bidders are informed |
| Receive PO Draft Proposals | 03/10/10 | 03/10/10 | Draft Proposal Submissions | Bidders respond to Requirements and Bid Instructions |
| Provide Feedback on Draft Proposals | 04/09/10 | 04/09/10 | State findings on Draft Proposals | Bidders understand State's confidential findings concerning Draft Proposals |
| Receive Final Proposals | 04/21/10 | 04/21/10 | Final Proposal Submissions | Bidders submit Final Proposals |
| Evaluate Final Proposals | 04/21/10 | 05/13/10 | Business and Technical Proposal evaluation scores | Bidder's Proposals are scored for Business and Technical merit |
| Conduct Cost Opening | 05/25/10 | 05/25/10 | Business and Technical scores and Proposal costs | Business and Technical scores and Proposal costs are made public |
| Evaluate Costs | 05/26/10 | 05/27/10 | Cost Proposal evaluation scores | Evaluation of Final Proposals completed |
| Submit Evaluation and Selection Report to Agency, OCIO, and DGS for Approval | 06/08/10 | 06/21/10 | Evaluation and Selection Report | Oversight agencies provide final approval of bidder selection and report |
| Issue Notice of Intent to Award Contract and Protest Period | 06/23/10 | 06/23/10 | Contract Award Notice | Bidders and public are informed about contract |
| Sign Contract | 07/06/10 | 07/06/10 | Contract | Contract Awarded |
| Start Project Oversight | 07/07/10 | 07/07/10 | | PO reports to work |
| **Independent Verification and Validation (IV&V)** | | | | |
| Release IV&V Request | 07/19/10 | 07/19/10 | Published RFP | RFP is made public |

## EDR Project FSR

| Task | Start | Finish | Deliverable | Milestone |
|---|---|---|---|---|
| for Proposals | | | | |
| Conduct Bidders' Conference | 08/10/10 | 08/11/10 | Procurement Requirements | Bidders are informed |
| Receive IV&V Draft Proposals | 08/24/10 | 08/24/10 | Draft Proposal Submissions | Bidders respond to Requirements and Bid Instructions |
| Provide Feedback on Draft Proposals | 11/16/10 | 11/16/10 | State findings on Draft Proposals | Bidders understand State's confidential findings concerning Draft Proposals |
| Receive Final Proposals | 12/01/10 | 12/01/10 | Final Proposal Submissions | Bidders submit Final Proposals |
| Evaluate Final Proposals | 12/06/10 | 01/14/11 | Business and Technical Proposal evaluation scores | Bidder's Proposals are scored for Business and Technical merit |
| Conduct Public Cost Opening | 02/07/11 | 02/07/11 | Business and Technical scores and Proposal costs | Business and Technical scores and Proposal costs are made public |
| Select IV&V Vendor | 03/07/11 | 03/07/11 | Highest Proposal score | Winning bidder determined |
| Submit Evaluation and Selection Report to Agency, OCIO, and DGS for Approval | 04/13/11 | 04/29/11 | Evaluation and Selection Report | Oversight agencies provide final approval of bidder selection and report |
| Issue Notice of Intent to Award Contract and Protest Period | 05/13/11 | 05/20/11 | Contract Award Notice | Bidders and public are informed about contract |
| Sign Contract | 07/01/11 | 07/01/11 | Contract | Contract Awarded |
| Start IV&V | 07/01/11 | 07/01/11 | | IV&V reports to work |
| **System Documentation Tool** | | | | |
| Release SDT Request for Quotations (RFQ) | 03/20/09 | 03/20/09 | Published RFQ | RFQ is made public |
| Receive SDT Vendor Quotations | 04/29/09 | 04/29/09 | Quotation Responses | Bidders submit Quotation Responses |
| Evaluate SDT Quotations | 04/30/09 | 05/15/09 | Business, Technical, and Cost Quotation evaluation scores | Bidder's RFQ responses are scored for Business and Technical merit and cost |
| Select SDT | 05/18/09 | 05/18/09 | Highest Bid Score | Winning Bid determined |
| Issue Notice of Intent to Award Contract and Protest Period | 05/18/09 | 05/26/09 | Contract Award Notice | Bidders and public are informed about contract |
| Issue Purchase Order | 07/01/09 | 07/01/09 | Purchase Order | Purchase Order Awarded |
| Install SDT | 07/06/09 | 07/06/09 | Configuration | Tool Installed |
| **System Documentation Consultant Services** | | | | |
| Release System Documentation Request | 03/13/09 | 03/13/09 | Published RFQ | RFQ is made public |

## EDR Project FSR

| Task | Start | Finish | Deliverable | Milestone |
|---|---|---|---|---|
| for Quotations (RFQ) | | | | |
| Receive System Documentation Vendor Quotations | 04/20/09 | 04/20/09 | Quotation Responses | Bidders submit Quotation Responses |
| Evaluate System Documentation Quotations | 04/29/09 | 05/18/09 | Business and Technical Quotation evaluation scores | Bidder's RFQ responses are scored for Business and Technical merit |
| Select Bidder | 06/01/09 | 06/01/09 | Highest RFQ score | Winning RFQ vendor determined |
| Complete Evaluation and Selection Report and Obtain Approvals | 05/06/09 | 06/05/09 | Evaluation and Selection Report | Obtain final approval of bidder selection and report |
| Issue Letter of Intent to Award and Protest Period | 06/08/09 | 06/15/09 | Contract Award Notice | Bidders and public are informed about contract |
| Sign Contract | 07/01/09 | 07/01/09 | Contract | Contract Awarded |
| Start System Documentation | 07/06/09 | 07/06/09 | Tool | Consultant reports |
| **EDR Reengineering Planning** | | | | |
| Develop Return Processing Reengineering Plan | 1/12/09 | 02/27/09 | Return Processing Reengineering Plan | Reengineering effort is planned |
| Develop System Documentation Plan | 1/12/09 | 02/27/09 | System Documentation Plan | System Documentation effort is planned |
| Develop Backlog Cleanup Plan | 1/12/09 | 02/27/09 | Backlog Cleanup Plan | Backlog cleanup effort is planned |
| Document Return Processing Business Processes | 3/2/09 | 06/30/09 | As Is business processes and rules | As Is business processes are documented |
| Document TI and BETS Systems | 7/1/09 | 12/31/09 | As Is business processes and rules | As Is TI and BETS system processes and rules are documented |
| Execute Backlog Plan | 7/1/09 | 12/31/15 | Project Schedule | Implementation of Backlog Cleanup Plan |
| Integrate Business and Systems Processes and Rules | 10/1/09 | 01/29/10 | Integrated As Is business processes and rules | Manual and system business processes and rules are documented |
| **EDR Project Implementation** | | | | |
| Analyze and Validate Requirements | 7/1/11 | 08/31/11 | Specifications | Requirements are baselined |
| Define Business Rules and Processes | 8/1/11 | 09/28/12 | To Be Business Processes and Rules | To Be processes and rules are defined |
| Design Solutions | 09/01/11 | 09/28/12 | System Design | System design is defined |
| Develop Solutions | 10/1/11 | 06/28/13 | Code | Coding and unit testing is completed |
| Test Solutions | 7/2/12 | 09/30/13 | Test Results | System and Integration testing is completed |

**EDR Project FSR**

| Task | Start | Finish | Deliverable | Milestone |
|---|---|---|---|---|
| Acceptance Test Solutions | 9/3/12 | 12/31/13 | Validation Results | Code is accepted |
| Train Users | 11/1/13 | 12/31/13 | Training Materials | Users are trained |
| Deploy PIT Solutions | 12/3/12 | 01/12/14 | System | System is installed and ready for use |
| Modify Business Resumption Plan (BRP) | 06/02/14 | 06/30/14 | Business Resumption Plan | Business Resumption Plan |
| Modify Operational Recovery Plan (ORP) | 06/02/14 | 06/3014 | Operational Recovery Plan | Operational Recovery Plan |
| Maintain and Operate Solutions | 12/3/12 | 12/31/14 | Processes and procedures | System is operating |
| Deploy BE Solutions | 01/13/14 | 01/12/15 | System | System in installed and ready for use |
| Modify Business Resumption Plan | 06/01/15 | 06/30/15 | Business Resumption Plan | Business Resumption Plan |
| Modify Operational Recovery Plan | 06/01/15 | 06/30/15 | Operational Recovery Plan | Operational Recovery Plan |
| Conduct Project Retrospective | 6/2/16 | 06/30/16 | Lessons Learned | Lessons learned are documented |
| Prepare Post Implementation Evaluation Report (PIER) | 6/1/16 | 08/31/16 | PIER | Project is completed and documented |

## 6.6 Project Monitoring

The independent project monitoring and oversight requirements specified in SIMM 45 will be followed as required based on the project criticality rating established by the Office of the Chief Information Officer (CIO). Due to the size and complexity of the EDR Project, oversight will include an independent review and analysis of specific project activities. The independent review will determine if the project is on schedule, within budget and provides required functionality. Project oversight will identify issues, quantify issues and evaluate risks affecting key project components.

Once the FSR is approved, the project will pursue the procurement of both Project Oversight and IV&V consultants (contractors) to conduct the review and assessment of project activities and provide formal oversight reports to the required reporting agencies. The members of the oversight team must have experience as participants in and reviewers of similar projects. The team must possess subject matter expertise in project management, procurement, risk management, communications and systems engineering.

In addition to the independent oversight and monitoring, monthly (or as otherwise determined by the EDR Project Steering Committee) project status reports will be compiled by the project team and submitted to the Project Steering Committee and Project Oversight and Guidance for review and assessment.

- Each project lead will submit project status reports to the Project Manager.
- The Project Manager will schedule recurring status meetings to communicate:
    - Tasks accomplished last month
    - Tasks that missed scheduled completion dates and the related impacts
    - Upcoming tasks planned for current month

- Identification, progress or outcomes of problems/issues
- Identification of new risks
- Occurrence of risks
- Risk mitigation

Project team and technical staff meetings will be held on a weekly basis or as otherwise determined by the Project Manager. Team meetings will address any issues and areas of concern identified in the status reports given at the meetings. The team will review the project schedule, identify and determine a course of action or mitigation for any items that are off schedule and address resource concerns or any other issues.

## 6.7 Project Quality

The Project Manager is responsible for the project's system quality assurance. These responsibilities will include clarification of requirements, including technical architecture policies, guidelines and principles; and verification that requirements are being met through unit, system, integration and acceptance test results.

The Project Manager is also responsible for assuring the quality of the project. These responsibilities include assurance that risks are adequately identified and mitigated with necessary and appropriate plans. Moreover, it is the Project Manager's role to monitor schedules, implementation plans, prerequisites and confirm that all project expectations are met, including execution of activities consistent with approved project plans.

In addition, IV&V activities will be performed by the consultant to assess the project's quality.

## 6.8 Change Management

Because of the EDR Project scope and impact, effective workforce planning, communication and organizational change management will be essential. Successful organizational change management must take into account the implementation of: expanded electronic workflow, data capture and images; data analysis tools; common services enabling increased customer services including taxpayer self-services; integrated business processes and management tools; automated functions and workloads; impacts of new procedures on business resources, organizational units and customers including taxpayers.

The EDR Project will address many of these impacts through training of FTB business users (including customers) in processes, procedures and systems and facilitating a change acceptance process along with the development of a detailed change management and communication plan for external stakeholders and customers.

The EDR Project will require configuration management to control changes during the development process to manage quality and scope and will also utilize the standard FTB Change Control Process to effectively manage any changes in the project deliverables and ensure the project stays within its original scope.

**EDR Project FSR**

### 6.9 Authorization Required

This project requires approval by the Governance Council, the State and Consumer Services Agency, the Office of the Chief Information Officer and the Department of Finance. The BCP initiated on behalf of the project will require approval by the Legislature.

## 7.0 Risk Management Plan

### 7.1 Risk Management Approach

The Risk Management Plan that FTB has developed to identify, analyze, respond to, monitor, and control project risk is based on PMBOK, Third Edition, Chapter 11, issued by the Project Management Institute, and SIMM Section 45.

### 7.2 Risk Assessment Worksheet

High-level project risks are identified in the Risk Assessment Worksheet–see Appendix 2.

### 7.3 Assessment

The high-level risk assessment is an initial broad view of the risk associated with the project. The identification of all potential risks uses the project work breakdown structure, project plan and the PMBOK knowledge areas as input to the process.

#### 7.3.1. Risk Identification

During the planning stage of the project, risk information is gathered in an initial meeting of the project manager and the project team members. Each project team member will identify and provide a detailed list of potential risk items for the meeting, which will lead to a complete list of potential risks.

#### 7.3.2 Risk Analysis and Quantification

After identifying the potential risks, the project team reviews each risk to determine if it is tangible and measurable. Based on the analysis of each risk, the set of risks that will be formally managed are those deemed most likely to have a negative impact to the project.

#### 7.3.3 Risk Prioritization (Severity)

The severity of a risk determines the priority, based upon 1) potential impact of the risk on the project, 2) the probability of occurrence, 3) the risk mitigation timeframe and 4) risk exposure. The determination of risk severity is a qualitative assessment that takes into account both internal and external risk factors. At a minimum, the highest severity risks will be tracked in the project Risk Assessment Worksheet.

### 7.4 Risk Response

The project team has identified the risk mitigation response to each of the risks listed in the project Risk Assessment Worksheet. For each response that is accepted, a contingency plan has been developed and is summarized in the *Risk Mitigation and Contingency Plan* template for that risk.

### 7.5 Risk Tracking and Control

The objective of the Tracking and Control phase is to ensure that all steps of the risk management process are being followed and results in the mitigation of all risks. Risk tracking and control involves the oversight and tracking of risk mitigation action plan execution,

contingency plan execution, reassessment of risks, reporting risk status and recording risk information changes in the project Risk Worksheet.

### 7.5.1 Risk Tracking

The Project Manager is responsible for the high-level oversight of the execution of mitigation and contingency plans for all risks identified in the project Risk Assessment Worksheet. The Project Manager is also responsible for ensuring that the Project Sponsor is updated and approves of all changes in status for high-severity risks.

### 7.5.2 Risk Control

The Project Manager will reassess the risk information in the project Risk Assessment Worksheet to determine if any changes are needed. For example, the risk severity or timeframe could change based upon project events or other information. Reassessment of risk information will be performed on a monthly basis; it may be performed more frequently if needed.

Risk status is included as part of the project status meetings. Risk status reporting will focus on high severity risks. Information presented will include the status of risk mitigation plans, changes in risk severity for known risks, and any new risks identified.

## *8.0 Economic Analysis Worksheets (EAWs)*

## List of Attachments

1. Executive Project Approval Transmittal
2. Project Summary Package
3. EAWs
4. Appendix 1. Project Criticality Evaluation Factor
5. Appendix 2. Risk Assessment Worksheet
6. Appendix 3. Detailed Data Requirements Summary
7. Appendix 4. FTB Goals
8. Appendix 5. Acronyms
9. Appendix 6. BETS Decoupling – Technical Requirements
10. Appendix 7. EDR Questionnaire – Information Security and Privacy

# Appendix 1. Project Criticality Evaluation Factors – Reportable Projects

| Factor | Rating | Substantiation of Rating |
|---|---|---|
| **Size** | High | • One-time costs are >$10 Million |
| **Project Manager** | Low | **Project Manager Name and Experience:** Carlos Zamarripa has nearly 15 years experience at the highest levels of IT project management. This experience includes more than seven years of experience as Deputy Director of the FTB CA Child Support Automation System (CCSAS) Project including the Child Support Enforcement (CSE) and the State Disbursement Unit (SDU) Projects, and more than seven years experience as Project Sponsor and Project Director of the FTB Professional Audit Support System (PASS) Project. As Project Manager, Carlos was directly responsible for negotiating portions of each of the CCSAS contracts. These project contracts had a combined cost in excess of $1.1 billion. Carlos was also responsible for directing all life cycle phases of the PASS Project including planning, procurement, development and implementation and was the chief negotiator on the $23 million PASS contract. |
| **Project Team** | Medium | **Project Team Experience**<br>• One *(Rating = Medium)* |

| Factor | Rating | Substantiation of Rating |
|---|---|---|
| **Project Type Elements** | High | • **Component: Hardware**<br>o Activity - New Install<br>▪ Element - Distributed / Enterprise Server<br>▪ Rating - Medium<br><br>o Activity - Update/Upgrade<br>▪ Element - Distributed/Enterprise Server<br>▪ Rating - Low<br><br>o Activity- Infrastructure<br>▪ Element - Distributed Network<br>▪ Rating – Medium<br>▪ Element - Data Center/Network Operations Center<br>▪ Rating - High<br><br>• **Component: Software**<br>o Activity- Custom Development<br>▪ Element - Local Desktop<br>▪ Rating - Low<br>▪ Element - Distributed/Enterprise Server<br>▪ Rating - High<br><br>o Activity - COTS Installation (New)<br>▪ Element - Local Desktop/Server<br>▪ Rating - Low<br>▪ Element - Distributed/Enterprise Server<br>▪ Rating - High<br><br>o Activity- Custom Update/ Upgrade<br>▪ Element - Local Desktop/Server<br>▪ Rating - Low<br>▪ Element - Distributed/Enterprise Server<br>▪ Rating - High<br><br>o Activity - COTS Update/Upgrade<br>▪ Element - Local Desktop/Server<br>▪ Rating - Low<br>▪ Element - Distributed/Enterprise Server<br>▪ Rating - Medium<br><br>o Activity - Infrastructure<br>▪ Element - Middleware<br>▪ Rating - Medium<br>▪ Element - Layered Product<br>▪ Rating - Medium<br>▪ Element - DBMS<br>▪ Rating - Medium |

## Project Score Table

| (a) Factor | | (b) Rating |
|---|---|---|
| 1 | Size | 3 |
| 2 | Project Manager | 1 |
| 3 | Project Team | 2 |
| 4 | Type | 3 |
| | Total | 9 |
| | Average | 2.25 |
| | Project Rating | Medium |

# Appendix 2. Risk Assessment Worksheet

| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 1 | Procurement | If procurement is not competitive, selected solution may not be best value for state and may not be approved and funded | High | High | High | Short | High | -Develop and publish ITSP<br>-Make approved EDR FSR available to the public<br>-Contract terms and conditions for room to negotiate<br>-Procure PMO services<br>-Dedicate State resources for PMO<br>-Use Solution Based Procurement model (emphasize problems, objectives and partnering) |
| 2 | Legislation | If legislation is mandated requiring significant resources and systems changes, such as Amnesty, the EDR Project objectives including requirements and benefits may not be met and realized, implementation may be delayed and costs may be higher than planned | Med | Med | Med | Short | High | -Track legislation<br>-Require legislative impact analyses on EDR Project for any new pending legislation |
| 3 | Business Processes and Rules | If the EDR Business Rules are not adequately scoped, defined, documented and leveraged, project activities may not be adequately scoped and planned, requirements may not be adequately met, and costs may be higher than planned | High | High | High | Short | High | -Prior to acquisition of PSP, acquire system documentation tool with consultant services to document existing legacy system Business Rules including TI and BETS<br>-Partner with consultant to define Business Rules, transfer knowledge and maintain data<br>-Prior to acquisition of PSP, define end to end Business Processes and Rules for PIT and BE Return Validation and Fraud manual Business Processes<br>-Prioritize Business Rules for EDR Business Process Reengineering and BETS Decoupling<br>-Require PSP to define Business Processes and Rules using standard language (i.e., BPEL)<br>-Document As Is and To Be 3rd Party data records matching Business Process and Rules<br>-Use Solution Based Procurement model and compensate based on benefits |

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| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 4 | Requirements | If requirements are not adequately and appropriately defined and complete, innovation may not be realized, business needs may not be met and project objectives including increased revenue may not be realized | High | Med | High | Short | High | -Define Functional Requirements with enterprise users and including use cases-Define Strategic Business Problems and Objectives<br>-Use Solution Based Procurement model (mutual Business Objectives)<br>-Meet with EDD to identify solution based procurement lessons learned<br>-Jointly (State and vendor) validate and specify requirements post contract award<br>-Require vendor technical reviews at key system development milestones<br>-Use Solution Based Procurement model and compensate based on benefits |
| 5 | Revenue | If revenue does not meet projections because of the economy, project funding may be impacted and payments to the contractor may be delayed | High | Med | High | Med | High | -Develop conservative revenue estimates against costs<br>-Make certain EDR Steering Committee and GC understand basis for revenue estimate and commitment |
| 6 | Enterprise Governance | If the department is not adequately prepared to define requirements, resolve project issues and mitigate risks in consideration of enterprise needs, the EDR Project objectives including requirements and benefits may not be met and realized, implementation may be delayed and costs may be higher than planned | High | High | High | Short | High | -Evaluate current FTB governance process<br>-Develop SOA Governance model<br>-Require PSP to establish and provide consulting services for Business Process, Data and Common Services governance processes<br>-Evaluate bidder's approach to governance<br>-Establish EDR Project organization team with representatives from all three business areas including Filing, Audit and Underpayment<br>-Develop change management strategy to prepare FTB management for Enterprise Governance<br>-Incorporate Enterprise Governance into PSP Balanced Scorecard<br>-Use Solution Based Procurement model and compensate based on benefits |

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| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 7 | Project Schedule | If EDR project development activities are not adequately planned in consideration of the annual tax season implementation window (December through January) the implementation schedule and benefits may be delayed for another year | High | High | High | Short | High | -Require Prime Solution Provider (PSP) to meet rigorous project management requirements including milestones and readiness reviews consistent with industry standards and best practices<br>-Centralize, co-locate and partner with PSP PM team to maximize communication, coordination and integration of all EDR project activities<br>-Emphasize project management oversight especially schedule management in Independent Project Oversight Contract (IPOC)<br>-Evaluate bidder's approach to project management especially Schedule Management<br>-Incorporate Schedule Management into PSP Balanced Scorecard<br>-Use Solution Based Procurement model (emphasize problems, objectives and partnering) and compensate based on benefits |
| 8 | System Integration | If EDR system development including the Return Processing Business Process Management, Data Management, and Common Services solutions as well as the BETS Decoupling and legacy system modifications are not adequately planned, integrated, coordinated and executed, the EDR Project objectives including requirements and benefits may not be met and realized, implementation may be delayed and costs may be higher than planned | High | High | High | Med | High | -Require PSP to meet rigorous project and technical management requirements including deliverables including an Integration Management Plan, and technical review control gates consistent with industry standards and best practices,<br>-Make Management Requirements mandatory<br>-Require all PSP development within reason to be on-site and incorporate into Contract Terms and Conditions<br>-Centralize, co-locate and partner with PSP development team to maximize communication, coordination and integration of all EDR development and implementation activities and incorporate into Contract Terms and Conditions<br>-Emphasize integration oversight and quality assurance in IV&V contract<br>-Evaluate bidder's approach to Technical Management including integration management<br>-Incorporate Integration Management into PSP Balanced Scorecard<br>-Require PSP to meet comprehensive testing requirements including legacy systems<br>-Use Solution Based Procurement model and compensate based on benefits |

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| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 9 | Legacy Systems | If EDR Project impact on legacy systems is not adequately identified, scope and costs may be understated resulting in unplanned change requests and implementation delays | High | High | High | Med | High | -Define and validate legacy system As Is and To Be changes and validate with application managers<br>-Document BIDs systems reports targeted for transition to EDW<br>-Develop legacy systems project plan and integrate with EDR project plan<br>-Assess and prioritize legacy systems changes<br>-Obtain cost estimate of legacy system changes from legacy system application managers<br>-Use Solution Based Procurement model and compensate based on benefits |
| 10 | Change Management | If FTB employees and users impacted by EDR are not adequately prepared to transition to new and appropriate roles, responsibilities and capabilities, resources may be underutilized, and productivity and benefits may suffer | High | High | High | Med | High | -Identify system functionality and systems targeted for decommission, retirement and transition and include in Project Scope<br>-Identify organizations and users impacted by decommissions, retirements and transitions and identify their knowledge, skills and abilities<br>-Develop strategic workforce plan to transition resources to new roles and responsibilities consistent with enterprise priorities<br>-Identify impact of EDR system changes on users of current systems<br>-Require PSP to provide change management services including a Change Management Plan to facilitate decommission, retirement and transition of identified functionality and systems via system development and implementation including orientation, training and change management for technical support staff and system users<br>-Evaluate bidder's approach to Change Management<br>-Use Solution Based Procurement model and compensate based on benefits |

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| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 11 | State Staff Knowledge, Skills and Abilities | If the EDR solution is comprised of technologies that are not adequately familiar to FTB, FTB may not be able to effectively partner, manage the project, and implement, maintain and operate the system as planned | Med | Med | Med | Med | Med | -Conduct State staff skills assessment<br>-Prior to acquisition of PSP, define TSM Target Architecture including enabling technologies and publish in IT Strategic Plan<br>-Prior to acquisition of PSP, establish Centers of Excellence to flesh out policies, standards and implementation strategies of enabling technologies<br>-Identify EDR Project required knowledge, skills and abilities including needed systems, functions, languages and products<br>-Develop workforce plan to acquire and develop staff with necessary knowledge, skills and abilities<br>-Require PSP to meet knowledge management requirements including staff development, training, OJT assignments, coaching and evaluation<br>-Evaluate bidder's approach to Knowledge Management<br>-Require PSP to provide a Knowledge Management Plan<br>-Use Solution Based Procurement model and compensate based on benefits |
| 12 | Operations Transition Management | If the State is not adequately prepared to take responsibility to maintain and operate the EDR solution, maintenance and operations costs may be higher than planned and cost prohibitive for the State to assume | High | Med | High | Long | High | -Require PSP to meet rigorous Operations Transition Management (OTM) requirements including deliverables including an OTM Plan, and technical review control gates consistent with industry standards and best practices<br>-Prior to acquisition of PSP, phase-in ITIL to flesh out OTM policies, standards and implementation strategies of enabling technologies<br>-Evaluate bidder's approach to OTM and incorporate into Contract Terms and Conditions<br>-Incorporate OTM into PSP Compensation Model<br>-Incorporate OTM into PSP Balanced Scorecard<br>Require IV&V to verify PSP execution of transition consistent with OTM Plan<br>-Use Solution Based Procurement model and compensate based on benefits |

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| Risk ID# | Risk Category | Risk Statement | Impact | Probability | Exposure | Time Frame | Severity | Mitigation Response |
|---|---|---|---|---|---|---|---|---|
| 13 | Business Process Management | If Business Processes and Rules cannot be adequately business managed, the EDR Project objectives including business requirements and benefits may not be met and realized | Med | Med | Med | Long | High | -Document Business Process objectives and examples of “business configurable” Business Process Change scenarios to set expectations about the types and degree of change agility needed<br>-Incorporate objectives and scenarios into EDR Architecture<br>-Require PSP to demonstrate viability of agility in a business user POC control gate technical management requirement<br>-Incorporate Architecture into PSP Compensation Model<br>-Use Solution Based Procurement model and compensate based on benefits |
| 14 | Architecture | If EDR solution is comprised of technologies that are different and inconsistent with FTB target architecture, EDR total cost of ownership and future project costs may be higher than planned and possibly even cost prohibitive | High | Med | High | Med | High | -Prior to acquisition of PSP, define TSM Target Architecture including enabling technologies and publish in IT Strategic Plan<br>-Prior to acquisition of PSP, establish Centers of Excellence to flesh out policies, standards and implementation strategies of enabling technologies<br>-Develop EDR Architecture and incorporate into Proposed Solution Section of FSR and RFP<br>-Incorporate selected proposed solution Architecture into Technical Requirements and incorporate into Contract Terms and Conditions<br>-Require PSP to meet updated Technical Requirements at specific control gate milestones consistent with industry standards and best practices<br>-Perform Architecture Assurance Audits consistent with State accepted Architecture Management Plan<br>-Incorporate Architecture into PSP Balanced Scorecard<br>-Incorporate Architecture into PSP Compensation Model<br>-Use Solution Based Procurement model and compensate based on benefits<br>Post contract award, require PSP to provide an EDR System Architecture Definition and Management Plan |
| 15 | System Performance | If data use and system performance needs are not adequately understood, planned and defined, data and system availability and response times may not meet business needs | High | Med | High | Long | High | -Require comprehensive system performance testing<br>-Develop business performance objectives with business users<br>-Define system performance Technical Requirements<br>-Use Solution Based Procurement model and compensate based on benefits |

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# Appendix 3. Detailed Data Requirements Summary

FTB performed an analysis with the business area experts in Audit, Underpayment, Return Validation, and FE. They identified the data need for business improvements that is currently segregated within forms, schedules, and other systems. The additional data needed is summarized below along with the data needed for this project's services. The development of these data requirements is at a high level during the FSR process.

The following represent a total summary and a unique summary of the data needs of Underpayment, Audit, FE, and Return Validation.

| | **Forms** | **Data Elements Forms** | **3rd Party Sources (new)** |
|---|---|---|---|
| Total Summary | 107 | 5066 | 26 |
| Total Unique | 56 | 2089 | 22 |

**Data Requirements for Underpayment SOW**

The requirements for Underpayment processes include both new data capture elements and 3rd party data for Underpayment case modeling opportunities. The table below summarizes the number of additional forms that need to be data captured in order to provide these modeling benefits. The importance of the data is prioritized into three categories. Also, the number of data elements within these forms (or quantity of data) in each of the three categories is listed.

| | Forms | Data Elements Forms | **3rd Party Sources (new)** |
|---|---|---|---|
| Priority 1 | 13 | 569 | 3 |
| Priority 2 | 3 | 576 | 0 |
| Priority 3 | 0 | 62 | 0 |
| **Total** | **16** | **1207** | **3** |

Also, the Underpayment SOW has identified **145** *existing* 3rd party data sources needed for modeling opportunities: Priority 1 – **123**, Priority 2 – **5**, and Priority 3 - **14**.

**Data Requirements for Audit SOW**

The requirements for audit processes include both new data capture elements and 3rd party data. The need for the data is to satisfy the audit candidate modeling opportunities. The summary below illustrates the number of additional forms that need to be data captured in order to provide these modeling benefits. The importance of the data is prioritized into three categories. Also, the number of data elements (or quantity of data) in each of the three categories is listed.

| | Forms | Data Elements - Forms | 3rd Party Sources (new) |
|---|---|---|---|
| Priority 1 | 35 | 685 | 10 |
| Priority 2 | 3 | 782 | 0 |
| Priority 3 | 4 | 875 | 0 |
| **Total** | **42** | **2342** | **10** |

**Data Requirements for Filing Enforcement (FE) SOW**

The requirements for FE processes include both new data capture elements and 3rd party data. The need for the data is to improve FE case creation, improve matching capabilities, and reduce erroneous contacts. The summary below illustrates the number additional forms that need to be data captured in order to provide these FE benefits. The importance of the data is prioritized into three categories. Also, the number of data elements (or quantity of data) for each category is listed.

| | Forms | Data Elements - Forms | 3rd Party Sources (new) |
|---|---|---|---|
| Priority 1 | 4 | 169 | 0 |
| Priority 2 | 4 | 0 | 0 |
| Priority 3 | 4 | 0 | 0 |
| **Total** | **12** | **169** | **0** |

**Data Requirements for Return Processing SOW**

The requirements for Return Processing include both new data capture elements and 3rd party data. The need for the data is to enhance return validation, improve fraud detection and to fulfill downstream SOW data opportunities. The summary below illustrates the number of additional forms that need to be data captured in order to provide these benefits. The importance of the data is prioritized into three categories. Also, the number of data elements (or quantity of data) for each category is listed.

| | Forms | Data Elements - Forms | 3rd Party Sources (new) |
|---|---|---|---|
| Priority 1 | 35 | 1348 | 3 |
| Priority 2 | 2 | 0 | 5 |
| Priority 3 | 0 | 0 | 5 |
| **Total** | **37** | **1348** | **13** |

# Appendix 4. FTB Goals

## Strategic Business Goals

FTB's six strategic business goals reflect our vision of how we see ourselves creating public value in the coming years:

GOAL 1 Improve Customer Service

GOAL 2 Increase Fairness and Compliance with Tax Law

GOAL 3 Increase Transparency

GOAL 4 Create a Great Place to Work, Contribute, and Learn

GOAL 5 Demonstrate Operational Excellence

GOAL 6 Protect Taxpayer Information and Privacy

## Tax Gap Goals

FTB's goals to narrow the tax gap are as follows:

GOAL 1 Improve taxpayer confidence in the tax system

GOAL 2 Make taxes less taxing

GOAL 3 Make it harder to cheat

GOAL 4 Level the playing field for businesses

GOAL 5 Support high standards in the tax professions

GOAL 6 Become more innovative in attacking the tax gap

# Appendix 5: Acronyms

| Acronym | Description |
|---|---|
| ACS | Automated Cartridge System |
| ARCS | Accounts Receivable Collections System |
| BAM | Business Event, Business Intelligence and Activity Management |
| BCP | Budget Change Proposal |
| BE | Business Entity |
| BETS | Business Entities Tax System |
| BI | Business Intelligence |
| BP | Business Partner |
| BPA | Business Problem Analysis |
| BPM | Business Process Management |
| BPMN | Business Process Modeling Notation |
| BPMS | Business Process Management System |
| BRE | Business Rules Engine |
| BRM | Business Rules Management |
| BRP | Business Resumption Plan |
| CCSAS | CA Child Support Automation System |
| COD | Court Ordered Debt |
| COTS | Commercial Off The Shelf |
| CP2000 | IRS Underreporting Program, Computer Paragraph 2000 |
| CSE | Child Support Enforcement |
| DBMS | Database Management Systems |
| DLN | Document Locator Number |
| DMD | Data Management and Delivery |
| DMV | Department of Motor Vehicles |
| EA | Enterprise Architecture |
| EASE | External Authentication for Secure e-Services |
| EAW | Economic Analysis Worksheet |
| ECAIR | Enterprise Customer, Asset, Income and Return Data Warehouse |
| ECM | Electronic Content Management |
| EDE | Enterprise Data Exchange |
| EDR | Enterprise Data to Revenue |
| EDW | Enterprise Data Warehouse |
| EOD | Enterprise Operational Data |
| ESB | Enterprise Service Bus |
| ESO | Enterprise Service Opportunity |
| ETL | Extracted, Transformed and Loaded |
| FE | Filing Enforcement |
| FEDSTARII | Federal State Automated Report System |
| FSR | Feasibility Study Report |

| Acronym | Description |
|---|---|
| FTB | Franchise Tax Board |
| HOH | Head of Household |
| IAM | Information Access Management |
| INC | Integrated Nonfiler Compliance |
| IRS | Internal Revenue Service |
| IRSBR | IRS Business Return |
| IRSIR | IRS Individual Return |
| IT | Information Technology |
| ITIL | Information Technology Infrastructure Library |
| ITP | Invitation to Partner |
| ITSP | Information Technology Strategic Plan |
| ITPP | Information Technology Procurement Plan |
| IV&V | Independent Verification and Validation |
| KDO | Key Data Operator |
| LAN | Local Area Network |
| MIS | Management Information System |
| MOM | Message Oriented Middleware |
| NDF | Notice Display File |
| NPA | Notice of Proposed Additional Tax |
| NRWS | Non-Residence Withholding System |
| OH | Ownership Hierarchy |
| OI | Owner Interests |
| ORP | Operational Recovery Plan |
| PASS | Professional Audit Support System |
| PAWS | Personal Audit Workstation System |
| PBP | Performance Based Procurement |
| PIER | Post Implementation Evaluation Report |
| PIT | Personal Income Tax |
| PM | Project Manager |
| PMBOK | Guide to the Project Management Body of Knowledge |
| PO | Project Oversight |
| POA | Power of Attorney |
| QBP | Qualified Business Partner |
| RFP | Request for Procurement |
| RFQ | Request for Quotations |
| RIN | Return Information Notice |
| SB | Solution Based |
| SBG | Strategic Business Goals |
| SBP | Strategic Business Problems |
| SBRD | State Business Return Database |
| SDLC | Systems Development Life Cycle |
| SDU | State Disbursement Unit |
| SIMM | Statewide Information Management Manual |

| Acronym | Description |
|---|---|
| SOA | Service Oriented Architecture |
| SOW | System of Work |
| STARS | Selection of Tax Returns for Automated Audit Review System |
| STD | Statement of Tax Due |
| TI | Taxpayer Information System |
| TSM | Tax Systems Modernization |
| VRC | Vehicle Registration Collections |
| WASS | Withhold At Source System |

# Appendix 6: BETS Decoupling

FTB has recognized the risk of potentially losing product support from Accenture pertaining and is proactively seeking an alternative to its continued use of INSTALL/1. This Appendix describes additional detailed information needed to decouple the BETS from the INSTALL/1 and DESIGN/1 products, allowing FTB the opportunity to modernize the BETS technical architecture making the system more flexible and responsive to change in alignment with EDR project goals and objectives.

## Modernization Strategy

The modernization strategy updates the user interface and removes any dependency on the Accenture INSTALL/1 infrastructure. This will be accomplished by replacing the green screen interface that is primarily managed by the INSTALL/1 infrastructure with a web interface, and by removing all references to any INSTALL/1 proprietary components from within any of the COBOL application modules. The online COBOL modules will be restructured and made available as Web Services or where there is a demonstrated advantage, the COBOL modules will be translated or re-developed in a contemporary component-based language that complies with FTB enterprise architectural standards. The solution will also discontinue the use of DESIGN/1.

Modernization would allow the FTB to take advantage of the potential benefits associated with contemporary technologies and IT industry best practices. The proposed solution takes advantage of the FTB's investment and experience in the current technical infrastructure in the z/OS mainframe platform.

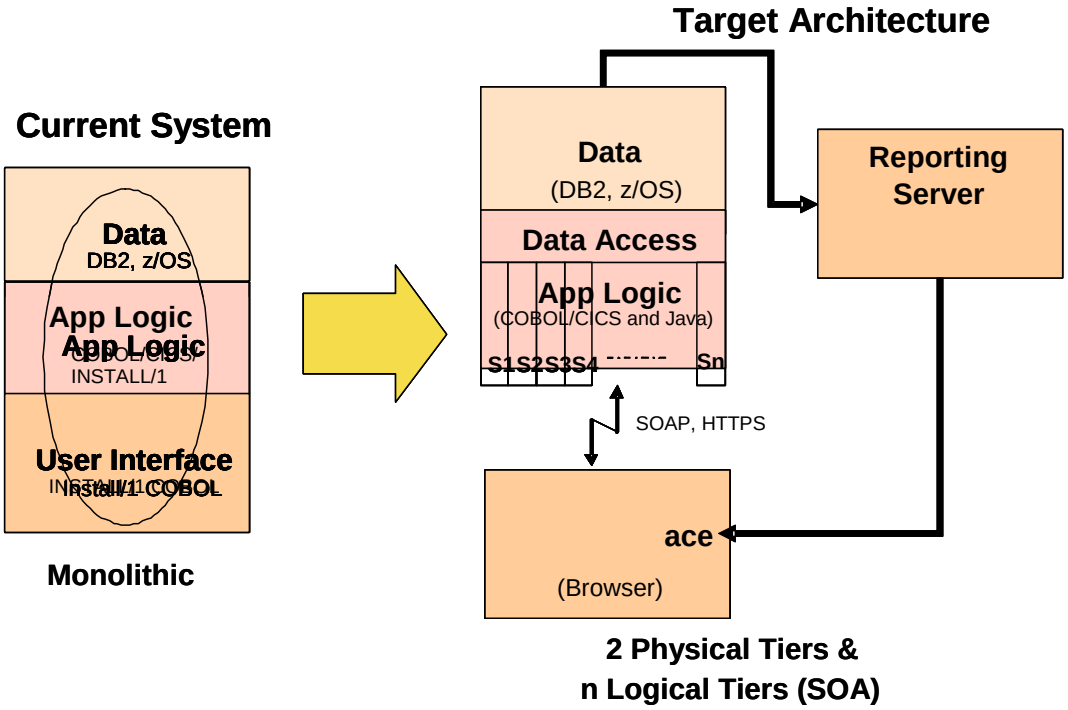
Specific aspects of the proposed solution should include:

- Event driven web user interface
- Technical architecture of two physical tiers
- Application architecture of "n" logical tiers or modular services
- WebSphere Application Server running on z/OS on the FTB mainframe, leveraging existing software licenses
- SOA with flexibility for eventual participation in the FTB and State of California eServices architecture
- Transformation/translation of application and business logic into a component based programming language that complies with FTB architectural standards
- Moving VSAM resident Codes Tables to DB2
- IT Industry best practices and design principles such as modularity and reuse
- Improved integration and interoperability with internal FTB systems and external agencies
- Conformance with California Americans with Disabilities Act (ADA) accessibility rules

- Replacement of functionality provided by the user-created Attachmate EXTRA! Macros
- Replacement of current Test Data Management (TDM) facility with more robust COTS technology
- Online access to selected existing reports
- Leveraging appropriate component based architecture framework in the modernized architecture
- Retention of the existing DB2 database
- Modification of existing batch processes to incorporate EDR modifications

The following presents a high level conceptual diagram that highlights how the environment would change due to the modernization effort:

**nTier Conceptual Diagram**




The modernization approach moves the BETS towards the target application architecture (i.e., Service Oriented Architecture) and desired model of software development (i.e., component based development and SODA (Service Oriented Development of Applications)). It also considers leveraging years of effort and knowledge developing the business rules and the required application functionality necessary to meet the needs of State of California.

### Production Environment

The BETS production environment will continue to leverage the existing mainframe platform housed at the FTB data center. Even though the proposed solution environment is moving the BETS towards SOA, the FTB can take advantage of the platform middleware infrastructure already available at the FTB. Modernizing the BETS architecture will allow the solution to deploy onto the same hardware and operating system platform.

The user desktops will not require upgrading. All desktops will use their browsers to obtain access to the modernized BETS application.

### Systems Testing Environment

The modernized BETS environment will require a test region on the mainframe with a duplicate set of middleware infrastructure as that deployed in the production environment. The existing capacity and configuration of the mainframe will allow for the appropriate allocation of a test region on the existing mainframe. In the testing environment, the FTB will implement more modern and capable technologies such as the SoftBase TestBase product to properly select data sets to test the functionality of the system. These technologies will replace the current Test Data Management (TDM) facility that provides the testing team with the ability to effectively use the limited physical database resources to test new or enhanced system functionality with select sanitized data sets from the live environment. The testing environment will also include additional software testing tools such as WinRunner and LoadRunner to facilitate testing in a component architecture environment.

### User Training Environment

The training environment will be upgraded to accommodate the modernized BETS environment. As with the testing environment, an appropriate allocation of a training region on the mainframe will be deployed.

### Development Environment

The development environment will also need to transition to workstation based IDE (Integrated Development Environment) tools with the ability to develop and test components and shared services in both COBOL and any other language, which must comply with FTB architectural standards, that will be used to support the new implementation of this decoupling effort.

Source code control, configuration and deployment management will take advantage of the existing licenses for ISPW (Integrating Software Parts Wherever).

The developers will also have ongoing access to documentation and knowledge mining and abstraction tools (e.g. Software Mining, Relativity, etc.) to enable them to develop a thorough understanding of the existing COBOL applications. This information will assist in transforming or translating some of the COBOL modules, and separating the business logic from the presentation logic.

### BETS Targeted Architecture

The current batch architecture on the mainframe will continue to operate in the same way it does today however, any references to the INSTALL/1 infrastructure will be removed. All remaining VSAM files (Codes Tables, etc.) will be converted to DB2 relational database tables and all Codes Table maintenance screens will be handled by a new management facility using a web user interface. All access to the Codes Tables will continue to be processed using the current I-O module or its replacement.

All business rules encoded in the online COBOL applications will be leveraged to create new Web Services using Service Oriented Architecture principles to enable the sharing of BETS business capabilities with internal FTB and Statewide applications. Modify FDF (Forms Definition Facility) to remove any INSTALL/1 dependencies and improve ease of maintenance and flexibility.

The report developers will be able to design and deploy operational reports most commonly used by the BES operations team. This includes converting the reports currently generated with Attachmate's EXTRA!.

### Decoupling Development Approach

The BETS Decoupling effort should follow a traditional lifecycle of discovery, analysis, design, development, testing and deployment. The development approach limits the risk to the FTB in a number of ways. First, a Systems Integrator highly knowledgeable in tax solutions as well as legacy transformation technologies and methods will be held primarily accountable for the success of the overall project and knowledge transfer to the FTB staff. Second, the solution should seek to leverage as much of the existing business rules, functions and architecture in the current BETS in order to preserve the many person years of development that have occurred since implementation. This will also ensure that the FTB continues to have reliable and high integrity access to all tax returns, tax regulations and related changes for all previous years that currently exist in BETS. The modernized BETS will exchange data with external and internal systems and data sources in a manner similar to the current system and in alignment with reengineered EDR processes. The modernized BETS, using contemporary industry standard technologies and approaches, will be flexible enough to interface with additional systems that may be defined in the future.

## User and Technical Staff Satisfaction

### User Satisfaction

Business Entities Section (BES) users find the BETS CICS green screens dated, cluttered and difficult to use. Workarounds and macros were developed to perform activities that the BETS screens do not accomplish easily or at all. The BES has developed and uses approximately 48 macros for various functions such as the creation of dozens of letters, search for unapplied payments, and reconciliation of items in suspense.

Overall, the BETS users consider the system stable and reliable, with sub second response time. Enhancements to the BETS have been minimal given the limited IT resources and the higher priority given to mission critical fixes, annual changes, and legislative mandates. Users feel they would benefit from a move to web technologies that provide streamlined processes, access to needed information, improved navigation and reduced new-user training time.

### Technical Staff Satisfaction

The inflexible nature of the BETS architecture hinders the technical management and staff from meeting new and changing program requirements and user requests. Development staff has limited knowledge of INSTALL/1, DESIGN/1, and CICS. Overall, technical satisfaction levels are low due to:

- Difficulty with changes due to size and complexity of the BETS programs
- Difficulty in attracting future staff due to legacy technologies
- Limited knowledge of underlying architecture and limited support for INSTALL/1 due to attrition and limited availability of training

## Data Characteristics

The BETS database is currently comprised of 227 DB2 tables containing approximately 600 million database records totaling 113 GB of data in production. The FTB intends that this data will remain on the mainframe in DB2 for any BETS upgrade. The BETS requires five (5) application Virtual Sequential Access Method (VSAM) files for logging and audit trail purposes, and the INSTALL/1 Execution Architecture requires nine (9) VSAM files for conversation flow, screen management and user context.

## Security, Privacy and Confidentiality

The BETS has been developed and implemented to ensure the confidentiality, privacy and security of tax return data in accordance with the departmental Information Security Policy Manual (ISPM) – FTB Policy File 9500. Any changes to the BETS will be designed to continue providing the necessary levels of confidentiality, privacy and security.

The BETS does not use the INSTALL/1 execution security module. Rather, the BETS applications are secured by the mainframe security access facility though CA Top Secret, a third party z/OS security program. The BETS DB2 database is secured by native IBM DB2 security. Management predetermines security profiles and grants access to only those profiles necessary for an employee's specific job duties.

## Software Characteristics

The BETS consists of both interactive (online) and batch components. Batch and online applications are written in COBOL while the online applications utilize CICS for online transaction processing (OLTP). CICS provides a pseudo-conversational technology platform based on an IBM computer terminal (3270 type) emulation that uses a purely

textual user interface. The BETS uses COBOL with Report Writer and Natural for producing reports.

## INSTALL/1 and DESIGN/1 Proprietary Products

Accenture's proprietary INSTALL/1 and DESIGN/1 products are highly integrated into the BETS online development and testing environment.

The DESIGN/1 CASE tool and its repository reside on a Windows server. DESIGN/1 is the originating point for all INSTALL/1 components including:

- Code Tables
- Conversations
- Copybooks
- Data elements for all components (essentially a data dictionary)
- DB2 Table definitions
- Flat file definitions
- Programs (batch, online and utility)
- Screens

The BETS online application programs are written specifically to use INSTALL/1. At runtime, the INSTALL/1 Execution Architecture provides an interface between the application program and CICS, driven by COBOL programs and VSAM files. The INSTALL/1 Conversation Control Program (CCP) and Message Editing Service (MES) are the main COBOL programs that drive the execution architecture in the production environment. The BETS is comprised of approximately 250 batch, 450 online and 725 utility COBOL programs. The COBOL utility programs handle code table access, date manipulation, forms processing and functions associated with INSTALL/1 online processing. The BETS online environment is comprised of approximately 240 screens and 75 conversations.

INSTALL/1 repositories for the BETS development and system testing regions contain all of the components that originated with DESIGN/1. INSTALL/1 Promotion processes are used throughout the Software Development Life Cycle (SDLC) to keep these repositories synchronized. Screens, conversations, code table structures and DB2 table structures are maintained with the INSTALL/1 configuration management functionality

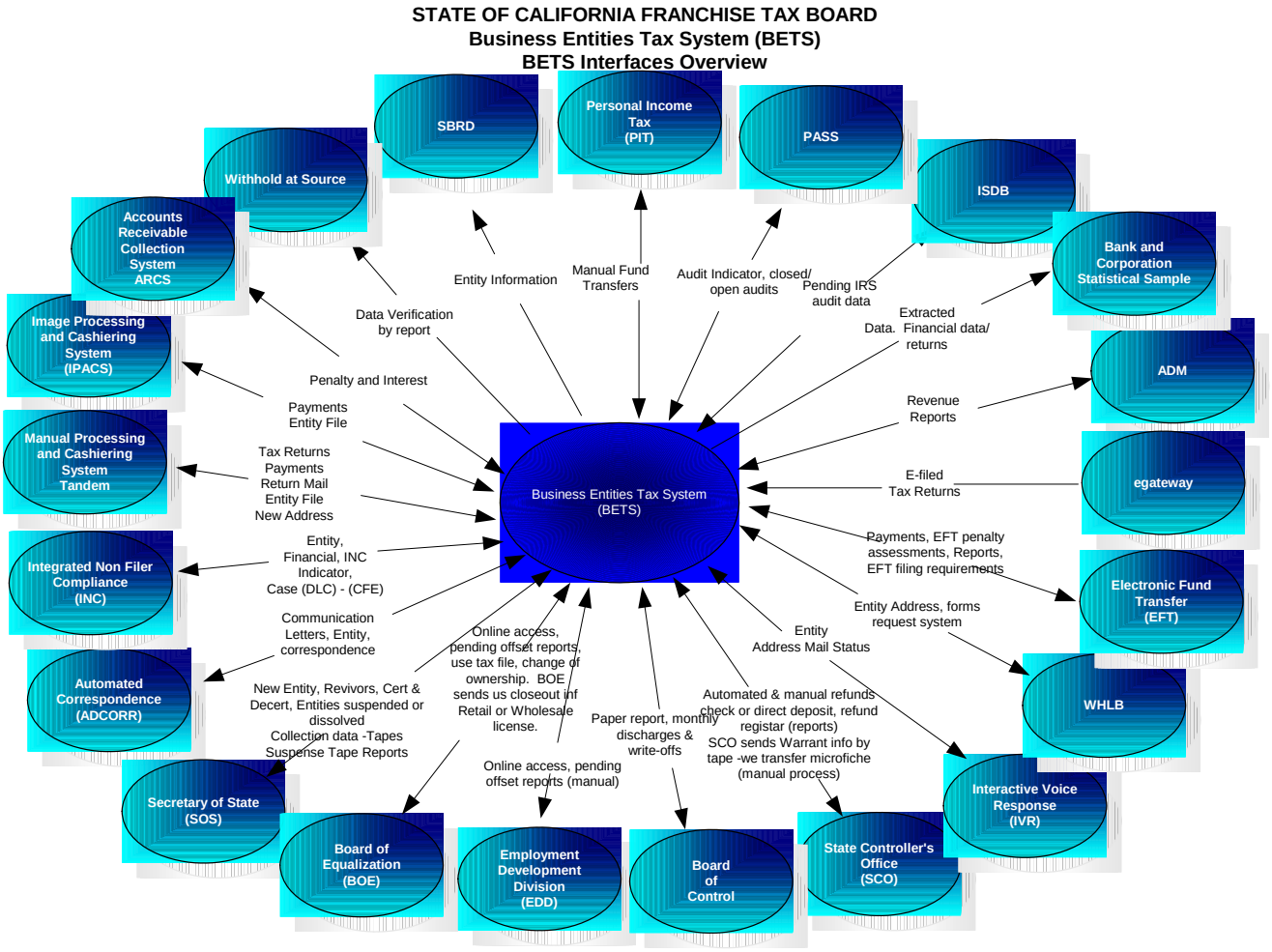
The BETS batch, online and utility applications and copybooks are maintained outside of INSTALL/1 by the Integrating Software Parts Wherever (ISPW) configuration management tool. To keep the Install/1 repositories in development and systems test synchronized, ISPW invokes selected INSTALL/1 procedures during the SDLC.

INSTALL/1 Test Data Management (TDM) processes manage the test data for developers and system testers. This functionality allows developers and testers to share DB2 tables in their respective region and enables them to have their own unique test data (up to 100 unique versions per developer or system tester). Developers and

system testers use a variety of internally developed utility processes to extract, copy, save, replicate, and restore test data versions.

## Internal and External Interfaces

The BETS currently exchanges information with other FTB systems as well as external agencies for various business purposes, as shown in the figure below:




Most of the data exchanges depicted above are accomplished through batch reports and files generated from one system and periodically uploaded into the receiving system. Several external State of California agencies, including the Board of Equalization (BOE), California Child Support Automation System (CCSAS) and the Employment Development Department (EDD), have limited direct online access to the BETS.

### External Systems Interfaces

The new BETS architecture must continue to provide the information presently exchanged with internal FTB systems as well as external organizations/agencies including BOE, CCSAS, EDD and SOS as described above.

### System Documentation

Comprehensive documentation will be produced with contractor support during the EDR project through the use of a knowledge mining and abstraction tool. In addition to system and user documentation, business rules will be identified and isolated for use by subsequent EDR service enablement activities.

The BETS INSTALL/1 Decoupling alternatives analysis team created a comprehensive Baseline Functionality Traceability Matrix (BFTM). This document describes INSTALL/1 and DESIGN/1 native features and their usage in the BETS environment. The BFTM examines the development tools and execution architecture at all levels, including run time architecture, major facilities and stand-alone features.

### Alignment With State Information Processing Policies

Any transformation or modernization of the BETS architecture or functionality will consider the larger goals of the California State Information Technology Strategic Plan and the goals and objectives of the FTB Enterprise Architecture and EDR project.

### Legal and Public Policy Constraints

Because the BETS processes and maintains confidential taxpayer information, the system must continue to abide by the FTB's security and disclosure policies. Additionally, California has enacted Government Code Section 11135-11139.8 adopting, in its entirety, the amended U.S. Rehabilitation Act of 1973 Section 508. Through Section 11135-11139.8 California Legislature declared "that the ability to utilize electronic or information technology is often an essential function for employment in the current world." Section 508 states that the electronic and information technology allows, regardless of the type of medium of the technology provide individuals with disabilities access to and the use of information and data that is comparable to those without disabilities. Section 508 continues to provide information technology standards.

### Anticipated Changes in Equipment, Software, or the Operating Environment

Currently, there are no enterprise-level changes planned to the FTB equipment, software or the operating environment that will affect the BETS INSTALL/1 Decoupling Project. All FTB system environments, including any proposed changes to the BETS, must adhere to the FTB security and technology standards and must comply with the FTB Enterprise Architecture standards and guidelines.

## Availability of IT Personnel

A core team of FTB staff will support the system integrator as members of the project team and will be trained to support the maintenance and operations of any new systems

## Technical and User Staff Training

### Technical Training

BETS staff will receive training classes in system areas such as web development, application development and testing as it relates to the new language environment and SOA. This will be augmented by any additional training the FTB staff needs as a result of any changes to the technical environment (testing tools, IDE tools, etc.) for which they will become responsible. Computer-based training will be leveraged, when appropriate, for follow-up and technical skill enhancements.

Knowledge transfer from the Systems Integration vendor to the FTB staff will occur throughout the project via mechanisms such as partnering, assignment of responsibilities and code and deliverable walkthroughs.

### User Training

The Systems Integration vendor will develop a training plan that will focus on the users of the system. The plan will address Systems Integration vendor development of user manuals and other training materials. The Training Manager, Business Analysts and Help Desk support personnel that are involved throughout the project will attend courses provided by the Systems Integration vendor to familiarize themselves with the modernized BETS. These FTB employees will in turn train approximately 2,900 users throughout the FTB on the modernized BETS. User training will be provided in a timely manner that will accommodate completion and information retention. Courses will be conducted at the FTB headquarters.

## Information Security

Information stored on the BETS database will continue to be accessible to authorized personnel only. All database transactions are logged, ensuring data accountability for the actions of any individual.

To ensure data integrity, confidentiality and integrity of data, the BETS INSTALL/1 Decoupling project team will work closely with Privacy, Security and Disclosure Bureau staff to ensure compliance with departmental security policy, standards, guidelines and protocols. The proposed solution will comply with the FTB's security audit logging requirements as described in the department's Information Security Policy Manual (ISPM) and where applicable, IRS Publication 1075. The mainframe security for the application files, the WebSphere Application Server and DB2 will use eTrust CA-Top Secret that controls user access to mainframe resources. The Security Audit Logging (SAL) utility program will be used for audit logging.

Newly developed systems and architectural or functional changes to existing systems require security re-certification prior to deployment. The FTB's Compliance Monitoring Unit will perform a complete system vulnerability scan, and any identified deficiencies will be corrected before system promotion to production status.

### Confidentiality

The BETS INSTALL/1 Decoupling project team will work with the Privacy, Security and Disclosure Bureau to ensure departmental security guidelines are followed in regard to confidential taxpayer and employee information. The FTB staff will only have access to data for which they have a true business need and their access level to the data will be controlled by their role(s) within the BETS.

## BETS Decoupling Impacts

### Impact on End Users

The proposed solution will improve customer service to the FTB program area staff by providing effective and efficient workload processing. The modernized architecture will enable a more responsive system that more closely aligns with the users' workflow and EDR goals and objectives.

All FTB business users impacted by the system will receive training on any modifications to the existing functionality and the new web user interface. A communications plan will be developed to provide project information to internal FTB and external stakeholders. In addition, this plan will include methods to facilitate user acceptance.

### Impact on Existing System

The core functionality of the BETS will remain intact, including access to all previous years of business tax records. Batch applications will experience changes as it relates to their interactions with the INSTALL/1 infrastructure and EDR reengineering activities. The DB2 database will experience minimal changes, although remaining VSAM files will be converted to DB2 tables to improve consistency and data management.

The functionality currently provided by the macros will be replaced. Approximately 48 user maintained functions were developed with the Attachmate terminal emulation software macro functionality. The macros fall into four broad categories of Correspondence / Noticing (approximately 18), Status Flags / Account Notes (approximately 18), Reporting (approximately 10) and Miscellaneous (approximately 2 to 3).

### Impact on Current Infrastructure

The modernized BETS should leverage the existing mainframe and the current investment in DB2. The key change in the modernized architecture will be the performance and workload characteristics of the SOA and the web user interface.

## Backup and Operational Recovery

The modernized BETS supports several critical functions in tiers 1-3 of the Business Impact Assessment that have an earliest Recovery Time Objective (RTO) of 1-2 days.

Data backups are created on a daily basis for all application and user data and kept in a storage vault located near FTB's data center. Once a week, a full set of backups is sent off-site utilizing an off-site storage vendor managed by the Infrastructure Services Bureau (ISB). The off-site backups are rotated weekly and a minimum of 2 generations of backups will be off-site at any time.

The modernized BETS will reside entirely on the mainframe and is covered by the hotsite contract. As is the current strategy, the BETS will be recovered when the mainframe is recovered.

The Tax Systems and Applications Bureau (TSAB) will maintain the modernized BETS once implemented. The existing TSAB Operational Recovery Plan will be updated to reflect the new system and include recovery strategies for the system. This will also be reflected in the Operational Recovery Plan (ORP) submitted to the Department of Finance annually.

## Project Phasing

The project will be completed in distinct phases in accordance with the SDLC and system integrator deliverables that are specific to each phase.

- Phase 1: Prototype
- Phase 2: Install/1 specific Discovery and Analysis
- Phase 3: Design
- Phase 4: Code, Integration Test, System Test
- Phase 5: User Acceptance Test
- Phase 6: Deployment

# Appendix 7: EDR Questionnaire

**Questionnaire for Information Security and Privacy Components in Feasibility Study Reports and Project-Related Documents**

The following Questionnaire provides state agencies guidance and direction for including information security and privacy components in Feasibility Study Reports and other project-related documents. The Office of Information Security and Privacy Protection reviews these documents to ensure information security and privacy components are addressed by the state agency and then provides recommendations to the Office of the Chief Information Officer and the applicable super Agency.

This Questionnaire provides state agencies the opportunity to describe the information security and privacy components associated with an IT project.

If any of the answers could be considered sensitive in nature, the agency should address them in a separate addendum marked “Confidential” and included as an attachment to the document.

**Information Security Officer (ISO) Role and Responsibilities**

1. What is the role and responsibilities of the Agency ISO in relationship to this project?
   The FTB ISO assigns an information security consultant to every IT project. The consultant is a member of the ISO’s staff and is delegated the responsibility to ensure State, Federal and FTB security policies and requirements are communicated, documented, and followed, and that the proper security controls are in place prior to production release. The ISO provides oversight and guidance to the information security consultant.
2. Will the ISO be involved in developing and reviewing the security requirements?
   Yes. The ISO assists project staff with developing and reviewing security requirements.
3. Will the ISO be involved in developing and reviewing the security testing efforts?
   Yes. The ISO assists project staff with developing and reviewing security testing efforts.
4. Has the ISO participated in the response to these questions and signed off on the project-related document(s)?
   Yes. The ISO has participated in the response to these questions and has signed off on the project-related document(s).

**Proposed System Name:** The name of the proposed system(s) have not yet been identified for the Enterprise Data to Revenue Project.

1. Who will be the designated owner of the proposed system (system)?
   1. Filing - Return Processing System
   2. Enterprise - EDW and Common Services
2. Who will be the custodians and users of the system?
   At this time, the custodians will be within the Technology Services Division and the users will be enterprise wide.
3. Has the data for the system been classified by the owner? Explain.
   The owner must use SAM 5320.5 to classify the data for EDR. Here’s the link: http://sam.dgs.ca.gov/TOC/5300/5320.5.htm
4. Does the project require development of new application code or modification of existing code? Explain.
   Yes, it is a new system.

5. Will your agency share the data for the system with other entities? If so, who?
   a. ☒ Federal partners
   b. ☒ Local city/county partners
   c. ☒ State agency partners
   d. ☒ Judicial branch
   e. ☐ Universities
   f. ☐ Researchers
   g. ☐ Others

   There will be no change to current data shared with external entities. However, how and when the data will be shared with the current external entities will change for some types of data.

6. If data for the system is to be shared with other entities, will your agency implement data exchange agreements with the entities? Explain.
   Interagency agreements will be modified as required.
7. Are there checkpoints throughout the software development life cycle (SDLC) verifying and certifying that the security requirements are being met?
   Security requirements will be tested to verify requirements are being met at the appropriate time consistent with the SDLC approach, test plan and requirements.
8. At what points will risk assessments be performed throughout the SDLC?
   Security risk assessments will be tested during the development phase and executed in production consistent with FTB Security Policies and requirements.
9. At what point will vulnerability assessments be performed once the system is put into production (e.g., ongoing risk management after implementation)?
   Vulnerability assessments will be executed consistent with FTB Security Policies and requirements.
10. Will this system collect federal data? If so, have you yet determined the National Institute for Standards and Technology 800-53 rating (i.e., high / medium / low)?
    Yes
11. Does your state agency's Five Year IT Capital Plan address information security and privacy as related to this system?
    Yes

Department: Franchise Tax Board
Project: Enterprise Data to Revenue (EDR) FSR 08-05
Date: December 22, 2008 11:30 am

**EXISTING SYSTEM/BASELINE COST WORKSHEET**
All costs are shown in whole (rounded) dollars.

FSR EAW

| | FY 2008/09 | | 2009/10 | | 2010/11 | | 2011/12 | | Y 2012/13 | | 2013/14 | | 2014/15 | | Y 2015/16 | | Y 2016/17 | | Y 2017/18 | | TOTAL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PYs | Amts | FY PYs | Amts | FY PYs | Amts | FY PYs | Amts | F PYs | Amts | FY PYs | Amts | FY PYs | Amts | F PYs | Amts | F PYs | Amts | F PYs | Amts | PYs | Amts |
| **Continuing Information Technology Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Staff (salaries & benefits) | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | 491.7 | 43,219,982 | **4,917.2** | **432,199,823** |
| Hardware Lease/Maintenance | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | 867,789 | | **8,677,890** |
| Software Maintenance/Licenses | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | 1,470,753 | | **14,707,530** |
| Contract Services | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | **0** |
| Data Center Services | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | |
| Agency Facilities | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | **0** |
| Staff OE&E | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | 1,006,854 | | **10,068,538** |
| Other | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | |
| **Total IT Costs** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **491.7** | **46,565,378** | **4,917.2** | **465,653,780** |
| **Continuing Program Costs:** | | | | | | | | | | | | | | | | | | | | | | |
| Staff | 2,807 | 184,673,579 | 2,807 | 184,673,579 | 2,846 | 188,121,765 | 2,885 | 191,569,952 | 2,924 | 195,018,139 | 2,963 | 198,466,326 | 2,963 | 198,466,326 | 2,963 | 198,466,326 | 2,963 | 198,466,326 | 2,963 | 198,466,326 | **29,084** | **1,936,388,641** |
| Other | | 6,579,942 | | 6,579,942 | | 6,728,766 | | 6,728,766 | | 7,026,414 | | 7,175,238 | | 7,175,238 | | 7,175,238 | | 7,175,238 | | 7,175,238 | | **69,520,015** |
| **Total Program Costs** | **2,807** | **191,253,520** | **2,807** | **191,253,520** | **2,846** | **194,850,531** | **2,885** | **198,298,718** | **2,924** | **202,044,552** | **2,963** | **205,641,563** | **2,963** | **205,641,563** | **2,963** | **205,641,563** | **2,963** | **205,641,563** | **2,963** | **205,641,563** | **0 29,084** | **2,005,908,656** |
| **TOTAL EXISTING SYSTEM COSTS** | **3,299** | **237,818,898** | **3,299** | **237,818,898** | **3,338** | **241,415,909** | **3,377** | **244,864,096** | **3,416** | **248,609,930** | **3,455** | **252,206,941** | **3,455** | **252,206,941** | **3,455** | **252,206,941** | **3,455** | **252,206,941** | **3,455** | **252,206,941** | **34,001** | **2,471,562,436** |
| | | | | | | | | | | | | | | | | | | | | | **0** | |

State of California



Nov 2, 2009 9:45:23 AM PST

Department: Franchise Tax Board
Project: Enterprise Data to Revenue (EDR) FSR 08-05
Date: December 22, 2008 11:30 am

**PROPOSED ALTERNATIVE (Alt B)**

All costs are shown in whole (rounded) dollars.

FSR EAW

| | FY 2008/09 | | FY 2009/10 | | FY 2010/11 | | FY 2011/12 | | FY 2012/13 | | FY 2013/14 | | FY 2014/15 | | FY 2015/16 | | FY 2016/17 | | FY 2017/18 | | TOTAL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts |
| **One-Time IT Project Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Staff (Salaries & Benefits) | 15.5 | 1,599,412 | 29.4 | 3,029,648 | 29.6 | 3,064,057 | 101.6 | 10,029,992 | 112.6 | 11,027,657 | 58.6 | 5,817,674 | 15.3 | 1,557,268 | 2.6 | 278,683 | 0.0 | 0 | 0.0 | 0 | 365.2 | 36,404,391 |
| Hardware Purchase | | 0 | | 21,751 | | 1,099,050 | | 0 | | 0 | | 16,699,516 | | 0 | | 0 | | 0 | | 0 | | 17,820,318 |
| Software Purchase/License | | 0 | | 437,381 | | 140,075 | | 0 | | 0 | | 14,850,230 | | 0 | | 0 | | 0 | | 0 | | 15,427,686 |
| Telecommunications | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Contract Services | | | | | | | | | | | | | | | | | | | | | | 0 |
| Software Customization | | 0 | | 780,000 | | 0 | | 0 | | 34,449,536 | | 18,772,425 | | 68,074,504 | | 0 | | 0 | | 0 | | 122,076,464 |
| Project Management | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Project Oversight | | 0 | | 0 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 612,000 | | 0 | | 7,956,000 |
| IV&V Services | | 0 | | 0 | | 0 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 612,000 | | 0 | | 0 | | 5,508,000 |
| Other Contract Services | | 0 | | 50,000 | | 121,410 | | 0 | | 9,512,800 | | 12,163,008 | | 2,239,468 | | 409,256 | | 0 | | 0 | | 24,495,941 |
| TOTAL Contract Services | | 0 | | 830,000 | | 1,345,410 | | 2,448,000 | | 46,410,336 | | 33,383,433 | | 72,761,971 | | 2,245,256 | | 612,000 | | 0 | | 160,036,405 |
| Data Center Services | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Agency Facilities | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Staff OE&E | | 32,319 | | 77,911 | | 50,794 | | 479,016 | | 234,335 | | 122,070 | | 31,858 | | 5,466 | | 0 | | 0 | | 1,033,769 |
| Other- Training & Travel | | 0 | | 0 | | 0 | | 686,400 | | 686,400 | | 343,200 | | 0 | | 0 | | 0 | | 0 | | 1,716,000 |
| **Total One-time IT Costs** | **15.5** | **1,631,731** | **29.4** | **4,396,691** | **29.6** | **5,699,386** | **101.6** | **13,643,407** | **112.6** | **58,358,727** | **58.6** | **71,216,123** | **15.3** | **74,351,098** | **2.6** | **2,529,405** | **0.0** | **612,000** | **0.0** | **0** | **365.2** | **232,438,569** |
| **Continuing IT Project Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Staff (Salaries & Benefits) | - | - | - | - | - | - | - | - | - | - | 30.40 | 2,999,845 | 58.90 | 5,812,407 | 68.60 | 6,770,607 | 68.60 | 6,770,607 | 68.60 | 6,770,607 | 295.1 | 29,124,073 |
| Hardware Lease/Maintenance | | - | | 100,000 | | 100,000 | | 284,000 | | 284,000 | | 284,000 | | 10,037,903 | | 3,535,301 | | 3,535,301 | | 3,535,301 | | 21,695,804 |
| Software Maintenance/Licenses | | - | | - | | 87,476 | | 115,491 | | 130,095 | | 134,065 | | 8,765,466 | | 3,065,365 | | 3,065,365 | | 3,065,365 | | 18,428,689 |
| Telecommunications | | - | | - | | - | | - | | - | | - | | - | | - | | - | | - | | 0 |
| Contract Services | | - | | - | | - | | - | | - | | - | | 12,477,125 | | 2,280,156 | | - | | - | | 14,757,280 |
| Data Center Services | | - | | - | | - | | - | | - | | - | | - | | - | | - | | - | | 0 |
| Agency Facilities | | - | | - | | - | | - | | - | | - | | - | | - | | - | | - | | 0 |
| Staff OE&E | | - | | - | | - | | - | | - | | 63,291 | | 122,630 | | 142,825 | | 142,825 | | 142,825 | | 614,396 |
| Other | | | | | | | | | | | | | | | | | | | | | | 0 |
| **Total Continuing IT Costs** | **0.0** | **0** | **0.0** | **100,000** | **0.0** | **187,476** | **0.0** | **399,491** | **0.0** | **414,095** | **30.4** | **3,481,200** | **58.9** | **37,215,530** | **68.6** | **15,794,254** | **68.6** | **13,514,098** | **68.6** | **13,514,098** | **295.1** | **84,620,243** |
| **Total Project Costs** | **15.5** | **1,631,731** | **29.4** | **4,496,691** | **29.6** | **5,886,862** | **101.6** | **14,042,898** | **112.6** | **58,772,822** | **89.0** | **74,697,323** | **74.2** | **111,566,627** | **71.2** | **18,323,659** | **68.6** | **14,126,098** | **68.6** | **13,514,098** | **660.3** | **317,058,812** |
| **Continuing Existing Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Information Technology Staff | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 478.7 | 41,916,144 | 478.7 | 41,916,144 | 478.7 | 41,916,144 | 4,815.2 | 421,931,411 |
| Other IT Costs | | 3,326,658 | | 3,326,658 | | 3,326,658 | | 3,326,658 | | 3,224,017 | | 3,224,017 | | 3,224,017 | | 3,215,689 | | 3,215,689 | | 3,215,689 | | 32,625,748 |
| **Total Continuing Existing IT Costs** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **45,535,871** | **482.7** | **45,535,871** | **482.7** | **45,535,871** | **478.7** | **45,131,833** | **478.7** | **45,131,833** | **478.7** | **45,131,833** | **4,815.2** | **454,557,159** |
| Program Staff | 2,807.0 | 184,673,579 | 2,832.6 | 186,106,351 | 2,920.4 | 192,355,977 | 2,980.9 | 197,129,345 | 3,031.9 | 201,401,963 | 3,316.5 | 218,367,270 | 3,495.0 | 230,660,163 | 3,577.2 | 233,640,295 | 3,588.3 | 237,059,855 | 3,588.3 | 237,059,855 | 32,138.2 | 2,118,454,653 |
| Other Program Costs | | 6,579,942 | | 7,141,577 | | 7,131,585 | | 6,989,846 | | 7,925,405 | | 9,425,539 | | 9,227,869 | | 9,455,446 | | 9,117,726 | | 9,048,260 | | 82,043,194 |
| **Total Continuing Existing Program Costs** | **2,807.0** | **191,253,520** | **2,832.6** | **193,247,928** | **2,920.4** | **199,487,562** | **2,980.9** | **204,119,191** | **3,031.9** | **209,327,368** | **3,316.5** | **227,792,809** | **3,495.0** | **239,888,032** | **3,577.2** | **243,095,741** | **3,588.3** | **246,177,581** | **3,588.3** | **246,108,115** | **32,138.2** | **2,200,497,847** |
| **Total Continuing Existing Costs** | **3,289.7** | **236,892,032** | **3,315.4** | **238,886,440** | **3,403.1** | **245,126,073** | **3,463.7** | **249,757,702** | **3,514.6** | **254,863,238** | **3,799.2** | **273,328,680** | **3,977.7** | **285,423,903** | **4,055.9** | **288,227,574** | **4,067.0** | **291,309,414** | **4,067.0** | **291,239,948** | **36,953.4** | **2,655,055,005** |
| **TOTAL ALTERNATIVE COSTS** | **3,305.2** | **238,523,763** | **3,344.7** | **243,383,131** | **3,432.8** | **251,012,935** | **3,565.2** | **263,800,601** | **3,627.2** | **313,636,061** | **3,888.2** | **348,026,003** | **4,051.9** | **396,990,530** | **4,127.1** | **306,551,233** | **4,135.6** | **305,435,512** | **4,135.6** | **304,754,046** | **37,613.7** | **2,972,113,817** |
| INCREASED REVENUES | | 0 | | 3,809,116 | | 13,738,022 | | 22,402,520 | | 80,943,209 | | 249,853,907 | | 582,282,288 | | 888,770,935 | | 934,432,442 | | 940,110,084 | | **3,716,342,523** |

State of California



Nov 2, 2009 9:45:23 AM PST

Department: Franchise Tax Board
Project: Enterprise Data to Revenue (EDR) FSR 08-05
Date: October 21, 2008 2:00 pm

**ALTERNATIVE 1 (A)**

All costs are shown in whole (rounded) dollars.

FSR EAW

| | FY 2008/09 | | FY 2009/10 | | FY 2010/11 | | FY 2011/12 | | FY 2012/13 | | FY 2013/14 | | FY 2014/15 | | FY 2015/16 | | FY 2016/17 | | FY 2017/18 | | TOTAL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts |
| **One-Time IT Project Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Staff (Salaries & Benefits) | 15.5 | 1,599,412 | 29.4 | 3,029,648 | 29.6 | 3,064,057 | 69.1 | 6,758,297 | 72.0 | 7,001,491 | 33.8 | 3,332,221 | 5.3 | 557,367 | 2.6 | 278,683 | 0.0 | 0 | 0.0 | 0 | 257.3 | 25,621,176 |
| Hardware Purchase | | 0 | | 21,751 | | 1,099,050 | | 0 | | 16,952,376 | | 119,332 | | 0 | | 0 | | 0 | | 0 | | 18,192,510 |
| Software Purchase/License | | 0 | | 437,381 | | 140,075 | | 0 | | 14,316,262 | | 643,153 | | 0 | | 0 | | 0 | | 0 | | 15,536,871 |
| Telecommunications | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Contract Services | | | | | | | | | | | | | | | | | | | | | | |
| Software Customization | | 0 | | 780,000 | | 0 | | 0 | | 44,591,747 | | 60,022,059 | | 0 | | 0 | | 0 | | 0 | | 105,393,806 |
| Project Management | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| Project Oversight | | 0 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 612,000 | | 0 | | 0 | | 7,956,000 |
| IV&V Services | | 0 | | 0 | | 0 | | 1,224,000 | | 1,224,000 | | 1,224,000 | | 612,000 | | 0 | | 0 | | 0 | | 4,284,000 |
| Other Contract Services | | 0 | | 94,600 | | 121,410 | | 12,540,912 | | 21,541,000 | | 20,633,904 | | 1,270,980 | | 0 | | 0 | | 0 | | 56,202,806 |
| TOTAL Contract Services | | 0 | | 2,098,600 | | 1,345,410 | | 14,988,912 | | 68,580,747 | | 83,103,963 | | 3,106,980 | | 612,000 | | 0 | | 0 | | 173,836,612 |
| Data Center Services | | 0 | | 0 | | 0 | | 0 | | | | | | 0 | | 0 | | | | | | 0 |
| Agency Facilities | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | | | 0 |
| Staff OE&E | | 32,319 | | 77,911 | | 50,794 | | 227,521 | | 149,938 | | 70,315 | | 10,933 | | 5,466 | | 0 | | 0 | | 625,197 |
| Other- Training & Travel | | 0 | | 0 | | 0 | | 686,400 | | 686,400 | | 343,200 | | 0 | | 0 | | 0 | | 0 | | 1,716,000 |
| **Total One-time IT Costs** | **15.5** | **1,631,731** | **29.4** | **5,665,291** | **29.6** | **5,699,386** | **69.1** | **22,661,130** | **72.0** | **107,687,215** | **33.8** | **87,612,185** | **5.3** | **3,675,279** | **2.6** | **896,150** | **0.0** | **0** | **0.0** | **0** | **257.3** | **235,528,367** |
| **Continuing IT Project Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Staff (Salaries & Benefits) | - | - | - | - | - | - | - | - | - | - | 85.0 | 7,568,099 | 311.6 | 27,525,246 | 508.7 | 44,854,820 | 510.7 | 45,062,724 | 510.7 | 45,062,724 | 1,926.8 | 170,073,612 |
| Hardware Lease/Maintenance | | - | | 100,000 | | 100,000 | | 284,000 | | 4,455,228 | | 4,502,629 | | 4,502,629 | | 4,502,629 | | 4,502,629 | | 4,502,629 | | 27,452,375 |
| Software Maintenance/Licenses | | - | | - | | 87,476 | | 215,491 | | 4,429,326 | | 4,521,214 | | 4,555,314 | | 4,555,314 | | 4,555,314 | | 4,555,314 | | 27,474,764 |
| Telecommunications | | - | | - | | - | | - | 0 | - | 0 | - | | - | | - | 0 | - | 0 | - | | 0 |
| Contract Services | | - | | - | | - | | - | | - | | 11,999,417 | | 10,054,529 | | - | | - | 0 | - | | 22,053,945 |
| Data Center Services | | - | | - | | - | | - | | - | | - | | - | | - | | - | | - | | 0 |
| Agency Facilities | | - | | - | | - | | - | | - | | - | | - | | - | | - | | - | | 0 |
| Staff OE&E | | - | | - | | - | | - | | - | | 174,503 | | 638,673 | | 1,042,248 | | 1,046,412 | | 1,046,412 | | 3,948,247 |
| Other | | | | | | | | | | | | | | | | | | | | | | 0 |
| **Total Continuing IT Costs** | **0.0** | **0** | **0.0** | **100,000** | **0.0** | **187,476** | **0.0** | **499,491** | **0.0** | **8,884,554** | **85.0** | **28,765,862** | **311.6** | **47,276,391** | **508.7** | **54,955,011** | **510.7** | **55,167,079** | **510.7** | **55,167,079** | **1,926.8** | **251,002,944** |
| **Total Project Costs** | **15.5** | **1,631,731** | **29.4** | **5,765,291** | **29.6** | **5,886,862** | **69.1** | **23,160,621** | **72.0** | **116,571,769** | **118.8** | **116,378,047** | **316.9** | **50,951,671** | **511.3** | **55,851,160** | **510.7** | **55,167,079** | **510.7** | **55,167,079** | **2,184.2** | **486,531,310** |
| **Continuing Existing Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Information Technology Staff | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 482.7 | 42,311,854 | 414.6 | 36,038,927 | 195.1 | 16,924,743 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 3,023.3 | 264,522,941 |
| Other IT Costs | | 3,326,658 | | 3,326,658 | | 3,326,658 | | 3,326,658 | | 988,116 | | 838,337 | | 239,221 | | 0 | | 0 | | 0 | | 15,372,305 |
| **Total Continuing Existing IT Costs** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **45,638,512** | **482.7** | **43,299,970** | **414.6** | **36,877,264** | **195.1** | **17,163,965** | **0.0** | **0** | **0.0** | **0** | **0.0** | **0** | **3,023.3** | **279,895,246** |
| Program Staff | 2,807.0 | 184,673,579 | 2,832.6 | 186,106,351 | 2,921.3 | 192,419,636 | 3,010.4 | 198,742,608 | 3,073.1 | 203,795,044 | 3,351.4 | 220,237,295 | 3,512.3 | 231,687,812 | 3,617.6 | 235,886,378 | 3,575.7 | 235,660,213 | 3,575.7 | 235,660,213 | 32,277.1 | 2,124,869,130 |
| Other Program Costs | | 6,579,942 | | 7,141,577 | | 6,966,133 | | 7,053,003 | | 7,379,118 | | 7,884,169 | | 9,438,097 | | 10,190,209 | | 9,075,768 | | 9,075,768 | | 80,783,782 |
| **Total Continuing Existing Program Costs** | **2,807.0** | **191,253,520** | **2,832.6** | **193,247,928** | **2,921.3** | **199,385,770** | **3,010.4** | **205,795,611** | **3,073.1** | **211,174,162** | **3,351.4** | **228,121,464** | **3,512.3** | **241,125,908** | **3,617.6** | **246,076,587** | **3,575.7** | **244,735,981** | **3,575.7** | **244,735,981** | **32,277.1** | **2,205,652,912** |
| **Total Continuing Existing Costs** | **3,289.7** | **236,892,032** | **3,315.4** | **238,886,440** | **3,404.1** | **245,024,281** | **3,493.1** | **251,434,123** | **3,555.9** | **254,474,131** | **3,766.0** | **264,998,727** | **3,707.3** | **258,289,873** | **3,617.6** | **246,076,587** | **3,575.7** | **244,735,981** | **3,575.7** | **244,735,981** | **35,300.4** | **2,485,548,158** |
| **TOTAL ALTERNATIVE COSTS** | **3,305.2** | **238,523,763** | **3,344.7** | **244,651,731** | **3,433.7** | **250,911,143** | **3,562.2** | **274,594,744** | **3,627.9** | **371,045,901** | **3,884.8** | **381,376,774** | **4,024.2** | **309,241,544** | **4,128.9** | **301,927,748** | **4,086.4** | **299,903,060** | **4,086.4** | **299,903,060** | **37,484.6** | **2,972,079,468** |
| INCREASED REVENUES | | | | 7,015,215 | | 14,228,191 | | 26,202,418 | | 96,594,837 | | 276,715,004 | | 612,111,369 | | 925,446,396 | | 951,848,296 | | 951,848,296 | | **3,862,010,023** |

State of California



Nov 2, 2009 9:45:23 AM PST

Department: Franchise Tax Board
Project: Enterprise Data to Revenue (EDR) FSR 08-05
Date: December 22, 2008 11:30 am

FSR EAW

**PROJECT FUNDING PLAN**

All costs are shown in whole (rounded) dollars

| | FY 2008/09 | | FY 2009/10 | | FY 2010/11 | | FY 2011/12 | | FY 2012/13 | | FY 2013/14 | | FY 2014/15 | | FY 2015/16 | | FY 2016/17 | | FY 2017/18 | | TOTALS | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ |
| **TOTAL PROJECT COSTS** | **15.5** | **1,631,731** | **29.4** | **4,496,691** | **29.6** | **5,886,862** | **101.6** | **14,042,898** | **112.6** | **58,772,822** | **89.0** | **74,697,323** | **74.2** | **111,566,627** | **71.2** | **18,323,659** | **68.6** | **14,126,098** | **68.6** | **13,514,098** | **591.7** | **303,544,714** |
| RESOURCES TO BE REDIRECTED | | | | | | | | | | | | | | | | | | | | | | |
| Staff | 15.5 | 1,631,731 | 25.6 | 2,688,933 | 25.8 | 2,712,950 | 37.0 | 3,702,445 | 48.0 | 4,749,920 | 24.0 | 2,435,664 | 9.6 | 1,014,768 | 6.6 | 688,188 | 4.0 | 404,038 | 4.0 | 404,038 | **200.1** | **20,432,675** |
| Funds: | | | | | | | | | | | | | | | | | | | | | | |
| Existing System | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 2,338,542 | | 2,338,542 | | **4,677,084** |
| Other Fund Sources | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | **0** |
| **TOTAL REDIRECTED RESOURCES** | **15.5** | **1,631,731** | **25.6** | **2,688,933** | **25.8** | **2,712,950** | **37.0** | **3,702,445** | **48.0** | **4,749,920** | **24.0** | **2,435,664** | **9.6** | **1,014,768** | **6.6** | **688,188** | **4.0** | **2,742,580** | **4.0** | **2,742,580** | **200.1** | **25,109,759** |
| ADDITIONAL PROJECT FUNDING NEEDED | | | | | | | | | | | | | | | | | | | | | | |
| One-Time Project Costs | 0.0 | 0 | 3.8 | 1,707,758 | 3.8 | 2,986,436 | 64.6 | 9,940,962 | 64.6 | 53,608,807 | 34.6 | 68,780,459 | 5.7 | 73,336,330 | 0.0 | 2,245,256 | 0.0 | 612,000 | 0.0 | 0 | **177.1** | **213,218,009** |
| Continuing Project Costs | 0.0 | 0 | 0.0 | 100,000 | 0.0 | 187,476 | 0.0 | 399,491 | 0.0 | 414,095 | 30.4 | 3,481,200 | 58.9 | 37,215,530 | 64.6 | 15,390,216 | 64.6 | 13,110,060 | 64.6 | 13,110,060 | **283.1** | **83,408,129** |
| **TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR** | **0.0** | **0** | **3.8** | **1,807,758** | **3.8** | **3,173,913** | **64.6** | **10,340,453** | **64.6** | **54,022,902** | **65.0** | **72,261,659** | **64.6** | **110,551,860** | **64.6** | **17,635,472** | **64.6** | **11,383,518** | **64.6** | **10,771,518** | **460.2** | **291,949,053** |
| **TOTAL PROJECT FUNDING** | **15.5** | **1,631,731** | **29.4** | **4,496,691** | **29.6** | **5,886,862** | **101.6** | **14,042,898** | **112.6** | **58,772,822** | **89.0** | **74,697,323** | **74.2** | **111,566,627** | **71.2** | **18,323,659** | **68.6** | **14,126,098** | **68.6** | **13,514,098** | **660.3** | **317,058,812** |
| Difference: Funding - Costs | 0 | 0 | 0.0 | 0 | 0 | 0 | 0 | 0 | 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 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | **0.0** | **0** |

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State of California

Department: Franchise Tax Board
Project: Enterprise Data to Revenue (EDR) FSR
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# ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET
## (DOF Use Only)

| Annual Project Adjustments | FY 2008/09 PYs | FY 2008/09 Amts | FY 2009/10 PYs | FY 2009/10 Amts | FY 2010/11 PYs | FY 2010/11 Amts | FY 2011/12 PYs | FY 2011/12 Amts | FY 2012/13 PYs | FY 2012/13 Amts | FY 2013/14 PYs | FY 2013/14 Amts | FY 2014/15 PYs | FY 2014/15 Amts | FY 2015/16 PYs | FY 2015/16 Amts | FY 2016/17 PYs | FY 2016/17 Amts | FY 2017/18 PYs | FY 2017/18 Amts | Net Adjustments PYs | Net Adjustments Amts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **One-time Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Previous Year's Baseline | 0.0 | 0 | 0.0 | 0 | 3.8 | 1,707,758 | 3.8 | 2,986,436 | 64.6 | 9,940,962 | 64.6 | 53,608,807 | 34.6 | 68,780,459 | 5.7 | 73,336,330 | 0.0 | 2,245,256 | 0.0 | 612,000 | | |
| **(A)** Annual Augmentation /(Reduction) | **0.0** | **0** | **3.8** | **1,707,758** | **0.0** | **1,278,678** | **60.8** | **6,954,526** | **0.0** | **43,667,845** | **(30.0)** | **15,171,652** | **(28.9)** | **4,555,871** | **(5.7)** | **(71,091,074)** | **0.0** | **(1,633,256)** | **0.0** | **(612,000)** | | |
| **(B)** Total One-Time Budget Actions | 0.0 | 0 | 3.8 | 1,707,758 | 3.8 | 2,986,436 | 64.6 | 9,940,962 | 64.6 | 53,608,807 | 34.6 | 68,780,459 | 5.7 | 73,336,330 | 0.0 | 2,245,256 | 0.0 | 612,000 | 0.0 | (0) | **177.1** | **213,218,009** |
| **Continuing Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Previous Year's Baseline | 0.0 | 0 | 0.0 | 0 | 0.0 | 100,000 | 0.0 | 187,476 | 0.0 | 399,491 | 0.0 | 414,095 | 30.4 | 3,481,200 | 58.9 | 37,215,530 | 64.6 | 15,390,216 | 64.6 | 13,110,060 | | |
| **(C)** Annual Augmentation /(Reduction) | **0.0** | **0** | **0.0** | **100,000** | **0.0** | **87,476** | **0.0** | **212,015** | **0.0** | **14,604** | **30.4** | **3,067,105** | **28.5** | **33,734,330** | **5.7** | **(21,825,314)** | **0.0** | **(2,280,156)** | **0.0** | **0** | | |
| **(D)** Total Continuing Budget Actions | 0.0 | 0 | 0.0 | 100,000 | 0.0 | 187,476 | 0.0 | 399,491 | 0.0 | 414,095 | 30.4 | 3,481,200 | 58.9 | 37,215,530 | 64.6 | 15,390,216 | 64.6 | 13,110,060 | 64.6 | 13,110,060 | **283.1** | **83,408,129** |
| **Total Annual Project Budget Augmentation /(Reduction) [A + C]** | **0.0** | **0** | **3.8** | **1,807,758** | **0.0** | **1,366,154** | **60.8** | **7,166,541** | **0.0** | **43,682,449** | **0.4** | **18,238,757** | **(0.4)** | **38,290,200** | **(0.0)** | **(92,916,388)** | **0.0** | **(3,913,411)** | **0.0** | **(612,000)** | | |

[A, C] Excludes Redirected Resources

| **Total Additional Project Funds Needed [B + D]** | **460.2** | **296,626,137** |
|---|---|---|

**Annual Savings/Revenue Adjustments**

| | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cost Savings | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | 0.0 | 0 | | |
| Increased Program Revenues | | 0 | | 3,809,116 | | 13,738,022 | | 22,402,520 | | 80,943,209 | | 249,853,907 | | 582,282,288 | | 888,770,935 | | 934,432,442 | | 940,110,084 | | |



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**PROGRAM FUNDING PLAN**

All costs are shown in whole (rounded) dollars

| | FY 2008/09 | | FY 2009/10 | | FY 2010/11 | | FY 2011/12 | | FY 2012/13 | | FY 2013/14 | | FY 2014/15 | | FY 2015/16 | | FY 2016/17 | | FY 2017/18 | | TOTALS | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | ~~PYs~~ | ~~Amts~~ | PYs | Amts |
| **TOTAL PROGRAM COSTS** | **2,807.0** | **191,253,520** | **2,832.6** | **193,247,928** | **2,920.4** | **199,487,562** | **2,980.9** | **204,119,191** | **3,031.9** | **209,327,368** | **3,316.5** | **227,792,809** | **3,495.0** | **239,888,032** | **3,577.2** | **243,095,741** | **3,588.3** | **246,177,581** | **3,588.3** | **246,108,115** | **28,549.9** | **1,954,389,731** |
| RESOURCES TO BE REDIRECTED | | | | | | | | | | | | | | | | | | | | | | |
| Staff | 2,807.0 | 191,253,520 | 2807.0 | 191,253,520 | 2,846.0 | 194,850,531 | 2,885.0 | 198,298,718 | 2,924.0 | 202,044,552 | 2963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | **29,083.9** | **2,005,908,656** |
| Funds: | | | | | | | | | | | | | | | | | | | | | | |
| Existing System | | 0 | | 0 | | 0 | | | | 0 | | 0 | | | | 0 | | 0 | | 0 | | **0** |
| Other Fund Sources | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | **0** |
| **TOTAL REDIRECTED RESOURCES** | **2,807.0** | **191,253,520** | **2807.0** | **191,253,520** | **2,846.0** | **194,850,531** | **2,885.0** | **198,298,718** | **2,924.0** | **202,044,552** | **2963.0** | **205,641,563** | **2,963.0** | **205,641,563** | **2,963.0** | **205,641,563** | **2,963.0** | **205,641,563** | **2,963.0** | **205,641,563** | 29,083.9 | 2,005,908,656 |
| ADDITIONAL PROGRAM FUNDING NEEDED | | | | | | | | 0 | | | | | | 0 | | | | | | | | |
| One-Time Program Costs | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | - | 0 | **-** | **0** |
| Continuing Program Costs | - | 0 | 25.7 | 1,994,408 | 74.4 | 4,637,031 | 96.0 | 5,820,473 | 107.9 | 7,282,815 | 353.5 | 22,151,246 | 532.0 | 34,246,469 | 614.2 | 37,454,178 | 625.3 | 40,536,018 | 625.3 | 40,466,552 | **3,054.3** | **194,589,190** |
| **TOTAL ADDITIONAL PROGRAM FUNDS NEEDED BY FISCAL YEAR** | **-** | **0** | **25.7** | **1,994,408** | **74.4** | **4,637,031** | **96.0** | **5,820,473** | **107.9** | **7,282,815** | **353.5** | **22,151,246** | **532.0** | **34,246,469** | **614.2** | **37,454,178** | **625.3** | **40,536,018** | **625.3** | **40,466,552** | 3,054.3 | 194,589,190 |
| **TOTAL PROGRAM FUNDING** | **2,807.0** | **191,253,520** | **2832.6** | **193,247,928** | **2,920.4** | **199,487,562** | **2,980.9** | **204,119,191** | **3,031.9** | **209,327,368** | **3316.5** | **227,792,809** | **3,495.0** | **239,888,032** | **3,577.2** | **243,095,741** | **3,588.3** | **246,177,581** | **3,588.3** | **246,108,115** | 32,138.2 | 2,200,497,847 |
| Difference: Funding - Costs | - | 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** |

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Project: Enterprise Data to Revenue (EDR) FSR
Date: December 22, 2008 11:30 am

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# ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET
## (DOF Use Only)

| Annual Program Adjustments | FY 2008/09 PYs | FY 2008/09 Amts | FY 2009/10 PYs | FY 2009/10 Amts | FY 2010/11 PYs | FY 2010/11 Amts | FY 2011/12 PYs | FY 2011/12 Amts | FY 2012/13 PYs | FY 2012/13 Amts | FY 2013/14 PYs | FY 2013/14 Amts | FY 2014/15 PYs | FY 2014/15 Amts | FY 2015/16 PYs | FY 2015/16 Amts | FY 2016/17 PYs | FY 2016/17 Amts | FY 2017/18 PYs | FY 2017/18 Amts | Net Adjustments PYs | Net Adjustments Amts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **One-time Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Previous Year's Baseline | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | - | 0 | | |
| **(A)** Annual Augmentation /(Reduction) | **-** | **0** | **0.0** | **0** | **-** | **0** | **-** | **0** | **-** | **0** | **0.0** | **0** | **-** | **0** | **-** | **0** | **-** | **0** | **-** | **0** | | |
| **(B)** Total One-Time Budget Actions | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | - | 0 | **-** | **0** |
| **Continuing Costs** | | | | | | | | | | | | | | | | | | | | | | |
| Previous Year's Baseline | - | 0 | 0.0 | 0 | 25.7 | 1,994,408 | 74.4 | 4,637,031 | 96.0 | 5,820,473 | 107.9 | 7,282,815 | 107.9 | 7,282,815 | 107.9 | 7,282,815 | 107.9 | 7,282,815 | 353.5 | 22,151,246 | | |
| **(C)** Annual Augmentation /(Reduction) | **-** | **0** | **25.7** | **1,994,408** | **48.7** | **2,642,623** | **21.6** | **1,183,442** | **12.0** | **1,462,342** | **245.6** | **14,868,431** | **178.5** | **12,095,223** | **82.2** | **3,207,709** | **11.1** | **3,081,840** | **-** | **(69,466)** | | |
| **(D)** Total Continuing Budget Actions | - | 0 | 25.7 | 1,994,408 | 74.4 | 4,637,031 | 96.0 | 5,820,473 | 107.9 | 7,282,815 | 353.5 | 22,151,246 | 286.4 | 19,378,038 | 190.1 | 10,490,525 | 119.0 | 10,364,655 | 353.5 | 22,081,780 | **1,606.5** | **104,200,971** |
| **Total Annual Program Budget Augmentation /(Reduction) [A + C]** | **-** | **0** | **25.7** | **1,994,408** | **48.7** | **2,642,623** | **21.6** | **1,183,442** | **12.0** | **1,462,342** | **245.6** | **14,868,431** | **178.5** | **12,095,223** | **82.2** | **3,207,709** | **11.1** | **3,081,840** | **-** | **(69,466)** | | |

[A, C] Excludes Redirected Resources

| | | |
|---|---|---|
| **Total Additional Program Funds Needed [B + D]** | **1,606.5** | **104,200,971** |

**Annual Savings/Revenue Adjustments**

| | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cost Savings | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | 0.0 | 0 | - | 0 | - | 0 | - | 0 | - | 0 | | |
| Increased Program Revenues | | 0 | | 3,809,116 | | 13,738,022 | | 22,402,520 | | 80,943,209 | | 249,853,907 | | 582,282,288 | | 888,770,935 | | 934,432,442 | | 940,110,084 | | |



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Project: Enterprise Data to Revenue (EDR) FSR 08-05
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**ECONOMIC ANALYSIS SUMMARY**

All costs are shown in whole (rounded) dollars.

| | FY 2008/09 | | FY 2009/10 | | FY 2010/11 | | FY 2011/12 | | FY 2012/13 | | FY 2013/14 | | FY 2014/15 | | FY 2015/16 | | FY 2016/17 | | FY 2017/18 | | TOTAL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts | PYs | Amts |
| **EXISTING SYSTEM** | | | | | | | | | | | | | | | | | | | | | | |
| Total IT Costs | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 491.7 | 46,565,378 | 4,917.2 | 465,653,780 |
| Total Program Costs | 2,807.0 | 191,253,520 | 2,807.0 | 191,253,520 | 2,846.0 | 194,850,531 | 2,885.0 | 198,298,718 | 2,924.0 | 202,044,552 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 2,963.0 | 205,641,563 | 29,083.9 | 2,005,908,656 |
| Total Existing System Costs | 3,298.7 | 237,818,898 | 3,298.7 | 237,818,898 | 3,337.7 | 241,415,909 | 3,376.7 | 244,864,096 | 3,415.7 | 248,609,930 | 3,454.7 | 252,206,941 | 3,454.7 | 252,206,941 | 3,454.7 | 252,206,941 | 3,454.7 | 252,206,941 | 3,454.7 | 252,206,941 | 34,001.1 | 2,471,562,436 |
| **PROPOSED ALTERNATIVE** | **PROPOSED ALTERNATIVE (Alt B)** | | | | | | | | | | | | | | | | | | | | | |
| Total Project Costs | 15.5 | 1,631,731 | 29.4 | 4,496,691 | 29.6 | 5,886,862 | 101.6 | 14,042,898 | 112.6 | 58,772,822 | 89.0 | 74,697,323 | 74.2 | 111,566,627 | 71.2 | 18,323,659 | 68.6 | 14,126,098 | 68.6 | 13,514,098 | 660.3 | 317,058,812 |
| Total Cont. Exist. Costs | 3,289.7 | 236,892,032 | 3,315.4 | 238,886,440 | 3,403.1 | 245,126,073 | 3,463.7 | 249,757,702 | 3,514.6 | 254,863,238 | 3,799.2 | 273,328,680 | 3,977.7 | 285,423,903 | 4,055.9 | 288,227,574 | 4,067.0 | 291,309,414 | 4,067.0 | 291,239,948 | 36,953.4 | 2,655,055,005 |
| Total Alternative Costs | 3,305.2 | 238,523,763 | 3,344.7 | 243,383,131 | 3,432.8 | 251,012,935 | 3,565.2 | 263,800,601 | 3,627.2 | 313,636,061 | 3,888.2 | 348,026,003 | 4,051.9 | 396,990,530 | 4,127.1 | 306,551,233 | 4,135.6 | 305,435,512 | 4,135.6 | 304,754,046 | 37,613.7 | 2,972,113,817 |
| COST SAVINGS/AVOIDANCES | (6.5) | (704,865) | (46.0) | (5,564,233) | (95.0) | (9,597,027) | (188.5) | (18,936,505) | (211.5) | (65,026,130) | (433.5) | (95,819,062) | (597.2) | (144,783,589) | (672.4) | (54,344,292) | (680.9) | (53,228,571) | (680.9) | (52,547,105) | (3,612.6) | (500,551,381) |
| Increased Revenues | | 0 | | 3,809,116 | | 13,738,022 | | 22,402,520 | | 80,943,209 | | 249,853,907 | | 582,282,288 | | 888,770,935 | | 934,432,442 | | 940,110,084 | | 3,716,342,523 |
| Net (Cost) or Benefit | (6.5) | (704,865) | (46.0) | (1,755,117) | (95.0) | 4,140,995 | (188.5) | 3,466,015 | (211.5) | 15,917,079 | (433.5) | 154,034,845 | (597.2) | 437,498,699 | (672.4) | 834,426,643 | (680.9) | 881,203,871 | (680.9) | 887,562,979 | (3,612.6) | 3,215,791,142 |
| Cum. Net (Cost) or Benefit | (6.5) | (704,865) | (52.6) | (2,459,982) | (147.6) | 1,681,013 | (336.1) | 5,147,028 | (547.6) | 21,064,106 | (981.1) | 175,098,951 | (1,578.3) | 612,597,650 | (2,250.8) | 1,447,024,293 | (2,931.7) | 2,328,228,164 | (3,612.6) | 3,215,791,142 | | |
| **ALTERNATIVE #1 (A)** | **ALTERNATIVE 1 (A)** | | | | | | | | | | | | | | | | | | | | | |
| Total Project Costs | 15.5 | 1,631,731 | 29.4 | 5,765,291 | 29.6 | 5,886,862 | 69.1 | 23,160,621 | 72.0 | 116,571,769 | 118.8 | 116,378,047 | 316.9 | 50,951,671 | 511.3 | 55,851,160 | 510.7 | 55,167,079 | 510.7 | 55,167,079 | 2,184.2 | 486,531,310 |
| Total Cont. Exists. Costs | 3,289.7 | 236,892,032 | 3,315.4 | 238,886,440 | 3,404.1 | 245,024,281 | 3,493.1 | 251,434,123 | 3,555.9 | 254,474,131 | 3,766.0 | 264,998,727 | 3,707.3 | 258,289,873 | 3,617.6 | 246,076,587 | 3,575.7 | 244,735,981 | 3,575.7 | 244,735,981 | 35,300.4 | 2,485,548,158 |
| Total Alternative Costs | 3,305.2 | 238,523,763 | 3,344.7 | 244,651,731 | 3,433.7 | 250,911,143 | 3,562.2 | 274,594,744 | 3,627.9 | 371,045,901 | 3,884.8 | 381,376,774 | 4,024.2 | 309,241,544 | 4,128.9 | 301,927,748 | 4,086.4 | 299,903,060 | 4,086.4 | 299,903,060 | 37,484.6 | 2,972,079,468 |
| COST SAVINGS/AVOIDANCES | (6.5) | (704,865) | (46.0) | (6,832,833) | (96.0) | (9,495,235) | (185.5) | (29,730,648) | (212.2) | (122,435,970) | (430.1) | (129,169,833) | (569.5) | (57,034,603) | (674.2) | (49,720,807) | (631.7) | (47,696,119) | (631.7) | (47,696,119) | (3,483.5) | (500,517,031) |
| Increased Revenues | | 0 | | 7,015,215 | | 14,228,191 | | 26,202,418 | | 96,594,837 | | 276,715,004 | | 612,111,369 | | 925,446,396 | | 951,848,296 | | 951,848,296 | | 3,862,010,023 |
| Net (Cost) or Benefit | (6.5) | (704,865) | (46.0) | 182,382 | (96.0) | 4,732,956 | (185.5) | (3,528,230) | (212.2) | (25,841,133) | (430.1) | 147,545,171 | (569.5) | 555,076,766 | (674.2) | 875,725,589 | (631.7) | 904,152,178 | (631.7) | 904,152,178 | (3,483.5) | 3,361,492,991 |
| Cum. Net (Cost) or Benefit | (6.5) | (704,865) | (52.6) | (522,483) | (148.6) | 4,210,474 | (334.1) | 682,243 | (546.2) | (25,158,890) | (976.3) | 122,386,281 | (1,545.8) | 677,463,047 | (2,220.0) | 1,553,188,636 | (2,851.8) | 2,457,340,814 | (3,483.5) | 3,361,492,991 | | |

/1 Alt #1 (A) includes an additional year of ongoing costs and revenue for comparison purposes (one year later)

State of California



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# IMPORTANT NOTICE TO BIDDERS

## Solicitation No. RFP-FTB-0910-C001

**This solicitation/acquisition is being conducted under Public Contract Code § 12125, et seq., the Alternative Protest Process.**

**Submission of a bid constitutes consent of the Bidder for participation in the Alternative Protest Process.**

**Any protests filed in relation to the proposed Contract award shall be conducted under the procedures in this document for the Alternative Protest Process.**

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

## SECTION I
## INTRODUCTION AND OVERVIEW

November 2, 2009

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# I. INTRODUCTION AND OVERVIEW OF REQUIREMENTS

## A. PURPOSE OF THIS REQUEST FOR PROPOSAL

The purpose of this Request For Proposal (hereafter called the RFP) is to obtain the services of a qualified Prime Solution Provider (PSP) to provide an integrated solution for the California (CA) Franchise Tax Board (FTB) Enterprise Data to Revenue (EDR) Project. This RFP will be conducted as a solution-based, benefits-funded procurement funded by increased revenue from implementation of the EDR Solution. The EDR PSP will be required to provide initial funding for hardware, software, and custom development; and will be paid from a percentage of the revenue the EDR Proposed Solution generates up to a fixed price amount.

FTB serves the public by collecting income tax revenues and operating other non-tax programs at the least cost while continually improving the quality of its products and services, warranting the highest degree of public confidence in its integrity, efficiency and fairness. The department administers the Personal Income Tax Law and the Bank and Corporation Tax Law. FTB also performs audits pursuant to the Political Reform Act; collects vehicle registration fees and other debts as authorized or required by the Legislature; and settles civil tax disputes that are the subject of protest, appeals or refund claims.

Annually, FTB processes more than 15 million Personal Income Tax (PIT) returns and one million Business Entity (BE) returns, responds to more than three million phone calls, handles over seven million Internet contacts and collects about $60 billion, which represents more than 65 sixty-five percent (65%) of the state's general fund revenue. FTB's workloads break down into seven key Systems of Work, which include Return Filing, Return Validation, Filing Enforcement (FE), Audit, Underpayment (future references also referred to as Collections), Payment, and Overpayment (Refunds).

FTB has undertaken an extensive effort to perform enterprise strategic planning for the FTB Tax Systems Information Technology Strategic Plan (ITSP). Through this planning effort, FTB identified significant opportunities to make fundamental changes to return processing and to improve utilization of data. These opportunities form the basis of the EDR Project. The EDR Project offers opportunities to change FTB's landscape through an enterprise approach of data sharing, reengineering business processes, automating business rules, monitoring business processes and key performance indicators, providing common services and leveraging Legacy Systems resulting in significant increased revenue.

Responses to this RFP will be evaluated based on the total bid, and award**,** if made, will be to a single Bidder awarded the highest score as calculated in accordance with the methodology defined in Section IX of this RFP.

1. Goals of the EDR Project

- Reengineer PIT and BE Return Filing and Return Validation including fraud detection; and implement a new integrated PIT and BE Return Processing System with reusable and manageable business processes and rules including Return Filing, Return Validation, modeling and noticing processes integrated with Enterprise Common Services and required FTB legacy systems to make the processing of CA income tax returns more agile, efficient and effective;
- Expand and integrate the improved modeling process with Accounts Receivable Collections System (ARCS) to make collection case scoring and prioritization more effective;
- Expand return and supporting document imaging, return data capture and retention to increase the utilization of data including taxpayer relationships to improve the efficiency and effectiveness of Return Filing, Return Validation, fraud detection, FE, Audit and Collections activities;
- Implement a new Enterprise Data Warehouse (EDW) and Enterprise Operational Data (EOD) with centralized data processing, matching and delivery services, enterprise business intelligence and data mining tools to improve the efficiency and effectiveness of data management and analysis and to make all required third party and return data available enterprise-wide for Return Filing, Return Validation, FE, Audit and Collections activities;
- Expand Return Validation to take advantage of the expanded data capture and correct more taxpayer return errors;
- Improve and expand use of data matching especially with regards to return processing to improve data quality and make more efficient and effective;
- Improve the quality of notices to make them easier for taxpayers to understand and reduce the number of contacts;
- Implement Enterprise Common Services including Contact, Notification, Internal Authentication, and Single Sign-on services with service oriented infrastructure to reduce redundancy, leverage, improve and reuse system functionality and to improve Return Filing, Return Validation, FE, Audit and Collections efficiency and effectiveness;
- Establish a Taxpayer Folder that consolidates existing taxpayer information and self-services and provides new taxpayer Self-Services including return and notice view, address update, return and refund status, withhold at source waiver and protest Notice of Proposed Assessment (NPA) self-services to improve the efficiency and effectiveness of Return Filing and Return Validation;
- Provide EDR Proposed Solution including legacy systems user training to maximize user productivity and revenue benefits;
- Provide Enterprise Common Service, Data and Filing Business Process Management Governance to maximize enterprise decision making and EDR Project success;

- Modify Business Entities Tax System (BETS) to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity and align system more closely with service oriented architecture consistent with requirements and provide training to reduce the cost of EDR Project required changes and the risk of maintainability and increase user productivity;
- Convert, load, or both, the Taxpayer Information (TI), BETS, Enterprise Customer Asset Income and Return (ECAIR), Professional Audit Support System (PASS) modeling, State Business Return Database (SBRD), Fraud, Power of Attorney (POA), Integrated Non-Filer Compliance (INC), e-file and Withhold at Source System (WASS) data to the EDW and EOD as required;
- Make business required data available to the enterprise through the Taxpayer Folder;
- Transition ECAIR and MY FTB Account with minimal impact on customers;
- Retire Personal Income Tax Return Validation (PIT RV), Corporation Document Tracking System, ECAIR, Personal Audit Workstation System (PAWS) interface, PASS modeling databases, SBRD, Image Delivery Application Expansion (IDAX), e-View, b-View, Mainframe File and Print and Business Intelligence and Data Services (BIDS) Process Summary System, Management Information System, and PIT Return Data Mart System;
- Decommission PIT and BE ARCS STRATA;
- Interface Head of Household (HOH), IRS Computer Paragraph #2000 (CP2000), Selected Tax Returns for Automated Audit (STARS), and Federal State Automated Report System (FEDSTAR II) with the EDR Proposed Solution to issue automated PIT NPAs;
- Provide a PIT user interface to issue NPAs with the EDR Proposed Solution especially for PASS users;
- Modify PASS to use enterprise data, select PIT returns and create PIT cases for audit;
- Retain current capability to issue NPAs with BETS;
- Retain current capability to issue collections notices through ARCS;
- Retain current capability to issue FE NPAs through INC;
- Modify Legacy Systems including TI, BETS, PIT and BE ARCS, PASS and INC to meet EDR Project requirements and support realization of benefits;
- Leverage input systems and infrastructure and retain modified TI, BETS, INC, PASS and ARCS; and
- Provide maintenance and operations of the EDR Proposed Solution and acquire the knowledge, skills, abilities and documentation to transition maintenance and operations to the State.

2. Contract Period

The Contract term for this procurement is July 1, 2011 through December 31, 2015 or 54 months from Contract execution start date with up to 24 additional months, at the State's option, to continue measuring Contract revenue benefits and complete compensation.

At the State's option, the Contract term may also include five one-year options for continued maintenance and operations.

## B. SCOPE OF THE RFP AND BIDDER ADMONISHMENT

This RFP is being conducted under the policies developed by the Department of General Services (DGS) as provided under Public Contract Code Section 12100 et seq. This RFP contains the instructions governing the requirements for a firm proposal to be submitted by interested Bidders. The format in which proposal information is to be submitted and the material to be included therein follows. This RFP also addresses the requirements that Bidders must meet to be eligible for consideration, as well as addressing Bidders' responsibilities before and after installation or services have been delivered.

This procurement will follow a phased approach designed to increase the likelihood that Final Proposals will be received without disqualifying deviations. The additional step(s) will (1) ensure that the Bidders clearly understand the State's requirements before attempting to develop their final solutions; (2) ensure that the State clearly understands what each Bidder intends to propose before those proposals are finalized; and (3) give the State and each Bidder the opportunity to discuss weaknesses or potentially unacceptable elements of a Bidder's proposal and give the Bidder the opportunity to modify its proposal to correct such problems. Specific information regarding such steps is found in Section II, Section VIII, and Section IX.

IF A BIDDER EXPECTS TO BE AFFORDED THE BENEFITS OF THE STEPS INCLUDED IN THIS RFP, THE BIDDER MUST TAKE THE RESPONSIBILITY TO:

- **CAREFULLY READ THE ENTIRE RFP;**
- **IF CLARIFICATION IS NECESSARY, ASK APPROPRIATE QUESTIONS IN A TIMELY MANNER;**
- **SUBMIT ALL REQUIRED RESPONSES, COMPLETE TO THE BEST OF BIDDERS ABILITY, BY THE REQUIRED DATES AND TIMES;**
- **MAKE SURE THAT ALL PROCEDURES AND REQUIREMENTS OF THE RFP ARE ACCURATELY FOLLOWED AND APPROPRIATELY ADDRESSED; AND**
- **CAREFULLY REREAD THE ENTIRE RFP BEFORE SUBMITTING EACH PROPOSAL.**

## C. AVAILABILITY

The equipment and software proposed to meet the requirements of this RFP must be installed at the State location and fully operational as specified in Paragraph E. below, Key Action Dates.

## D. PROCUREMENT OFFICIAL AND CONTACT INFORMATION

The Procurement Official and the mailing address to send all questions, correspondence, Conceptual Proposals, copies of protests or any other proposal related material is:

Kathy Cruz
Department of General Services
Procurement Division
707 Third Street, 2nd Floor
West Sacramento, CA 95605
Phone (916) 375-4399 Fax (916) 375-4505
kathy.cruz@dgs.ca.gov

The address to send proposals via standard US mail is:

Franchise Tax Board
Attn: Kathy Cruz
Procurement and Asset Management (MS-A374)
PO Box 2128
Rancho Cordova, CA 95741-2128

The address to send proposals via hand delivery or carriers other than standard US mail is:

Franchise Tax Board
Attn: Kathy Cruz
Procurement and Asset Management (MS-A374)
9646 Butterfield Way
Sacramento, CA 95827

## E. KEY ACTION DATES

Listed below are the important actions and dates and times by which the actions must be taken or completed. If the State finds it necessary to change any of these dates, it will be accomplished via an addendum to this RFP. **All dates after the Final Proposal submission deadline are approximate and may be adjusted as conditions indicate, without addendum to this RFP**.

| Action Number | Action | Date | Time (Pacific Time) |
|---|---|---|---|
| 1. | Release of RFP | 11/02/2009 | |
| 2. | Last day to submit a Letter of Intention to Submit a Proposal (Exhibit I-B) and signed Confidentiality Statement (Exhibit I-C) | 11/18/2009 | 2:00 p.m. |
| 3. | Bidder's Conference held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 11/18/2009 | 8:30 a.m. |
| 4. | Last day to submit questions prior to Conceptual Proposals | 11/30/2009 | 2:00 p.m. |
| 5. | Submission of Conceptual Proposals | 12/07/2009 | 2:00 p.m. |
| 6. | Pre-Draft Confidential Discussions with Individual Bidders held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 12/28/2009-<br>01/08/2010 | |
| 7. | Last day to request a change to RFP requirements.* | 01/22/2010 | 2:00 p.m. |
| 8. | Last day to submit questions prior to Draft Proposals | 01/22/2010 | 2:00 p.m. |
| 9. | Submission of Draft Proposals | 04/06/2010 | 2:00 p.m. |
| 10. | Draft Proposal Confidential Discussions with Individual Bidders held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 06/28/2010-<br>07/02/2010 | |
| 11. | Last day to submit questions prior to Final Proposals | 07/19/2010 | 2:00 p.m. |
| 12. | Last day to file requirements (initial) protest** | 07/19/2010 | 2:00 p.m. |
| 13. | Submission of Final Proposals *** | 10/04/2010 | 2:00 p.m. |

| Action Number | Action | Date | Time (Pacific Time) |
|---|---|---|---|
| 14. | Public Cost Opening held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 01/10/2011 | 10:00 a.m. |
| 15. | Notification of Intent to Award | 04/18/2011 | |
| 16. | Last day to protest selection ** | 04/20/2011 | |
| 17. | Contract award and execution | 06/01/2011 | |
| 18. | Project start | 07/01/2011 | |

Additional action dates may be inserted as desired.

* Or five (5) days following the last addendum that changes the requirements of the RFP. See Section II B.4., Questions regarding the RFP.

** See Section II, E. 1, Protests.

*** **BIDDERS: REVIEW EXHIBIT VIII-A, BIDDER'S PROPOSAL CHECKLIST PRIOR TO SUBMITTING FINAL PROPOSAL**

## F. BIDDERS' LIBRARY

The Bidders' Library allows Bidders' access to documents and information to help Bidders understand requirements and prepare a proposal response. The content of the Bidders' Library is of two types: one is extensions of requirements and architecture found in RFP-FTB-0910-C001, and the other is supplemental information intended to provide background for RFP-FTB-0910-C001. Submission of completed Bidders' Library Access Authorization Form (Exhibit I-A) and Confidentiality Statement (Exhibit I-C) to the Procurement Official is required in order to receive authorization to access the EDR Bidders' Library. Upon receipt of these forms, an email will be generated providing the Bidder with a user id and password, along with Bidders' Library access instructions. Additional user ids may be requested by submitting additional Exhibit I-A and Exhibit I-C forms for each user. See Exhibit I-D for Bidders' Library contact information and access instructions.

The State has made every effort to ensure the accuracy, currency, and breadth of the information contained in the Bidders' Library. The State will be making additions to the Bidders' Library during the procurement process as needs arise. Bidders may suggest additions to the Bidders' Library by submitting a request to the Procurement Official by electronic mail.

The Bidders' Library will be available when the RFP is publically released. Documents in the Bidders' Library are contained in a .zip file which Bidders can download and open. Throughout the procurement process additional documents will be added to the Bidders' Library. These documents will be dated and posted as separate documents in the Bidders' Library; they will not be added to the .zip file. Bidders who have submitted

a Letter of Intention to Submit a Proposal (Exhibit I-B) will be notified when new documents are added to the Bidders' Library. A notice of such posting will also be made publically available. However, Bidders are encouraged to check the Bidders' Library frequently for new postings.

## G. RFP AVAILABILITY/ELECTRONIC COPY OF RFP AVAILABLE

Electronic copies of the RFP are available to all Bidders to assist with their preparation of the proposal and are available in Microsoft Word, Microsoft Excel, and Adobe Acrobat Reader Portable Document Format (PDF) formats on the e-Procurement website: http://www.eprocure.dgs.ca.gov/default.htm .

The State will use the PDF version as the "Official RFP Document." This version will be used to resolve all discrepancies in the content of the RFP.

## H. INTENTION TO SUBMIT A PROPOSAL

Bidders that want to participate in the RFP steps should submit a notification of intention to bid on this procurement in accordance with Section II, Paragraph B.6, Supplier's Intention to Submit a Bid. If Bidders want to receive additional RFP information, submission of a completed Letter of Intention to Submit a Proposal (Exhibit I-B) is required. Only those Bidders acknowledging interest in this RFP will continue to receive additional correspondence throughout this procurement. The letter should identify the contact person for the solicitation process, an email address, and a phone and fax number (See Exhibit I-B). The State is responsible for notifying one contact person per Bidder. Information will be given to the designated contact person. It shall be the Bidder's responsibility to immediately notify the Procurement Official identified in Section I, in writing, regarding any revision to the information. The State shall not be responsible for proposal correspondence not received by the Bidder, if the Bidder fails to notify the State, in writing, about any change pertaining to the designated contact person. All information and addenda is published on the e-Procurement website located at the following address: http://www.eprocure.dgs.ca.gov/default.htm

## I. AMERICANS WITH DISABILITIES ACT (ADA)

**To comply with the nondiscrimination requirements of ADA, it is the policy of the State to make every effort to ensure that its programs, activities and services are available to all persons, including persons with disabilities.**

**For persons with a disability needing a reasonable modification to participate in the procurement process, or for persons having questions regarding reasonable modifications of the procurement process, you may contact the Procurement Official identified in Section I. You may also contact the State at the numbers listed below.**

**IMPORTANT: TO ENSURE THAT WE CAN MEET YOUR NEED, IT IS BEST THAT WE RECEIVE YOUR REQUEST FOR REASONABLE MODIFICATION AT LEAST 10 WORKING DAYS BEFORE THE SCHEDULED EVENT SUCH AS A MEETING, CONFERENCE OR WORKSHOP) OR DEADLINE DUE-DATE FOR PROCUREMENT DOCUMENTS.**

**The Procurement Division TTY telephone numbers are:**
**Sacramento Office: (916) 376-1891**

**The California Relay Service Telephone Numbers are:**
**Voice: 1-800-735-2922 or 1-888-877-5379**

**TTY: 1-800-735-2929 or 1-888-877-5378**

**Speech to Speech: 1-800-854-7784**

## J. CONFIDENTIALITY

To preserve the integrity of the security and confidentiality measures integrated into the State's automated information systems, each Bidder is required to sign the Confidentiality Statement attached as Exhibit I-C and submit to the Procurement Official identified in Paragraph D of this section.

Similarly, any contractor providing IT services to the State that comes into contact with confidential State information will be required to exercise security precautions for such data that is made available, including the signing of an additional confidentiality statement.

## K. GLOSSARY OF TERMS AND DEFINITIONS

The State has compiled a glossary of terms and definitions as they are to be understood for purposes of this RFP and the resulting Contract. This glossary can be found in Section XII, Glossary of Terms and Definitions.

**EXHIBIT I-A**

## BIDDERS' LIBRARY ACCESS AUTHORIZATION FORM

The following information, along with a completed Confidentiality Statement (Exhibit I-C), must be provided in order to receive authorization to access the EDR Bidders' Library. Upon receipt of this form, an email will be generated providing a user id and password, along with Bidders' Library access instructions.

*The Bidders' Library is provided to help Bidders understand requirements and prepare a proposal response to EDR Project RFP-FTB-0910-C001. The content of the Bidders' Library is of two types: one is extensions of requirements and architecture found in RFP-FTB-0910-C001, and the other is supplemental information intended to provide background for RFP-FTB-0910-C001. The former type is referenced in the RFP to a specific document in the Bidders' Library and must be considered RFP-FTB-0910-C001 requirements or architecture, while the latter type is not referenced in RFP-FTB-0910-C001 and is not considered RFP-FTB-0910-C001 requirements. All RFP-FTB-0910-C001 requirements, terms, conditions, rules and instructions are included or referenced in the solicitation. Bidders are not required to use the supplemental information, but are strongly encouraged to do so. Bidders are advised to check for periodic updates. The State does not guarantee the accuracy or the relevancy of the supplemental information and any of the supplemental information relied upon is at the Bidder's risk.*

**Bidder Information (Business Contact):**

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**Bidder Information (Technical Contact):**

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**EXHIBIT I-B**

## LETTER OF INTENTION TO SUBMIT A PROPOSAL
## (To be completed by the Bidder)

**Date:** _____

Kathy Cruz
Department of General Services – Procurement Division
707 Third Street, 2nd Floor
West Sacramento, CA 95605

Reference: RFP-FTB-0910-C001

Dear Ms Cruz,

This is to notify you that (insert company's name) intends to (Bidders should select from one of the options below.

1. ☐ Submit a proposal and has no problem with the RFP requirements.
2. ☐ Submit a proposal, but has one or more problems with the RFP requirements for reasons stated in this response.
3. ☐ Decline to submit a proposal, for reasons stated in this response, and has no problem with the RFP requirements.
4. ☐ Decline to submit a proposal because one or more problems with the RFP requirements for reasons stated in this response.

(If the Bidder selects options 2, 3, or 4, the reasons should be stated in the Letter of Intention to Submit a Proposal).

The individual to whom all information regarding this RFP (for example addenda) should be transmitted is:

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**EXHIBIT I-C**

## CONFIDENTIALITY STATEMENT

As an authorized representative and/or corporate officer of the company named below, I warrant my company and its employees will not disclose any documents, diagrams, information and information storage media made available to us by the State for the purpose of responding to **RFP-FTB-0910-C001** or in conjunction with any Contract arising there from. I warrant that only those employees who are authorized and required to use such materials will have access to them.

I further warrant that all materials provided by the State will be returned promptly after use and that all copies or derivations of the materials will be physically and/or electronically destroyed. I will include with the returned materials, a letter attesting to the complete return of materials, and documenting the destruction of copies and derivations. Failure to so comply will subject this company to liability, both criminal and civil, including all damages to the State and third parties. I authorize the State to inspect and verify the above.

I warrant that if my company is awarded the Contract, it will not enter into any agreements or discussions with a third party concerning such materials prior to receiving written confirmation from the State that such third party has an agreement with the State similar in nature to this one.

_____ _____

Signature of Representative Date

_____

Typed Name of Representative

_____

Typed Name of Company

**EXHIBIT I-D**

## EDR Bidders' Library Access Instructions

This document describes the process to obtain access to and retrieve EDR Bidders' Library documents using the FTB Secure Web Internet File Transfer (SWIFT) system.

### Overview

The SWIFT system is used by external customers of FTB to send and receive large volumes of data in a secure manner. SWIFT allows various methods for file transfer over standard methods, including web pages (HTTPS) and file transfer protocol (FTP) clients. For the EDR Bidders' Library, SWIFT hosts files for prospective Bidders related to RFP-FTB-0910-C001.

### Connecting to SWIFT

Access to SWIFT is restricted to Bidders who have signed a Confidentiality Statement and have successfully completed and submitted the agreement to the RFP-FTB-0910-C001 Procurement Official. Bidders will also have completed and submitted the Bidders' Library Access Authorization Form. Upon acceptance of the Confidentiality Statement and authorization form, State staff creates SWIFT credentials (user id/password) for each form submitted.

- ***Email Invitation:*** Upon creation of the user credentials (user id/password), an email is sent to the business contact notifying them of the user id and the login instructions for SWIFT.
- ***Password Email:*** A separate email is sent to the business contact which includes the temporary password. This password should be changed upon first login to the system.
- ***SWIFT Website Information:*** The SWIFT website is located at https://swift.ftb.ca.gov. Using the SWIFT user id and password, enter the credentials into the Login Screen fields and press Enter. See Figure 1 for a screen image of the SWIFT system login page.

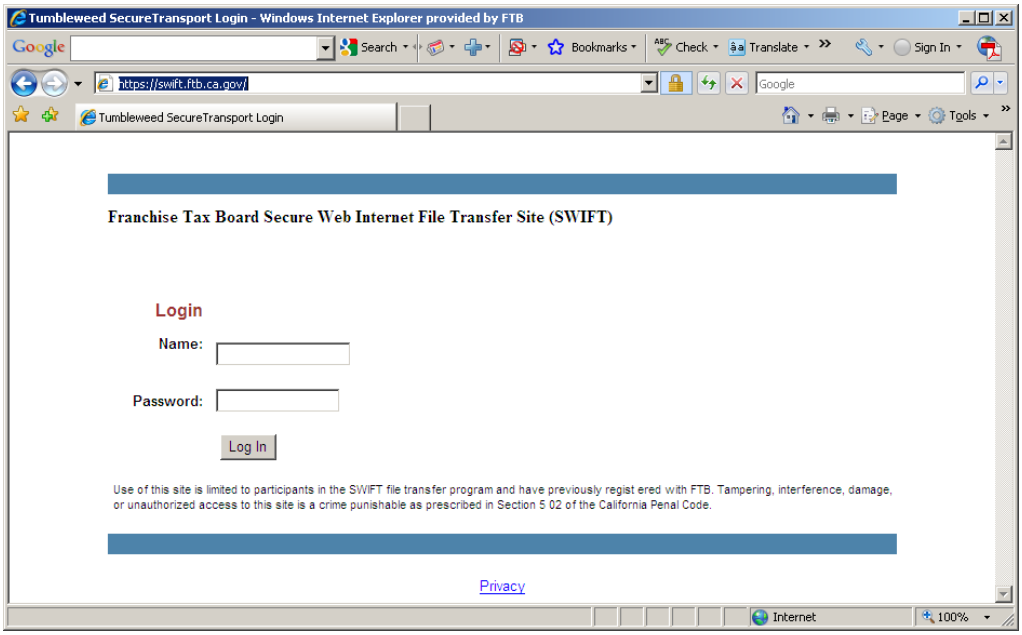



**Figure 1--SWIFT System Login Screen**

Successful login will provide the Bidder with immediate access to the Bidders' Library documentation. The Bidders' Library is located within a folder on the SWIFT system after login. See Figure 2 for a screen image of the SWIFT system after login.

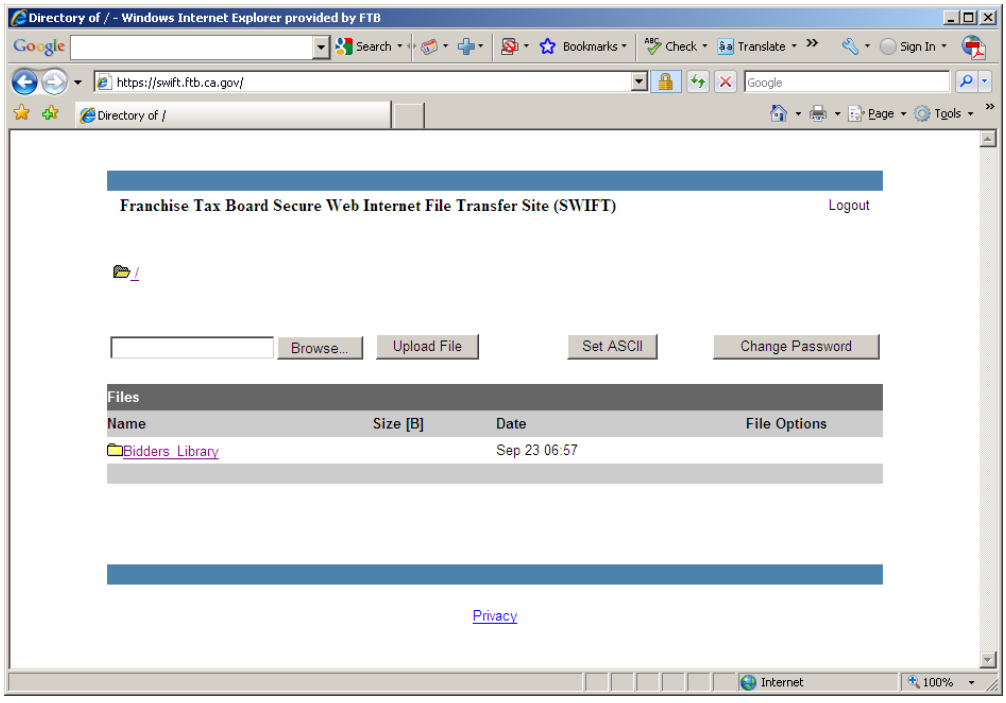



**Figure 2--SWIFT System after login**

**Bidders' Library Content**

- ***Folder:*** All data for the Bidders' Library is contained within the folder of the same name: Bidders' Library. Open this folder by double clicking on the folder name. See Figure 3 for a screen shot of the Bidders' Library folder.

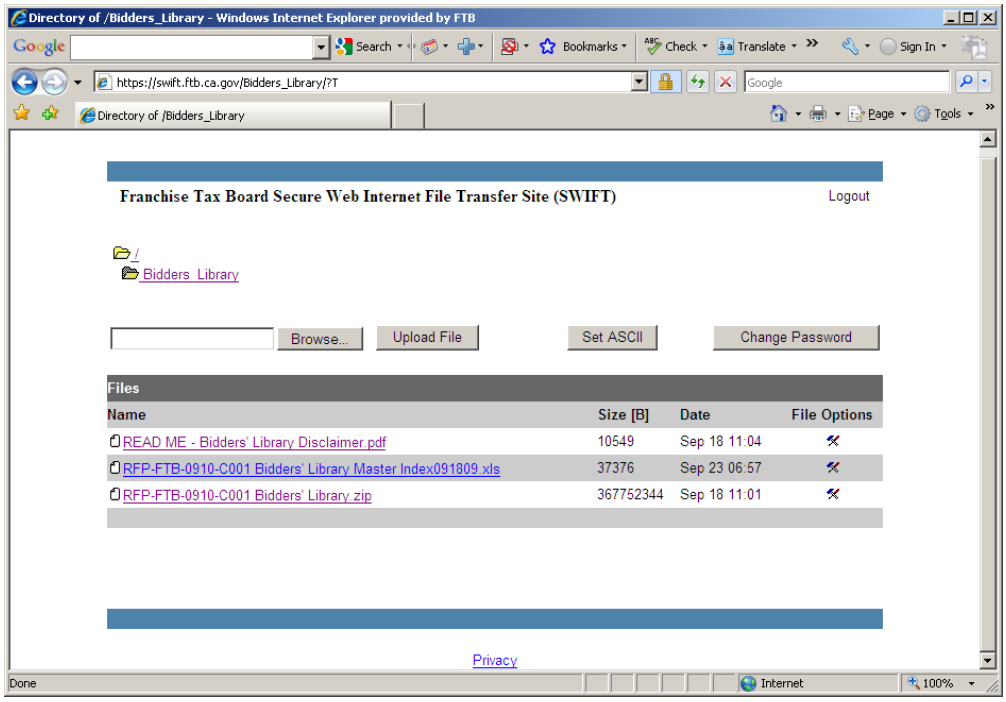



**Figure 3--Bidders' Library Folder Contents**

- ***Zip File:*** The Bidders' Library data has been compressed for the convenience of the Bidders. To retrieve the data, click the file name and the internet browser will prompt you for the location that you would like to save the file. Some of the files are large and may take some time to transfer. Once saved locally, open the zip file or extract the data using typical zip file utilities such as Windows OS zip utility, PKZip, WinZip, or 7Zip.

### Logging Out

After successfully retrieving the Bidders' Library data, click "Logout" in the upper right corner of the SWIFT screen.

### Bidders' Library Problems

If you encounter any problems with access to SWIFT, you can:

- Contact the EDR Bidders' Library helpdesk by sending an email describing the problem to: EDRBiddersLibrary@ftb.ca.gov. An email response should be received within 24 hours.
- If the issue is user id or password related, call the IT Service Desk at (916) 845-2255. An email response should be received within four hours. The Help Desk hours are Monday through Friday **6:00 AM** to **5:00 PM** Pacific Time excluding Federal and State holidays.
- The maintenance period for the SWIFT application occurs every Tuesday from **6:00 AM** to **7:00 AM** Pacific Time. During this timeframe the SWIFT application may be unavailable.

# IMPORTANT NOTICE TO BIDDERS

## Solicitation No. RFP-FTB-0910-C001

**This solicitation/acquisition is being conducted under Public Contract Code § 12125, et seq., the Alternative Protest Process.**

**Submission of a bid constitutes consent of the Bidder for participation in the Alternative Protest Process.**

**Any protests filed in relation to the proposed Contract award shall be conducted under the procedures in this document for the Alternative Protest Process.**

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

## SECTION I
## INTRODUCTION AND OVERVIEW

November 2, 2009

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# I. INTRODUCTION AND OVERVIEW OF REQUIREMENTS

## A. PURPOSE OF THIS REQUEST FOR PROPOSAL

The purpose of this Request For Proposal (hereafter called the RFP) is to obtain the services of a qualified Prime Solution Provider (PSP) to provide an integrated solution for the California (CA) Franchise Tax Board (FTB) Enterprise Data to Revenue (EDR) Project. This RFP will be conducted as a solution-based, benefits-funded procurement funded by increased revenue from implementation of the EDR Solution. The EDR PSP will be required to provide initial funding for hardware, software, and custom development; and will be paid from a percentage of the revenue the EDR Proposed Solution generates up to a fixed price amount.

FTB serves the public by collecting income tax revenues and operating other non-tax programs at the least cost while continually improving the quality of its products and services, warranting the highest degree of public confidence in its integrity, efficiency and fairness. The department administers the Personal Income Tax Law and the Bank and Corporation Tax Law. FTB also performs audits pursuant to the Political Reform Act; collects vehicle registration fees and other debts as authorized or required by the Legislature; and settles civil tax disputes that are the subject of protest, appeals or refund claims.

Annually, FTB processes more than 15 million Personal Income Tax (PIT) returns and one million Business Entity (BE) returns, responds to more than three million phone calls, handles over seven million Internet contacts and collects about $60 billion, which represents more than 65 sixty-five percent (65%) of the state's general fund revenue. FTB's workloads break down into seven key Systems of Work, which include Return Filing, Return Validation, Filing Enforcement (FE), Audit, Underpayment (future references also referred to as Collections), Payment, and Overpayment (Refunds).

FTB has undertaken an extensive effort to perform enterprise strategic planning for the FTB Tax Systems Information Technology Strategic Plan (ITSP). Through this planning effort, FTB identified significant opportunities to make fundamental changes to return processing and to improve utilization of data. These opportunities form the basis of the EDR Project. The EDR Project offers opportunities to change FTB's landscape through an enterprise approach of data sharing, reengineering business processes, automating business rules, monitoring business processes and key performance indicators, providing common services and leveraging Legacy Systems resulting in significant increased revenue.

Responses to this RFP will be evaluated based on the total bid, and award**,** if made, will be to a single Bidder awarded the highest score as calculated in accordance with the methodology defined in Section IX of this RFP.

1. Goals of the EDR Project

- Reengineer PIT and BE Return Filing and Return Validation including fraud detection; and implement a new integrated PIT and BE Return Processing System with reusable and manageable business processes and rules including Return Filing, Return Validation, modeling and noticing processes integrated with Enterprise Common Services and required FTB legacy systems to make the processing of CA income tax returns more agile, efficient and effective;
- Expand and integrate the improved modeling process with Accounts Receivable Collections System (ARCS) to make collection case scoring and prioritization more effective;
- Expand return and supporting document imaging, return data capture and retention to increase the utilization of data including taxpayer relationships to improve the efficiency and effectiveness of Return Filing, Return Validation, fraud detection, FE, Audit and Collections activities;
- Implement a new Enterprise Data Warehouse (EDW) and Enterprise Operational Data (EOD) with centralized data processing, matching and delivery services, enterprise business intelligence and data mining tools to improve the efficiency and effectiveness of data management and analysis and to make all required third party and return data available enterprise-wide for Return Filing, Return Validation, FE, Audit and Collections activities;
- Expand Return Validation to take advantage of the expanded data capture and correct more taxpayer return errors;
- Improve and expand use of data matching especially with regards to return processing to improve data quality and make more efficient and effective;
- Improve the quality of notices to make them easier for taxpayers to understand and reduce the number of contacts;
- Implement Enterprise Common Services including Contact, Notification, Internal Authentication, and Single Sign-on services with service oriented infrastructure to reduce redundancy, leverage, improve and reuse system functionality and to improve Return Filing, Return Validation, FE, Audit and Collections efficiency and effectiveness;
- Establish a Taxpayer Folder that consolidates existing taxpayer information and self-services and provides new taxpayer Self-Services including return and notice view, address update, return and refund status, withhold at source waiver and protest Notice of Proposed Assessment (NPA) self-services to improve the efficiency and effectiveness of Return Filing and Return Validation;
- Provide EDR Proposed Solution including legacy systems user training to maximize user productivity and revenue benefits;
- Provide Enterprise Common Service, Data and Filing Business Process Management Governance to maximize enterprise decision making and EDR Project success;

- Modify Business Entities Tax System (BETS) to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity and align system more closely with service oriented architecture consistent with requirements and provide training to reduce the cost of EDR Project required changes and the risk of maintainability and increase user productivity;
- Convert, load, or both, the Taxpayer Information (TI), BETS, Enterprise Customer Asset Income and Return (ECAIR), Professional Audit Support System (PASS) modeling, State Business Return Database (SBRD), Fraud, Power of Attorney (POA), Integrated Non-Filer Compliance (INC), e-file and Withhold at Source System (WASS) data to the EDW and EOD as required;
- Make business required data available to the enterprise through the Taxpayer Folder;
- Transition ECAIR and MY FTB Account with minimal impact on customers;
- Retire Personal Income Tax Return Validation (PIT RV), Corporation Document Tracking System, ECAIR, Personal Audit Workstation System (PAWS) interface, PASS modeling databases, SBRD, Image Delivery Application Expansion (IDAX), e-View, b-View, Mainframe File and Print and Business Intelligence and Data Services (BIDS) Process Summary System, Management Information System, and PIT Return Data Mart System;
- Decommission PIT and BE ARCS STRATA;
- Interface Head of Household (HOH), IRS Computer Paragraph #2000 (CP2000), Selected Tax Returns for Automated Audit (STARS), and Federal State Automated Report System (FEDSTAR II) with the EDR Proposed Solution to issue automated PIT NPAs;
- Provide a PIT user interface to issue NPAs with the EDR Proposed Solution especially for PASS users;
- Modify PASS to use enterprise data, select PIT returns and create PIT cases for audit;
- Retain current capability to issue NPAs with BETS;
- Retain current capability to issue collections notices through ARCS;
- Retain current capability to issue FE NPAs through INC;
- Modify Legacy Systems including TI, BETS, PIT and BE ARCS, PASS and INC to meet EDR Project requirements and support realization of benefits;
- Leverage input systems and infrastructure and retain modified TI, BETS, INC, PASS and ARCS; and
- Provide maintenance and operations of the EDR Proposed Solution and acquire the knowledge, skills, abilities and documentation to transition maintenance and operations to the State.

2. Contract Period

The Contract term for this procurement is July 1, 2011 through December 31, 2015 or 54 months from Contract execution start date with up to 24 additional months, at the State's option, to continue measuring Contract revenue benefits and complete compensation.

At the State's option, the Contract term may also include five one-year options for continued maintenance and operations.

## B. SCOPE OF THE RFP AND BIDDER ADMONISHMENT

This RFP is being conducted under the policies developed by the Department of General Services (DGS) as provided under Public Contract Code Section 12100 et seq. This RFP contains the instructions governing the requirements for a firm proposal to be submitted by interested Bidders. The format in which proposal information is to be submitted and the material to be included therein follows. This RFP also addresses the requirements that Bidders must meet to be eligible for consideration, as well as addressing Bidders' responsibilities before and after installation or services have been delivered.

This procurement will follow a phased approach designed to increase the likelihood that Final Proposals will be received without disqualifying deviations. The additional step(s) will (1) ensure that the Bidders clearly understand the State's requirements before attempting to develop their final solutions; (2) ensure that the State clearly understands what each Bidder intends to propose before those proposals are finalized; and (3) give the State and each Bidder the opportunity to discuss weaknesses or potentially unacceptable elements of a Bidder's proposal and give the Bidder the opportunity to modify its proposal to correct such problems. Specific information regarding such steps is found in Section II, Section VIII, and Section IX.

IF A BIDDER EXPECTS TO BE AFFORDED THE BENEFITS OF THE STEPS INCLUDED IN THIS RFP, THE BIDDER MUST TAKE THE RESPONSIBILITY TO:

- **CAREFULLY READ THE ENTIRE RFP;**
- **IF CLARIFICATION IS NECESSARY, ASK APPROPRIATE QUESTIONS IN A TIMELY MANNER;**
- **SUBMIT ALL REQUIRED RESPONSES, COMPLETE TO THE BEST OF BIDDERS ABILITY, BY THE REQUIRED DATES AND TIMES;**
- **MAKE SURE THAT ALL PROCEDURES AND REQUIREMENTS OF THE RFP ARE ACCURATELY FOLLOWED AND APPROPRIATELY ADDRESSED; AND**
- **CAREFULLY REREAD THE ENTIRE RFP BEFORE SUBMITTING EACH PROPOSAL.**

## C. AVAILABILITY

The equipment and software proposed to meet the requirements of this RFP must be installed at the State location and fully operational as specified in Paragraph E. below, Key Action Dates.

## D. PROCUREMENT OFFICIAL AND CONTACT INFORMATION

The Procurement Official and the mailing address to send all questions, correspondence, Conceptual Proposals, copies of protests or any other proposal related material is:

Kathy Cruz
Department of General Services
Procurement Division
707 Third Street, 2nd Floor
West Sacramento, CA 95605
Phone (916) 375-4399 Fax (916) 375-4505
kathy.cruz@dgs.ca.gov

The address to send proposals via standard US mail is:

Franchise Tax Board
Attn: Kathy Cruz
Procurement and Asset Management (MS-A374)
PO Box 2128
Rancho Cordova, CA 95741-2128

The address to send proposals via hand delivery or carriers other than standard US mail is:

Franchise Tax Board
Attn: Kathy Cruz
Procurement and Asset Management (MS-A374)
9646 Butterfield Way
Sacramento, CA 95827

## E. KEY ACTION DATES

Listed below are the important actions and dates and times by which the actions must be taken or completed. If the State finds it necessary to change any of these dates, it will be accomplished via an addendum to this RFP. **All dates after the Final Proposal submission deadline are approximate and may be adjusted as conditions indicate, without addendum to this RFP**.

| Action Number | Action | Date | Time (Pacific Time) |
|---|---|---|---|
| 1. | Release of RFP | 11/02/2009 | |
| 2. | Last day to submit a Letter of Intention to Submit a Proposal (Exhibit I-B) and signed Confidentiality Statement (Exhibit I-C) | 11/18/2009 | 2:00 p.m. |
| 3. | Bidder's Conference held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 11/18/2009 | 8:30 a.m. |
| 4. | Last day to submit questions prior to Conceptual Proposals | 11/30/2009 | 2:00 p.m. |
| 5. | Submission of Conceptual Proposals | 12/07/2009 | 2:00 p.m. |
| 6. | Pre-Draft Confidential Discussions with Individual Bidders held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 12/28/2009-<br>01/08/2010 | |
| 7. | Last day to request a change to RFP requirements.* | 01/22/2010 | 2:00 p.m. |
| 8. | Last day to submit questions prior to Draft Proposals | 01/22/2010 | 2:00 p.m. |
| 9. | Submission of Draft Proposals | 04/06/2010 | 2:00 p.m. |
| 10. | Draft Proposal Confidential Discussions with Individual Bidders held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 06/28/2010-<br>07/02/2010 | |
| 11. | Last day to submit questions prior to Final Proposals | 07/19/2010 | 2:00 p.m. |
| 12. | Last day to file requirements (initial) protest** | 07/19/2010 | 2:00 p.m. |
| 13. | Submission of Final Proposals *** | 10/04/2010 | 2:00 p.m. |

| Action Number | Action | Date | Time (Pacific Time) |
|---|---|---|---|
| 14. | Public Cost Opening held at:<br>Franchise Tax Board<br>9646 Butterfield Way<br>Sacramento, CA 95827<br>California Town Center | 01/10/2011 | 10:00 a.m. |
| 15. | Notification of Intent to Award | 04/18/2011 | |
| 16. | Last day to protest selection ** | 04/20/2011 | |
| 17. | Contract award and execution | 06/01/2011 | |
| 18. | Project start | 07/01/2011 | |

Additional action dates may be inserted as desired.

* Or five (5) days following the last addendum that changes the requirements of the RFP. See Section II B.4., Questions regarding the RFP.

** See Section II, E. 1, Protests.

***** BIDDERS: REVIEW EXHIBIT VIII-A, BIDDER'S PROPOSAL CHECKLIST PRIOR TO SUBMITTING FINAL PROPOSAL**

## F. BIDDERS' LIBRARY

The Bidders' Library allows Bidders' access to documents and information to help Bidders understand requirements and prepare a proposal response. The content of the Bidders' Library is of two types: one is extensions of requirements and architecture found in RFP-FTB-0910-C001, and the other is supplemental information intended to provide background for RFP-FTB-0910-C001. Submission of completed Bidders' Library Access Authorization Form (Exhibit I-A) and Confidentiality Statement (Exhibit I-C) to the Procurement Official is required in order to receive authorization to access the EDR Bidders' Library. Upon receipt of these forms, an email will be generated providing the Bidder with a user id and password, along with Bidders' Library access instructions. Additional user ids may be requested by submitting additional Exhibit I-A and Exhibit I-C forms for each user. See Exhibit I-D for Bidders' Library contact information and access instructions.

The State has made every effort to ensure the accuracy, currency, and breadth of the information contained in the Bidders' Library. The State will be making additions to the Bidders' Library during the procurement process as needs arise. Bidders may suggest additions to the Bidders' Library by submitting a request to the Procurement Official by electronic mail.

The Bidders' Library will be available when the RFP is publically released. Documents in the Bidders' Library are contained in a .zip file which Bidders can download and open. Throughout the procurement process additional documents will be added to the Bidders' Library. These documents will be dated and posted as separate documents in the Bidders' Library; they will not be added to the .zip file. Bidders who have submitted

a Letter of Intention to Submit a Proposal (Exhibit I-B) will be notified when new documents are added to the Bidders' Library. A notice of such posting will also be made publically available. However, Bidders are encouraged to check the Bidders' Library frequently for new postings.

## G. RFP AVAILABILITY/ELECTRONIC COPY OF RFP AVAILABLE

Electronic copies of the RFP are available to all Bidders to assist with their preparation of the proposal and are available in Microsoft Word, Microsoft Excel, and Adobe Acrobat Reader Portable Document Format (PDF) formats on the e-Procurement website: http://www.eprocure.dgs.ca.gov/default.htm .

The State will use the PDF version as the "Official RFP Document." This version will be used to resolve all discrepancies in the content of the RFP.

## H. INTENTION TO SUBMIT A PROPOSAL

Bidders that want to participate in the RFP steps should submit a notification of intention to bid on this procurement in accordance with Section II, Paragraph B.6, Supplier's Intention to Submit a Bid. If Bidders want to receive additional RFP information, submission of a completed Letter of Intention to Submit a Proposal (Exhibit I-B) is required. Only those Bidders acknowledging interest in this RFP will continue to receive additional correspondence throughout this procurement. The letter should identify the contact person for the solicitation process, an email address, and a phone and fax number (See Exhibit I-B). The State is responsible for notifying one contact person per Bidder. Information will be given to the designated contact person. It shall be the Bidder's responsibility to immediately notify the Procurement Official identified in Section I, in writing, regarding any revision to the information. The State shall not be responsible for proposal correspondence not received by the Bidder, if the Bidder fails to notify the State, in writing, about any change pertaining to the designated contact person. All information and addenda is published on the e-Procurement website located at the following address: http://www.eprocure.dgs.ca.gov/default.htm

## I. AMERICANS WITH DISABILITIES ACT (ADA)

**To comply with the nondiscrimination requirements of ADA, it is the policy of the State to make every effort to ensure that its programs, activities and services are available to all persons, including persons with disabilities.**

**For persons with a disability needing a reasonable modification to participate in the procurement process, or for persons having questions regarding reasonable modifications of the procurement process, you may contact the Procurement Official identified in Section I. You may also contact the State at the numbers listed below.**

**IMPORTANT: TO ENSURE THAT WE CAN MEET YOUR NEED, IT IS BEST THAT WE RECEIVE YOUR REQUEST FOR REASONABLE MODIFICATION AT LEAST 10 WORKING DAYS BEFORE THE SCHEDULED EVENT SUCH AS A MEETING, CONFERENCE OR WORKSHOP) OR DEADLINE DUE-DATE FOR PROCUREMENT DOCUMENTS.**

**The Procurement Division TTY telephone numbers are:**
**Sacramento Office: (916) 376-1891**

**The California Relay Service Telephone Numbers are:**
**Voice: 1-800-735-2922 or 1-888-877-5379**

**TTY: 1-800-735-2929 or 1-888-877-5378**

**Speech to Speech: 1-800-854-7784**

## J. CONFIDENTIALITY

To preserve the integrity of the security and confidentiality measures integrated into the State's automated information systems, each Bidder is required to sign the Confidentiality Statement attached as Exhibit I-C and submit to the Procurement Official identified in Paragraph D of this section.

Similarly, any contractor providing IT services to the State that comes into contact with confidential State information will be required to exercise security precautions for such data that is made available, including the signing of an additional confidentiality statement.

## K. GLOSSARY OF TERMS AND DEFINITIONS

The State has compiled a glossary of terms and definitions as they are to be understood for purposes of this RFP and the resulting Contract. This glossary can be found in Section XII, Glossary of Terms and Definitions.

**EXHIBIT I-A**

## BIDDERS' LIBRARY ACCESS AUTHORIZATION FORM

The following information, along with a completed Confidentiality Statement (Exhibit I-C), must be provided in order to receive authorization to access the EDR Bidders' Library. Upon receipt of this form, an email will be generated providing a user id and password, along with Bidders' Library access instructions.

*The Bidders' Library is provided to help Bidders understand requirements and prepare a proposal response to EDR Project RFP-FTB-0910-C001. The content of the Bidders' Library is of two types: one is extensions of requirements and architecture found in RFP-FTB-0910-C001, and the other is supplemental information intended to provide background for RFP-FTB-0910-C001. The former type is referenced in the RFP to a specific document in the Bidders' Library and must be considered RFP-FTB-0910-C001 requirements or architecture, while the latter type is not referenced in RFP-FTB-0910-C001 and is not considered RFP-FTB-0910-C001 requirements. All RFP-FTB-0910-C001 requirements, terms, conditions, rules and instructions are included or referenced in the solicitation. Bidders are not required to use the supplemental information, but are strongly encouraged to do so. Bidders are advised to check for periodic updates. The State does not guarantee the accuracy or the relevancy of the supplemental information and any of the supplemental information relied upon is at the Bidder's risk.*

**Bidder Information (Business Contact):**

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**Bidder Information (Technical Contact):**

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**EXHIBIT I-B**

## LETTER OF INTENTION TO SUBMIT A PROPOSAL
## (To be completed by the Bidder)

**Date:** _____

Kathy Cruz
Department of General Services – Procurement Division
707 Third Street, 2nd Floor
West Sacramento, CA 95605

Reference: RFP-FTB-0910-C001

Dear Ms Cruz,

This is to notify you that (insert company's name) intends to (Bidders should select from one of the options below.

1. ☐ Submit a proposal and has no problem with the RFP requirements.
2. ☐ Submit a proposal, but has one or more problems with the RFP requirements for reasons stated in this response.
3. ☐ Decline to submit a proposal, for reasons stated in this response, and has no problem with the RFP requirements.
4. ☐ Decline to submit a proposal because one or more problems with the RFP requirements for reasons stated in this response.

(If the Bidder selects options 2, 3, or 4, the reasons should be stated in the Letter of Intention to Submit a Proposal).

The individual to whom all information regarding this RFP (for example addenda) should be transmitted is:

_____ _____
Name Title

_____
Company

_____
Street Address City State Zip

(___)_____ (___)_____
Phone Fax

_____
Email Address

**EXHIBIT I-C**

## CONFIDENTIALITY STATEMENT

As an authorized representative and/or corporate officer of the company named below, I warrant my company and its employees will not disclose any documents, diagrams, information and information storage media made available to us by the State for the purpose of responding to **RFP-FTB-0910-C001** or in conjunction with any Contract arising there from. I warrant that only those employees who are authorized and required to use such materials will have access to them.

I further warrant that all materials provided by the State will be returned promptly after use and that all copies or derivations of the materials will be physically and/or electronically destroyed. I will include with the returned materials, a letter attesting to the complete return of materials, and documenting the destruction of copies and derivations. Failure to so comply will subject this company to liability, both criminal and civil, including all damages to the State and third parties. I authorize the State to inspect and verify the above.

I warrant that if my company is awarded the Contract, it will not enter into any agreements or discussions with a third party concerning such materials prior to receiving written confirmation from the State that such third party has an agreement with the State similar in nature to this one.

_____ _____

Signature of Representative Date

_____

Typed Name of Representative

_____

Typed Name of Company

**EXHIBIT I-D**

## EDR Bidders' Library Access Instructions

This document describes the process to obtain access to and retrieve EDR Bidders' Library documents using the FTB Secure Web Internet File Transfer (SWIFT) system.

### Overview

The SWIFT system is used by external customers of FTB to send and receive large volumes of data in a secure manner. SWIFT allows various methods for file transfer over standard methods, including web pages (HTTPS) and file transfer protocol (FTP) clients. For the EDR Bidders' Library, SWIFT hosts files for prospective Bidders related to RFP-FTB-0910-C001.

### Connecting to SWIFT

Access to SWIFT is restricted to Bidders who have signed a Confidentiality Statement and have successfully completed and submitted the agreement to the RFP-FTB-0910-C001 Procurement Official. Bidders will also have completed and submitted the Bidders' Library Access Authorization Form. Upon acceptance of the Confidentiality Statement and authorization form, State staff creates SWIFT credentials (user id/password) for each form submitted.

- ***Email Invitation:*** Upon creation of the user credentials (user id/password), an email is sent to the business contact notifying them of the user id and the login instructions for SWIFT.
- ***Password Email:*** A separate email is sent to the business contact which includes the temporary password. This password should be changed upon first login to the system.
- ***SWIFT Website Information:*** The SWIFT website is located at https://swift.ftb.ca.gov. Using the SWIFT user id and password, enter the credentials into the Login Screen fields and press Enter. See Figure 1 for a screen image of the SWIFT system login page.

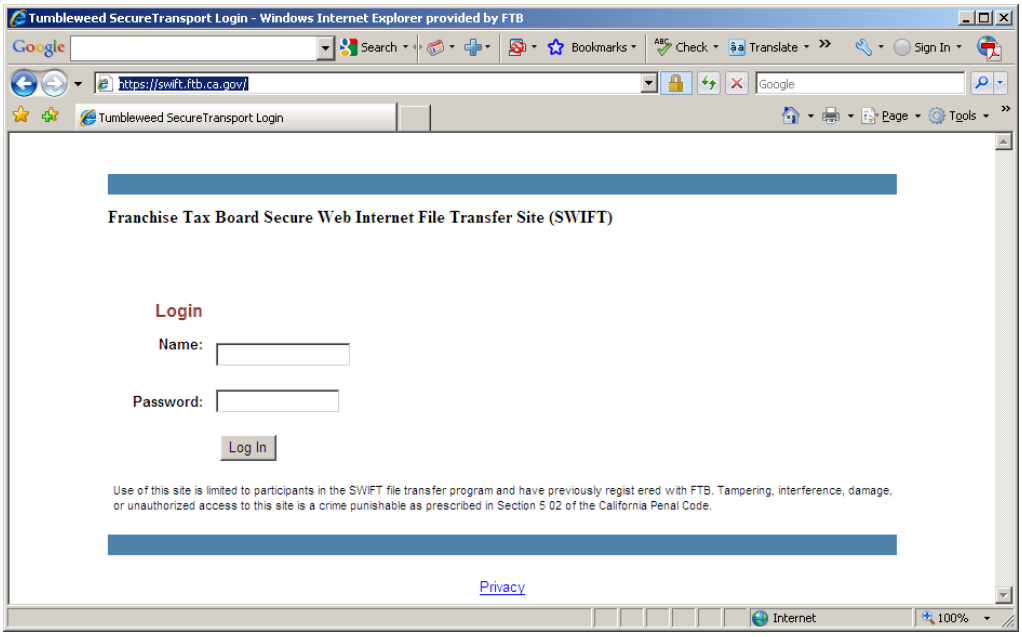



**Figure 1--SWIFT System Login Screen**

Successful login will provide the Bidder with immediate access to the Bidders' Library documentation. The Bidders' Library is located within a folder on the SWIFT system after login. See Figure 2 for a screen image of the SWIFT system after login.

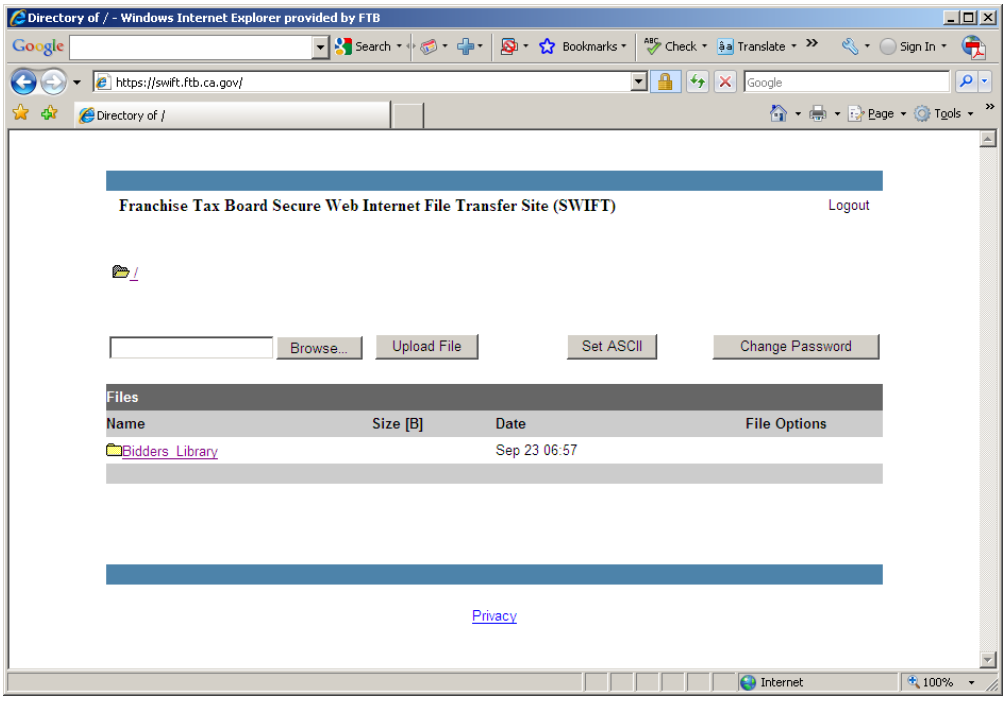



**Figure 2--SWIFT System after login**

**Bidders' Library Content**

- ***Folder:*** All data for the Bidders' Library is contained within the folder of the same name: Bidders' Library. Open this folder by double clicking on the folder name. See Figure 3 for a screen shot of the Bidders' Library folder.

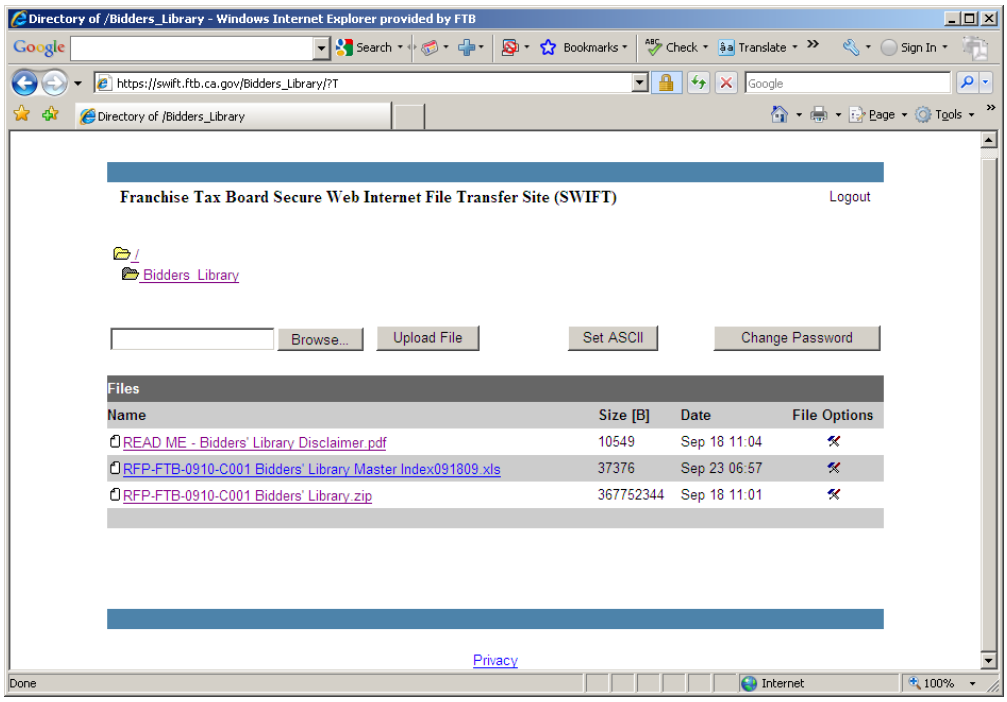



**Figure 3--Bidders' Library Folder Contents**

- ***Zip File:*** The Bidders' Library data has been compressed for the convenience of the Bidders. To retrieve the data, click the file name and the internet browser will prompt you for the location that you would like to save the file. Some of the files are large and may take some time to transfer. Once saved locally, open the zip file or extract the data using typical zip file utilities such as Windows OS zip utility, PKZip, WinZip, or 7Zip.

### Logging Out

After successfully retrieving the Bidders' Library data, click "Logout" in the upper right corner of the SWIFT screen.

### Bidders' Library Problems

If you encounter any problems with access to SWIFT, you can:

- Contact the EDR Bidders' Library helpdesk by sending an email describing the problem to: EDRBiddersLibrary@ftb.ca.gov. An email response should be received within 24 hours.
- If the issue is user id or password related, call the IT Service Desk at (916) 845-2255. An email response should be received within four hours. The Help Desk hours are Monday through Friday **6:00 AM** to **5:00 PM** Pacific Time excluding Federal and State holidays.
- The maintenance period for the SWIFT application occurs every Tuesday from **6:00 AM** to **7:00 AM** Pacific Time. During this timeframe the SWIFT application may be unavailable.

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION II
Rules Governing Competition

November 2, 2009

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# II. RULES GOVERNING COMPETITION

## A. IDENTIFICATION AND CLASSIFICATION OF RFP REQUIREMENTS

1. Requirements

The State has established certain requirements with respect to bids to be submitted by prospective contractors. The use of "shall," "must," or "will" (except to indicate simple futurity) in the RFP indicates a requirement or condition which is mandatory. A deviation, if not material, may be waived by the State. A deviation from a requirement is material if the deficient response is not in substantial accord with the RFP requirements, provides an advantage to one bidder over other bidders, or has a potentially significant effect on the delivery, quantity or quality of items bid,[1] amount paid to the supplier, or on the cost to the State. Material deviations cannot be waived.

2. Desirable Items

The words "should" or "may" in the RFP indicate desirable attributes or conditions, but are non-mandatory in nature. Deviation from, or omission of, such a desirable feature, even if material, will not in itself cause rejection of the bid. [1]

## B. BIDDING REQUIREMENTS AND CONDITIONS

1. General

This RFP, the evaluation of responses, and the award of any resultant contract shall be made in conformance with current competitive bidding procedures as they relate to the procurement of goods and services by public bodies in the State of California. A bidder's Final Bid is an irrevocable offer for 365 days following the scheduled date from Final Proposal Due Date specified in Section I. A bidder may extend the offer in the event of a delay of contract award.

2. RFP Documents

This RFP includes, in addition to an explanation of the State's needs which must be met, instructions which prescribe the format and content of bids to be submitted and the model(s) of the contract(s) to be executed between the State and the successful bidder(s).

If a bidder discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP, the bidder shall immediately notify the Procurement Official identified in Section I of such error in writing and request clarification or modification of the document.

---

[1] If this solicitation document is an RFP, the word "bid" as used throughout is intended to mean "proposed," "propose" or "proposal" as appropriate.

Modifications will be made by addenda issued pursuant to Paragraph B-7, Addenda, below. Such clarifications shall be given by written notice to all parties who have identified themselves as bidders to the Procurement Official identified in Section I, without divulging the source of the request for same. Insofar as practicable, the State will give such notices to other interested parties, but the State shall not be responsible therefore.

If the RFP contains an error known to the bidder, or an error that reasonably should have been known, the bidder shall bid at its own risk. If the bidder fails to notify the State of the error prior to the date fixed for submission of bids, and is awarded the contract, the bidder shall not be entitled to additional compensation or time by reason of the error or its later correction.

3. Examination of the Work

The bidder should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP or otherwise available to the bidder, and should become fully aware of the nature and location of the work, the quantities of the work, and the conditions to be encountered in performing the work. Specific conditions to be examined may be listed in the RFP section on ADMINISTRATIVE REQUIREMENTS and/or the section on REQUIREMENTS.

4. Questions Regarding the RFP

Bidders requiring clarification of the intent or content of this RFP or on procedural matters regarding the competitive bid process may request clarification by submitting questions, via email clearly marked in the subject line "Questions Relating to RFP FTB-0910-C001" to the Procurement Official listed in Section I. To ensure a response, questions must be received by the scheduled date(s) given in Section I. Question and answer sets will be posted at DGS' eProcurement website for all bidders to view without identifying the submitters. At the sole discretion of the State, questions may be paraphrased by the State for clarity.

A bidder who desires clarification or further information on the content of the RFP, but whose questions relate to the proprietary aspect of that bidder's proposal and which, if disclosed to other bidders, would expose that bidder's proposal, may submit such questions in the same manner as above, but also marked "CONFIDENTIAL," and not later than the scheduled date specified in Section I to ensure a response. The bidder must explain why any questions are sensitive in nature. If the State concurs that the disclosure of the question or answer would expose the proprietary nature of the proposal, the question will be answered and both the question and answer will be kept in confidence. If the State does not concur with the proprietary aspect of the question, the question will not be answered in this manner and the bidder will be so notified.

If the bidder believes that one or more of the RFP requirements is onerous, unfair, or imposes unnecessary constraints to the bidder in proposing less costly or

alternate solutions, the bidder may request a change to the RFP by submitting changes, via email clearly marked in the subject line “Requested Changes Relating to RFP FTB-0910-C001”, with the recommended change(s) and the facts substantiating this belief and reasons for making the recommended change. Such request must be submitted to the Procurement Official by the date specified in Section I for submitting a request for change. **Oral answers shall not be binding on the State.**

5. Bidders' Conference

A Bidders' Conference may be held, during which suppliers will be afforded the opportunity to meet with State personnel and learn more about the contents of the RFP and the procurement process. Suppliers are encouraged to attend the Bidders’ Conference. The time, date and place of such conference, if held, are included in the Key Action Dates specified in Section I.

The State may also accept oral questions during the conference and will make a reasonable attempt to provide answers at the conference, otherwise the Bidder will be asked to submit their question in writing following the procedure in item 4 above. Oral answers shall not be binding on the State.

6. Supplier's Intention to Submit a Bid

Suppliers who want to participate in the bidding process are asked to state their intention by the date specified in Section I, KEY ACTION DATES, with respect to submission of bids. The State is also interested as to a supplier's reasons for not submitting a bid; as, for example, requirements that cannot be met or unusual terms and conditions which arbitrarily raise costs. Suppliers are asked to categorize their intent as follows:

a. Intends to submit a bid and has no problem with the RFP requirements.

b. Intends to submit a bid, but has one or more problems with the RFP requirements for reasons stated in this response.

c. Does not intend to submit a bid, for reasons stated in this response, and has no problem with the RFP requirements.

d. Does not intend to submit a bid because of one or more problems with the RFP requirements for reasons stated in this response.

If a supplier intends to submit a bid, the letter should include additional information identified in Section I, INTENTION TO SUBMIT A PROPOSAL. If suppliers have indicated significant problems with the RFP requirements, the State will examine the stated reasons for the problems and will attempt to resolve any issues in contention, if not contrary to the State's interest, and will amend the RFP if appropriate. All suppliers who have submitted an intention will be advised by the State of any actions taken as a result of the suppliers' responses. If after such actions, a supplier determines that the requirements of the RFP unnecessarily restrict its

ability to bid, the supplier is allowed five (5) working days to submit a protest to those RFP requirements or the State's action, according to the instructions contained in paragraph E-1 of this section.

Hereafter, for the purposes of the instructions of this RFP, all suppliers who have indicated their intent to submit a Final Bid are called bidders until such time that the bidder withdraws or other facts indicate that the bidder has become nonparticipating. Should a bidder not participate in a bid step, the State reserves the right to drop them from the participating bidder list and they will not receive any further correspondence until they contact the Procurement Official to indicate that they would like further correspondence.

7. Addenda

The State may modify the RFP prior to the date fixed for Final Proposal by issuance of an addendum to all bidders who are participating in the bidding process at the time the addendum is issued, unless the amendments are such as to offer the opportunity for nonparticipating bidders or supplies that submitted an intention to become participating, in which case the addendum will also be sent to those parties. Addenda will be numbered consecutively. If any supplier determines that an addendum unnecessarily restricts its ability to bid, the supplier is allowed five (5) working days to submit a protest to the addendum according to the instructions contained in Paragraph E-1 of this section.

8. Plastic Trash Bag Certification Violations

Public Resources Code Section 42290 et seq. prohibits the State from contracting with any supplier, manufacturer, or wholesaler, and any of its divisions, subsidiaries, or successors that have been determined to be noncompliant to the recycled content plastic trash bag certification requirements. This includes award of a State contract or subcontract or renewal, extension, or modification of an existing contract or subcontract. Prior to award the State shall ascertain if the intended awardee or proposed subcontractor is a business identified on the current California Integrated Waste Management Board noncompliant list(s). In the event of any doubt of the status or identity of the business in violation, the State will notify the Board of the proposed award and afford the Board the opportunity to advise the State. No award will be made when either the bidder or a subcontractor has been identified either by published list or by advice from the Board, to be in violation of certification requirements.

9. Bonds

The State reserves the right to require a faithful performance bond or other security document as specified in the RFP from the supplier in an amount not to exceed the amount of the contract. In the event a surety bond is required by the State which has not been expressly required by the specification, the State will reimburse the supplier, as an addition to the purchase price, in an amount not exceeding the standard premium on such bond.

10. Discounts

In connection with any discount offered, except when provision is made for a testing period preceding acceptance by the State, time will be computed from date of delivery of the supplies or equipment as specified, or from date correct invoices are received in the office specified by the State if the latter date is later than the date of delivery. When provision is made for a testing period preceding acceptance by the State, date of delivery shall mean the date the supplies or equipment are accepted by the State during the specified testing period. Payment is deemed to be made, for the purpose of earning the discount, on the date of mailing the State warrant or check.

Cash discounts offered by bidders for the prompt payment of invoices will not be considered in evaluating offers for award purposes; however, all offered discounts will be taken if the payment is made within the discount period, even though not considered in the evaluation of offers.

11. Joint Bids

A joint bid (two or more bidders quoting jointly on one bid) may be submitted and each participating bidder must sign the joint bid. If the contract is awarded to joint bidders, it shall be one indivisible contract. Each joint contractor will be jointly and severally responsible for the performance of the entire contract, and the joint bidders must designate, in writing, one individual having authority to represent them in all matters relating to the contract. The State assumes no responsibility or obligation for the division of orders or purchases among joint contractors.

12. Air or Water Pollution Violations

Unless the contract is less than $25,000 or with a non-competitively bid contractor, Government Code Section 4477 prohibits the State from contracting with a person, including a corporation or other business association, who has been determined to be in violation of any state or federal air or water pollution control law.

Prior to an award, the State shall ascertain if the intended awardee is a person included in notices from the Boards. In the event of any doubt of the intended awardee's identity or status as a person who is in violation of any state or federal air or water pollution law, the State will notify the appropriate Board of the proposed award and afford the Board the opportunity to advise the Department that the intended awardee is such a person.

No award will be made to a person who is identified either by the published notices or by advice, as a person in violation of state or federal air or water pollution control laws.

13. Fair Employment and Housing Commission Regulations

The California Government Code Section 12990 requires all State contractors to have implemented a Nondiscrimination Program before entering into any contract with the State. The Department of Fair Employment and Housing (DFEH) randomly selects and reviews State contractors to ensure their compliance with the law. DFEH periodically disseminates a list of suppliers who have not complied. Any supplier so identified is ineligible to enter into any State contract.

14. Exclusion for Conflict of Interest

No consultant shall be paid out of State funds for developing recommendations on the acquisition of information technology (IT) products or services or assisting in the preparation of a feasibility study, if that consultant is to be a source of such acquisition or could otherwise directly and/or materially benefit from State adoption of such recommendations or the course of action recommended in the feasibility study. Further, no consultant shall be paid out of State funds for developing recommendations on the disposal of State surplus IT products, if that consultant would directly and/or materially benefit from State adoption of such recommendations.

15. Seller's Permit

This RFP is subject to all requirements set forth in Sections 6452, 6487, 7101 and 18510 of the Revenue and Taxation Code, and Section 10295 of the Public Contract Code, requiring suppliers to provide a copy of their retailer's seller's permit or certification of registration, and, if applicable, the permit or certification of all participating affiliates issued by the State of California's Board of Equalization. Unless otherwise specified in this RFP, a copy of the retailer's seller's permit or certification of registration, and, if applicable, the permit or certification of all participating affiliates, must be submitted within five (5) State business days of the State's request. Failure of the supplier to comply by supplying the required documentation will cause the supplier's bid to be considered nonresponsive and the bid rejected.

16. Disclosure of Financial Interests

Proposals in response to State procurements for assistance in preparation of feasibility studies or the development of recommendations for the acquisition of IT products and services must disclose any financial interests (for example, service contract, Original Equipment Manufacturer (OEM) agreements, and remarketing agreements) that may foreseeably allow the individual or organization submitting the proposal to materially benefit from the State's adoption of a course of action recommended in the feasibility study or the acquisition recommendations. If, in the State's judgment, the financial interest will jeopardize the objectivity of the recommendations, the State may reject the proposal.

17. Unfair Practices Act and Other Laws

Bidder warrants that its bid complies with the Unfair Practices Act (Business and Professions Code Section 17000 et seq.) and all applicable State and Federal laws and regulations.

## C. BIDDING STEPS

1. General

The procurement process to be used in this acquisition is composed of at least one phase of bid development. **REFER TO SECTION I TO DETERMINE WHICH PHASES AND STEPS ARE INCLUDED IN THIS RFP. REFERENCES IN THIS SECTION II TO STEPS NOT INCLUDED IN SECTION I ARE NOT APPLICABLE TO THIS RFP.** There is always a Final Phase, which may include a Draft Bid and revisions, and will always include a Final Bid. Prior to the Final Phase, there may be a Compliance Phase. The possible steps of the Compliance Phase are a Conceptual Proposal, Detailed Technical Proposal and revisions of either or both. A description of these phases and their steps follows.

The Final Bid is a mandatory step for all bidders; all other steps are optional. However, all bidders are strongly encouraged to follow the scheduled steps of this procurement to increase the chance of submitting a compliant Final Bid. **Cost submitted in any submission other than the Final Bid may preclude the bidder from continuing in the process.**

2. Compliance Phase

The Compliance Phase is an iterative, conversational mode of proposal and contract development. It requires the State, working together in confidence with each bidder, to assess and discuss the viability and effectiveness of the bidder's proposed methods of meeting the State's needs as reflected in the RFP. It is a departure from the rigid "either accept or reject" philosophy of traditional competitive bidding, yet it is highly competitive in nature. It provides the flexibility needed for the bidder to test a solution prior to formal submittal of the Final Bid, and it facilitates the correction of defects before they become fatal to the bid. The steps include the submission of a Conceptual Proposal by the bidder, Confidential Discussions of the bidder's Conceptual Proposal(s) and State review of and verbal feedback on the Conceptual Proposal.

a. Conceptual Proposal

The Conceptual Proposal is included for the purpose of allowing each bidder to provide a general concept of a proposal with just enough detail to enable the State to determine if the bidder is on the right track toward meeting the EDR requirements as stated in the RFP. This step invites the bidder to be as innovative as the EDR requirements in the RFP allow.

b. Detailed Technical Proposal

Not Applicable

c. Evaluation of Proposals and Discussion Agenda

Upon receipt of the Conceptual Proposals, the State will review each proposal in accordance with the EDR requirements in Section VI and the architecture in Section IV of the EDR RFP for the purpose of identifying areas in which the proposal may be nonresponsive to a requirement, is otherwise defective, or requires additional detail or clarification in order for the State to fully understand the ramifications of the bidder's proposal. As a result of this review, the State will prepare an agenda of items to be discussed with the bidder, and will transmit the agenda to the bidder two business days before the scheduled Confidential Discussions meeting.

d. Pre-Draft Confidential Discussion with Each Bidder

In accordance with the agenda for the Confidential Discussions meeting, the State will meet with each bidder for the purpose of discussing the Conceptual Proposal and providing feedback. The bidder may bring to the discussion those persons who may be required to overview the proposal and receive the feedback. As the first order of business, the bidder will be asked to give a short overview of the Conceptual Proposal. To the maximum extent practical, the bidder will address the topics and questions if any identified by the State and expressed in the meeting agenda, and should be prepared to answer any questions that may arise as a result of the presentation.

The State will not make counter proposals to a bidder's Conceptual Proposal. The State will only identify its concerns, ask for clarification, and express its reservations if a particular requirement of the RFP does not appear, in the opinion of the State, to be appropriately satisfied. The primary purpose of this feedback is to ensure that the bidder's Final Proposal will be responsive.

e. Discussion Memorandum

Not applicable.

f. Rejection of Bidder's Proposal

Not applicable.

g. Submission of Amended Proposal

Not applicable.

3. Final Phase

The purpose of the Final Phase is to obtain bids that are responsive in every respect. This phase may include a Draft Bid and will always include a Final Bid, as described below:

a. Draft Bid

The purpose of the Draft Bid is to provide the State with an "almost final" bid in order to identify any faulty administrative aspect of the bid which, if not corrected, could cause the Final Bid to be rejected for ministerial reasons.

The Draft Bid should correspond to submittals and agreements of the Compliance Phase, if required, and must be complete in every respect as required by the RFP section on PROPOSAL FORMAT, except cost. **The inclusion of cost information in the Draft Bid may be a basis for rejecting the bid and notifying the bidder that further participation in the procurement is prohibited.**

REVIEW OF THE DRAFT BID BY THE STATE MAY INCLUDE CONFIDENTIAL DISCUSSIONS WITH INDIVIDUAL BIDDERS AND WILL PROVIDE FEEDBACK TO THE BIDDER PRIOR TO SUBMITTAL OF THE FINAL PROPOSAL. IF NO SUCH DISCUSSION STEP IS INCLUDED IN THE KEY ACTION DATES THEN THE REVIEW OF THE DRAFT BID DOES NOT INCLUDE ANY ASSESSMENT OF THE BID'S RESPONSIVENESS TO THE REQUIREMENTS OF THE RFP. Regardless of the inclusion of a confidential discussion, the State will notify the bidder of any defects it has detected in the Draft Bid, or of the fact that it did not detect any such defects. Such notification is intended to minimize the risk that the Final Bid will be deemed defective; however, THE STATE WILL NOT PROVIDE ANY WARRANTY THAT ALL DEFECTS HAVE BEEN DETECTED AND THAT SUCH NOTIFICATION WILL NOT PRECLUDE REJECTION OF THE FINAL BID IF SUCH DEFECTS ARE LATER FOUND.

If the State finds it necessary, the State may call for revised Draft Bid submittals, or portions thereof. The bidder will be notified of defects discovered in these submittals as well. Again THE STATE WILL NOT PROVIDE ANY WARRANTY THAT ALL DEFECTS HAVE BEEN DETECTED AND THAT SUCH NOTIFICATION WILL NOT PRECLUDE REJECTION OF THE FINAL BID IF SUCH DEFECTS ARE LATER FOUND.

b. Final Bid

The Final Bid must be complete, including all cost information, required signatures, contract language changes agreed to in writing and corrections to those defects noted by the State in its review of the Draft Bid. If required in the RFP section PROPOSAL FORMAT, cost data (as identified in the above referenced section) must be submitted under separate, sealed cover. CHANGES THAT APPEAR IN THE FINAL BID, OTHER THAN CORRECTION

OF DEFECTS, INCREASE THE RISK THAT THE FINAL BID MAY BE FOUND DEFECTIVE.

4. Confidentiality

FINAL BIDS ARE PUBLIC UPON OPENING; HOWEVER, THE CONTENTS OF ALL PROPOSALS, DRAFT BIDS, CORRESPONDENCE, AGENDA, MEMORANDA, WORKING PAPERS, OR ANY OTHER MEDIUM WHICH DISCLOSES ANY ASPECT OF A BIDDER'S PROPOSAL SHALL BE HELD IN THE STRICTEST CONFIDENCE UNTIL NOTICE OF INTENT TO AWARD. BIDDERS SHOULD BE AWARE THAT MARKING A DOCUMENT "CONFIDENTIAL" OR "PROPRIETARY" IN A FINAL BID MAY EXCLUDE IT FROM CONSIDERATION FOR AWARD AND WILL NOT KEEP THAT DOCUMENT FROM BEING RELEASED AFTER NOTICE OF INTENT TO AWARD AS PART OF THE PUBLIC RECORD, UNLESS A COURT HAS ORDERED THE STATE NOT TO RELEASE THE DOCUMENT. THE CONTENT OF ALL WORKING PAPERS AND DISCUSSIONS RELATING TO THE BIDDER'S PROPOSAL SHALL BE HELD IN CONFIDENCE INDEFINITELY UNLESS THE PUBLIC INTEREST IS BEST SERVED BY AN ITEM'S DISCLOSURE BECAUSE OF ITS DIRECT PERTINENCE TO A DECISION, AGREEMENT OR THE EVALUATION OF THE BID. ANY DISCLOSURE OF CONFIDENTIAL INFORMATION BY THE BIDDER IS A BASIS FOR REJECTING THE BIDDER'S PROPOSAL AND RULING THE BIDDER INELIGIBLE TO FURTHER PARTICIPATE. ANY DISCLOSURE OF CONFIDENTIAL INFORMATION BY A STATE EMPLOYEE IS A BASIS FOR DISCIPLINARY ACTION, INCLUDING DISMISSAL FROM STATE EMPLOYMENT, AS PROVIDED BY GOVERNMENT CODE SECTION 19570 ET SEQ. TOTAL CONFIDENTIALITY IS PARAMOUNT; IT CANNOT BE OVER EMPHASIZED.

5. Submission of Proposals and Bids

The instructions contained herein apply to the Final Bid. They also apply to the Conceptual Proposal, Detailed Technical Proposal, and Draft Bid, except as noted.

a. Preparation

Proposals and bids are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. EMPHASIS SHOULD BE CONCENTRATED ON CONFORMANCE TO THE RFP INSTRUCTIONS, RESPONSIVENESS TO THE RFP REQUIREMENTS, AND ON COMPLETENESS AND CLARITY OF CONTENT.

As stated above, the State's evaluation of Conceptual Proposals is preliminary, and the review of Draft Bids is cursory. Therefore, bidders are cautioned to not rely on the State, during these evaluations and reviews, to discover and report to the bidders all defects and errors in the submitted documents. Before submitting

each document, the bidder should carefully proof it for errors and adherence to the RFP requirements.

b. Bidder's Cost

Costs for developing proposals and bids are the responsibility entirely of the bidder and shall not be chargeable to the State.

c. Completion of Proposals and Bids

Proposals and bids must be complete in all respects as required by the RFP section on PROPOSAL FORMAT. A Final Bid may be rejected if it is conditional or incomplete, or if it contains any alterations of form or other irregularities of any kind. A Final Bid must be rejected if any such defect or irregularity constitutes a material deviation from the RFP requirements. The Final Bid must contain all costs required by the RFP sections on COST and PROPOSAL FORMAT, setting forth a unit price and total price for each unit price item, and a total price for each lump sum price item in the schedule, all in clearly legible figures. If required in the RFP section PROPOSAL FORMAT, cost data (as identified in the above referenced section) must be submitted under separate, sealed cover. Draft Bids must contain all information required in the Final Bid **except cost**. Exhibit II-A at the end of this Section II entitled COMPETITIVE BIDDING AND PROPOSAL RESPONSIVENESS emphasizes the requirements of competitive bidding and contains examples of common causes for rejection of bids. Bidders are encouraged to review this exhibit.

d. False or Misleading Statements

Bids which contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the bidder, may be rejected. If, in the opinion of the State, such information was intended to mislead the State in its evaluation of the bid, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the bid.

e. Signature of Bid

A cover letter (which shall be considered an integral part of the Final Bid) and Standard Agreement Form 213 (as directed in Section XI, Contract) shall be signed by an individual who is authorized to bind the bidding firm contractually. The signature block must indicate the title or position that the individual holds in the firm. An unsigned Final Bid shall be rejected.

The Draft Bid must also contain the cover letter and Form 213, or Bid Form, similarly prepared, including the title of the person who will sign, but need not contain the signature. The Conceptual Proposal need not contain the cover letter and Form 213, or Bid Form.

f. Delivery of Proposals and Bids

Mail or deliver proposals and bids to the Procurement Official listed in Section I. If mailed, it is suggested that you use certified or registered mail with return

receipt requested as delivery of documents is at the bidder's own risk of untimely delivery and lost mail.

Proposals and bids must be received in the number of copies stated in the RFP section on PROPOSAL FORMAT and not later than the dates and times specified in Section I and in the individual schedules provided the bidders. One copy must be clearly marked "Master Copy." All copies of proposals and bids must be under sealed cover which is to be plainly marked "CONCEPTUAL PROPOSAL," "DRAFT BID," or "FINAL BID" for RFP FTB-0910-C001". Also, the sealed cover (envelope) of all submittals, except the Final Bid, should be clearly marked "CONFIDENTIAL," and shall state the scheduled date and time for submission. Bidders should be aware that marking the Final Bid "confidential" or "proprietary" may exclude it from consideration for award. Proposals and Draft Bids not submitted under sealed cover will be returned for sealing. Final Bids not received by the date and time specified in Section I, or not sealed, will be rejected. **If required in the RFP section PROPOSAL FORMAT, all cost data (as identified in the above referenced section) must be submitted under separate, sealed cover and clearly marked "COST DATA." If cost data is required to be submitted separately sealed, and is not submitted in this manner, the bid will be rejected.** Proposals and bids submitted under improperly marked covers may be rejected. If discrepancies are found between two or more copies of the proposal or bid, the proposal or bid may be rejected. However, if not so rejected, the Master Copy will provide the basis for resolving such discrepancies. If one copy of the Final Bid is not clearly marked "Master Copy," the State may reject the bid; however, the State may at its sole option select, immediately after bid opening, one copy to be used as the Master Copy.

g. Withdrawal and Resubmission/Modification of Proposals and Bids

A bidder may withdraw its Conceptual Proposal or Draft Bid at any time by written notification. A bidder may withdraw its Final Bid at any time prior to the bid submission date and time specified in Section I by submitting a written notification of withdrawal signed by the bidder authorized in accordance with Paragraph C-5-e, Signature of Bid. The bidder may thereafter submit a new or modified bid prior to such bid submission date and time. Modification offered in any other manner, oral or written, will not be considered. Other than as allowed by law, Final Bids cannot be changed or withdrawn after the date and time designated for receipt, except as provided in Paragraph 7.d. of this section.

6. Rejection of Bids

The State may reject any or all bids and may waive any immaterial deviation or defect in a bid. The State's waiver of any immaterial deviation or defect shall in no way modify the RFP documents or excuse the bidder from full compliance with the RFP specifications if awarded the contract.

7. Evaluation and Selection Process

a. General

Proposals and bids will be evaluated according to the procedures contained in the RFP section on EVALUATION. Special instructions and procedures apply to Conceptual Proposals and Draft Bids.

b. Evaluation Questions

During the evaluation and selection process, the State may desire the presence of a bidder's representative for answering specific questions, orally and/or in writing. During the evaluation of Final Bids, the State may ask the bidder to clarify their submitted information but will not allow the bidder to change their bid.

c. Demonstration

This procurement may require a demonstration of the bidder's response to specific requirements (including benchmark requirements) before final selection in order to verify the claims made in the bid, corroborate the evaluation of the bid, and confirm that the hardware and software are actually in operation; in which case prior notice will be given. The bidder must make all arrangements for demonstration facilities at no cost to the State. The location of the demonstration will be determined by the bidder; however, its performance within California is preferred and will be attended at the State's expense. Demonstration outside California will be attended only if approved by the State and the bidder agrees to reimburse the State for travel and per diem expenses. The State reserves the right to determine whether or not a demonstration has been successfully passed. See Section on DEMONSTRATIONS for additional information.

d. Errors in the Final Bid

An error in the Final Bid may cause the rejection of that bid; however, the State may at its sole option retain the bid and make certain corrections.

In determining if a correction will be made, the State will consider the conformance of the bid to the format and content required by the RFP, and any unusual complexity of the format and content required by the RFP.

(1) If the bidder's intent is clearly established based on review of the complete Final Bid submittal, the State may at its sole option correct an error based on that established intent.

(2) The State may at its sole option correct obvious clerical errors.

(3) The State may at its sole option correct discrepancy and arithmetic errors on the basis that if intent is not clearly established by the complete bid submittal the Master Copy shall have priority over additional copies, the bid narrative shall have priority over the contract, the contract shall have priority

over the cost sheets, and within each of these, the lowest level of detail will prevail. If necessary, the extensions and summary will be recomputed accordingly, even if the lowest level of detail is obviously misstated. The total price of unit-price items will be the product of the unit price and the quantity of the item. If the unit price is ambiguous, unintelligible, uncertain for any cause, or is omitted, it shall be the amount obtained by dividing the total price by the quantity of the item.

(4) The State may at its sole option correct errors of omission, and in the following four situations, the State will take the indicated actions if the bidder's intent is not clearly established by the complete bid submittal.

(a) If an item is described in the narrative and omitted from the contract and cost data provided in the bid for evaluation purposes, it will be interpreted to mean that the item will be provided by the bidder at no cost.

(b) If a minor item is not mentioned at all in the Final Bid and is essential to satisfactory performance, the bid will be interpreted to mean that the item will be provided at no cost.

(c) If a major item is not mentioned at all in the Final Bid, the bid will be interpreted to mean that the bidder does not intend to supply that item.

(d) If a major item is omitted, and the omission is not discovered until after contract award, the bidder shall be required to supply that item at no cost.

The determination of whether an item is minor or major is the responsibility of the State.

(5) If a bidder does not follow the instructions for computing costs not related to the contract (such as, State personnel costs), the State may reject the bid, or at its sole option, recompute such costs based on instructions contained in the RFP.

If the recomputations or interpretations, as applied in accordance with this section, subparagraph d, result in significant changes in the amount of money to be paid to the bidder (if awarded the contract) or in a requirement of the bidder to supply a major item at no cost, the bidder will be given the opportunity to promptly establish the grounds legally justifying relief from its bid.

IT IS ABSOLUTELY ESSENTIAL THAT BIDDERS CAREFULLY REVIEW THE COST ELEMENTS IN THEIR FINAL BID, SINCE THEY WILL NOT HAVE THE OPTION TO CORRECT ERRORS AFTER THE TIME FOR SUBMITTAL.

(6) In the event an ambiguity or discrepancy between the general requirements described in Section IV (EDR Proposed Solution) and the specific requirements set forth in Section VI (Requirements) is detected after

the opening of bids, Section VI, and the bidder's response thereto, shall have priority over Section IV, and the bidder's response thereto. Refer to Paragraph B-2 regarding immediate notification to State contact when ambiguities, discrepancies, and omissions, are discovered.

(7) At the State's sole discretion it may declare the Final Bid to be a Draft Bid in the event that the State determines that Final Bids from all bidders contain material deviations. Bidders may not protest the State's determination that all bids have material deviations. If all bids are declared noncompliant, the State may issue an addendum to the RFP. Should this occur, confidential discussions will be held with bidders who are interested in continuing to be considered. Each bidder will be notified of the due date for the submission of a new Final Bid to the State. This submission must conform to the requirements of the original RFP as amended by any subsequent addenda. The new Final Bids will be evaluated as required by Section IX, Evaluation.

8. Award of Contract

Award of contract, if made, will be in accordance with the RFP section on EVALUATION to a responsible bidder whose Final Bid complies with all the requirements of the RFP documents and any addenda thereto, except for such immaterial defects as may be waived by the State. Award, if made, will be made within 365 days after the scheduled date from Final Proposal Due Date as specified in Section I; however, a bidder may extend the offer beyond 365 days in the event of a delay of contract award.

The State reserves the right to determine the successful bidder(s) either on the basis of individual items or on the basis of all items included in its RFP, unless otherwise expressly provided in the State's RFP. Unless the bidder specifies otherwise in its bid, the State may accept any item or group of items of any bid. The State reserves the right to modify or cancel in whole or in part its RFP.

Written notification of the State's intent to award will be made to all bidders submitting a Final Bid.

9. Debriefing

A debriefing may be held after contract award at the request of any bidder for the purpose of receiving specific information concerning the evaluation. The discussion will be based primarily on the technical and cost evaluations of the bidder's Final Bid. A debriefing is not the forum to challenge the RFP specifications or requirements.

## D. CONTRACTUAL INFORMATION

1. Contract Form

The State has model contract forms to be used by State agencies when contracting for information technology (IT) goods and services. The model contract(s) appropriate for the specific requirements of this RFP are included in the RFP.

2. Term of Contract

The State intends to retain the required goods and services for at least the period specified elsewhere in this RFP. Ideally, the term of the contract will be for the specified period. If the State requires the contract to be terminated during the contract period, such a requirement will be specified in the RFP section on ADMINISTRATIVE REQUIREMENTS.

## E. OTHER INFORMATION

1. Protests

Before a protest is submitted regarding any issue other than selection of the "successful bidder," the bidder must make full and timely use of the procedures described in this Section II to resolve any outstanding issue(s) between the bidder and the State. This procurement procedure is designed to give the bidder and the State adequate opportunity to submit questions and discuss the requirements, before the Final Bid is due. The protest procedure is made available in the event that a bidder cannot reach a fair agreement with the State after exhausting these procedures. There are two types of protests: requirements (initial) protests and award protests. A protest shall be submitted according to the procedure below. Protests regarding any issue other than selection of the "successful bidder" are requirements protests and will be heard and resolved by the Deputy Director of the Department of General Services, Procurement Division, whose decision will be final.

Initial protests concerning the evaluation, requirements, recommendation, or other aspects of the selection process must be submitted to the Procurement Official (See Section 1.D) as promptly as possible, but not later than the respective time and date in the Key Action Dates specified in Section I, Introduction, for such protest. When sending a hardcopy Intent, certified or registered mail should be used unless delivered in person, in which case the protester should obtain a receipt of delivery. However, a fax is acceptable.

An award protest is where a bidder has submitted a bid which it believes to be totally responsive to the requirements of the RFP and to be the bid that should have been selected according to the evaluation procedure in the Section IX on EVALUATION and the bidder believes the State has incorrectly selected another bidder for award. For this situation, the bidder may submit a protest of the selection as described below.

## IMPORTANT NOTICE TO BIDDERS

## RFP-FTB-0910-C001

This solicitation/acquisition is being conducted under the provisions of the Alternative Protest Process (Public Contract Code Section 12125, et seq.) By submitting a bid proposal to this solicitation, the bidder consents to participation in the Alternative Protest Process, and agrees that all protests of the proposed award shall be resolved by binding arbitration pursuant to the California Code of Regulations, Title 1, Division 2, Chapter 5. The link to the regulations is:

http://www.oah.dgs.ca.gov/Laws/bidprotestRegs.htm#1400

During the protest period, any participating bidder may protest the proposed award on the following grounds:

1. For major information technology acquisitions – that there was a violation of the solicitation procedure(s) and that the protesting bidder's bid should have been selected; or

2. For any other acquisition – that the protesting bidder's bid or proposal should have been selected in accordance with the selection criteria in the solicitation document.

A Notice of Intent to Award for this solicitation will be publicly posted in the Procurement Division reception area and sent via facsimile to any bidder who made a written request for notice and provided a facsimile number. Bidder is to send the notice of protest to:

**Alternative Protest Process Coordinator**
**Dispute Resolution Unit**
**Department of General Services**
**Procurement Division**
**707 Third Street, 2nd Floor**
**West Sacramento, CA 95605**
**Voice: (916) 375-4587 Fax: (916) 375-4611**

A written Notice of Intent to Protest the proposed award of this solicitation must be received (facsimile acceptable) by the Coordinator before the close of business 5 p.m. PST/PDT on the 2nd working day following public posting. Failure to submit a timely, written Notice of Intent to Protest waives bidder's right to file a protest. Within seven (7) working days after the last day to submit a Notice of Intent to Protest, the Coordinator must receive from the protesting bidder, the complete protest filing to include the detailed written statement of protest, filing fee and deposit or small business certification as applicable. Untimely submission of the complete protest filing waives the bidder's right to protest.

**Protest bond requirement:** Bond amount for this Alternative Protest Process Project shall be ten (10) percent of the bidder's estimated contract value as submitted per bidder's Section VII, Appendix A, Worksheet VII.A.1-EDR Project Contract Cost and Benefits Summary (column G, row 4 of the worksheet) and 5 One-Year Maintenance and Operations Contract Options (column G, row 11 of the worksheet) . See California Code of Regulations, Title 1, Section 1418.

2. Disposition of Proposals and Bids

All materials submitted in response to this RFP will become the property of the State of California and will be returned only at the State's option and at the bidder's expense. At a minimum, the Master Copy of the Final Bid shall be retained for official files and will become a public record after the Notification of Intent to Award as specified in Section I, KEY ACTION DATES. However, materials the State considers confidential information (such as confidential financial information submitted to show bidder responsibility) will be returned upon request of the bidder.

3. Contacts for Information

Bidders may contact the Department Contact listed in Section I for visits to the physical installation for purposes of familiarization and evaluation of the current processes. Visits shall be made by appointment only, during normal business hours, and will be limited to the Department Contact listed in Section I or the Contact's designee. Visits shall be permitted to the extent that they do not unduly interfere with the conduct of State business.

Oral communications of department officers and employees concerning this RFP shall not be binding on the State and shall in no way excuse the bidder of any obligations set forth in this RFP.

**EXHIBIT II-A**

## COMPETITIVE BIDDING AND PROPOSAL RESPONSIVENESS

The purpose of competitive bidding is to secure public objectives in the most effective manner and avoid the possibilities of graft, fraud, collusion, etc. Competitive bidding is designed to benefit the public body (the State, in the present context), and is not for the benefit of the bidders. It is administered to accomplish its purposes with sole reference to the public interest. It is based upon full and free bidding to satisfy State specifications, and acceptance by the State of the most effective solution to the State's requirements, as determined by the evaluation criteria contained in the RFP.

Competitive bidding is not defined in any single statute but is more in the nature of a compendium of numerous court decisions. From such court decisions, the following rules have evolved, among others:

1. Request for Proposals must provide a basis for full and fair competitive bidding among bidders on a common standard, free of restrictions tending to stifle competition.

2. The State may modify the RFP, prior to the date fixed for Contract Award, by issuance of an addendum to all parties who are bidders.

3. To have a valid bid, the bid must respond and conform to the invitation, including all the documents which are incorporated therein. A bid which does not literally comply may be rejected.

4. For a variance between the request for bids and the bid to be such as to preclude acceptance (the bid must be rejected), the variance or deviation must be a material one.

5. State agencies usually have the express or implied right to reject any and all bids in the best interests of the State. Bids cannot, however, be selectively rejected without cause.

6. Bids cannot be changed after the time designated for receipt and opening thereof. Other than allowed by law, no negotiation as to the scope of the work, amount to be paid, or contractual terms is permitted. However, this does not preclude the State from clarifying the bidder’s intent by asking questions and considering answers.

7. A competitive bid, once opened and declared, is in the nature of an irrevocable option and a contract right of which the public agency cannot be deprived without its consent, unless the requirements for rescission are present. All bids become public documents.

8. Bids cannot be accepted "in part," unless the invitation specifically permits such an award.

9. Contracts entered into through the competitive bidding process cannot later be amended, unless the Invitation for Bids includes a provision, to be incorporated in the contract awarded, providing for such amendment.

**EXHIBIT II-A (Continued)**

Since competitive procurement became the required method for securing certain IT goods or services, the State has received a number of bids which were deemed to be nonresponsive to the Invitation for Bids or which could not be considered as valid bids within the competitive bidding procedures. Nonresponsive bids or bids which contain qualifications must be rejected. Many of the causes for rejection arise from either an incomplete understanding of the competitive bidding process or administrative oversight on the part of the bidders. The following examples are illustrative of more common causes for rejection of bids. These examples are listed to assist potential bidders in submission of responsive bids.

1. A bid stated, "The prices stated within are for your information only and are subject to change."
2. A bid stated, "This proposal shall expire thirty (30) days from this date unless extended in writing by the ____ Company." (In this instance award was scheduled to be approximately 45 days after bid submittal date.)
3. A bid for lease of IT equipment contained lease plans of a duration shorter than that which had been requested in the RFP.
4. A personal services contract stated, "___ , in its judgment, believes that the schedules set by the State are extremely optimistic and probably unobtainable. Nevertheless, _ will exercise its best efforts..."
5. A bid stated, "This proposal is not intended to be of a contractual nature."
6. A bid contained the notation "prices are subject to change without notice."
7. A bid was received for the purchase of IT equipment with unacceptable modifications to the Purchase Contract.
8. A bid for lease of IT equipment contained lease plans of a duration longer than that which had been requested in the RFP with no provision for earlier termination of the contract.
9. A bid for lease of IT equipment stated, "...this proposal is preliminary only and the order, when issued, shall constitute the only legally binding commitment of the parties."
10. A bid was delivered to the wrong office.
11. A bid was delivered after the date and time specified in the RFP.
12. An RFP required the delivery of a performance bond covering 25 percent of the proposed contract amount. The bid offered a performance bond to cover "x" dollars which was less than the required 25 percent of the proposed contract amount.
13. A bid did not meet contract goal for DVBE participation and did not follow the steps required by the bid to achieve a "good faith effort."
14. A bid appeared to meet contract goal for DVBE participation with the dollars submitted, but the supplier had miscalculated the bid costs. When these corrections were made by the State, the supplier's price had increased and the dollars committed for DVBE participation no longer met goal. The supplier had not followed the steps to achieve a "good faith effort."

**EXHIBIT II-B**

# CALIFORNIA CODE OF REGULATIONS, TITLE 1, DIVISION 2, CHAPTER 5

**California Code of Regulations, Title 1, Division 2.**

**Chapter 5. Procedures for Conducting Protests Under the Alternative Protest Process**

**Article 1. General Provisions**

**§1400. Purpose; Scope of Chapter.**

Protests under the Alternative Protest Pilot Project (AB 1159, Chapter 762 of 1997 Statutes, Public Contract Code Division 2, Part 2, Chapter 3.6 (sections 12125-12130)) shall be resolved by arbitration as defined and established by this chapter.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New chapter 5 (articles 1-3), article 1 (sections 1400-1404) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1402. Definitions.**

(a) Arbitration, as used in this chapter, means a dispute resolution procedure in which the Department of General Services, Office of Administrative Hearings provides a neutral third party who decides the merits of a protest and issues a binding decision to the Parties.

(b) Awardee includes Proposed Awardee and means the person or entity that was a successful bidder to a Solicitation and has been, or is intended to be, awarded the contract.

(c) Close of Business, as used in this chapter, means 5p.m. Pacific Standard Time (PST) or Pacific Daylight Time (PDT), as applicable.

(d) Contracting Department means either Procurement or the department which has applied and been approved by the Department of General Services to conduct the Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130.).

(e) Coordinator means the person designated as the Alternative Protest Pilot Project Coordinator by the Department of General Services, Procurement Division, to coordinate all aspects of the Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130).

(f) Estimated Contract Value means the value of Protestant's proposal.

(g) Frivolous means a protest with any or all of the following characteristics:

(1) It is wholly without merit.

(2) It is insufficient on its face.

(3) The Protestant has not submitted a rational argument based upon the evidence or law which supports the protest.

(4) The protest is based on grounds other than those specified in section 1410.

(h) Major Information Technology Acquisition means the purchase of goods or services, or both, by a state agency, through contract, from non-governmental sources, that has significant mission criticality, risk, impact, complexity, or value attributes or characteristics. Pursuant to subdivision (e) of Section 11702 of the Government Code, these purchases shall include, but not be limited to, all electronic technology systems and services, automated information handling, system design and analysis, conversion of data, computer programming, information storage and retrieval, telecommunications that include voice, video, and data communications, requisite system controls, simulation, electronic commerce, and all related interactions between people and machines.

(i) OAH means the Department of General Services, Office of Administrative Hearings.

(j) Party means the Procurement Division of the Department of General Services, the Contracting Department, the Awardee, and Protestant(s).

(k) Procurement means the Procurement Division of the Department of General Services.

(l) Protestant means a person or entity that was an unsuccessful bidder to a Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130) and that protests the award.
(m) Small Business means a Certified California Small Business, pursuant to Government Code Division 3, Part 5.5, Chapter 6.5 (commencing with section 14835) and Title 2, California Code of Regulations, section 1896.
(n) Solicitation means the document that describes the goods or services to be purchased, details the contract terms and conditions under which the goods or services are to be purchased, and establishes the method of evaluation and selection.
(o) Solicitation File means the Solicitation and the documents used by the Contracting Department in the Solicitation process, including documents used to evaluate bidders and select a Proposed Awardee. The Solicitation File shall remain available to the public except information that is confidential or proprietary.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Section 11702, Government Code; and Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1404. Notice of Intent to Award Contract.**

The Contracting Department shall post a Notice of Intent to Award Contract in a public place specified in the Solicitation, send rejection facsimiles to rejected bidders, and send Notice of Intent to Award Contract facsimiles to any bidder who made a written request for notice and provided a facsimile number. The Contracting Department shall indicate that the Solicitation File is available for inspection. The Contracting Department has the discretion to award a contract immediately, upon approval by the Director of the Department of General Services and, if the Solicitation was for a Major Information Technology Acquisition, the Director of the Department of Information Technology.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

## Article 2. Protest Procedure

**§1406. Notice of Intent to Protest; Service List.**

(a) An unsuccessful bidder who intends to protest the awarded contract pursuant to this chapter must inform the Coordinator. The Notice of Intent to Protest must be in writing and must reach the Coordinator within the number of days specified in the Solicitation, which shall be not less than 1 working day and not more than 5 working days after the posting of the Notice of Intent to Award Contract, as specified in the Solicitation. Failure to give written notice by Close of Business on that day shall waive the right to protest.
(b) On the day after the final day to submit a Notice of Intent to Protest, the Coordinator shall make a service list consisting of those bidders who did submit a Notice of Intent to Protest, the Awardee, and the Contracting Department. The Coordinator shall include addresses and facsimile numbers on this list and shall forward this service list to those bidders who submitted a Notice of Intent to Protest.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New article 2 (sections 1406-1418) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1408. Filing a Protest.**

(a) A protest is filed by the submission of: the Detailed Written Statement of Protest and any exhibits specified in section 1412; a check or money order made payable to the Office of Administrative Hearings for the OAH filing fee of $50; and the arbitration deposit as specified in subsection (c) or (d) to the Coordinator by the Close of Business on the 7th working day after the time specified in the Solicitation for written Notice of Intent to Protest under section 1406. A copy of the Detailed Written Statement of Protest and exhibits must also be served on all Parties named in the service list as specified in section 1406. A Protestant who fails to comply with this subsection waives Protestant's right to protest.
(b) Protestant(s) must provide a FAX (facsimile) number. Notification by facsimile is sufficient for service. If the Detailed Written Statement of Protest is sent to the Coordinator by facsimile, Protestant must:
(1) Verify that the pages sent were all received by the Coordinator; and
(2) Remit the required deposit and filing fee to Coordinator by any reasonable means. If sending via carrier, the postmark date or equivalent shall be used to determine timeliness.
(c) Each Protestant not certified as a Small Business shall make a deposit of the estimated arbitration costs, by check or money order made payable to the Office of Administrative Hearings, as determined by the Estimated Contract Value.
(1) For contracts up to $100,000.00, the deposit shall be $1500.00.
(2) For contracts of $100,000.00 up to $250,000.00, the deposit shall be $3,000.00.
(3) For contracts of $250,000.00 up to $500,000.00, the deposit shall be $5,000.00.
(4) For contracts of $500,000.00 and above, the deposit shall be $7,000.00.
(5) Failure to remit a timely required deposit waives the right of protest.
(6) Any refund to Protestant(s) shall be made per section 1436.
(d) Each Protestant certified as a Small Business shall submit a copy of the Small Business Certification in lieu of the deposit specified in subsection (c). If Protestant is a Small Business and the protest is denied by the arbitrator, the Contracting Department shall collect the costs of the arbitration from Protestant. If Protestant does not remit the costs due, the Contracting Department may offset any unpaid arbitration costs from other contracts with Protestant and/or may declare Protestant to be a non-responsible bidder on subsequent solicitations.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1410. Grounds for Protest.**

(a) The Public Contract Code, at section 12126(d) provides: Authority to protest under this chapter shall be limited to participating bidders.
(1) Grounds for Major Information Technology Acquisition protests shall be limited to violations of the Solicitation procedures and that the Protestant should have been selected.
(2) Any other acquisition protest filed pursuant to this chapter shall be based on the ground that the proposal or proposal should have been selected in accordance with selection criteria in the Solicitation document.
(b) The burden of proof for protests filed under this chapter is preponderance of the evidence, and Protestant(s) must bear this burden.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1412. Detailed Written Statement of Protest.**

(a) The Detailed Written Statement of Protest must include the grounds upon which the protest is made, as specified in 1410(a).
(b) The Detailed Written Statement of Protest shall contain reasons why Protestant should have been

awarded the contract.

(1) For Major Information Technology Acquisition protests, the Detailed Written Statement of Protest must specify each and every Solicitation procedure which was violated and the manner of such violation by specific references to the parts of the Solicitation attached as exhibits and why, but for that violation, Protestant would have been selected.

(2) For other acquisition protests, the Detailed Written Statement of Protest must specify each and every selection criterion on which Protestant bases the protest by specific references to the parts of the Solicitation attached as exhibits.

(3) For all protests, Protestant must specify each and every reason that all other bidders who may be in line for the contract award should not be awarded the contract.

(c) The Detailed Written Statement of Protest must be limited to 50 typewritten or computer generated pages, excluding exhibits, at a font of no less than 12 point or pica (10 characters per inch), on 8 1/2 inch by 11-inch paper of customary weight and quality. The color of the type shall be blue-black or black. In addition to a paper copy, the arbitrator may request that a Protestant submit such information on computer compatible diskette or by other electronic means if the Protestant has the ability to do so.

(d) Any exhibits submitted shall be paginated and the pertinent text highlighted or referred to in the Detailed Written Statement of Protest referenced by page number, section and/or paragraph and line number, as appropriate.

(e) The Detailed Written Statement of Protest shall not be amended.

(f) Protestant(s) may not raise issues in hearing which were not addressed in the Detailed Written Statement of Protest.

(g) A Protestant who fails to comply with this subsection waives Protestant's right to protest.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1414. Review by Coordinator.**

(a) Within 2 working days after receipt of the Detailed Written Statement of Protest, the Coordinator shall notify the Contracting Department and the Awardee of a potential protest hearing.

(b) The Coordinator shall review the Detailed Written Statement of Protest within 5 working days after receipt to preliminarily determine if the protest is Frivolous and notify Protestant of the option to withdraw or proceed in arbitration.

(1) If Protestant withdraws the protest within 2 working days after the notification by the Coordinator of a preliminary determination of Frivolousness, the Coordinator shall withdraw the preliminary finding of Frivolousness and refund Protestant's deposit and filing fee.

(2) If the Protestant previously filed two protests under the Alternative Protest Pilot Project preliminarily determined Frivolous by the Coordinator but then withdrew or waived them before the arbitration decision, the Coordinator shall make final the preliminary determination of Frivolousness for the Department of General Services.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1416. Review and Response by Contracting Department and Awardee.**

(a) The Awardee shall have 7 working days after notification by the Coordinator to submit to the Coordinator and Protestant a response to the Detailed Written Statement of Protest.

(b) The Contracting Department, in conjunction with the Coordinator, shall have 7 days after the filing of the Detailed Written Statement of Protest to send a response to Protestant and Awardee.

(c) Responses shall follow the standards set forth in section 1412(c) and (d).

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1418. Bond Requirement.**

(a) If the Coordinator has determined that a protest is Frivolous and the Protestant does not withdraw the protest, the Protestant shall be required to post a bond in an amount not less than 10% of the Estimated Contract Value.

(b) The percentage of the bond shall be determined by the Contracting Department and specified in the Solicitation.

(c) Protestant shall post the bond, pursuant to Chapter 2 (commencing with section 995.010) of Title 14 of Part 2 of the Code of Civil Procedure, within 15 working days of the filing of the Detailed Written Statement of Protest or shall be deemed to have waived the right to protest.

(1) If the arbitrator determines that the protest is Frivolous, the bond shall be forfeited to Procurement and the Coordinator will impose Sanctions.

(2) If the arbitrator determines that the protest is not Frivolous, the bond will be returned to the Protestant and no Sanctions imposed.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 995.010 et. seq., Code of Civil Procedure; and Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

## Article 3. Arbitration Procedure

**§1420. Arbitration Process.**

Within 19 calendar days after the Notice of Intent to Award has been posted, the Coordinator shall consolidate all remaining protests under the Solicitation, and send to OAH:

(a) a copy of all Detailed Written Statements of Protest;
(b) OAH filing fees;
(c) arbitration deposits, and/or notice that any Protestant is a Small Business;
(d) Awardee responses;
(e) Coordinator/Contracting Department responses;
(f) the Solicitation File; and
(g) notice to OAH whether interpreter services will be needed for any Protestant or Awardee. OAH shall arrange interpreter services which shall be paid by the Contracting Department.

NOTE:

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New article 3 (sections 1420-1440) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1422. Selection of Arbitrator.**

(a) Within 2 working days after receipt of the protest from the Coordinator, OAH shall furnish the names of ten arbitrators to Protestant(s), the Awardee, and the Coordinator. The arbitrator list shall include administrative law judges who are employees of OAH and contract private arbitrators who are not employees of the State of California. Protestant(s), the Awardee, and the Coordinator may each strike two of the ten names and notify OAH within 2 working days. Protestant(s) may also indicate if they prefer a contract arbitrator or an OAH administrative law judge. OAH may then select as arbitrator any name

not stricken and shall notify Protestant(s), the Awardee, and the Coordinator within 2 working days. If all names are stricken, the Director of OAH shall appoint an arbitrator.

(b) A proposed arbitrator shall be disqualified on any of the grounds specified in Section 170.1 of the Code of Civil Procedure for the disqualification of a judge.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1424. Authority of Arbitrator.**

(a) Arbitrators are authorized to

(1) Administer oaths and affirmations;

(2) Make rulings and orders as are necessary to the fair, impartial, and efficient conduct of the hearing; and

(3) Order additional deposits from Protestant(s) to cover additional estimated costs. If OAH does not receive the required deposit(s) in the time specified, the right to protest will be deemed waived.

(b) The arbitrator shall have exclusive discretion to determine whether oral testimony will be permitted, the number of witnesses, if any, and the amount of time allocated to witnesses.

(c) It shall be in the arbitrator's exclusive discretion to determine whether to

(1) Conduct a prehearing conference; and/or

(2) Permit cross-examination and, if so, to what extent; and/or

(3) Review documents alone for all or part of the protest.

(d) It shall be in the arbitrator's exclusive discretion to determine whether additional responses and rebuttals are to be submitted, and the timelines and page limits to be applied.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1426. Decision Based in Whole or in Part on Documents Alone.**

Any Party may request that the arbitrator base the arbitrator's decision on documents alone. It shall be the arbitrator's exclusive discretion to do so.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1428. Prehearing Conference.**

(a) If the arbitrator determines that a prehearing conference is necessary, OAH shall set the time and place and notify Protestant(s), the Awardee, and Procurement at least 5 working days prior to the prehearing conference.

(b) The prehearing conference shall be held to identify and define issues in dispute and expedite the arbitration. The parties should be prepared to discuss, and the arbitrator may consider and rule on, any of the following matters applicable to the protest:

(1) Clarification of factual and legal issues in dispute as set forth in the Detailed Written Statement of Protest.

(2) The extent to which testimony shall be permitted and the extent to which cross-examination will be allowed.

(3) Identity of and limitations on number of witnesses, need for interpreters, scheduling and order of

witnesses, etc.

(4) Any other matters as shall promote the orderly and efficient conduct of the hearing.

(c) At the prehearing conference, Protestant(s), the Awardee, and Procurement shall deliver a written statement which contains the name of each witness a party wishes to call at hearing along with a brief written statement of the subject matter of the witness's expected testimony. If the arbitrator, in his or her exclusive discretion, allows an expert witness to be called, the party calling the witness shall provide the name and address of the expert along with a brief statement of the opinion the expert is expected to give. The party shall also attach a statement of qualifications for the expert witness.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1430. Scheduling the Hearing.**

The arbitrator shall schedule the date, time, and place of hearing and notify all Parties.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1432. Discovery.**

The arbitrator has exclusive discretion to issue subpoenas and/or subpoena duces tecum. There shall be no right to take depositions, issue interrogatories, or subpoena persons or documents.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1434. Attendance at Hearings.**

The Arbitration hearings shall be open to the public unless the arbitrator, in his or her exclusive discretion, determines that the attendance of individuals or groups of individuals would disrupt or delay the orderly conduct or timely completion of the proceedings.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1436. Arbitrator's Decision.**

(a) The final decision shall be in writing and signed by the arbitrator. It shall include a Statement of the Factual and Legal Basis for the decision, addressing the issues raised in the Detailed Written Statement(s) of Protest, and shall include an order upholding or denying the protest(s). The arbitrator's order shall not award a contract.

(b) A copy of the decision shall be sent by regular mail to Procurement, the Contracting Department, the Awardee, and Protestant(s) within 45 calendar days after the filing of the first Detailed Written Statement of Protest. In the arbitrator's exclusive discretion, this timeline may be extended for an additional 15

calendar days. The arbitrator's failure to issue a decision within the time specified by this section shall not be a ground for vacating the decision.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1437. Costs.**

(a) For protests not determined Frivolous by Procurement:
(1) If the arbitrator denies the protest, Protestant(s) will be liable for all costs of the arbitration.
(2) If the arbitrator upholds the protest, the Contracting Department shall pay for all costs of the arbitration and Protestant(s) will be refunded the deposit by OAH.
(b) If Procurement determined that the protest was Frivolous and the arbitrator affirms that the protest is Frivolous, the bond shall be forfeited to Procurement, the protest will be denied, and Protestant(s) will be liable for all costs of the arbitration.
(c) If Procurement determined that the protest was Frivolous and the arbitrator determines that the protest is not Frivolous, any bond(s) posted by Protestant(s) shall be returned.
(1) If the arbitrator denies the protest, Protestant(s) shall be liable for half of the costs of the arbitration. The Contracting Department shall pay the remaining half of the arbitration costs.
(2) If the arbitrator upholds the protest, the Contracting Department shall pay for all costs of the arbitration and Protestant(s) will be refunded the deposit by OAH.
(d) A Protestant who withdraws his or her protest before the arbitrator's decision has been issued will remain liable for all arbitration costs up to the time of withdrawal. These costs include, but are not limited to, the arbitrator's time in preparation, prehearing conferences, and hearing the protest. If Procurement deemed the protest Frivolous, any bond posted shall be forfeited to Procurement.
(e) Except as provided in (f), if any costs are determined to be payable by Protestant(s), that amount shall be subtracted from deposit(s) of Protestant(s) as ordered by the arbitrator. Any additional costs shall be billed to Protestant(s) and any refunds shall be sent to Protestant(s) by OAH.
(f) If a Protestant is a Small Business, then the Contracting Department shall pay OAH all arbitration costs and collect the amount due from Protestant.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1438. Judicial Review.**

The grounds for judicial review shall be as set forth in Chapter 4 of Title 9 of Part III of the Code of Civil Procedure (commencing with section 1285).

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1440. Transcripts.**

(a) A party desiring a transcript of the proceedings shall contact the OAH Transcript Clerk to make arrangements to pay for preparation of the transcript. Prior to preparation of the transcript, a deposit equal to the estimated cost of the transcript shall be paid. Preparation of the transcript will be arranged by the OAH Transcript Clerk. The deposit shall be applied to the actual cost and any excess shall be returned to the party that submitted the request. Any balance due shall be paid by the party or a

representative on behalf of the party requesting the transcript before the transcript is released to the requesting party.

(b) Unless a record of a proceeding or any portion thereof was sealed, any person may request a transcript or a recording of the proceeding. If a record of a proceeding or any portion thereof was sealed, only parties to the proceeding may request a transcript of the sealed portions, and the sealed portions shall not be disclosed to anyone except in accordance with the order sealing the proceeding or subsequent order.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION II
Rules Governing Competition

November 2, 2009

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# II. RULES GOVERNING COMPETITION

## A. IDENTIFICATION AND CLASSIFICATION OF RFP REQUIREMENTS

1. Requirements

The State has established certain requirements with respect to bids to be submitted by prospective contractors. The use of "shall," "must," or "will" (except to indicate simple futurity) in the RFP indicates a requirement or condition which is mandatory. A deviation, if not material, may be waived by the State. A deviation from a requirement is material if the deficient response is not in substantial accord with the RFP requirements, provides an advantage to one bidder over other bidders, or has a potentially significant effect on the delivery, quantity or quality of items bid,[1] amount paid to the supplier, or on the cost to the State. Material deviations cannot be waived.

2. Desirable Items

The words "should" or "may" in the RFP indicate desirable attributes or conditions, but are non-mandatory in nature. Deviation from, or omission of, such a desirable feature, even if material, will not in itself cause rejection of the bid. [1]

## B. BIDDING REQUIREMENTS AND CONDITIONS

1. General

This RFP, the evaluation of responses, and the award of any resultant contract shall be made in conformance with current competitive bidding procedures as they relate to the procurement of goods and services by public bodies in the State of California. A bidder's Final Bid is an irrevocable offer for 365 days following the scheduled date from Final Proposal Due Date specified in Section I. A bidder may extend the offer in the event of a delay of contract award.

2. RFP Documents

This RFP includes, in addition to an explanation of the State's needs which must be met, instructions which prescribe the format and content of bids to be submitted and the model(s) of the contract(s) to be executed between the State and the successful bidder(s).

If a bidder discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP, the bidder shall immediately notify the Procurement Official identified in Section I of such error in writing and request clarification or modification of the document.

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[1] If this solicitation document is an RFP, the word "bid" as used throughout is intended to mean "proposed," "propose" or "proposal" as appropriate.

Modifications will be made by addenda issued pursuant to Paragraph B-7, Addenda, below. Such clarifications shall be given by written notice to all parties who have identified themselves as bidders to the Procurement Official identified in Section I, without divulging the source of the request for same. Insofar as practicable, the State will give such notices to other interested parties, but the State shall not be responsible therefore.

If the RFP contains an error known to the bidder, or an error that reasonably should have been known, the bidder shall bid at its own risk. If the bidder fails to notify the State of the error prior to the date fixed for submission of bids, and is awarded the contract, the bidder shall not be entitled to additional compensation or time by reason of the error or its later correction.

3. Examination of the Work

The bidder should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP or otherwise available to the bidder, and should become fully aware of the nature and location of the work, the quantities of the work, and the conditions to be encountered in performing the work. Specific conditions to be examined may be listed in the RFP section on ADMINISTRATIVE REQUIREMENTS and/or the section on REQUIREMENTS.

4. Questions Regarding the RFP

Bidders requiring clarification of the intent or content of this RFP or on procedural matters regarding the competitive bid process may request clarification by submitting questions, via email clearly marked in the subject line "Questions Relating to RFP FTB-0910-C001" to the Procurement Official listed in Section I. To ensure a response, questions must be received by the scheduled date(s) given in Section I. Question and answer sets will be posted at DGS' eProcurement website for all bidders to view without identifying the submitters. At the sole discretion of the State, questions may be paraphrased by the State for clarity.

A bidder who desires clarification or further information on the content of the RFP, but whose questions relate to the proprietary aspect of that bidder's proposal and which, if disclosed to other bidders, would expose that bidder's proposal, may submit such questions in the same manner as above, but also marked "CONFIDENTIAL," and not later than the scheduled date specified in Section I to ensure a response. The bidder must explain why any questions are sensitive in nature. If the State concurs that the disclosure of the question or answer would expose the proprietary nature of the proposal, the question will be answered and both the question and answer will be kept in confidence. If the State does not concur with the proprietary aspect of the question, the question will not be answered in this manner and the bidder will be so notified.

If the bidder believes that one or more of the RFP requirements is onerous, unfair, or imposes unnecessary constraints to the bidder in proposing less costly or

alternate solutions, the bidder may request a change to the RFP by submitting changes, via email clearly marked in the subject line “Requested Changes Relating to RFP FTB-0910-C001”, with the recommended change(s) and the facts substantiating this belief and reasons for making the recommended change. Such request must be submitted to the Procurement Official by the date specified in Section I for submitting a request for change. **Oral answers shall not be binding on the State.**

5. Bidders' Conference

A Bidders' Conference may be held, during which suppliers will be afforded the opportunity to meet with State personnel and learn more about the contents of the RFP and the procurement process. Suppliers are encouraged to attend the Bidders’ Conference. The time, date and place of such conference, if held, are included in the Key Action Dates specified in Section I.

The State may also accept oral questions during the conference and will make a reasonable attempt to provide answers at the conference, otherwise the Bidder will be asked to submit their question in writing following the procedure in item 4 above. Oral answers shall not be binding on the State.

6. Supplier's Intention to Submit a Bid

Suppliers who want to participate in the bidding process are asked to state their intention by the date specified in Section I, KEY ACTION DATES, with respect to submission of bids. The State is also interested as to a supplier's reasons for not submitting a bid; as, for example, requirements that cannot be met or unusual terms and conditions which arbitrarily raise costs. Suppliers are asked to categorize their intent as follows:

a. Intends to submit a bid and has no problem with the RFP requirements.

b. Intends to submit a bid, but has one or more problems with the RFP requirements for reasons stated in this response.

c. Does not intend to submit a bid, for reasons stated in this response, and has no problem with the RFP requirements.

d. Does not intend to submit a bid because of one or more problems with the RFP requirements for reasons stated in this response.

If a supplier intends to submit a bid, the letter should include additional information identified in Section I, INTENTION TO SUBMIT A PROPOSAL. If suppliers have indicated significant problems with the RFP requirements, the State will examine the stated reasons for the problems and will attempt to resolve any issues in contention, if not contrary to the State's interest, and will amend the RFP if appropriate. All suppliers who have submitted an intention will be advised by the State of any actions taken as a result of the suppliers' responses. If after such actions, a supplier determines that the requirements of the RFP unnecessarily restrict its

ability to bid, the supplier is allowed five (5) working days to submit a protest to those RFP requirements or the State's action, according to the instructions contained in paragraph E-1 of this section.

Hereafter, for the purposes of the instructions of this RFP, all suppliers who have indicated their intent to submit a Final Bid are called bidders until such time that the bidder withdraws or other facts indicate that the bidder has become nonparticipating. Should a bidder not participate in a bid step, the State reserves the right to drop them from the participating bidder list and they will not receive any further correspondence until they contact the Procurement Official to indicate that they would like further correspondence.

7. Addenda

The State may modify the RFP prior to the date fixed for Final Proposal by issuance of an addendum to all bidders who are participating in the bidding process at the time the addendum is issued, unless the amendments are such as to offer the opportunity for nonparticipating bidders or supplies that submitted an intention to become participating, in which case the addendum will also be sent to those parties. Addenda will be numbered consecutively. If any supplier determines that an addendum unnecessarily restricts its ability to bid, the supplier is allowed five (5) working days to submit a protest to the addendum according to the instructions contained in Paragraph E-1 of this section.

8. Plastic Trash Bag Certification Violations

Public Resources Code Section 42290 et seq. prohibits the State from contracting with any supplier, manufacturer, or wholesaler, and any of its divisions, subsidiaries, or successors that have been determined to be noncompliant to the recycled content plastic trash bag certification requirements. This includes award of a State contract or subcontract or renewal, extension, or modification of an existing contract or subcontract. Prior to award the State shall ascertain if the intended awardee or proposed subcontractor is a business identified on the current California Integrated Waste Management Board noncompliant list(s). In the event of any doubt of the status or identity of the business in violation, the State will notify the Board of the proposed award and afford the Board the opportunity to advise the State. No award will be made when either the bidder or a subcontractor has been identified either by published list or by advice from the Board, to be in violation of certification requirements.

9. Bonds

The State reserves the right to require a faithful performance bond or other security document as specified in the RFP from the supplier in an amount not to exceed the amount of the contract. In the event a surety bond is required by the State which has not been expressly required by the specification, the State will reimburse the supplier, as an addition to the purchase price, in an amount not exceeding the standard premium on such bond.

10. Discounts

In connection with any discount offered, except when provision is made for a testing period preceding acceptance by the State, time will be computed from date of delivery of the supplies or equipment as specified, or from date correct invoices are received in the office specified by the State if the latter date is later than the date of delivery. When provision is made for a testing period preceding acceptance by the State, date of delivery shall mean the date the supplies or equipment are accepted by the State during the specified testing period. Payment is deemed to be made, for the purpose of earning the discount, on the date of mailing the State warrant or check.

Cash discounts offered by bidders for the prompt payment of invoices will not be considered in evaluating offers for award purposes; however, all offered discounts will be taken if the payment is made within the discount period, even though not considered in the evaluation of offers.

11. Joint Bids

A joint bid (two or more bidders quoting jointly on one bid) may be submitted and each participating bidder must sign the joint bid. If the contract is awarded to joint bidders, it shall be one indivisible contract. Each joint contractor will be jointly and severally responsible for the performance of the entire contract, and the joint bidders must designate, in writing, one individual having authority to represent them in all matters relating to the contract. The State assumes no responsibility or obligation for the division of orders or purchases among joint contractors.

12. Air or Water Pollution Violations

Unless the contract is less than $25,000 or with a non-competitively bid contractor, Government Code Section 4477 prohibits the State from contracting with a person, including a corporation or other business association, who has been determined to be in violation of any state or federal air or water pollution control law.

Prior to an award, the State shall ascertain if the intended awardee is a person included in notices from the Boards. In the event of any doubt of the intended awardee's identity or status as a person who is in violation of any state or federal air or water pollution law, the State will notify the appropriate Board of the proposed award and afford the Board the opportunity to advise the Department that the intended awardee is such a person.

No award will be made to a person who is identified either by the published notices or by advice, as a person in violation of state or federal air or water pollution control laws.

13. Fair Employment and Housing Commission Regulations

The California Government Code Section 12990 requires all State contractors to have implemented a Nondiscrimination Program before entering into any contract with the State. The Department of Fair Employment and Housing (DFEH) randomly selects and reviews State contractors to ensure their compliance with the law. DFEH periodically disseminates a list of suppliers who have not complied. Any supplier so identified is ineligible to enter into any State contract.

14. Exclusion for Conflict of Interest

No consultant shall be paid out of State funds for developing recommendations on the acquisition of information technology (IT) products or services or assisting in the preparation of a feasibility study, if that consultant is to be a source of such acquisition or could otherwise directly and/or materially benefit from State adoption of such recommendations or the course of action recommended in the feasibility study. Further, no consultant shall be paid out of State funds for developing recommendations on the disposal of State surplus IT products, if that consultant would directly and/or materially benefit from State adoption of such recommendations.

15. Seller's Permit

This RFP is subject to all requirements set forth in Sections 6452, 6487, 7101 and 18510 of the Revenue and Taxation Code, and Section 10295 of the Public Contract Code, requiring suppliers to provide a copy of their retailer's seller's permit or certification of registration, and, if applicable, the permit or certification of all participating affiliates issued by the State of California's Board of Equalization. Unless otherwise specified in this RFP, a copy of the retailer's seller's permit or certification of registration, and, if applicable, the permit or certification of all participating affiliates, must be submitted within five (5) State business days of the State's request. Failure of the supplier to comply by supplying the required documentation will cause the supplier's bid to be considered nonresponsive and the bid rejected.

16. Disclosure of Financial Interests

Proposals in response to State procurements for assistance in preparation of feasibility studies or the development of recommendations for the acquisition of IT products and services must disclose any financial interests (for example, service contract, Original Equipment Manufacturer (OEM) agreements, and remarketing agreements) that may foreseeably allow the individual or organization submitting the proposal to materially benefit from the State's adoption of a course of action recommended in the feasibility study or the acquisition recommendations. If, in the State's judgment, the financial interest will jeopardize the objectivity of the recommendations, the State may reject the proposal.

17. Unfair Practices Act and Other Laws

Bidder warrants that its bid complies with the Unfair Practices Act (Business and Professions Code Section 17000 et seq.) and all applicable State and Federal laws and regulations.

## C. BIDDING STEPS

1. General

The procurement process to be used in this acquisition is composed of at least one phase of bid development. **REFER TO SECTION I TO DETERMINE WHICH PHASES AND STEPS ARE INCLUDED IN THIS RFP. REFERENCES IN THIS SECTION II TO STEPS NOT INCLUDED IN SECTION I ARE NOT APPLICABLE TO THIS RFP.** There is always a Final Phase, which may include a Draft Bid and revisions, and will always include a Final Bid. Prior to the Final Phase, there may be a Compliance Phase. The possible steps of the Compliance Phase are a Conceptual Proposal, Detailed Technical Proposal and revisions of either or both. A description of these phases and their steps follows.

The Final Bid is a mandatory step for all bidders; all other steps are optional. However, all bidders are strongly encouraged to follow the scheduled steps of this procurement to increase the chance of submitting a compliant Final Bid. **Cost submitted in any submission other than the Final Bid may preclude the bidder from continuing in the process.**

2. Compliance Phase

The Compliance Phase is an iterative, conversational mode of proposal and contract development. It requires the State, working together in confidence with each bidder, to assess and discuss the viability and effectiveness of the bidder's proposed methods of meeting the State's needs as reflected in the RFP. It is a departure from the rigid "either accept or reject" philosophy of traditional competitive bidding, yet it is highly competitive in nature. It provides the flexibility needed for the bidder to test a solution prior to formal submittal of the Final Bid, and it facilitates the correction of defects before they become fatal to the bid. The steps include the submission of a Conceptual Proposal by the bidder, Confidential Discussions of the bidder's Conceptual Proposal(s) and State review of and verbal feedback on the Conceptual Proposal.

a. Conceptual Proposal

The Conceptual Proposal is included for the purpose of allowing each bidder to provide a general concept of a proposal with just enough detail to enable the State to determine if the bidder is on the right track toward meeting the EDR requirements as stated in the RFP. This step invites the bidder to be as innovative as the EDR requirements in the RFP allow.

b. Detailed Technical Proposal

Not Applicable

c. Evaluation of Proposals and Discussion Agenda

Upon receipt of the Conceptual Proposals, the State will review each proposal in accordance with the EDR requirements in Section VI and the architecture in Section IV of the EDR RFP for the purpose of identifying areas in which the proposal may be nonresponsive to a requirement, is otherwise defective, or requires additional detail or clarification in order for the State to fully understand the ramifications of the bidder's proposal. As a result of this review, the State will prepare an agenda of items to be discussed with the bidder, and will transmit the agenda to the bidder two business days before the scheduled Confidential Discussions meeting.

d. Pre-Draft Confidential Discussion with Each Bidder

In accordance with the agenda for the Confidential Discussions meeting, the State will meet with each bidder for the purpose of discussing the Conceptual Proposal and providing feedback. The bidder may bring to the discussion those persons who may be required to overview the proposal and receive the feedback. As the first order of business, the bidder will be asked to give a short overview of the Conceptual Proposal. To the maximum extent practical, the bidder will address the topics and questions if any identified by the State and expressed in the meeting agenda, and should be prepared to answer any questions that may arise as a result of the presentation.

The State will not make counter proposals to a bidder's Conceptual Proposal. The State will only identify its concerns, ask for clarification, and express its reservations if a particular requirement of the RFP does not appear, in the opinion of the State, to be appropriately satisfied. The primary purpose of this feedback is to ensure that the bidder's Final Proposal will be responsive.

e. Discussion Memorandum

Not applicable.

f. Rejection of Bidder's Proposal

Not applicable.

g. Submission of Amended Proposal

Not applicable.

3. Final Phase

The purpose of the Final Phase is to obtain bids that are responsive in every respect. This phase may include a Draft Bid and will always include a Final Bid, as described below:

a. Draft Bid

The purpose of the Draft Bid is to provide the State with an "almost final" bid in order to identify any faulty administrative aspect of the bid which, if not corrected, could cause the Final Bid to be rejected for ministerial reasons.

The Draft Bid should correspond to submittals and agreements of the Compliance Phase, if required, and must be complete in every respect as required by the RFP section on PROPOSAL FORMAT, except cost. **The inclusion of cost information in the Draft Bid may be a basis for rejecting the bid and notifying the bidder that further participation in the procurement is prohibited.**

REVIEW OF THE DRAFT BID BY THE STATE MAY INCLUDE CONFIDENTIAL DISCUSSIONS WITH INDIVIDUAL BIDDERS AND WILL PROVIDE FEEDBACK TO THE BIDDER PRIOR TO SUBMITTAL OF THE FINAL PROPOSAL. IF NO SUCH DISCUSSION STEP IS INCLUDED IN THE KEY ACTION DATES THEN THE REVIEW OF THE DRAFT BID DOES NOT INCLUDE ANY ASSESSMENT OF THE BID'S RESPONSIVENESS TO THE REQUIREMENTS OF THE RFP. Regardless of the inclusion of a confidential discussion, the State will notify the bidder of any defects it has detected in the Draft Bid, or of the fact that it did not detect any such defects. Such notification is intended to minimize the risk that the Final Bid will be deemed defective; however, THE STATE WILL NOT PROVIDE ANY WARRANTY THAT ALL DEFECTS HAVE BEEN DETECTED AND THAT SUCH NOTIFICATION WILL NOT PRECLUDE REJECTION OF THE FINAL BID IF SUCH DEFECTS ARE LATER FOUND.

If the State finds it necessary, the State may call for revised Draft Bid submittals, or portions thereof. The bidder will be notified of defects discovered in these submittals as well. Again THE STATE WILL NOT PROVIDE ANY WARRANTY THAT ALL DEFECTS HAVE BEEN DETECTED AND THAT SUCH NOTIFICATION WILL NOT PRECLUDE REJECTION OF THE FINAL BID IF SUCH DEFECTS ARE LATER FOUND.

b. Final Bid

The Final Bid must be complete, including all cost information, required signatures, contract language changes agreed to in writing and corrections to those defects noted by the State in its review of the Draft Bid. If required in the RFP section PROPOSAL FORMAT, cost data (as identified in the above referenced section) must be submitted under separate, sealed cover. CHANGES THAT APPEAR IN THE FINAL BID, OTHER THAN CORRECTION

OF DEFECTS, INCREASE THE RISK THAT THE FINAL BID MAY BE FOUND DEFECTIVE.

4. Confidentiality

FINAL BIDS ARE PUBLIC UPON OPENING; HOWEVER, THE CONTENTS OF ALL PROPOSALS, DRAFT BIDS, CORRESPONDENCE, AGENDA, MEMORANDA, WORKING PAPERS, OR ANY OTHER MEDIUM WHICH DISCLOSES ANY ASPECT OF A BIDDER'S PROPOSAL SHALL BE HELD IN THE STRICTEST CONFIDENCE UNTIL NOTICE OF INTENT TO AWARD. BIDDERS SHOULD BE AWARE THAT MARKING A DOCUMENT "CONFIDENTIAL" OR "PROPRIETARY" IN A FINAL BID MAY EXCLUDE IT FROM CONSIDERATION FOR AWARD AND WILL NOT KEEP THAT DOCUMENT FROM BEING RELEASED AFTER NOTICE OF INTENT TO AWARD AS PART OF THE PUBLIC RECORD, UNLESS A COURT HAS ORDERED THE STATE NOT TO RELEASE THE DOCUMENT. THE CONTENT OF ALL WORKING PAPERS AND DISCUSSIONS RELATING TO THE BIDDER'S PROPOSAL SHALL BE HELD IN CONFIDENCE INDEFINITELY UNLESS THE PUBLIC INTEREST IS BEST SERVED BY AN ITEM'S DISCLOSURE BECAUSE OF ITS DIRECT PERTINENCE TO A DECISION, AGREEMENT OR THE EVALUATION OF THE BID. ANY DISCLOSURE OF CONFIDENTIAL INFORMATION BY THE BIDDER IS A BASIS FOR REJECTING THE BIDDER'S PROPOSAL AND RULING THE BIDDER INELIGIBLE TO FURTHER PARTICIPATE. ANY DISCLOSURE OF CONFIDENTIAL INFORMATION BY A STATE EMPLOYEE IS A BASIS FOR DISCIPLINARY ACTION, INCLUDING DISMISSAL FROM STATE EMPLOYMENT, AS PROVIDED BY GOVERNMENT CODE SECTION 19570 ET SEQ. TOTAL CONFIDENTIALITY IS PARAMOUNT; IT CANNOT BE OVER EMPHASIZED.

5. Submission of Proposals and Bids

The instructions contained herein apply to the Final Bid. They also apply to the Conceptual Proposal, Detailed Technical Proposal, and Draft Bid, except as noted.

a. Preparation

Proposals and bids are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Expensive bindings, colored displays, promotional materials, etc., are not necessary or desired. EMPHASIS SHOULD BE CONCENTRATED ON CONFORMANCE TO THE RFP INSTRUCTIONS, RESPONSIVENESS TO THE RFP REQUIREMENTS, AND ON COMPLETENESS AND CLARITY OF CONTENT.

As stated above, the State's evaluation of Conceptual Proposals is preliminary, and the review of Draft Bids is cursory. Therefore, bidders are cautioned to not rely on the State, during these evaluations and reviews, to discover and report to the bidders all defects and errors in the submitted documents. Before submitting

each document, the bidder should carefully proof it for errors and adherence to the RFP requirements.

b. Bidder's Cost

Costs for developing proposals and bids are the responsibility entirely of the bidder and shall not be chargeable to the State.

c. Completion of Proposals and Bids

Proposals and bids must be complete in all respects as required by the RFP section on PROPOSAL FORMAT. A Final Bid may be rejected if it is conditional or incomplete, or if it contains any alterations of form or other irregularities of any kind. A Final Bid must be rejected if any such defect or irregularity constitutes a material deviation from the RFP requirements. The Final Bid must contain all costs required by the RFP sections on COST and PROPOSAL FORMAT, setting forth a unit price and total price for each unit price item, and a total price for each lump sum price item in the schedule, all in clearly legible figures. If required in the RFP section PROPOSAL FORMAT, cost data (as identified in the above referenced section) must be submitted under separate, sealed cover. Draft Bids must contain all information required in the Final Bid **except cost**. Exhibit II-A at the end of this Section II entitled COMPETITIVE BIDDING AND PROPOSAL RESPONSIVENESS emphasizes the requirements of competitive bidding and contains examples of common causes for rejection of bids. Bidders are encouraged to review this exhibit.

d. False or Misleading Statements

Bids which contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the bidder, may be rejected. If, in the opinion of the State, such information was intended to mislead the State in its evaluation of the bid, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the bid.

e. Signature of Bid

A cover letter (which shall be considered an integral part of the Final Bid) and Standard Agreement Form 213 (as directed in Section XI, Contract) shall be signed by an individual who is authorized to bind the bidding firm contractually. The signature block must indicate the title or position that the individual holds in the firm. An unsigned Final Bid shall be rejected.

The Draft Bid must also contain the cover letter and Form 213, or Bid Form, similarly prepared, including the title of the person who will sign, but need not contain the signature. The Conceptual Proposal need not contain the cover letter and Form 213, or Bid Form.

f. Delivery of Proposals and Bids

Mail or deliver proposals and bids to the Procurement Official listed in Section I. If mailed, it is suggested that you use certified or registered mail with return

receipt requested as delivery of documents is at the bidder's own risk of untimely delivery and lost mail.

Proposals and bids must be received in the number of copies stated in the RFP section on PROPOSAL FORMAT and not later than the dates and times specified in Section I and in the individual schedules provided the bidders. One copy must be clearly marked "Master Copy." All copies of proposals and bids must be under sealed cover which is to be plainly marked "CONCEPTUAL PROPOSAL," "DRAFT BID," or "FINAL BID" for RFP FTB-0910-C001". Also, the sealed cover (envelope) of all submittals, except the Final Bid, should be clearly marked "CONFIDENTIAL," and shall state the scheduled date and time for submission. Bidders should be aware that marking the Final Bid "confidential" or "proprietary" may exclude it from consideration for award. Proposals and Draft Bids not submitted under sealed cover will be returned for sealing. Final Bids not received by the date and time specified in Section I, or not sealed, will be rejected. **If required in the RFP section PROPOSAL FORMAT, all cost data (as identified in the above referenced section) must be submitted under separate, sealed cover and clearly marked "COST DATA." If cost data is required to be submitted separately sealed, and is not submitted in this manner, the bid will be rejected.** Proposals and bids submitted under improperly marked covers may be rejected. If discrepancies are found between two or more copies of the proposal or bid, the proposal or bid may be rejected. However, if not so rejected, the Master Copy will provide the basis for resolving such discrepancies. If one copy of the Final Bid is not clearly marked "Master Copy," the State may reject the bid; however, the State may at its sole option select, immediately after bid opening, one copy to be used as the Master Copy.

g. Withdrawal and Resubmission/Modification of Proposals and Bids

A bidder may withdraw its Conceptual Proposal or Draft Bid at any time by written notification. A bidder may withdraw its Final Bid at any time prior to the bid submission date and time specified in Section I by submitting a written notification of withdrawal signed by the bidder authorized in accordance with Paragraph C-5-e, Signature of Bid. The bidder may thereafter submit a new or modified bid prior to such bid submission date and time. Modification offered in any other manner, oral or written, will not be considered. Other than as allowed by law, Final Bids cannot be changed or withdrawn after the date and time designated for receipt, except as provided in Paragraph 7.d. of this section.

6. Rejection of Bids

The State may reject any or all bids and may waive any immaterial deviation or defect in a bid. The State's waiver of any immaterial deviation or defect shall in no way modify the RFP documents or excuse the bidder from full compliance with the RFP specifications if awarded the contract.

7. Evaluation and Selection Process

a. General

Proposals and bids will be evaluated according to the procedures contained in the RFP section on EVALUATION. Special instructions and procedures apply to Conceptual Proposals and Draft Bids.

b. Evaluation Questions

During the evaluation and selection process, the State may desire the presence of a bidder's representative for answering specific questions, orally and/or in writing. During the evaluation of Final Bids, the State may ask the bidder to clarify their submitted information but will not allow the bidder to change their bid.

c. Demonstration

This procurement may require a demonstration of the bidder's response to specific requirements (including benchmark requirements) before final selection in order to verify the claims made in the bid, corroborate the evaluation of the bid, and confirm that the hardware and software are actually in operation; in which case prior notice will be given. The bidder must make all arrangements for demonstration facilities at no cost to the State. The location of the demonstration will be determined by the bidder; however, its performance within California is preferred and will be attended at the State's expense. Demonstration outside California will be attended only if approved by the State and the bidder agrees to reimburse the State for travel and per diem expenses. The State reserves the right to determine whether or not a demonstration has been successfully passed. See Section on DEMONSTRATIONS for additional information.

d. Errors in the Final Bid

An error in the Final Bid may cause the rejection of that bid; however, the State may at its sole option retain the bid and make certain corrections.

In determining if a correction will be made, the State will consider the conformance of the bid to the format and content required by the RFP, and any unusual complexity of the format and content required by the RFP.

(1) If the bidder's intent is clearly established based on review of the complete Final Bid submittal, the State may at its sole option correct an error based on that established intent.

(2) The State may at its sole option correct obvious clerical errors.

(3) The State may at its sole option correct discrepancy and arithmetic errors on the basis that if intent is not clearly established by the complete bid submittal the Master Copy shall have priority over additional copies, the bid narrative shall have priority over the contract, the contract shall have priority

over the cost sheets, and within each of these, the lowest level of detail will prevail. If necessary, the extensions and summary will be recomputed accordingly, even if the lowest level of detail is obviously misstated. The total price of unit-price items will be the product of the unit price and the quantity of the item. If the unit price is ambiguous, unintelligible, uncertain for any cause, or is omitted, it shall be the amount obtained by dividing the total price by the quantity of the item.

(4) The State may at its sole option correct errors of omission, and in the following four situations, the State will take the indicated actions if the bidder's intent is not clearly established by the complete bid submittal.

(a) If an item is described in the narrative and omitted from the contract and cost data provided in the bid for evaluation purposes, it will be interpreted to mean that the item will be provided by the bidder at no cost.

(b) If a minor item is not mentioned at all in the Final Bid and is essential to satisfactory performance, the bid will be interpreted to mean that the item will be provided at no cost.

(c) If a major item is not mentioned at all in the Final Bid, the bid will be interpreted to mean that the bidder does not intend to supply that item.

(d) If a major item is omitted, and the omission is not discovered until after contract award, the bidder shall be required to supply that item at no cost.

The determination of whether an item is minor or major is the responsibility of the State.

(5) If a bidder does not follow the instructions for computing costs not related to the contract (such as, State personnel costs), the State may reject the bid, or at its sole option, recompute such costs based on instructions contained in the RFP.

If the recomputations or interpretations, as applied in accordance with this section, subparagraph d, result in significant changes in the amount of money to be paid to the bidder (if awarded the contract) or in a requirement of the bidder to supply a major item at no cost, the bidder will be given the opportunity to promptly establish the grounds legally justifying relief from its bid.

IT IS ABSOLUTELY ESSENTIAL THAT BIDDERS CAREFULLY REVIEW THE COST ELEMENTS IN THEIR FINAL BID, SINCE THEY WILL NOT HAVE THE OPTION TO CORRECT ERRORS AFTER THE TIME FOR SUBMITTAL.

(6) In the event an ambiguity or discrepancy between the general requirements described in Section IV (EDR Proposed Solution) and the specific requirements set forth in Section VI (Requirements) is detected after

the opening of bids, Section VI, and the bidder's response thereto, shall have priority over Section IV, and the bidder's response thereto. Refer to Paragraph B-2 regarding immediate notification to State contact when ambiguities, discrepancies, and omissions, are discovered.

(7) At the State's sole discretion it may declare the Final Bid to be a Draft Bid in the event that the State determines that Final Bids from all bidders contain material deviations. Bidders may not protest the State's determination that all bids have material deviations. If all bids are declared noncompliant, the State may issue an addendum to the RFP. Should this occur, confidential discussions will be held with bidders who are interested in continuing to be considered. Each bidder will be notified of the due date for the submission of a new Final Bid to the State. This submission must conform to the requirements of the original RFP as amended by any subsequent addenda. The new Final Bids will be evaluated as required by Section IX, Evaluation.

8. Award of Contract

Award of contract, if made, will be in accordance with the RFP section on EVALUATION to a responsible bidder whose Final Bid complies with all the requirements of the RFP documents and any addenda thereto, except for such immaterial defects as may be waived by the State. Award, if made, will be made within 365 days after the scheduled date from Final Proposal Due Date as specified in Section I; however, a bidder may extend the offer beyond 365 days in the event of a delay of contract award.

The State reserves the right to determine the successful bidder(s) either on the basis of individual items or on the basis of all items included in its RFP, unless otherwise expressly provided in the State's RFP. Unless the bidder specifies otherwise in its bid, the State may accept any item or group of items of any bid. The State reserves the right to modify or cancel in whole or in part its RFP.

Written notification of the State's intent to award will be made to all bidders submitting a Final Bid.

9. Debriefing

A debriefing may be held after contract award at the request of any bidder for the purpose of receiving specific information concerning the evaluation. The discussion will be based primarily on the technical and cost evaluations of the bidder's Final Bid. A debriefing is not the forum to challenge the RFP specifications or requirements.

## D. CONTRACTUAL INFORMATION

1. Contract Form

The State has model contract forms to be used by State agencies when contracting for information technology (IT) goods and services. The model contract(s) appropriate for the specific requirements of this RFP are included in the RFP.

2. Term of Contract

The State intends to retain the required goods and services for at least the period specified elsewhere in this RFP. Ideally, the term of the contract will be for the specified period. If the State requires the contract to be terminated during the contract period, such a requirement will be specified in the RFP section on ADMINISTRATIVE REQUIREMENTS.

## E. OTHER INFORMATION

1. Protests

Before a protest is submitted regarding any issue other than selection of the "successful bidder," the bidder must make full and timely use of the procedures described in this Section II to resolve any outstanding issue(s) between the bidder and the State. This procurement procedure is designed to give the bidder and the State adequate opportunity to submit questions and discuss the requirements, before the Final Bid is due. The protest procedure is made available in the event that a bidder cannot reach a fair agreement with the State after exhausting these procedures. There are two types of protests: requirements (initial) protests and award protests. A protest shall be submitted according to the procedure below. Protests regarding any issue other than selection of the "successful bidder" are requirements protests and will be heard and resolved by the Deputy Director of the Department of General Services, Procurement Division, whose decision will be final.

Initial protests concerning the evaluation, requirements, recommendation, or other aspects of the selection process must be submitted to the Procurement Official (See Section 1.D) as promptly as possible, but not later than the respective time and date in the Key Action Dates specified in Section I, Introduction, for such protest. When sending a hardcopy Intent, certified or registered mail should be used unless delivered in person, in which case the protester should obtain a receipt of delivery. However, a fax is acceptable.

An award protest is where a bidder has submitted a bid which it believes to be totally responsive to the requirements of the RFP and to be the bid that should have been selected according to the evaluation procedure in the Section IX on EVALUATION and the bidder believes the State has incorrectly selected another bidder for award. For this situation, the bidder may submit a protest of the selection as described below.

## IMPORTANT NOTICE TO BIDDERS

## RFP-FTB-0910-C001

This solicitation/acquisition is being conducted under the provisions of the Alternative Protest Process (Public Contract Code Section 12125, et seq.) By submitting a bid proposal to this solicitation, the bidder consents to participation in the Alternative Protest Process, and agrees that all protests of the proposed award shall be resolved by binding arbitration pursuant to the California Code of Regulations, Title 1, Division 2, Chapter 5. The link to the regulations is:

http://www.oah.dgs.ca.gov/Laws/bidprotestRegs.htm#1400

During the protest period, any participating bidder may protest the proposed award on the following grounds:

1. For major information technology acquisitions – that there was a violation of the solicitation procedure(s) and that the protesting bidder's bid should have been selected; or

2. For any other acquisition – that the protesting bidder's bid or proposal should have been selected in accordance with the selection criteria in the solicitation document.

A Notice of Intent to Award for this solicitation will be publicly posted in the Procurement Division reception area and sent via facsimile to any bidder who made a written request for notice and provided a facsimile number. Bidder is to send the notice of protest to:

**Alternative Protest Process Coordinator**
**Dispute Resolution Unit**
**Department of General Services**
**Procurement Division**
**707 Third Street, 2nd Floor**
**West Sacramento, CA 95605**
**Voice: (916) 375-4587 Fax: (916) 375-4611**

A written Notice of Intent to Protest the proposed award of this solicitation must be received (facsimile acceptable) by the Coordinator before the close of business 5 p.m. PST/PDT on the 2nd working day following public posting. Failure to submit a timely, written Notice of Intent to Protest waives bidder's right to file a protest. Within seven (7) working days after the last day to submit a Notice of Intent to Protest, the Coordinator must receive from the protesting bidder, the complete protest filing to include the detailed written statement of protest, filing fee and deposit or small business certification as applicable. Untimely submission of the complete protest filing waives the bidder's right to protest.

**Protest bond requirement:** Bond amount for this Alternative Protest Process Project shall be ten (10) percent of the bidder's estimated contract value as submitted per bidder's Section VII, Appendix A, Worksheet VII.A.1-EDR Project Contract Cost and Benefits Summary (column G, row 4 of the worksheet) and 5 One-Year Maintenance and Operations Contract Options (column G, row 11 of the worksheet) . See California Code of Regulations, Title 1, Section 1418.

2. Disposition of Proposals and Bids

All materials submitted in response to this RFP will become the property of the State of California and will be returned only at the State's option and at the bidder's expense. At a minimum, the Master Copy of the Final Bid shall be retained for official files and will become a public record after the Notification of Intent to Award as specified in Section I, KEY ACTION DATES. However, materials the State considers confidential information (such as confidential financial information submitted to show bidder responsibility) will be returned upon request of the bidder.

3. Contacts for Information

Bidders may contact the Department Contact listed in Section I for visits to the physical installation for purposes of familiarization and evaluation of the current processes. Visits shall be made by appointment only, during normal business hours, and will be limited to the Department Contact listed in Section I or the Contact's designee. Visits shall be permitted to the extent that they do not unduly interfere with the conduct of State business.

Oral communications of department officers and employees concerning this RFP shall not be binding on the State and shall in no way excuse the bidder of any obligations set forth in this RFP.

**EXHIBIT II-A**

## COMPETITIVE BIDDING AND PROPOSAL RESPONSIVENESS

The purpose of competitive bidding is to secure public objectives in the most effective manner and avoid the possibilities of graft, fraud, collusion, etc. Competitive bidding is designed to benefit the public body (the State, in the present context), and is not for the benefit of the bidders. It is administered to accomplish its purposes with sole reference to the public interest. It is based upon full and free bidding to satisfy State specifications, and acceptance by the State of the most effective solution to the State's requirements, as determined by the evaluation criteria contained in the RFP.

Competitive bidding is not defined in any single statute but is more in the nature of a compendium of numerous court decisions. From such court decisions, the following rules have evolved, among others:

1. Request for Proposals must provide a basis for full and fair competitive bidding among bidders on a common standard, free of restrictions tending to stifle competition.

2. The State may modify the RFP, prior to the date fixed for Contract Award, by issuance of an addendum to all parties who are bidders.

3. To have a valid bid, the bid must respond and conform to the invitation, including all the documents which are incorporated therein. A bid which does not literally comply may be rejected.

4. For a variance between the request for bids and the bid to be such as to preclude acceptance (the bid must be rejected), the variance or deviation must be a material one.

5. State agencies usually have the express or implied right to reject any and all bids in the best interests of the State. Bids cannot, however, be selectively rejected without cause.

6. Bids cannot be changed after the time designated for receipt and opening thereof. Other than allowed by law, no negotiation as to the scope of the work, amount to be paid, or contractual terms is permitted. However, this does not preclude the State from clarifying the bidder’s intent by asking questions and considering answers.

7. A competitive bid, once opened and declared, is in the nature of an irrevocable option and a contract right of which the public agency cannot be deprived without its consent, unless the requirements for rescission are present. All bids become public documents.

8. Bids cannot be accepted "in part," unless the invitation specifically permits such an award.

9. Contracts entered into through the competitive bidding process cannot later be amended, unless the Invitation for Bids includes a provision, to be incorporated in the contract awarded, providing for such amendment.

**EXHIBIT II-A (Continued)**

Since competitive procurement became the required method for securing certain IT goods or services, the State has received a number of bids which were deemed to be nonresponsive to the Invitation for Bids or which could not be considered as valid bids within the competitive bidding procedures. Nonresponsive bids or bids which contain qualifications must be rejected. Many of the causes for rejection arise from either an incomplete understanding of the competitive bidding process or administrative oversight on the part of the bidders. The following examples are illustrative of more common causes for rejection of bids. These examples are listed to assist potential bidders in submission of responsive bids.

1. A bid stated, "The prices stated within are for your information only and are subject to change."
2. A bid stated, "This proposal shall expire thirty (30) days from this date unless extended in writing by the ____ Company." (In this instance award was scheduled to be approximately 45 days after bid submittal date.)
3. A bid for lease of IT equipment contained lease plans of a duration shorter than that which had been requested in the RFP.
4. A personal services contract stated, "___ , in its judgment, believes that the schedules set by the State are extremely optimistic and probably unobtainable. Nevertheless, _ will exercise its best efforts..."
5. A bid stated, "This proposal is not intended to be of a contractual nature."
6. A bid contained the notation "prices are subject to change without notice."
7. A bid was received for the purchase of IT equipment with unacceptable modifications to the Purchase Contract.
8. A bid for lease of IT equipment contained lease plans of a duration longer than that which had been requested in the RFP with no provision for earlier termination of the contract.
9. A bid for lease of IT equipment stated, "...this proposal is preliminary only and the order, when issued, shall constitute the only legally binding commitment of the parties."
10. A bid was delivered to the wrong office.
11. A bid was delivered after the date and time specified in the RFP.
12. An RFP required the delivery of a performance bond covering 25 percent of the proposed contract amount. The bid offered a performance bond to cover "x" dollars which was less than the required 25 percent of the proposed contract amount.
13. A bid did not meet contract goal for DVBE participation and did not follow the steps required by the bid to achieve a "good faith effort."
14. A bid appeared to meet contract goal for DVBE participation with the dollars submitted, but the supplier had miscalculated the bid costs. When these corrections were made by the State, the supplier's price had increased and the dollars committed for DVBE participation no longer met goal. The supplier had not followed the steps to achieve a "good faith effort."

**EXHIBIT II-B**

# CALIFORNIA CODE OF REGULATIONS, TITLE 1, DIVISION 2, CHAPTER 5

**California Code of Regulations, Title 1, Division 2.**

**Chapter 5. Procedures for Conducting Protests Under the Alternative Protest Process**

**Article 1. General Provisions**

**§1400. Purpose; Scope of Chapter.**

Protests under the Alternative Protest Pilot Project (AB 1159, Chapter 762 of 1997 Statutes, Public Contract Code Division 2, Part 2, Chapter 3.6 (sections 12125-12130)) shall be resolved by arbitration as defined and established by this chapter.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New chapter 5 (articles 1-3), article 1 (sections 1400-1404) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1402. Definitions.**

(a) Arbitration, as used in this chapter, means a dispute resolution procedure in which the Department of General Services, Office of Administrative Hearings provides a neutral third party who decides the merits of a protest and issues a binding decision to the Parties.

(b) Awardee includes Proposed Awardee and means the person or entity that was a successful bidder to a Solicitation and has been, or is intended to be, awarded the contract.

(c) Close of Business, as used in this chapter, means 5p.m. Pacific Standard Time (PST) or Pacific Daylight Time (PDT), as applicable.

(d) Contracting Department means either Procurement or the department which has applied and been approved by the Department of General Services to conduct the Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130.).

(e) Coordinator means the person designated as the Alternative Protest Pilot Project Coordinator by the Department of General Services, Procurement Division, to coordinate all aspects of the Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130).

(f) Estimated Contract Value means the value of Protestant's proposal.

(g) Frivolous means a protest with any or all of the following characteristics:

(1) It is wholly without merit.

(2) It is insufficient on its face.

(3) The Protestant has not submitted a rational argument based upon the evidence or law which supports the protest.

(4) The protest is based on grounds other than those specified in section 1410.

(h) Major Information Technology Acquisition means the purchase of goods or services, or both, by a state agency, through contract, from non-governmental sources, that has significant mission criticality, risk, impact, complexity, or value attributes or characteristics. Pursuant to subdivision (e) of Section 11702 of the Government Code, these purchases shall include, but not be limited to, all electronic technology systems and services, automated information handling, system design and analysis, conversion of data, computer programming, information storage and retrieval, telecommunications that include voice, video, and data communications, requisite system controls, simulation, electronic commerce, and all related interactions between people and machines.

(i) OAH means the Department of General Services, Office of Administrative Hearings.

(j) Party means the Procurement Division of the Department of General Services, the Contracting Department, the Awardee, and Protestant(s).

(k) Procurement means the Procurement Division of the Department of General Services.

(l) Protestant means a person or entity that was an unsuccessful bidder to a Solicitation under the Alternative Protest Pilot Project (Public Contract Code sections 12125-12130) and that protests the award.
(m) Small Business means a Certified California Small Business, pursuant to Government Code Division 3, Part 5.5, Chapter 6.5 (commencing with section 14835) and Title 2, California Code of Regulations, section 1896.
(n) Solicitation means the document that describes the goods or services to be purchased, details the contract terms and conditions under which the goods or services are to be purchased, and establishes the method of evaluation and selection.
(o) Solicitation File means the Solicitation and the documents used by the Contracting Department in the Solicitation process, including documents used to evaluate bidders and select a Proposed Awardee. The Solicitation File shall remain available to the public except information that is confidential or proprietary.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Section 11702, Government Code; and Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1404. Notice of Intent to Award Contract.**

The Contracting Department shall post a Notice of Intent to Award Contract in a public place specified in the Solicitation, send rejection facsimiles to rejected bidders, and send Notice of Intent to Award Contract facsimiles to any bidder who made a written request for notice and provided a facsimile number. The Contracting Department shall indicate that the Solicitation File is available for inspection. The Contracting Department has the discretion to award a contract immediately, upon approval by the Director of the Department of General Services and, if the Solicitation was for a Major Information Technology Acquisition, the Director of the Department of Information Technology.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

## Article 2. Protest Procedure

**§1406. Notice of Intent to Protest; Service List.**

(a) An unsuccessful bidder who intends to protest the awarded contract pursuant to this chapter must inform the Coordinator. The Notice of Intent to Protest must be in writing and must reach the Coordinator within the number of days specified in the Solicitation, which shall be not less than 1 working day and not more than 5 working days after the posting of the Notice of Intent to Award Contract, as specified in the Solicitation. Failure to give written notice by Close of Business on that day shall waive the right to protest.
(b) On the day after the final day to submit a Notice of Intent to Protest, the Coordinator shall make a service list consisting of those bidders who did submit a Notice of Intent to Protest, the Awardee, and the Contracting Department. The Coordinator shall include addresses and facsimile numbers on this list and shall forward this service list to those bidders who submitted a Notice of Intent to Protest.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New article 2 (sections 1406-1418) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1408. Filing a Protest.**

(a) A protest is filed by the submission of: the Detailed Written Statement of Protest and any exhibits specified in section 1412; a check or money order made payable to the Office of Administrative Hearings for the OAH filing fee of $50; and the arbitration deposit as specified in subsection (c) or (d) to the Coordinator by the Close of Business on the 7th working day after the time specified in the Solicitation for written Notice of Intent to Protest under section 1406. A copy of the Detailed Written Statement of Protest and exhibits must also be served on all Parties named in the service list as specified in section 1406. A Protestant who fails to comply with this subsection waives Protestant's right to protest.
(b) Protestant(s) must provide a FAX (facsimile) number. Notification by facsimile is sufficient for service. If the Detailed Written Statement of Protest is sent to the Coordinator by facsimile, Protestant must:
(1) Verify that the pages sent were all received by the Coordinator; and
(2) Remit the required deposit and filing fee to Coordinator by any reasonable means. If sending via carrier, the postmark date or equivalent shall be used to determine timeliness.
(c) Each Protestant not certified as a Small Business shall make a deposit of the estimated arbitration costs, by check or money order made payable to the Office of Administrative Hearings, as determined by the Estimated Contract Value.
(1) For contracts up to $100,000.00, the deposit shall be $1500.00.
(2) For contracts of $100,000.00 up to $250,000.00, the deposit shall be $3,000.00.
(3) For contracts of $250,000.00 up to $500,000.00, the deposit shall be $5,000.00.
(4) For contracts of $500,000.00 and above, the deposit shall be $7,000.00.
(5) Failure to remit a timely required deposit waives the right of protest.
(6) Any refund to Protestant(s) shall be made per section 1436.
(d) Each Protestant certified as a Small Business shall submit a copy of the Small Business Certification in lieu of the deposit specified in subsection (c). If Protestant is a Small Business and the protest is denied by the arbitrator, the Contracting Department shall collect the costs of the arbitration from Protestant. If Protestant does not remit the costs due, the Contracting Department may offset any unpaid arbitration costs from other contracts with Protestant and/or may declare Protestant to be a non-responsible bidder on subsequent solicitations.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1410. Grounds for Protest.**

(a) The Public Contract Code, at section 12126(d) provides: Authority to protest under this chapter shall be limited to participating bidders.
(1) Grounds for Major Information Technology Acquisition protests shall be limited to violations of the Solicitation procedures and that the Protestant should have been selected.
(2) Any other acquisition protest filed pursuant to this chapter shall be based on the ground that the proposal or proposal should have been selected in accordance with selection criteria in the Solicitation document.
(b) The burden of proof for protests filed under this chapter is preponderance of the evidence, and Protestant(s) must bear this burden.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1412. Detailed Written Statement of Protest.**

(a) The Detailed Written Statement of Protest must include the grounds upon which the protest is made, as specified in 1410(a).
(b) The Detailed Written Statement of Protest shall contain reasons why Protestant should have been

awarded the contract.

(1) For Major Information Technology Acquisition protests, the Detailed Written Statement of Protest must specify each and every Solicitation procedure which was violated and the manner of such violation by specific references to the parts of the Solicitation attached as exhibits and why, but for that violation, Protestant would have been selected.

(2) For other acquisition protests, the Detailed Written Statement of Protest must specify each and every selection criterion on which Protestant bases the protest by specific references to the parts of the Solicitation attached as exhibits.

(3) For all protests, Protestant must specify each and every reason that all other bidders who may be in line for the contract award should not be awarded the contract.

(c) The Detailed Written Statement of Protest must be limited to 50 typewritten or computer generated pages, excluding exhibits, at a font of no less than 12 point or pica (10 characters per inch), on 8 1/2 inch by 11-inch paper of customary weight and quality. The color of the type shall be blue-black or black. In addition to a paper copy, the arbitrator may request that a Protestant submit such information on computer compatible diskette or by other electronic means if the Protestant has the ability to do so.

(d) Any exhibits submitted shall be paginated and the pertinent text highlighted or referred to in the Detailed Written Statement of Protest referenced by page number, section and/or paragraph and line number, as appropriate.

(e) The Detailed Written Statement of Protest shall not be amended.

(f) Protestant(s) may not raise issues in hearing which were not addressed in the Detailed Written Statement of Protest.

(g) A Protestant who fails to comply with this subsection waives Protestant's right to protest.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1414. Review by Coordinator.**

(a) Within 2 working days after receipt of the Detailed Written Statement of Protest, the Coordinator shall notify the Contracting Department and the Awardee of a potential protest hearing.

(b) The Coordinator shall review the Detailed Written Statement of Protest within 5 working days after receipt to preliminarily determine if the protest is Frivolous and notify Protestant of the option to withdraw or proceed in arbitration.

(1) If Protestant withdraws the protest within 2 working days after the notification by the Coordinator of a preliminary determination of Frivolousness, the Coordinator shall withdraw the preliminary finding of Frivolousness and refund Protestant's deposit and filing fee.

(2) If the Protestant previously filed two protests under the Alternative Protest Pilot Project preliminarily determined Frivolous by the Coordinator but then withdrew or waived them before the arbitration decision, the Coordinator shall make final the preliminary determination of Frivolousness for the Department of General Services.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1416. Review and Response by Contracting Department and Awardee.**

(a) The Awardee shall have 7 working days after notification by the Coordinator to submit to the Coordinator and Protestant a response to the Detailed Written Statement of Protest.

(b) The Contracting Department, in conjunction with the Coordinator, shall have 7 days after the filing of the Detailed Written Statement of Protest to send a response to Protestant and Awardee.

(c) Responses shall follow the standards set forth in section 1412(c) and (d).

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1418. Bond Requirement.**

(a) If the Coordinator has determined that a protest is Frivolous and the Protestant does not withdraw the protest, the Protestant shall be required to post a bond in an amount not less than 10% of the Estimated Contract Value.

(b) The percentage of the bond shall be determined by the Contracting Department and specified in the Solicitation.

(c) Protestant shall post the bond, pursuant to Chapter 2 (commencing with section 995.010) of Title 14 of Part 2 of the Code of Civil Procedure, within 15 working days of the filing of the Detailed Written Statement of Protest or shall be deemed to have waived the right to protest.

(1) If the arbitrator determines that the protest is Frivolous, the bond shall be forfeited to Procurement and the Coordinator will impose Sanctions.

(2) If the arbitrator determines that the protest is not Frivolous, the bond will be returned to the Protestant and no Sanctions imposed.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 995.010 et. seq., Code of Civil Procedure; and Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

## Article 3. Arbitration Procedure

**§1420. Arbitration Process.**

Within 19 calendar days after the Notice of Intent to Award has been posted, the Coordinator shall consolidate all remaining protests under the Solicitation, and send to OAH:

(a) a copy of all Detailed Written Statements of Protest;

(b) OAH filing fees;

(c) arbitration deposits, and/or notice that any Protestant is a Small Business;

(d) Awardee responses;

(e) Coordinator/Contracting Department responses;

(f) the Solicitation File; and

(g) notice to OAH whether interpreter services will be needed for any Protestant or Awardee. OAH shall arrange interpreter services which shall be paid by the Contracting Department.

NOTE:

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New article 3 (sections 1420-1440) and section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1422. Selection of Arbitrator.**

(a) Within 2 working days after receipt of the protest from the Coordinator, OAH shall furnish the names of ten arbitrators to Protestant(s), the Awardee, and the Coordinator. The arbitrator list shall include administrative law judges who are employees of OAH and contract private arbitrators who are not employees of the State of California. Protestant(s), the Awardee, and the Coordinator may each strike two of the ten names and notify OAH within 2 working days. Protestant(s) may also indicate if they prefer a contract arbitrator or an OAH administrative law judge. OAH may then select as arbitrator any name

not stricken and shall notify Protestant(s), the Awardee, and the Coordinator within 2 working days. If all names are stricken, the Director of OAH shall appoint an arbitrator.

(b) A proposed arbitrator shall be disqualified on any of the grounds specified in Section 170.1 of the Code of Civil Procedure for the disqualification of a judge.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1424. Authority of Arbitrator.**

(a) Arbitrators are authorized to

(1) Administer oaths and affirmations;

(2) Make rulings and orders as are necessary to the fair, impartial, and efficient conduct of the hearing; and

(3) Order additional deposits from Protestant(s) to cover additional estimated costs. If OAH does not receive the required deposit(s) in the time specified, the right to protest will be deemed waived.

(b) The arbitrator shall have exclusive discretion to determine whether oral testimony will be permitted, the number of witnesses, if any, and the amount of time allocated to witnesses.

(c) It shall be in the arbitrator's exclusive discretion to determine whether to

(1) Conduct a prehearing conference; and/or

(2) Permit cross-examination and, if so, to what extent; and/or

(3) Review documents alone for all or part of the protest.

(d) It shall be in the arbitrator's exclusive discretion to determine whether additional responses and rebuttals are to be submitted, and the timelines and page limits to be applied.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1426. Decision Based in Whole or in Part on Documents Alone.**

Any Party may request that the arbitrator base the arbitrator's decision on documents alone. It shall be the arbitrator's exclusive discretion to do so.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1428. Prehearing Conference.**

(a) If the arbitrator determines that a prehearing conference is necessary, OAH shall set the time and place and notify Protestant(s), the Awardee, and Procurement at least 5 working days prior to the prehearing conference.

(b) The prehearing conference shall be held to identify and define issues in dispute and expedite the arbitration. The parties should be prepared to discuss, and the arbitrator may consider and rule on, any of the following matters applicable to the protest:

(1) Clarification of factual and legal issues in dispute as set forth in the Detailed Written Statement of Protest.

(2) The extent to which testimony shall be permitted and the extent to which cross-examination will be allowed.

(3) Identity of and limitations on number of witnesses, need for interpreters, scheduling and order of

witnesses, etc.

(4) Any other matters as shall promote the orderly and efficient conduct of the hearing.

(c) At the prehearing conference, Protestant(s), the Awardee, and Procurement shall deliver a written statement which contains the name of each witness a party wishes to call at hearing along with a brief written statement of the subject matter of the witness's expected testimony. If the arbitrator, in his or her exclusive discretion, allows an expert witness to be called, the party calling the witness shall provide the name and address of the expert along with a brief statement of the opinion the expert is expected to give. The party shall also attach a statement of qualifications for the expert witness.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1430. Scheduling the Hearing.**

The arbitrator shall schedule the date, time, and place of hearing and notify all Parties.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1432. Discovery.**

The arbitrator has exclusive discretion to issue subpoenas and/or subpoena duces tecum. There shall be no right to take depositions, issue interrogatories, or subpoena persons or documents.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1434. Attendance at Hearings.**

The Arbitration hearings shall be open to the public unless the arbitrator, in his or her exclusive discretion, determines that the attendance of individuals or groups of individuals would disrupt or delay the orderly conduct or timely completion of the proceedings.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1436. Arbitrator's Decision.**

(a) The final decision shall be in writing and signed by the arbitrator. It shall include a Statement of the Factual and Legal Basis for the decision, addressing the issues raised in the Detailed Written Statement(s) of Protest, and shall include an order upholding or denying the protest(s). The arbitrator's order shall not award a contract.

(b) A copy of the decision shall be sent by regular mail to Procurement, the Contracting Department, the Awardee, and Protestant(s) within 45 calendar days after the filing of the first Detailed Written Statement of Protest. In the arbitrator's exclusive discretion, this timeline may be extended for an additional 15

calendar days. The arbitrator's failure to issue a decision within the time specified by this section shall not be a ground for vacating the decision.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1437. Costs.**

(a) For protests not determined Frivolous by Procurement:
(1) If the arbitrator denies the protest, Protestant(s) will be liable for all costs of the arbitration.
(2) If the arbitrator upholds the protest, the Contracting Department shall pay for all costs of the arbitration and Protestant(s) will be refunded the deposit by OAH.
(b) If Procurement determined that the protest was Frivolous and the arbitrator affirms that the protest is Frivolous, the bond shall be forfeited to Procurement, the protest will be denied, and Protestant(s) will be liable for all costs of the arbitration.
(c) If Procurement determined that the protest was Frivolous and the arbitrator determines that the protest is not Frivolous, any bond(s) posted by Protestant(s) shall be returned.
(1) If the arbitrator denies the protest, Protestant(s) shall be liable for half of the costs of the arbitration. The Contracting Department shall pay the remaining half of the arbitration costs.
(2) If the arbitrator upholds the protest, the Contracting Department shall pay for all costs of the arbitration and Protestant(s) will be refunded the deposit by OAH.
(d) A Protestant who withdraws his or her protest before the arbitrator's decision has been issued will remain liable for all arbitration costs up to the time of withdrawal. These costs include, but are not limited to, the arbitrator's time in preparation, prehearing conferences, and hearing the protest. If Procurement deemed the protest Frivolous, any bond posted shall be forfeited to Procurement.
(e) Except as provided in (f), if any costs are determined to be payable by Protestant(s), that amount shall be subtracted from deposit(s) of Protestant(s) as ordered by the arbitrator. Any additional costs shall be billed to Protestant(s) and any refunds shall be sent to Protestant(s) by OAH.
(f) If a Protestant is a Small Business, then the Contracting Department shall pay OAH all arbitration costs and collect the amount due from Protestant.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1438. Judicial Review.**

The grounds for judicial review shall be as set forth in Chapter 4 of Title 9 of Part III of the Code of Civil Procedure (commencing with section 1285).

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

**§1440. Transcripts.**

(a) A party desiring a transcript of the proceedings shall contact the OAH Transcript Clerk to make arrangements to pay for preparation of the transcript. Prior to preparation of the transcript, a deposit equal to the estimated cost of the transcript shall be paid. Preparation of the transcript will be arranged by the OAH Transcript Clerk. The deposit shall be applied to the actual cost and any excess shall be returned to the party that submitted the request. Any balance due shall be paid by the party or a

representative on behalf of the party requesting the transcript before the transcript is released to the requesting party.

(b) Unless a record of a proceeding or any portion thereof was sealed, any person may request a transcript or a recording of the proceeding. If a record of a proceeding or any portion thereof was sealed, only parties to the proceeding may request a transcript of the sealed portions, and the sealed portions shall not be disclosed to anyone except in accordance with the order sealing the proceeding or subsequent order.

NOTE

Authority cited: Section 12126, Public Contract Code. Reference: Sections 12125-12130, Public Contract Code.

HISTORY

1. New section filed 8-18-98; operative 8-18-98 pursuant to Government Code section 11343.4(d) (Register 98, No. 34).

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION III
Current System or Problem

November 2, 2009

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# III. CURRENT SYSTEM OR PROBLEM

## A. INTRODUCTION

This section serves to provide Bidders with an overview of the Franchise Tax Board's (FTB) current business and technical operating environment. It will also include high level descriptions of FTB's computing systems, operational and system interdependencies, and details of how they relate to FTB's main function of tax collection and revenue generation for the State of California.

## B. BUSINESS CONTEXT AND OVERVIEW

FTB is responsible for administering two of California's major tax programs: Personal Income Tax and the Bank and Corporation Tax. FTB also has the responsibility for other non-tax collections and debt collection functions, including vehicle registration, court-ordered debt and fines imposed for labor law violations. FTB operates the Interagency Intercept Collection Program in conjunction with the State Controller's Office. In 1995, the Political Reform Audit Program began as a separate, non-tax program that conducts political reform audits as a result of a ballot initiative by the voters of California in 1974. FTB initiated and successfully executed several activities to target the tax gap (the difference between the total amount of taxes California taxpayers owe based on their income and amount they pay). These efforts began in 2005/2006 and are on-going in order to reduce the tax gap through education, outreach and enforcement action.

FTB's primary function is to administer the California Revenue and Taxation Code, which includes collecting the proper amount of tax revenue and operating other programs entrusted to the department at the least cost. FTB strives to serve the public by continually improving the quality of our products and services and performing in a manner warranting the highest degree of public confidence in our integrity, efficiency and fairness. Annually, FTB processes more than 17 million Personal Income Tax (PIT) returns and one million Business Entity (BE) returns, responds to more than three million phone calls, handles over seven million Internet contacts and collects about $60 billion, which represents more than sixty-five percent (65%) of the state's general fund revenue. FTB also administers various non-tax debt collection programs, including Court Ordered Debt (COD) and Department of Motor Vehicles (DMV) collections.

FTB's Tax Business Model (Figure 3.1) represents a customer-focused, graphical depiction of FTB's business processes at the highest level.

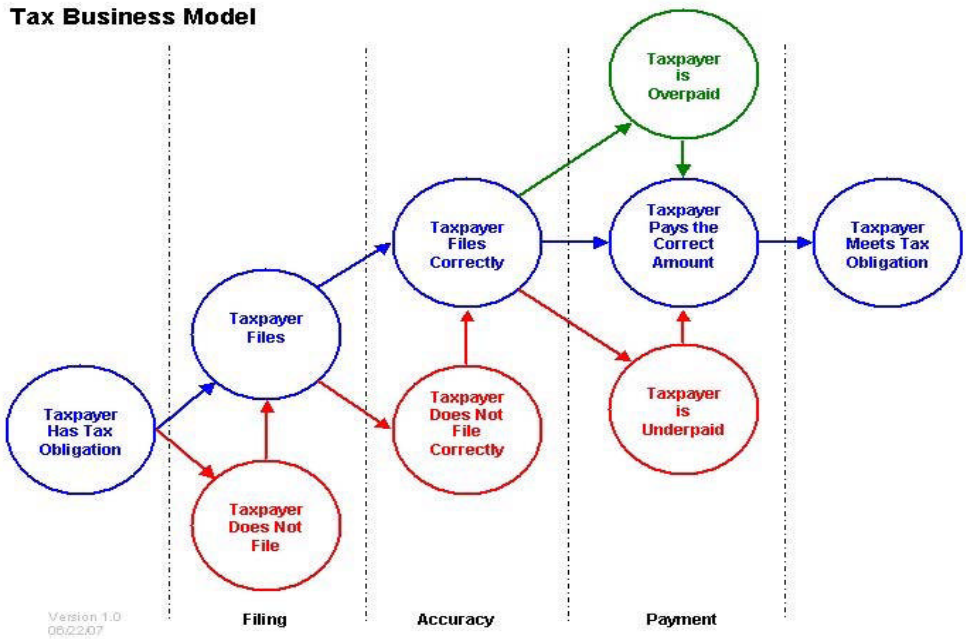



**Figure 3.1 – Tax Business Model**

The Tax Business Model processes colored in blue in Figure 3.1 are the most effective and least costly way for FTB to conduct its tax business. FTB uses the phrase “Blue Path” to refer to the processes used to timely process and correct taxpayer self-assessed tax obligations. The Blue Path impacts all taxpayers and is integral to FTB’s success because they account for roughly ninety percent (90%) of the $60 billion in revenue collected. Conversely, the processes shown in red represent the systems and programs engaged in processing tax obligations filed incorrectly or requiring intervention to collect taxes owed. These processes are referred to as the “Red Path” and represent the most costly way for FTB to carry out its mission. The Red Path processes are particularly costly because they concern recovery of revenue often with unavailable data, redundant systems, and system functions that are not shareable and reusable.

FTB’s workloads break down into key Systems of Work, which include Return Filing, Return Validation, Filing Enforcement (FE), Audit, and Collections.

Over the last two years, FTB’s Tax Systems Modernization (TSM) Bureau undertook an extensive effort to perform Business Problem Analysis (BPA). The BPA consisted of enterprise strategic planning for the FTB Tax Systems Information Technology Strategic Plan (ITSP). The BPA targeted FTB’s Systems of Work, specifically analyzing Return Filing, Return Validation, FE, Audit and Collections with an overall objective to align FTB’s goals and strategies with initiatives designed to deliver breakthrough improvements at both the enterprise and Systems of Work levels. The BPA clarified, defined and detailed FTB's Strategic Goals and defined the Enterprise Vision reconciled against the vision plans of the Filing, Audit, and Collections

business areas. In addition, the BPA defined the Strategic Business Problems (SBP) faced by the business areas that are obstacles to achieving the Enterprise Vision and identified opportunities for solving the problems. With validation from both the business and technology stakeholders, the SBPs produced a business focus intent on establishing a clear and comprehensive business vision to increase revenue through narrowing the tax gap by improving and streamlining the Blue Path processes, reducing waste, minimizing redundancy and reducing technology maintenance and operations costs. The BPA facilitated the formulation of a strategic Information Technology (IT) portfolio with the EDR Project as the first in the series of the TSM IT projects strategically directed to provide profound revenue generating and cost saving solutions all within the context of FTB's ITSP.

## C. CURRENT BUSINESS PROBLEM

The key business Systems of Work are further described in this section.

- Filing
- Return Validation
- Filing Enforcement (FE)
- Audit
- Collections

1. Return Filing System of Work

This activity includes the business processes (for example, capturing and storing the data) related to receiving a tax return.

a. Receiving a Return

FTB’s Receiving Section employs up to 1,000 temporary staff each year during the filing season to open mail, extract contents, sort returns, stamp document locator numbers (DLN), deliver paper documents, and prepare returns for processing. For the six million paper returns received annually, the Machines Unit uses high-speed sorters to open letter and flat-sized envelopes. The Extractions Unit extracts and assembles the returns. The Sorts Unit sorts all tax returns by year and form type before forwarding to the Numbering Unit. The Numbering Unit stamps returns and checks with a unique DLN. The DLN information is recorded into a spreadsheet for tracking purposes and the returns are placed into bins on a metal cart for physical transfer into another area for data capture. Different return types may skip certain manual steps; however, all paper returns move through the workflow via metal carts.

With the onset of e-file technology, FTB has experienced a reduction in the number of PIT paper returns filed. In fact, since the passage of the 2004 mandatory e-file law for tax preparers filing over 100 returns annually, the number of e-filed returns has doubled. In the 2006 taxable year, sixty percent

(60%) of all PIT returns were e-filed. E-filed returns not only provide the obvious benefit of using less paper, but also benefit from having all return data in an electronic format, which results in reduced processing costs due to minimal return fallout for manual correction. Even though e-filed returns constitute the majority of returns filed, FTB predicts the number of e-filed returns will plateau at seventy-five percent (75%) by 2011, leaving FTB to process roughly five million paper returns annually. In order to process the annual flow of paper returns, FTB will continue to hire and train nearly 1,000 temporary employees every year to open, extract, sort and physically move paper returns to meet the demands of timely deposits to the general fund and timely refunds to California taxpayers.

b. Capturing Return Data

The capturing of paper return data consists of two methods, all dependent on the type of form submitted: manual input via a Key Data Operator (KDO) and data capture via high-speed scanners. Roughly half of all paper returns are data captured via manual input from a KDO, which consists of entering specific line item data from the first two pages of each return. The remaining paper returns are data captured via high-speed scanners utilizing Optical Character Recognition (OCR) technology and subsequently perfected by a KDO if needed. For PIT returns, the amount of data captured from the OCR returns is limited to the first two pages of the return. To complement the 60 permanent KDOs, FTB employs an additional 150 KDOs during the filing season to ensure all taxpayer data gets captured and perfected for timely refunds and billings. Upon completion of data capture or manual input, all PIT paper returns continue through the workflow via metal carts for validation.

Although all BE returns are manually data captured, all BE returns also undergo an imaging and paper shredding process that allows for manual validation of a BE return from an electronic image.

In addition to the labor costs associated with physically moving paper returns, FTB forgoes revenue opportunities related to the limited data captured from paper returns along with the manual methods used. FTB's ability to capture data was originally designed around a paper-based system, which has since been modified to incorporate e-file data with a significant drawback: the data cannot be accessed via a centralized location. The capture, enterprise storage and usage of return data affords FTB many opportunities to analyze filing trends, increase modeling capabilities and minimize exception processing; however, electronic data captured via e-file versus data captured through manual input has considerably different results. An e-filed return captures all data associated with a return including all schedules. The data manually captured from paper returns is limited to only the data necessary to process a return, essentially the first two pages of the return (for example, items such as adjusted gross income and wage withholding amounts are captured while data in the schedules and forms attached is not). In addition, currently only e-filed data equivalent to the paper

return data is used in the audit selection process. Approximately sixty-five percent (65%) of the paper returns are software generated and data captured via high-speed scanners. The remaining thirty five percent (35%) are captured manually as they are hand printed returns which are hard for the scanner to read effectively. In essence, both methods currently capture the same data; however, capturing data via a high-speed scanner allows for greater production, along with the opportunity to capture and store all paper data in a similar format to the data captured via e-file. In support of the Return Filing process, FTB's external Customer Service Support Center is responsible for responding to customer inquiries, including both taxpayers and tax professionals. FTB's strategic goals of operational excellence and improved customer service revolve around the following strategies:

- Decrease paper-based processes
- Improve return processing speed
- Continue promoting e-services
- Streamline processes and modernize IT systems

Based on these strategies, FTB must proactively develop methods to streamline the processing of paper returns through imaging and automated data capture, thus creating a gateway to all data that can be used throughout the FTB enterprise, promoting Blue Path compliance. Applying return data across the enterprise for use in Audit, Collections and Return Validation, along with streamlining redundant IT systems will generate substantial revenue and reduce the tax gap, while also improving FTB's operational efficiency.

c. Return Storage

After validation, all PIT paper returns are moved to a warehouse for storage where they reside an average of four years before being destroyed. The warehouse consists of 190,000 square feet of storage area and houses roughly 107 million documents. As of July 2007, all new BE paper returns no longer require storage as all BE documents are imaged and available for electronic viewing.

2. Return Validation System of Work

This activity involves the business processes related to the validation and correction of the return data, including the management of that data.

Each year nearly 2.5 million PIT returns and over 300,000 BE returns require some degree of manual intervention to complete processing, such as the current entity match process which matches entity information from a tax return to data in the system of record. Unlike e-filed returns, which undergo additional edits before acceptance and validation by FTB, all paper returns complete processing prior to the identification and correction of any data or input errors. The validation system

processes all returns (paper and e-file), primarily identifying math, entity and payment discrepancies.

Validation ensures tax return accuracy by manually reviewing and correcting returns that do not meet mathematical or logical criteria. All returns are subject to the validation process with incorrect returns requiring manual review from staff. Correction of a paper return requires staff to physically locate the return, review the paper information against the captured data, and subsequently make the correction. Return corrections range from fixing a taxpayer's name to verifying and correcting withholding amounts, which require staff to send a notice to the taxpayer of the change made to their return. To further verify a taxpayer's W-2 there is the Wage and Withholding Verification (WagWhVer) program; a partnership between FTB and the Employment Development Department (EDD). FTB receives Wage Withholding Information from EDD to compare Withholding claimed on a tax return to the actual Withholding amount that was reported to EDD by the taxpayer's employer. This information can be used to resolve withholding discrepancies while processing returns and locate all employment information reported to EDD while working in connection with the Return Validation System. Validation occurs on both paper and electronically transmitted returns; however, data is not captured beyond the first two pages of the paper returns, and schedules and forms are not verified for mathematical accuracy, creating a potential for loss of revenue. PIT returns and BE returns are validated in separate areas on separate systems. Extensive backlogs result in the BE area due to the complexity of the returns and limitations of the system.

FTB hires roughly 200 temporary staff to make manual tax return adjustments and complete the return filing process. In addition to making manual adjustments, FTB attempts to identify fraudulent PIT returns for investigation proceedings. Analysts request detailed queries from limited accounting system information to identify fraudulent activities. Due to limited data and the labor-intensive process that goes into identifying fraud, FTB is unable to adequately detect fraudulent behavior early in the filing process. These difficulties result in the issuance of inappropriate refunds which FTB spends further audit and Collections resources to recoup.

For BE returns, it is cost prohibitive to maintain a fraud prevention program due to lack of resources, return complexity and limited data capture. Similar to PIT, all BE returns run through the validation process. However, due to BE's complexities (for example, lack of captured data, the accounting system's current architecture, and the identification and manual corrections of BE returns), BE returns take a considerably longer period of time to validate versus PIT returns. The cumbersome BE accounting system requires multiple batch processes to correct all discrepancies which leads to chronic BE backlogs. On average, 100,000 BE returns continue processing into the following taxable year requiring a consistent use of additional temporary staff and overtime. Keeping in line with FTB's strategic vision of identifying approaches to narrow California's tax gap, opportunities exist to use more data (including third party data and schedule information) to identify fraudulent behavior and reconcile all aspects of a return.

3. Filing Enforcement (FE) System of Work

The FE program identifies and pursues individuals and corporations with potential filing requirements and no tax return filed. The Integrated Non-Filer Compliance (INC) computer system plays a key role in the FE program through the identification of potential non-filers by matching income records against filed tax returns. This plays a significant role in reducing the "tax gap" (tax which is owed but not paid). To ensure accurate non-filer information, all income records pass through a variety of data cleansing processes. The INC database uses names and identification numbers to determine the total income earned by each non-filer in a given year and subsequently create a non-filer account. These potential non-filers are notified of their filing requirement and, if they fail to file a tax return, tax is assessed based on available income information. FTB has agreements with third parties (for example, DMV and EDD which provide income and income indicator records at different times throughout the year. These third party records are matched against FTB tax records to identify non-filers. About nine million of these records cannot be adequately matched each year. By identifying potential non-filers, the FE program obtains approximately 250,000 tax returns and $500 million in total revenue each year. Additionally, the FE program places a high priority on identifying innovative ways to identify non-filers by adding new income sources each year.

Roughly 12 million possible non-filer cases are identified annually, of which 1.8 million meet the threshold to pursue. Of these, 1.25 million cases must be manually worked; requiring significant resources to research better addresses and manually determine filing requirements. Adding additional data sources and improving the quality of non-filer matches would alleviate the dependency on manual intervention and promote Blue Path behavior in future years, thus increasing revenue potential.

4. Audit System of Work

The Audit Division is responsible for auditing California resident and nonresident PIT taxpayers, Pass Thru Entities with California source income, and BE taxpayers doing business in the state. The Audit Division's mission is to ensure that taxpayers report and pay the correct amount of tax. The Audit Division performs approximately 350,000 audits per year that produce approximately $1.4 billion in additional revenue. These audit activities play an important role in reducing the tax gap.

Critical to the support of Audit's mission is the ability to identify candidates for audit. A key component of the identification process is the acquisition and analysis of return and third party data sources. Third party data sources include information from industry, as well as other state and federal agencies. Today, the Audit Division uses separate systems to store tax return and third party data for each of the respective audit programs. Each system stores some of the same data and each system has its own extract, transform and load (ETL) processes. These systems do not provide automated data cleansing and perform limited matching functions,

which prevent them from making the best use of available data. These separate and redundant data silos present a problem when adding new data, as each one must be updated to process and store new data. These silos also present many challenges to service operations as they generate multiple incidents to the IT Service Desk. For example, in 2008 approximately forty percent (40%) of service desk calls were to reset passwords – a result of staff having to remember multiple passwords for different data sources. In addition, no single system has access to all of the data.

Once the data is loaded and available within a data store, it may be analyzed through a process called modeling. Modeling is a system functionality that supports the querying of data against a selected data store. Specific tax return and third party data elements provide the basis for audit models and ultimately the selection of tax returns for auditing. Audit models range from very simple single-issue models to sophisticated and complex multiple-issue models. The effectiveness of the models is limited by the lack of available return data. Additional manual scoping and screening steps are utilized to finalize candidate selection. Once the candidate is selected, information is requested from the taxpayer to verify selected items within the tax return or claim. If the information validates the items selected for audit, the taxpayer is sent a letter stating the tax return or claim is accepted as filed. This letter is called a “no change” letter. The current PIT return selection process is moderately successful as demonstrated by a forty percent (40%) no change rate.

FTB cannot start the audit process (or cycle) involving complex or multiple issue audits until approximately 18 months after the filing of a tax return. This is due to various processing issues that impact the availability and timeliness of key data elements from other FTB business areas and external third party sources. Once the data is received, additional data cleansing and ETL steps are required to process the Audit modeling programs.

Audit’s non-integrated technology environment limits the pursuit of revenue producing business opportunities. These opportunities are specific to data and improving audit modeling and candidate selection. Currently, a need exists to improve data quality, data timeliness, acquisition of new data sources and the ability to share data.

In addition to the modeling process, Audit receives leads from multiple sources including media tips, other states, other California State agencies and other professional committees and organizations. This information is often reviewed manually for potential noncompliance issues that would prompt FTB to select additional taxpayers for audit or to create new models to detect a noncompliance trend.

5. Collections System of Work

The Collections System of Work enforces the laws entrusted to FTB to collect the proper amount of tax or non-tax debts. The Collections System of Work provides direct assistance to taxpayers and tax professionals by educating them through reactive Taxpayer call centers and field offices, notifying them of outstanding debts and encouraging them to voluntarily pay in full. For those taxpayers who do not comply, involuntary collection action is taken. This may consist of contacting taxpayers, filing liens, issuing levies and seizing assets. It is the collector's role to explain and resolve the balance due and educate the taxpayer on how to comply with California tax laws.

FTB administers four Collections debt types:

- Personal Income Tax
- Business Entity
- Court Ordered Debt
- Vehicle Registration Collections

Each of the four debt types has a separate collection system that essentially performs the same collection functions (for example, levies, installment agreements, and notices). However, each debt type operates in a silo unable to leverage information or technology from the other Collections systems. The inability for the systems to perform the same functionality and share data has resulted in increased training costs, duplicate efforts, redundant data, out-of-sync systems, miscommunication, increased IT costs and the inability to redirect resources from one debt type to another.

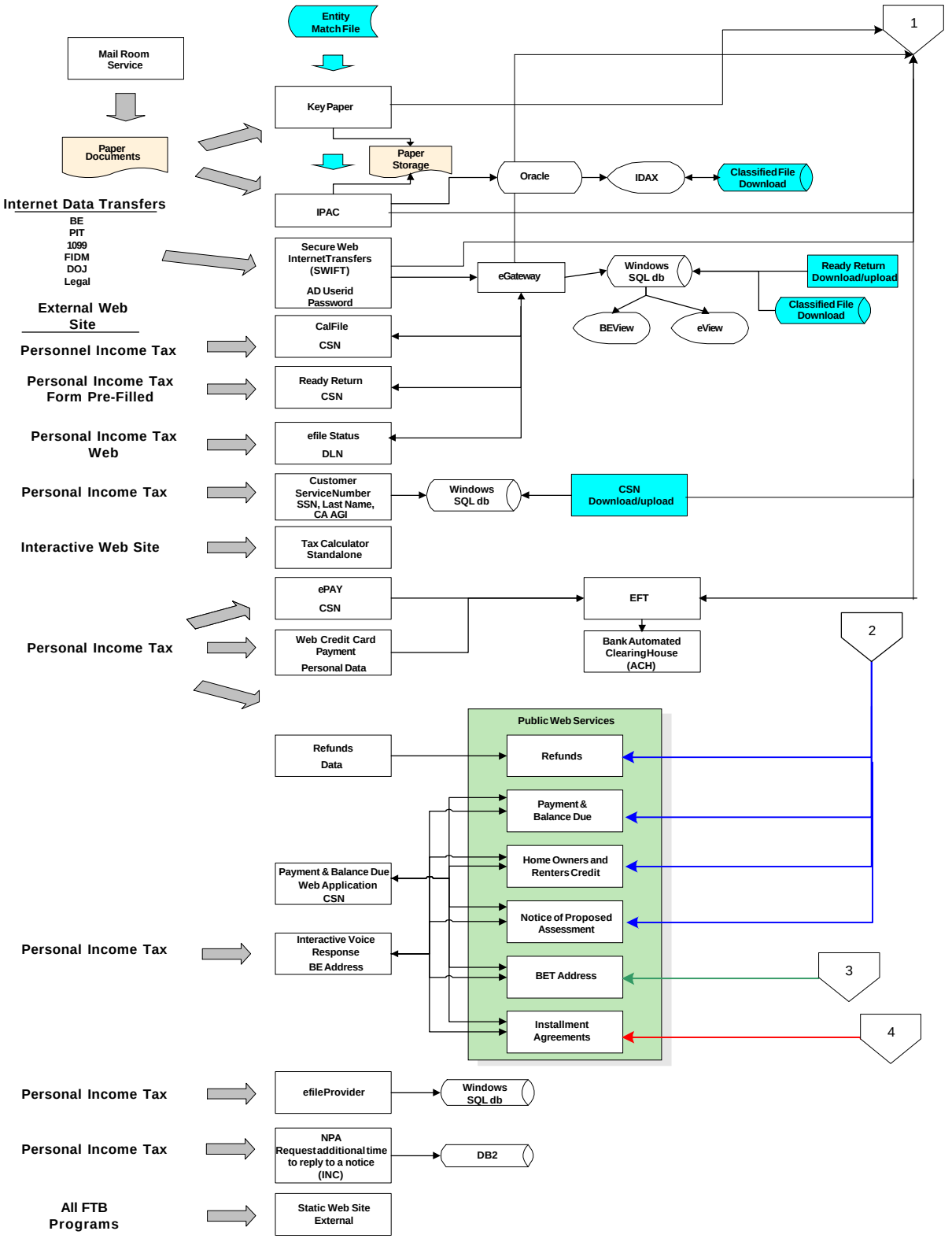
The tax collection systems rely heavily on automated noticing functions. Each year more than one million cases with a balance due are assigned to the Collections System of Work for resolution. These cases are initially scored to determine the number and types of automated notices to send the taxpayer including demand, levy and lien notices. The automated process accounts for more than seventy-five percent (75%) of the cases resolved. If the case is not resolved through the automated process, the case is assigned to a collector for manual collections. Both the automated and manual collections processes rely heavily on taxpayer income, asset and account information. The lack of data constrains the effectiveness of these processes as evidenced by the size and growing trend of tax collections accounts receivable.

## D. CURRENT SYSTEMS AND OPERATING ENVIRONMENT

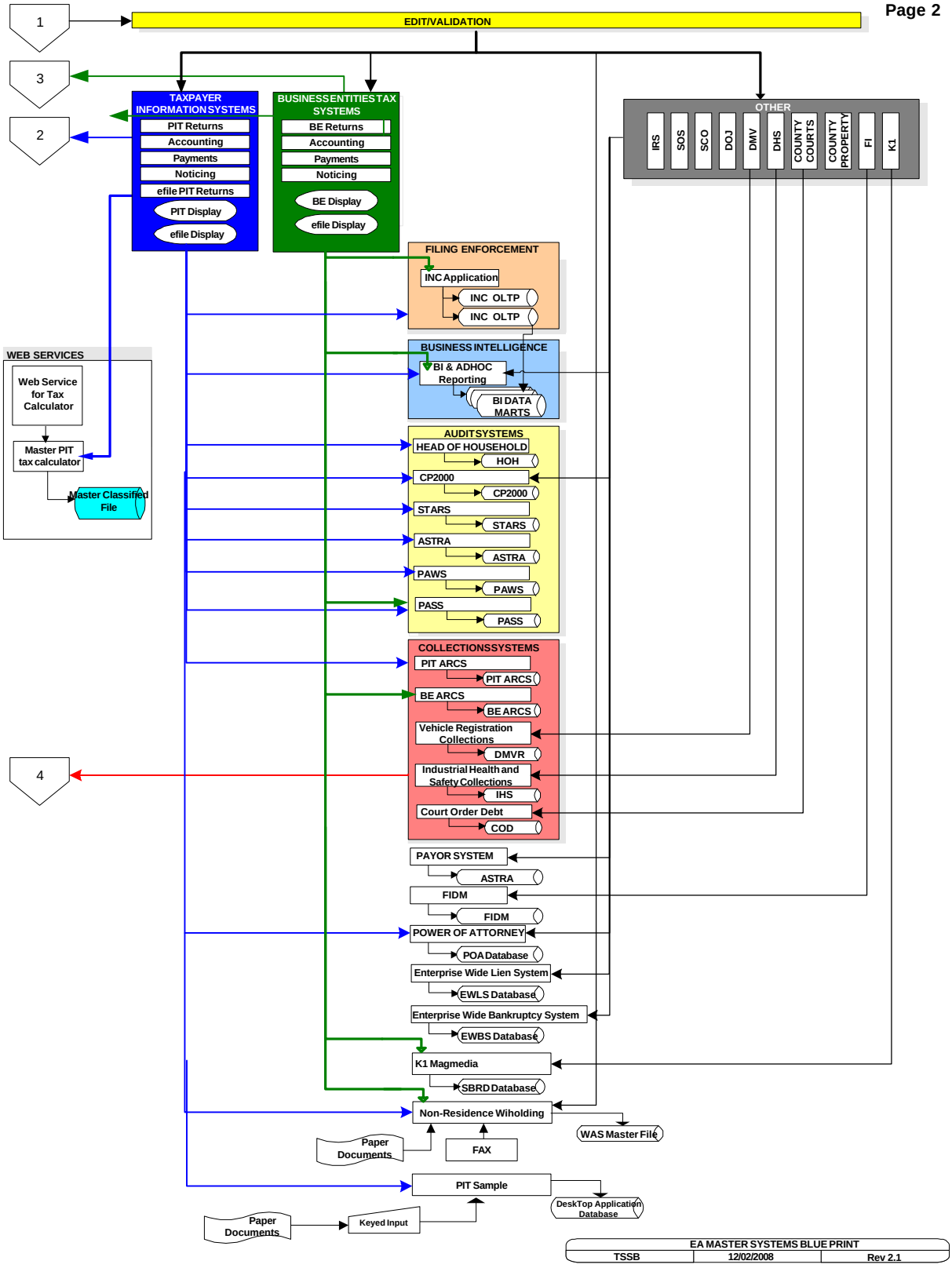
Figure 3.2 illustrates FTB's operating environment and its various tax systems. Provided within this section is a written description intended to aid bidders in achieving an accurate understanding of FTB's current technology operating environment.

**Figure 3.2 – FTB's Operating Environment**

**Page 1**


Entity Match File
Mail Room Service
Paper Documents
Key Paper
Paper Storage
IPAC
Oracle
IDAX
Classified File Download
1
Internet Data Transfers
BE
PIT
1099
FIDM
DOJ
Legal
Secure Web InternetTransfers (SWIFT)
AD Userid Password
eGateway
Windows SQL db
Ready Return Download/upload
Classified File Download
BEView
eView
External Web Site
Personnel Income Tax
CalFile
CSN
Personal Income Tax Form Pre-Filled
Ready Return
CSN
Personal Income Tax Web
efile Status
DLN
Personal Income Tax
Customer ServiceNumber SSN, Last Name, CA AGI
Windows SQL db
CSN Download/upload
Interactive Web Site
Tax Calculator Standalone
ePAY
CSN
EFT
Personal Income Tax
Web Credit Card Payment
Personal Data
Bank Automated ClearingHouse (ACH)
2
Public Web Services
Refunds
Data
Refunds
Payment & Balance Due
Home Owners and Renters Credit
Payment & Balance Due Web Application
CSN
Notice of Proposed Assessment
Personal Income Tax
Interactive Voice Response
BE Address
BET Address
3
Installment Agreements
4
Personal Income Tax
efileProvider
Windows SQL db
Personal Income Tax
NPA Request additional time to reply to a notice (INC)
DB2
All FTB Programs
Static Web Site External

Page 2


1
EDIT/VALIDATION
3
2
TAXPAYER INFORMATION SYSTEMS
PIT Returns
Accounting
Payments
Noticing
efile PIT Returns
PIT Display
efile Display
BUSINESS ENTITIES TAX SYSTEMS
BE Returns
Accounting
Payments
Noticing
BE Display
efile Display
OTHER
IRS
SOS
SCO
DOJ
DMV
DHS
COUNTY COURTS
COUNTY PROPERTY
FI
K1
FILING ENFORCEMENT
INC Application
INC OLTP
INC OLTP
WEB SERVICES
Web Service for Tax Calculator
Master PIT tax calculator
Master Classified File
BUSINESS INTELLIGENCE
BI & ADHOC Reporting
BI DATA MARTS
AUDIT SYSTEMS
HEAD OF HOUSEHOLD
HOH
CP2000
CP2000
STARS
STARS
ASTRA
ASTRA
PAWS
PAWS
PASS
PASS
COLLECTIONS SYSTEMS
PIT ARCS
PIT ARCS
BE ARCS
BE ARCS
Vehicle Registration Collections
DMVR
Industrial Health and Safety Collections
IHS
Court Order Debt
COD
4
PAYOR SYSTEM
ASTRA
FIDM
FIDM
POWER OF ATTORNEY
POA Database
Enterprise Wide Lien System
EWLS Database
Enterprise Wide Bankruptcy System
EWBS Database
K1 Magmedia
SBRD Database
Non-Residence Wiholding
WAS Master File
Paper Documents
FAX
PIT Sample
DeskTop Application Database
Paper Documents
Keyed Input
EA MASTER SYSTEMS BLUE PRINT
TSSB
12/02/2008
Rev 2.1

The major systems to be referenced in Figure 3.2 above are color-coded and further identified as:

- Taxpayer Information System (TI) – Dark Blue
- Business Entities Tax System (BETS) – Dark Green
- Integrated Non-Filer Compliance System (INC) – Orange), also referred to as Filing Enforcement in above figure
- Business Intelligence and Data Services (BIDS) – Light Blue, also referred to as Business Intelligence in above figure
- Audit Systems – Yellow
- Accounts Receivable Collection System (ARCS) – Red, also referred as Collection Systems in above figure
- E-Gateway

These systems represented in this diagram interact to process return data and provide information to the inter-related areas of FTB, as well as to other State departments, government and 3rd party entities. The process inputs include but are not limited to:

Inputs

- Completed tax forms
- Tax returns and other taxpayer information
- Payments (checks, cash, and various e-payment methods)
- Mail, correspondence and phone calls
- Information returns and data from other state and federal agencies such as:
  - Internal Revenue Service (IRS)
  - Board of Equalization (BOE) (sales tax information)
  - EDD (wage, employer, and withholding data)

Major Systems Descriptions

1. Taxpayer Information System (TI)

   a. History and Overview

   The primary accounting system for processing PIT returns and support of FTB tax programs is the TI System, an automated taxpayer database and accounting system for the PIT program. Each year, Californians file more than 17 million PIT returns. The PIT program generates more than $49.9 billion each year. It is a cross platform application with the database (ADABAS) updated through nightly batch processing, although adjustment to taxpayer accounts are available in "real time." TI is designed to capture, update, and store individual taxpayer information.

The TI system was implemented in 1993 as a replacement for the former PIT withhold and accounts receivable systems. In 2008, TI processed in excess of 17.3 million returns and 12.3 million payments, and issued in excess of 10.7 million refunds and 2.8 million notices. TI executes in two primary environments; mainframe batch processing, and mainframe on-line processing (Com-plete and CICS). FTB is procuring a system documentation tool and consultant services to document the system beginning in State Fiscal Year (SFY) 2009/10 to prepare for the EDR Project. The plan is to document the TI system business processes and rules through SFY 2010/11.

b. TI Software

TI software and programming languages include, but are not limited to:

- COBOL II
- JCL, SyncSort, IDCams, CICS, JES2, DFSMSM, ISPF, Innovation FDR, File-AID, Finalist, Abend-AID
- Assembler
- ADSO
- DYL280
- Natural
- ISPW
- Top Secret
- Complete
- MQ
- ADABAS
- DB2

c. Current Functionality

TI provides both online and batch processing, and supports a variety of business functions, including, but not limited to:

- Processing PIT returns
- Adjusting PIT returns and/or tax assessed
- Accounting
- Processing PIT payments
- Processing notices

d. TI System Constraints

- TI system constraints are very typical of systems that are more than fifteen years old. Some of these constraints include: lack of web enabled capabilities, a common platform and new technologies.

e. Data Sources, Sharing and Interfaces

The information used to support the functionality described above is received from numerous sources including:

- Secretary of State (SOS)
- State Controller's Office (SCO)
- Department of Justice (DOJ)
- Department of Motor Vehicles (DMV)
- Department of Health Services (DHS)
- Board of Equalization (BOE)
- Employment Development Department (EDD)

2. Business Entities Tax System (BETS)

a. History and Overview

BETS is the primary accounting system for business entities tax. BETS is used to issue BE deficiency notices. It also provides a view of BE taxpayers' accounts, historical data and functionality to request tax returns.

Implemented in 1996, BETS uses proprietary INSTALL/1 and DESIGN/1 products, which are highly integrated into the BETS online environment and development processes. The INSTALL/1 and DESIGN/1 products have been "functionally stabilized" by the vendor, meaning that no enhancements to the existing products will be made. Since their peak worldwide usage in the mid 1990s, approximately two-thirds of the original customers have discontinued the use of the products, leaving only approximately 50 customers. The vendor has not provided active support for INSTALL/1 and DESIGN/1 since their last release in October of 2003. FTB meets periodically with the software and product vendor to get current status on product support issues and end of life timelines. FTB is procuring a system documentation tool and consultant services to document BETS beginning in SFY 2009/10 to prepare for the EDR Project. The plan is to document the BETS system business processes and rules in order to better understand and leverage them in the EDR Project, reduce dependency on BETS and replace BETS when it is less risky consistent with the strategy in the ITSP. System Documentation is planned through calendar year 2011.

b. BETS Software

BETS software and programming languages include, but are not limited to:

- COBOL II
- JCL, SyncSort, IDCams, CICS, JES2, DFSMSM, ISPF, Innovation FDR, File-AID, Finalist, Abend-AID
- Assembler

- ADSO
- DYL280
- Natural
- ISPW
- Top Secret
- Complete
- MQ
- SSName 3
- DESIGN/1
- INSTALL/1
- DB2

c. Current Functionality

BETS supports numerous business functions including, but not limited to:

- Processing BE returns
- Adjusting BE returns
- Accounting
- Processing BE payments
- Processing notices including proposed assessments
- Business Intelligence (BI) and ADHOC Reporting

d. BETS System Constraints

- BETS system constraints are similar to the TI system in that it lacks web enabled capabilities and new technologies. Additionally, BETS changes take considerable time and effort to make, and depends on paper and manual processes.

e. Data Sources, Sharing and Interfaces

The information used to support the functionality described above is received from numerous sources including:

- Pass-through entity Automated Screening and Support System (PASS)
- Bank and Corporation Statistical Sample (BC)
- E-Gateway
- Electronic Fund Transfer (EFT)
- Interactive Voice Response (IVR)
- State Controller's Office (SCO)
- Board of Control (BOC)
- Employment Development Division (EDD)
- Board of Equalization (BOE)
- Secretary of State (SOS)

- Automated Correspondence (ADCORR)
- Integrated Non-Filer Compliance (INC)
- Manual Processing and Cashiering System Tandem
- Image Processing and Cashiering System (IPACS)
- Accounts Receivable Collection System (ARCS)
- Withhold at Source System (WASS)

3. Integrated Non-Filer Compliance (INC)

a. History and Overview

FE is one of FTB's primary methods to reduce the tax gap and gain compliance with the State's tax laws. The FE program is very successful at identifying and pursuing taxpayers who have not filed a tax return but may have a filing requirement. The key element of the program is the INC computer system that identifies potential non-filers by matching income records against filed tax returns. These potential non-filers are notified of their filing requirement and if they fail to file a tax return are assessed an amount of tax based on their information.

The INC application is used to administer FTB's Non-Filer program and a major component of FTB's California tax gap reduction efforts. The INC application identifies and gains compliance from individuals and businesses that have not filed California State income tax returns. INC uses a single non-filer enforcement strategy to achieve filing compliance, issue FE notice. The system does not provide other automated enforcement alternatives (for example, issue taxpayer education notice, and issue filing reminders.)

b. INC Software

INC software and programming languages include, but are not limited to:

- Java
- DB2
- Finalist
- Rationale
- MQ

c. Current Functionality

INC is used to identify and contact potential non-filers. Third party income records are cleansed (address only) and matched prior to INC to obtain taxpayer identification (TPID). The matching process currently uses in general name, address (one only), and social security number for its matching criteria. Matched records are then sent to INC for further processing. All records (both matched and unmatched) are posted to INC's data warehouse (called Enterprise

Customer Asset Income and Return (ECAIR)). Unmatched records are stored in ECAIR for review but not re-matched. No unmatched records are re-matched.

d. INC System Constraints

INC system constraints are typical of systems with large amounts of data where performance issues exist. The current system is also constrained by a single notice-based strategy.

e. Data Sources, Sharing and Interfaces

Today, FE is the primary processor of third party data. This processing occurs in FE's Identify System – Data Management Activity System. FE alone receives over 250 million records annually from 3rd party providers.

Information is received from and shared with the following, but is not limited to:

- Financial Institutions
- Credit bureaus
- Social Security Administration (SSA)
- IRS
- BOE
- DMV
- EDD
- SOS
- BETS
- TI
- ARCS

4. Business Intelligence Systems (BI)

a. History and Overview

The Business Intelligence and Data Services (BIDS) Section is responsible for the four major BI applications at FTB. These applications are the Accounts Receivable Management Reporting (ARMR) System, PIT Return Data Mart (PIT System), and the Professional Audit Support System Management Information (PASS MI), and the Enterprise Customer Asset and Information Return Data Warehouse (ECAIR DW). The applications have over 700 active users and produce more than 200 daily, weekly or monthly self-service reports. These reports are accessed more than 300,000 times a year. The databases and data marts contain income, tax return and demographic data for more than 70 million taxpayers. They are used to provide financial and program evaluation data for FTB's Activity Based Revenue and Systems of Work efforts. BIDS staff also use

the databases and data marts to complete more than 400 ad hoc data requests annually.

b. BI Software

BI software and programming languages include, but are not limited to:

- DB2
- Business Objects
- Microsoft SQL Server
- Microsoft Reporting Services, Integration Services and Analysis Services
- Hyperion ESSBase and BRIO
- IBM InfoSphere DataStage and Quality Stage
- Informatica
- COBOL and Natural

c. Current Functionality

In addition to providing our customers' ad hoc data requests from any FTB system, BIDS supports the following Business Intelligence (BI) and reporting systems for ongoing FTB analytical needs:

- **ARMR** – Contains collection information from various tax systems (for example, ARCS, TI) within FTB to help monitor cases being worked and analyze trends. This information provides current and past balances, amounts collected, actions taken, collector performance, inventory volume, program performance, and system performance.
- **ECAIR** – Contains return and accounting system data from TI and BETS and demographic data from TI, BETS and INC. It also contains most of the 3rd party income data received by FTB. This data is used to support the Non-Filer program, enterprise wide customer service and compliance efforts.
- **MIS** – Contains inventory and deposit information from:
  - Information Capture and Banking Section (ICBS)
  - E-Gateway - e-File, Business e-File (BEEF), CalFile, Ready Return, Electronic Funds Transfer (EFT)
  - Receiving
  - IPACS - A high-speed, image-based cashiering system that we use to cashier and bank one hundred percent (100%) of taxpayer payments paid by check or money order.

  The information aids users with pipeline workflows and provides a daily picture of returns, refunds, deposits, payments, notices, credits and miscellaneous transactions received by FTB for all programs.
- **PASS MI** – Contains audit and legal information from the PASS system to help in tracking staff hours and inventories. The system is also used to

evaluate audit model effectiveness, capture audit results and legal rulings and analyze revenue impacts of final audit determinations and legal activities.

- **PIT Return DM** – Contains information on validated and posted PIT returns. The system provides return facts, statistics and analytical data that are used to provide timely and efficient answers about PIT returns.
- **Processing Summary** – Contains a collection of Excel reports that summarize data from MIS, TI, BETS and E-Gateway that provides users with statistical information about PIT, BE, Homeowners and Renters Assistance (HRA) and Non-Tax programs.
- **TimePortal Custom** – Contains employee time and workload information from the TimePortal timekeeping application. Authorized budget and management staff utilize reports to assist with budget and staffing needs.

d. BI System Constraints

BI system is constrained by overlapping software products and processes and no common hardware platform or an enterprise data warehouse.

e. Data Sources, Sharing and Interfaces

The information used to support the processes described above are received from numerous sources including:

- EDD
- INC
- IRS
- BOE
- ARCS
- Enterprise Wide Lien System (EWLS)
- Enterprise Wide Bankruptcy System (EWBS)
- TI
- BETS
- E-Gateway
- IPACS
- PASS
- United States Postal Service (USPS)

5. Audit Systems

a. History and Overview

The Audit Division is responsible for auditing PIT taxpayers with California source income and BE taxpayers doing business in the state. The Audit Division's

mission is to ensure that taxpayers report and pay the correct amount of tax. Performing approximately 350,000 audits per year that produce approximately $1.4 billion in additional revenue, the Audit Division plays a significant role in reducing the estimated $6.5 billion dollar tax gap in California.

The goal of Audit is to identify those taxpayers who have incorrectly reported their tax liability and to ultimately determine the correct amount of tax on that audited year as well as impact compliance of that taxpayer in future years. A broader goal is to improve compliance related to the issues in future years via education and outreach – as opposed to addressing noncompliance only for a single taxpayer.

With over 17 million returns filed on an annual basis and limited resources available to review these returns, the detection of noncompliance via automated tools is paramount to successfully addressing underpaid tax liabilities.

b. Audit Software

Audit software and programming languages include, but are not limited to:

- PASS (Professional Audit Support System)
  - PC, ), Local Area Network (LAN) and Mainframe
  - Sybase
  - Powerbuilder
  - C++
  - Intel
  - Unix
  - Windows NT & 2000
  - AIX
- FEDSTARII
  - PC, LAN and Mainframe
  - .NET
  - SQL Server
  - Cobol
  - VB6
- CP2000
  - PC, LAN and Mainframe
  - SQL Server
  - VB6
- HOH (Head of Household system)
  - PC,, LAN,, Mainframe,, and Internet
  - SQL Server
  - VB6
  - HTML
- ECAIR – PIT Modeling
  - PC,, LAN,, and Mainframe

  - DB2
  - Business Objects
  - Unix AIX
- STARS
  - PC, LAN and Mainframe
  - SQL Server
  - VB6

c. Current Functionality

A key component of the audit process is the acquisition and analysis of data, both internal and external. Data is critical for the modeling of audit issues as well as the evaluation of the taxpayer by the auditor. The Audit Division currently uses six primary and separate systems to store data for each of the respective audit programs. Each system stores some of the same data and each system has its own extract, transform and load processes.

Currently, taxpayer and tax preparer information is accessed and updated by auditors using multiple screens and sometimes multiple systems requiring their own logon.

The Audit Division currently uses more than 20 mainframe and client-server systems. The six main systems Audit uses are PASS, ECAIR (for PIT Modeling), FEDSTARII, STARS, CP2000, and HOH. Each of these systems was built for specific audits, leading to redundant ETL and staging processes within Audit.

The PASS system is used to select, perform and manage pass-through entity and corporation audits. PASS data management processes gather federal return data, California State return data, third party data (1099), and FTB account data (TI and BETS) including the State Business Returns Database (SBRD) to model data for audit selection. PASS case management functions include PIT audits identified through ECAIR.

PIT audit selection models are run against the ECAIR database through the use of Business Objects. The returns are selected based on predetermined audit criteria from federal return data (IRS IMF, IRS 1099), California State return data (return merge file), and FTB account data (TI, PIT Sample). Model taxpayers are exported into user maintained databases for further data matching to existing audit workloads and qualified taxpayers selected for PIT audits.

The FEDSTARII system is used for audits based on Revenue Agent Reports (RAR) received from the IRS. FEDSTARII data management processes gather federal return data, Federal Compliance Data (RAR), California State return data, and FTB account data into FEDSTARII databases that are accessed for RAR audits.

The STARS program is used to audit taxpayers with specified statutory issues and single-issue correspondence audits. STARS data management processes gather federal return data (IRS 1099 file), third party data (California lottery), California State return data, and FTB account Data (TI, HOH one touch file) into STARS databases that are accessed for STARS audits.

The CP2000 program is a workload based on underreporting files received from the IRS. CP2000 data management processes gather federal return data, Federal Compliance Data (IRS CP2000 files), California State return data (FTB return merge files), and FTB account data (TI, HOH one touch file) into CP2000 databases that are accessed for CP2000 audits.

The Head of Household (HOH) program is a workload to audit taxpayers who have erroneously claimed the HOH filing status on their return. HOH data management processes gather California state return data (individual state returns posted in TI) and FTB account data (audit history file, return history file) into HOH databases that are accessed for HOH audits.

In addition to data extract, transform, load, and stage processes that are run separately for each audit system, the Federal, State and Special Audit Section (FSSAS) performs separate data match runs at various times of the year that are not coordinated among Audit systems. STARS runs match processes twice for each taxable year. CP2000 runs match processes as IRS tapes are received, usually seven times over an 18-month period. HOH runs match processes two or more times per year, once in mid-May to mid-June and once after an extended due date. FEDSTARII runs match processes as IRS EOAD (Examination Operational Automation Database) disks are received, usually once a month.

d. Audit System Constraints

Audit system constraints are typical of aging systems as there are redundant management processes, data is not shared throughout the modeling and identification of potential non compliance processes, and there is no method to remodel based on new data or new events. There is also no single Audit inventory system or automated case selection process.

e. Data Sources, Sharing and Interfaces

Audit makes use of external data from government agencies to identify audit candidates and conduct audits. The Audit Division currently uses six systems to model audit candidates with specific data used in each system. The data files used to model against include, but are not limited to :

- Federal Return Data
- Federal Compliance Data
- Information Returns

- PIT Address File
- DMV
- CA Lottery
- California State Return Data
- FTB Account Data

6. Collection Systems

a. History and Overview

The Accounts Receivable Collection System (ARCS) is responsible for managing delinquent debts entrusted to FTB. A number of taxpayers do not pay creating a Collections debt. It is the responsibility of ARM to enforce the laws entrusted to FTB to collect the proper amount of revenue.

ARM provides direct assistance to help taxpayers in resolving outstanding collections and compliance issues. ARM also provides a variety of collection efforts by proactively recovering debts. The field offices administer collection functionalities, offer public counter assistance, and act as the liaison between Central Office staff and the customer.

The primary systems used by the ARM Division include:

- PIT Accounts Receivable Collection System (PIT ARCS)
- BE Accounts Receivable Collection System (BE ARCS)
- Taxpayer Information System (TI)
- Business Entities Tax System (BETS)

b. Collection Software

Collection software and programming languages include, but are not limited to:

- Sybase
- Powerbuilder
- C++

c. Current Functionality

The ARM Division is organized around the four different debt types ((PIT, BE, COD, Vehicle Registration Collections (VRC)) that require the same business functions (liens, levies, installment agreements). Within ARM, there are up to five distinct and unrelated processes (one for each debt type) to handle a single business function. For example, ARM has five separate business processes to handle levies. This practice of creating separate and parallel processes (including manual processes) to handle similar business functions has resulted in increased training, inability to redirect resources from one debt type to another,

duplicate efforts, redundant data, out-of-sync processes, miscommunication, and increased ARM and IT costs.

FTB received approximately 1.3 million collections calls for PIT and BE during the 2008 calendar year which equates to 5,122 calls per day (based on 250 State business days in the year). Because FTB taxpayers have access to limited data, Collections staff spends an average of 8.9 minutes responding to customer phone calls, including researching taxpayer questions.

Modeling for PIT and BE uses the STRATA system to score a taxpayer's risk and potential yield based on past behavior. The tool calculates potential yield by current amount owed, abatement rate, including the collection percentage, and then applies different treatments based on the risk and yield. The STRATA system is successful within its limits; however, it was only designed to assess collection probability for accounts entering ARCS.

In addition, modeling for PIT and BE is not optimized for current "Collection" processes. PIT scoring was implemented in 1999 and has not evolved with the Collections business over the past eight years. BE scoring is limited since it uses scoring developed prior to ARCS when FTB implemented the first BE collection system known as Collection Account Processing System (CAPS) and there were not significant attributes and predictors to confidently score accounts.

There are more than 250 data sources available to FTB today. Of those data sources, 25-30 are useful to Collections, but only the PIT and BE debt types take advantage of the useful data; whereas COD, and VRC mostly do not.

d. Collections System Constraints

Collections system constraints are typical of an aging collection system where there is no ability to make flexible changes, store multiple addresses or create self services opportunities.

e. Data Sources, Sharing and Interfaces

The information used to support the processes described above are received from numerous sources which include:

- TI
- BETS
- Payer
- EWBS
- EWLS
- PROPERTY
- CUD
- ZIP

- INC
- EFT
- WHRAX
- EDD
- SOS
- DMV
- BOE

7. E-Gateway

a. History and Overview

E-Gateway processes the department's e-file and electronic-fund programs 24hours per day, seven days a week. These systems enable taxpayers or their representatives to submit returns and payments quickly, easily, and at any time. E-Gateway services also provide the department and its clients with immediate access to e-file data for customer service and processing support.

As shown in Figure 3.2, the information is received via SWIFT and is edited and validated prior to submission to FTB accounting systems, TI and BETS.

b. E-Gateway Software

E-Gateway software includes, but is not limited to:

- .Net
- Windows
- JAVA
- LINUX

c. Current Functionality

FTB is a provider of numerous web services aiding in reduction of taxpayer burden, increase in accessibility of information, ease of filing and paying taxes, and improved accuracy of tax returns. The web services include:

- E-file – specifications and requirements are developed and published for software developers and transmitters of e-filed returns to follow in the preparation of commercial tax preparation software with e-file transmission capabilities. E-filed returns E-filed PIT and BE returns are received and processed through FTB's e-Gateway system. Data is then sent to the mainframe for final processing. Taxpayers have various options to e-file, including:
  - BEEF - BEEF allows business entities or their agents to electronically file tax returns with accompanying schedules and documents

- EFT - EFT is a method for financial institutions to transfer money from one account to another, eliminating the use of paper checks. This can be initiated by telephone or through the use of a computer with a modem

- Web Portal Services -
  - CalFile - FTB's free and direct e-file for California resident returns
  - Ready Return – a free service that provides taxpayers with a completed tax return for their final approval and submission. This service is designed for taxpayers with simple tax returns.

d. E-Gateway Limitations

E-Gateway limitations include, but are not limited to, e-file data capture uses a proprietary format (not global or standard), created by the IRS over 20 years ago.

e. Data Sources, Sharing and Interfaces

E-Gateway interfaces and shares data with:

- SWIFT
- CalFile
- Ready Return
- E-file

8. Electronic Payment Programs

FTB's EFT system processes electronic payments received from various sources. The system is designed to receive and process payment files from FTB's EFT bank or vendor (traditional EFT). The EFT system also consists of a Direct Debit EFT Program. With the Direct Debit program, various payment requests are captured and sent to the EFT system for processing. The EFT system also receives and processes credit card payment files from FTB's credit card processor.

a. Traditional EFT

With the traditional EFT program, the FTB EFT systems processes payment files received from the contracted EFT vendor. The payment files are in a standard National Automated Clearing House Association (NACHA) format. The system receives three payment files each day. The files are an ACH Debit file, ACH Credit file, and Fedwire file. The ACH Debit file contains payments initiated by taxpayers through FTB's vendor. The ACH file contains an addenda record with the taxpayer and payment information. The addenda record contains the information necessary for the EFT system to process and post the payment to the accounting systems (TI and BETS). The addenda record is always properly

formatted because the vendor has implemented edits based on FTB requirements. The ACH Credit file should also contain an addenda record; however, since an ACH Credit payment is initiated by the taxpayer through their bank, the addenda record may contain errors, or be missing altogether. FTB provides instructions to taxpayers on what information and how the information should be sent, but it is not always sent properly. For Fedwire, the payment information is free form. Although all the payments received in these three files pass through edits in the EFT system, generally, only the ACH Credit and Fedwire payments need manual intervention. The ACH Credit file and Fedwire file are programmatically read. If the payments don't pass the EFT system edits, they "fall out" to a user for processing. The EFT system then has edits to only allow certain entries by the manual user. After processing is complete, the payments are then assigned DLNs. In the afternoon, payment files are created and sent to the appropriate system (TI or BETS).

b. Direct Debit EFT Program

With the Direct Debit Program, the EFT system receives payment request from multiple sources, stores the payment information, creates a payment file to send to the bank for processing, and creates payment files for posting payments to TI and BETS.

In the Direct Debit Program, the EFT system receives payment requests from FTB's Collection system (ARCS), from FTB's Web Pay application, and from payment requests (Electronic Fund Withdrawal) submitted with e-filed returns. Each system or application (ARCS, Web Pay, and e-file system) has edits built in to make sure the necessary and proper information is captured before sending the payment request to the EFT system. Each day, the EFT system batches up all the payment requests for that day and sends to the bank for processing. At the time the payments are sent to the bank, the payments are assigned a DLN number. Two business days after the payment file is sent to the bank, payment posting files are created and sent to TI or BETS.

c. Credit Card Program

FTB contracts with a credit card vendor to capture and process credit card payments. The vendor has edits built into its applications, based on FTB requirements, to make sure all the necessary and proper information is captured. Although all information necessary to post a payment is captured by the vendor and sent to FTB in a payment file, the information may not actually be correct. For example, the taxpayer may enter their social security number incorrectly. However, as long as nine numeric characters are entered, the credit card system will accept the entry and the information will be sent to FTB for processing. FTB receives a payment file (file layout defined by FTB) from the vendor and processes it into the EFT system. The system reformats the data into the format

required by the RV/TI system, assigns DLNs, and sends the payment file to the mainframe for processing.

9. My Franchise Tax Board (FTB) Account and Internet Services Overview

Franchise Tax Board FTB maintains a public web portal. The web portal is a public web site that is comprised of a static web site, a secure interactive web site, and electronic data exchange. The static web site is the portal to the interactive web site and contains information on Franchise Tax Board, services provided, and electronic tax forms. The static web site contains information for PIT and BE income tax, and non tax programs. The interactive site is comprised of applications that allow PIT filing and information retrieval. All interactive users must register with FTB to use the interactive site. FTB maintains an electronic data exchange systems for business and governmental agencies to exchange contracted data files and e-file.

a. Environment

- Web Site Infrastructure

FTB has one Internet Service Provider (ISP). This ISP is utilized for in-bound traffic by FTB's external customers and for outbound traffic by FTB employees in the transaction of business related activities. The current Internet infrastructure supports an interface with multiple firewalls protecting its FTB e-Commerce and internal enterprise network. The Internet network is secured by border routers and firewalls protecting two secure Demilitarized Zones (DMZs) and Database Services.

b. External Authentication for Secure E-Services (EASE)

EASE is a single-point enterprise self registration and authentication process to support all taxpayer access (individuals, businesses, and authorized representatives) to account information held in electronic format by FTB for all current FTB online services. It provides single sign on to all secured internet applications. This provides security for external customers only.

c. Secure Interactive Web Site

FTB employs 26 additional e-Commerce programs that perform important revenue-collection, processing, and customer service functions, In addition FTB supports a secured email system.

d. Data Exchange System

FTB provides a single data exchange system, SWIFT, for business and government exchanges to and from FTB. SWIFT is used for large volume data transfers. This includes e-File, EFT, BOE, Financial Institution Data Match (FIDM), 1099, COD, Check Cashing, HRA, and others.

SWIFT supports transfers using HTTPS, FTPS, and SFTP. It allows the customers to use a browser, Secure Transport Client, FTP clients, SFTP clients, and customer written clients.

e. Web Portal Software

- Window .net
- TumbleWeed Secure Transport
- Windows .Net
- Tumbleweed SecureTransport
- BitKoo Keystone
- Security Analysis Audit Log Tool (SAALT)
- Connectivity to back end systems use a Service Oriented Architecture (SOA)
- Host Intrusion Detection System (HIDS)

10. Technical Environment

FTB has a growing enterprise network consisting of servers, printers, mainframe systems and UNIX systems. Most of the Local Area Networks (LANs) function as office automation application servers; however, the department also has special-purpose LANs for imaging, voiced response and electronic correspondence functions.

FTB has various methods of service support and service delivery, but does have a single point of contact for its IT Service Desk to support the technical environment and assist users. FTB has numerous systems that use multiple platforms and technologies.

FTB manages any new technology acquisition for its technical environment through its Enterprise Architecture (EA) framework. For example, because FTB's target environment is Service Oriented Architecture (SOA), FTB's EA team is developing an SOA governance process to help manage these services as they develop and mature. Because Business Process Management is a targeted technology, business process analysis efforts have been baselined and ongoing efforts planned will help FTB identify redundant business processes and guide future changes to its technical environment.

Through EA efforts the department is developing SDLC and ITIL standardization and criteria across all systems and processes. The standards are planned to be completed within the next two years. The department's IT Service Opportunity (ITSO) project is implementing SDLC and ITIL standards and processes into FTB current architecture and systems.

FTB is taking steps to address service delivery including developing an IT Service Catalog to document current services and services under development; and developing governance processes for SOA, Business Process Management, Tools and Data. These governance processes will enable FTB to manage the IT efforts with better communication and oversight. The initial Service Catalog should be ready by July 2010.

FTB formed and identified a Service Manager and service owners with Continual Service Improvement responsibilities and is developing Service Management processes to allow access, awareness, request, support and retirement of IT services. Departmental release and deployment processes and standards are being developed for implementation by January 2011. The first phase of Departmental Service Desk consolidation and development has already been implemented. Known error, knowledge management, and configuration management databases are being developed. All areas should be on a common tracking and ticketing process by January 2011.

FTB is also making improvements with regards to Business Resumption.The plan is to align the Business Resumption and Disaster Recovery plans, identify the interdependencies among the various related plans, update the plans to more accurately reflect components and resources required to successfully recover the systems, and provide a common structure and repository for both Business Resumption and Disaster Recovery plans.

The following table provides a summary level list, including a brief description, of the technologies and current systems that are known at this time to be impacted by the EDR Project.

**Table III–1 - Systems** and Technologies in use

| System | Technologies | Description |
|---|---|---|
| **BETS** | **Platform:** Mainframe<br>**Operating Systems:** ZOS<br>**Database and File Systems:** DB2, MVS<br>**Languages:** Cobol, Natural, Assembler | BETS was implemented in 1996 and was expected to have an operational life of 20 to 25 years. With the pending sunset of INSTALL/1, the originally projected operational life of the BETS is in jeopardy.<br><br>BETS is FTB's primary tax |

| System | Technologies | Description |
|---|---|---|
| | | accounting system for business entities. This system administers the California Revenue and Taxation Code as it applies to corporations, partnerships and limited liability companies that do business in the State of California. This system is responsible for determining tax liability, penalties and interest based on information on the tax return or as the result of an audit and is the FTB system of record for BE entity information such as name, address and business status.<br><br>The system is a vendor-developed application using DB2 and a proprietary software package, INSTALL/1, and CICS for on-line access. Natural is used for many reports developed outside the original base product. |
| **INC** | **Platforms:** Mainframe, UNIX<br>**Operating Systems:** AIX, ZOS<br>**Database and File Systems:** DB2 UDB EEE<br>**Languages:** Java | The INC application is used to administer FTB's Non-Filer program and a major component of FTB's California tax gap reduction efforts. The INC application identifies and gains compliance from individual taxpayers and businesses that have not filed California State income tax returns.<br><br>INC is a distributed n-tier client server; Internet based application using object-oriented development techniques and JAVA programming and application development |

| System | Technologies | Description |
|---|---|---|
| | | tools (Rational Application Developer) in an Enterprise Java Bean (EJB) environment to a DB2 UDB EEE Database. It runs on an AIX operating system using Websphere Application Server middleware. The application software runs on two IBM P-590 servers with an EMC SAN configuration and Tivoli backup. It also uses mainframe-based batch processes to extract and match income data from a variety of sources. |
| **TI** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABAS<br>**Languages:** COBOL, Natural, and Assembler | TI is FTB's primary tax accounting system for individual taxpayers. TI is designed to capture, update and store individual taxpayer information. TI has both Natural and COBOL batch and online applications. The online applications allow users to view and update taxpayer information. The batch processes include refunds, notices, interfaces, system balancing, data retention and various validation processes. |
| **PIT ARCS** | **Platforms:** Intel Desktops, HP Server, Mainframe<br>**Operating Systems:** Windows, HP-UX, ZOS<br>**Database and File Systems:** Sybase<br>**Applications:** CACSG<br>**Languages:** PowerBuilder, C, COBOL | PIT ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for individual taxpayers.<br><br>The PIT ARCS application communicates electronically with a |

| System | Technologies | Description |
|---|---|---|
| | | mainframe host accounting system TI using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts accounts and distributes them to users and groups of users in the form of work lists. |
| **BE ARCS** | **Platforms:** Intel Desktops, HP Server, Mainframe<br>**Operating Systems:** Windows, HP-UX, MVS<br>**Database and File Systems:** Sybase<br>**Applications:** CACSG<br>**Languages:** PowerBuilder, C, COBOL | BE ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for business entities.<br><br>The BE ARCS application communicates electronically with the mainframe host accounting system BETS using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts cases and distributes them |

| System | Technologies | Description |
|---|---|---|
| | | to users and groups of users in the form of work lists. |
| **ECAIR – PIT Modeling** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** UNIX AISAIX **Database and File Systems:** DB2 | PIT audit selection models are run against the ECAIR database through the use of Business Objects. The returns are selected based on predetermined audit criteria from federal return data (IRS IMF, IRS 1099), California State return data (return merge file), and FTB account data (TI, PIT Sample). Model taxpayers are exported into user maintained databases for further data matching to existing audit workloads and qualified taxpayers selected for PIT audits. |
| **CP 2000** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems**: SQL Server **Languages:** VB6 | The CP2000 program is a workload based on underreporting files received from the IRS. CP2000 data management processes gather federal return data, Federal Compliance Data (IRS CP2000 files), California State return data (FTB return merge files), and FTB account data (TI, HOH one touch file) into CP2000 databases that are accessed for CP2000 audits. |
| **HOH** | **Platforms:** PC/LAN/Mainframe/Internet **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6, HTML | The Head of Household (HOH) program is a workload to audit taxpayers who have erroneously claimed the HOH filing status on their return. HOH data management processes gather California |

| System | Technologies | Description |
|---|---|---|
| | | State return data (individual state returns posted in TI) and FTB account data (audit history file, return history file) into HOH databases that are accessed for HOH audits |
| **FEDSTAR II** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6 | The FEDSTARII system is used for audits based on Revenue Agent Reports (RAR) received from the IRS. FEDSTARII data management processes gather federal return data, Federal Compliance Data (RAR), California State return data, and FTB account data into FEDSTARII databases that are accessed for RAR audits. |
| **STARS** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6 | The STARS program is used to audit taxpayers with specified statutory issues and single-issue correspondence audits. STARS data management processes gather federal return data (IRS 1099 file), third party data (California lottery), California State return data, and FTB account Data (TI, HOH one touch file) into STARS databases that are accessed for STARS audits. |
| **PASS** | **Platforms:** Intel, UNIX **Operating System:** Windows NT & 2000, AIX **Database and File Systems:** Sybase **Languages:** PowerBuilder, C++ | PASS is a client and server Client Server application used nationwide by over 1,200 auditors, legal staff, managers and other FTB staff. The PASS system is utilized to complete approximately 30,000 |

| System | Technologies | Description |
|---|---|---|
| | | audits annually. At the highest level, there are two major components to the PASS system. The first is modeling, which is used to identify audit taxpayers for Pass-Thru-Entity and BE programs. The second is case management, which is used to assign and manage audit cases through the audit and legal dispute processes for the PIT, Pass-Thru-Entity and BE programs as required to bring the audit case to completion. Besides audit cases, the system also manages the case support project workload for audit and legal staff. |
| **PAWS** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABAS (VSAM)<br>**Languages:** Assembler, COBOL, Natural, REXX | The Personal Audit Workstation System (PAWS) is used for the composition of proposed assessments. The system is used to manually create a Notice of Proposed Assessment (NPA) and to create post NPA actions, such as a Notice of Revision or Notice of Action. PAWS notices are displayed via the Notice Display File (NDF). PAWS interfaces with NDF and TI. |
| (**Current)**<br>**NRWS** | **Platform:** Commodity<br>**Operating System:** MS Windows, Intel<br>**Database and File Systems:** SQL Server<br>**Languages: .**NET, MS Visual Basic 6 | The Non-Resident Withholding System (NRWS) and Withhold At Source (WAS) are the accounting systems for non-wage withholding. Withholding data and payments are entered into the system. The system |

| System | Technologies | Description |
|---|---|---|
| | | provides a withholding agent and taxpayer accounting of debits and credits and allows transactions to be created against the original withholding filings. Credits are batched to TI and manually transferred to BETS. Claimed withholding amounts are transferred back to NRWS from TI (batched) and BETS (manual) to complete the accounting. |
| **(To Be) WASS** | **Platform:** Distributed<br>**Operating System:** Windows Server<br>**Database and File Systems:** SQL Server 2005<br>**Language:** C-sharp | The Withhold At Source System (WASS) will replace the existing NRWS and will add new functionality. WASS will integrate with TI, BETS, ARCS, INC (PIT only), e-Gateway, Imaging/IPACS and Tandem. The main sources of data for WASS will come from the Internet, SWIFT, Tandem, Imaging/IPACS and Fax. |
| **SBRD** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABASE<br>**Language:** Natural | SBRD stores data from BE tax returns and K-1 schedules. SBRD data is stored in MVS flat files for use by PASS and INC. |

11. Enterprise Storage Management (ESM) - Backup

    a. Storage Infrastructure

    ESM supports the storage infrastructure associated with the Server Infrastructure and Mainframe Infrastructure environments. This includes

Distributed & Mainframe SANs, Fiber Switches, Distributed & Mainframe Tape Backup and Recovery infrastructure and Mainframe Batch Processing.

b. Mainframe Infrastructure Systems

Mainframe Disk Storage Infrastructure consists of 7.4 Terabytes of usable disk storage allocated over two Storage Arrays; one EMC DMX1000 with 4.5 TB of usable storage for primarily Production use, one HDS 9970 with 2.9TB for Primarily Development use. These Enterprise class storage devices support z/OS operating systems that support FTB Production, Development and software environments; in addition Mainframe storage support one Virtual Machine (VM) LPAR for z/OS quests and one IFL LPAR to support VM with Linux quests. The storage also supports services for a number of external organizations and agencies such as BOE, EDD, and the Department of Food and Agriculture.

Mainframe Tape Storage Infrastructure utilizes an Automated Cartridge System (ACS) with six SUN/STK 9310 libraries with a capacity of 35,000 internal tape slots for Production LPAR support. The ACS supports twenty-four 3490E and twenty 3590 tape drives that process between 600 to 800 tape requests daily. FTB also supports six 3480 and four 3490 external tape drives; these external drives also provide limited support for non production LPARs. FTB's our mainframe Tape Management System (TMS) manages on average 50,000 tapes with 200,000 associated files.

c. Distributed Infrastructure Systems

Distributed Disk Storage Infrastructure consists of 250 Terabytes of SAN attached storage configured to provide support for over 450 Wintel/Unix standard/virtual servers that support the department's distributed processing needs. The Standard storage is allocated over 5 storage arrays from EMC using models CX-4, CX-3 and two CX700's with 198TB of overall storage. FTB also has one EMC Symmetrix class DMX-3 array with 50TB of usable storage for INC and one HDS 9960 array with 3.4TB storage of Exchange.

Distributed Tape Storage Infrastructure utilizes software from EMC Networker and IBM Tivoli Storage Manager in order to accomplish FTB's distributed backup goals. The backup services store data for Windows servers and UNIX servers which host databases, log files, scripts, programs, configuration files, and license and usage keys. The data formats include plain files, encryption files program files in the form of Sybase, DB2, Oracle & MSSQL databases; applications such as Microsoft Exchange Servers, Active Directory, Websphere middleware. Distributed Tape Storage Infrastructure backs up business areas and systems including ARCS, INC, PASS, ECSP2, ICADs (image capture & duplication aka scan & shred), COD (court ordered debt), DMV collections, print

servers, Crystal reporting, ARMR reporting, e-Gateway, Replistor remote backups (at district offices), local user storage drives (y: drive), Aspen, Big Fix, Unicenter, and Web development and applications.

These two systems perform backups using the following tape hardware component:

d. Networker:

Networker consists of one Unix P4-670 server, two Quantum P3000 Automated Tape Libraries (ATL) with 670 total slots, 12 SDLT tape drives, and SLDT tapes with 110GB raw capacity each for a total library raw capacity of over 70TB. This environment supports the departments Offsite and Onsite backup needs, with an average daily backup over 1TB.

e. Tivoli Service Manager TSM

Tivoli Service Manager consists of two Unix P5-570 servers and one Unix P5-590 server running three TSM Tivoli Service Manager regions, one 3584 Tape Library (ALT) with 670 total slots, 12 LTO-2 tape drives, LTO-2 tapes with 200GB raw capacity each for a total library capacity of over 134TB and three disk pools with 27TB of storage. This environment supports the departments Offsite and Onsite backup needs, with an average daily backup over 1.2TB.

f. Hot Site

Hot Site is a Business Continuity service plan used to provide comprehensive failover to ensure high availability and extensive archiving for complete disaster recovery. Currently, FTB is a rider in the Hot Site interagency agreement contract between the Office of Technology Services (OTech) and IBM. IBM provides FTB with three possible Hot Site locations:

1. Boulder, CO (Primary site)
2. Sterling Forest, NY (Alternate site)
3. Gaithersburg, MD (Alternate site

IBM must provide a Hot Site facility to FTB within six hours of declaring a disaster; and the facility will be available for a period of six weeks in the actual event of a disaster.

The Hot Site includes the following equipment configurations:

- Mainframe (eServer) data and operating system
- HP Non-Stop (Tandem) operating system
- Distributed Systems (HP/UNIX) data and operating system
- Network Services

- IBM San Jose Recovery Site (back-up Command Operations Center)

FTB stores Disaster Recovery (DR) back-up tapes generated by the Enterprise Tape Library System to an offsite storage facility, both daily and weekly. In the event of a disaster, FTB would request the offsite storage facility to transport the back-up tapes to an IBM Hot Site facility where FTB's core systems would be restored. FTB recovery staff would remotely restore the operating systems working from FTB's "Hot Site" location (for example Richmond Training Room in the San Francisco building) or the command center in San Jose.

FTB's Disaster Recovery Hot Site Plan calls for the restoring the following core functions and systems, all of which would rely on the back-up tapes:

- TI and BETS on the FTB mainframe. A full system and data restore, including the mainframe's operating system. TI and BETS are FTB's two key tax accounting systems.
- The BE component of the ARCS automated collection system. A full system and data restore; BE ARCS is a revenue-generating system.
- The Tandem system's "online cashiering" functionality. Tandem is the manual key data entry system used by the KDOs to process paper tax returns and other paper documents into digital information that can used to update TI and BETS on the mainframe. Tandem can also serve as a partial back-up system to FTB's automated IPACS paper-check cashiering system if a disaster occurred.

- Hot Site Exercises

The IBM Hot Site contract includes one 96-hour exercise, per contract period. IBM schedules the 96-hour exercise at FTB's request and based on FTB requirements ( for example equipment configurations to include in the exercise). FTB has opted to schedule exercises only for the number of hours included in the contract period.

Through 2005, IBM Hot Site equipment exercises had been conducted at FTB's alternate recovery location in the Central Office San Francisco building, the Hot Site suite setup at the Richmond PC Training Room. In 2006, the IBM Hot Site equipment configuration was expanded to include equipment to allow recovery of Distributed Systems. The recovery of Distributed Systems has only been tested in recent Hot Site exercises: 2007 and 2008.

FTB's technical staff has demonstrated the ability to remotely connect to the IBM out-of-state Hot Site facility and restore Mainframe, Tandem and Distributed System functionality; however, business staff has performed limited testing of the business critical functions during the

Hot Site exercise and only a small number of business users have participated in the Hot Site exercise since 2006.

12. Enterprise Content Management (ECM)

Current Capabilities and Components

Currently, FTB does not have an "enterprise" ECM system or process. Numerous systems and processes are being used to perform the department's ECM needs. FTB has an informal limited "ECM" governance structure. FTB's ECM attributes are listed below to describe FTB's current ECM capabilities:

- Capture: Content is created departmentally through three main input systems: Tandem, IPACS and E-Gateway. There are also other input processes for third party data, white mail, and tax supporting documents. These are received in a variety of methods; fax, phone conversations, white mail, FTP, on-line, and paper receipt. Additionally, numerous in-house processes exist that generate content within FTB to support our business functions. Most data is captured, however, it is not centrally stored or managed.
- Manage: Content is managed through folder organization to include or not include file name variations. Our tax document management is the most mature process using the IPACS and E-Gateway database and storage platforms. Other FTB processes use a variety of tools and processes like Microsoft SharePoint, Serena PVCS Version Manager, Microsoft Visual SourceSafe, and IBM Rational ClearQuest.
- Store and Retrieve: Content storage and retrieval is performed numerous ways. Storage is performed for both paper and electronic processes in a variety of methods from paper storage in the warehouse to electronic storage on a server and SAN system. Retrieval is performed in a variety of methods, from actual manual paper file pulling and routing to automatic electronic workflow routing. Our two main current retrieval applications for electronic tax documents are the e-View and Image Delivery Application Expansion (IDAX) applications
- Preserver: The long-term retention of our content is being performed numerous ways with redundancy across the systems that perform these functions. Retention timeframes vary from system to system and are controlled by different methods and processes, from batch processing to manual updates
- Deliver: Content delivery varies from system to system. From case management tools to applications designed specifically to deliver and control content, e-View and IDAX
- Collaboration: Other than independent and manual processes, FTB does not share content in a centralized fashion or method except for some in-house tax document processing systems

- Security: Security is controlled independently from platform to platform and is usually controlled within the application by the use of an access and authorization table

## E. CURRENT BUSINESS PROBLEMS, MAGNITUDE AND CONSEQUENCES

The following table is a summary of the magnitude and consequences of the EDR Strategic Business Problems:

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 1. | Data Availability – Returns are not corrected, payments and taxpayers are not properly identified, fraud goes undetected, cases are not properly prioritized and assigned the most effective strategy and resources because data is unavailable, unshared and costly to maintain.<br>o Data is in silos<br>o Data is redundant<br>o Not all the required data is captured<br>o Data is underutilized (for example, data matching and e-file data for Audit)<br>o Data is untimely<br>o Data management is distributed<br>o Data quality is not optimized | Insufficient data is available for the following Systems of Work:<br>o Return Filing<br>o Return Validation including fraud detection<br>o FE<br>o Audit<br>o Collections | 1. Returns fall out for manual processing because taxpayers cannot be accurately identified resulting in processing delays that lead to interest charges on refunds and delays on making returns available for audit causing lost and delayed revenue, increased return processing costs and poor customer service<br>2. Payments fall out for manual processing or are applied to the wrong account because taxpayers cannot be accurately identified resulting in processing delays, erroneous adjustments, notices, taxpayer contacts and poor customer service<br>3. Math verification of taxpayer computations is limited to the first two pages of the return (for example, 540, 592) and absent in the adjoining schedules resulting in returns not being corrected and lost revenue<br>4. Self-compliance suffers because errors are not communicated or communicated timely to taxpayers or practitioners resulting in lost revenues<br>5. Fraud goes undetected, is not |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | enforced and revenue is lost because taxpayers and their tax preparers cannot be effectively associated to refunds and managed as a group<br>6. Third party data matching is incomplete resulting in taxpayers not being associated with income and assets, and therefore not selected for Audit and FE activities or assigned for Collections activities resulting in lost revenues<br>7. Return data available for audit selection is limited (electronic data and Schedule data), resulting in nonproductive returns selected for audit causing lost and delayed revenues and increased costs due to manual screening and scoping of returns<br>8. Collections cases are assigned the wrong priority resulting in the deployment of ineffective enforcement strategies causing lost and delayed revenue and increased costs<br>9. Data processing takes too long, resulting in less data capture and fewer corrections, higher costs and delayed revenues<br>10. Revenue is lost because some compliance activities are cost prohibitive due to manual processes that depend on paper data, data that is not captured or e-file data<br>11. Data is not captured and leveraged resulting in data |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | capture errors, fallouts, bottlenecks, rework, prolonged processing and reduced data quality<br>12. Taxpayer requests for information take too long to process or are not processed at all causing some taxpayers to file incorrectly without needed information resulting in increased operational costs and lost revenue |
| 2. | Filing Business Processes– Returns take too long to process, there are too many fall-outs, changes take too long to implement or cannot be made, data is not captured, returns are not corrected and performance cannot be monitored because return filing processes are old, manual, redundant, inflexible and costly to maintain.<br>o Business processes are in silos and not integrated<br>o Business processes are fragmented and not adequately automated<br>o Workflow monitoring is limited<br>o Business processes and rules are not adequately | Business processes are inefficient and ineffective for BE and PIT Return Filing and Validation | 1. Returns take too long to process which leads to interest payments on refunds and delays on making returns available for audit causing lost and delayed revenue and increased costs<br>2. Taxpayers file duplicate returns because returns take too long to process resulting in increased operational costs<br>3. Program performance cannot be effectively monitored because work is scattered among systems, paper and manual processes (workarounds)<br>4. Response to emerging workload backlogs and bottlenecks is costly and slow resulting in processing delays, delayed and lost revenue and increased costs<br>5. The department depends heavily on human resources to deal with workload problems (for example, backlogs) because changes cannot be readily made resulting in increased return processing time and costs<br>6. Manual intervention contributes to errors, rework |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | documented<br>o Business processes and rules are difficult to access and cannot be easily changed and managed<br>o There are no tools to effectively manage business processes and rules<br>o Training is fragmented<br>o Data capture process is fragmented and relies heavily on manual keying | | and increased processing costs<br>7. Workload planning is based on personal knowledge and experience without the use of planning and simulation tools resulting in inaccurate projections of resource needs<br>8. The impact of system changes is not well understood resulting in production incidents, defects, incomplete changes and increased costs<br>9. Business processes are duplicative and costly to maintain<br>10. Changes (including legislative changes) cannot be readily made or accommodated in compressed end of year schedules, causing delayed or lost revenue and high operational costs<br>11. Ramp up to productivity is prolonged and costly due to proliferation of systems and tools and fragmented training<br>12. Training is not comprehensive and therefore costly and contributes to poor taxpayer service, productivity and quality<br>13. Quality of work suffers and contributes to higher operating costs because work is not standardized<br>14. Needed data is not captured because of time consuming manual data capture methods<br>15. Incorrect returns are not thoroughly identified and corrected when filed because of manual and time consuming validation process |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | 16. The Return Filing process is prolonged, bottlenecks routinely occur and return data is unavailable because some critical data is limited to paper returns and is costly to track and obtain<br>17. Too many taxpayers call in to find out the status of their refund |
| **No.** | **Business Problem** | **Magnitude** | **Consequences** |
| 3. | System Redundancy and Reuse - Systems and functionality are costly to develop and maintain because they are redundant, have different technologies, different platforms and are not integrated or re-useable.<br>o Functionality varies among systems<br>o Some systems lack functionality<br>o Governance is not adequately enforced | Systems are different and duplicative for PIT and BE Return Filing, Return Validation and Collections<br><br>Functionality is not leveraged and shared throughout the enterprise | 1. Systems and functionality are not leveraged and shared, therefore, costly to maintain<br>2. System development is prolonged and costly resulting in lost revenues and increased costs<br>3. Systems are duplicative and costly to maintain<br>4. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased costs<br>5. Information and data are not shared and therefore contribute to higher operating costs, delayed or lost revenues, poorly coordinated, taxpayer service and diminished quality<br>6. Technology service delivery is highly specialized and costly<br>7. Users must access multiple systems to access information resulting in poor customer service<br>8. Users must access multiple systems to locate enforcement information (address, assets, and income) resulting in delayed and lost revenues |
| 4. | Filing Self-Services – | Taxpayer self- | 1. Return Filing costs are high |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | Taxpayer self-services are limited due to outdated technologies and limited security. | services are limited for PIT and BE Return Filing and Validation | because some information and services must be manually researched and provided by internal users to taxpayers<br>2. Return Filing errors are unnecessarily high, Return Validation costs are high and revenue is delayed because some filing information is not readily available to taxpayers<br>3. Taxpayer contacts including telephone calls and correspondence are unnecessarily high and costly<br>4. Tax returns and revenue are delayed because taxpayers cannot readily obtain information |
| 5. | Data Analysis – Noncompliance discovery and fraud detection, tracking and prevention are limited because taxpayer behavior analytical tools are unavailable. | Data analysis tools are limited for Audit, FE compliance discovery, fraud detection and Collections activities | 1. Scope of compliance issues is not identified completely and timely, resulting in delayed or lost revenues and repeated noncompliant taxpayer behavior.<br>2. Self-compliance suffers because taxpayer patterns including errors are not analyzed and identified early and reported timely resulting in lost revenues<br>3. PIT Fraud goes undetected and is not effectively enforced and managed resulting in lost revenue<br>**4.** Taxpayer behavior and trends are not identified or completely understood and opportunities are lost to use automation to collect taxes and encourage Blue Path behavior<br>**5.** BE fraud is not enforced<br>**6.** Audit and FE selection and Collections case assignment |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | criteria is not effectively evaluated for performance and improvement resulting in lost revenues and increased costs |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 6. | BETS –<br>The BE accounting system is inflexible to evolving business needs, legislative mandates and poses significant risk to existing business processes due to outdated technologies, siloed data and proprietary software. | Outdated components concerns BE accounting system<br><br>BETS maintainability<br><br>All tax systems of work are impacted | 1. BETS cannot integrate with new systems and services without considerable modification, high risks and costs<br>2. BETS functionality and data are not leveraged and shared resulting in high operational costs and lost revenue<br>3. BETS changes, including legislative changes, cannot be readily made or accommodated causing delayed and lost revenue, high operational costs (for example, backlogs) and poor customer service<br>4. Quality of BETS changes suffers because of the limited window of time available resulting in incomplete testing and numerous production defects<br>5. Other system development dependent on legacy systems is prolonged and costly resulting in lost revenues and increased costs<br>6. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased operational costs<br>7. Increasing risk of catastrophic failure potentially resulting in lost revenues and increased operational costs<br>8. Users take too long to navigate the system find information, perform transactions and provide customer service<br>9. User training takes too long and is costly |

FTB analyzed the Strategic Business Problems based on the potential for revenue and benefits resulting in the following priorities:

1. Filing Business Processes
2. Data Availability
3. Data Analysis
4. System Redundancy and Reuse
5. Filing Self-Services
6. BETS

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION III
Current System or Problem

November 2, 2009

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# III. CURRENT SYSTEM OR PROBLEM

## A. INTRODUCTION

This section serves to provide Bidders with an overview of the Franchise Tax Board's (FTB) current business and technical operating environment. It will also include high level descriptions of FTB's computing systems, operational and system interdependencies, and details of how they relate to FTB's main function of tax collection and revenue generation for the State of California.

## B. BUSINESS CONTEXT AND OVERVIEW

FTB is responsible for administering two of California's major tax programs: Personal Income Tax and the Bank and Corporation Tax. FTB also has the responsibility for other non-tax collections and debt collection functions, including vehicle registration, court-ordered debt and fines imposed for labor law violations. FTB operates the Interagency Intercept Collection Program in conjunction with the State Controller's Office. In 1995, the Political Reform Audit Program began as a separate, non-tax program that conducts political reform audits as a result of a ballot initiative by the voters of California in 1974. FTB initiated and successfully executed several activities to target the tax gap (the difference between the total amount of taxes California taxpayers owe based on their income and amount they pay). These efforts began in 2005/2006 and are on-going in order to reduce the tax gap through education, outreach and enforcement action.

FTB's primary function is to administer the California Revenue and Taxation Code, which includes collecting the proper amount of tax revenue and operating other programs entrusted to the department at the least cost. FTB strives to serve the public by continually improving the quality of our products and services and performing in a manner warranting the highest degree of public confidence in our integrity, efficiency and fairness. Annually, FTB processes more than 17 million Personal Income Tax (PIT) returns and one million Business Entity (BE) returns, responds to more than three million phone calls, handles over seven million Internet contacts and collects about $60 billion, which represents more than sixty-five percent (65%) of the state's general fund revenue. FTB also administers various non-tax debt collection programs, including Court Ordered Debt (COD) and Department of Motor Vehicles (DMV) collections.

FTB's Tax Business Model (Figure 3.1) represents a customer-focused, graphical depiction of FTB's business processes at the highest level.

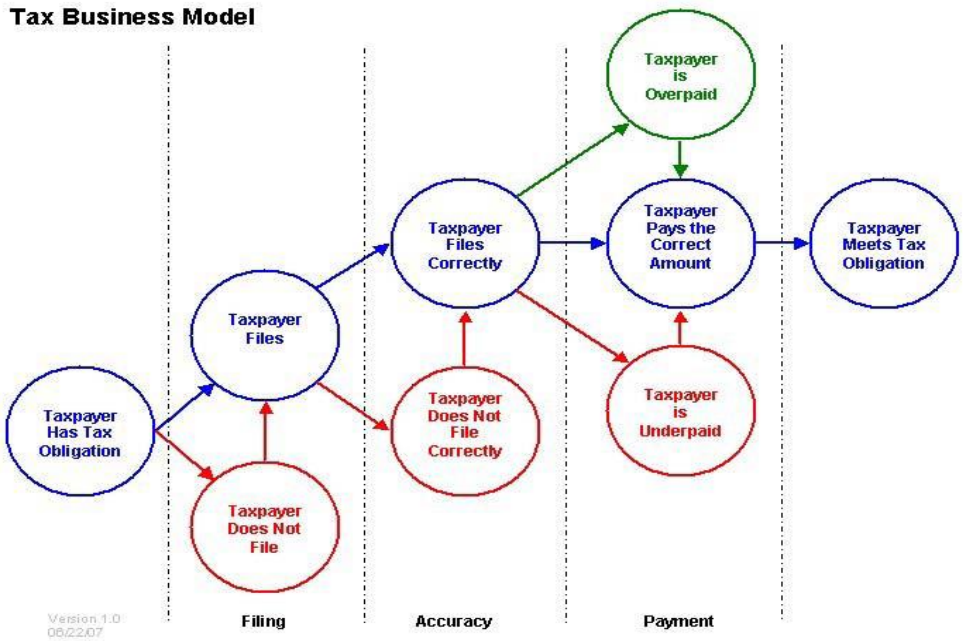



**Figure 3.1 – Tax Business Model**

The Tax Business Model processes colored in blue in Figure 3.1 are the most effective and least costly way for FTB to conduct its tax business. FTB uses the phrase “Blue Path” to refer to the processes used to timely process and correct taxpayer self-assessed tax obligations. The Blue Path impacts all taxpayers and is integral to FTB’s success because they account for roughly ninety percent (90%) of the $60 billion in revenue collected. Conversely, the processes shown in red represent the systems and programs engaged in processing tax obligations filed incorrectly or requiring intervention to collect taxes owed. These processes are referred to as the “Red Path” and represent the most costly way for FTB to carry out its mission. The Red Path processes are particularly costly because they concern recovery of revenue often with unavailable data, redundant systems, and system functions that are not shareable and reusable.

FTB’s workloads break down into key Systems of Work, which include Return Filing, Return Validation, Filing Enforcement (FE), Audit, and Collections.

Over the last two years, FTB’s Tax Systems Modernization (TSM) Bureau undertook an extensive effort to perform Business Problem Analysis (BPA). The BPA consisted of enterprise strategic planning for the FTB Tax Systems Information Technology Strategic Plan (ITSP). The BPA targeted FTB’s Systems of Work, specifically analyzing Return Filing, Return Validation, FE, Audit and Collections with an overall objective to align FTB’s goals and strategies with initiatives designed to deliver breakthrough improvements at both the enterprise and Systems of Work levels. The BPA clarified, defined and detailed FTB's Strategic Goals and defined the Enterprise Vision reconciled against the vision plans of the Filing, Audit, and Collections

business areas. In addition, the BPA defined the Strategic Business Problems (SBP) faced by the business areas that are obstacles to achieving the Enterprise Vision and identified opportunities for solving the problems. With validation from both the business and technology stakeholders, the SBPs produced a business focus intent on establishing a clear and comprehensive business vision to increase revenue through narrowing the tax gap by improving and streamlining the Blue Path processes, reducing waste, minimizing redundancy and reducing technology maintenance and operations costs. The BPA facilitated the formulation of a strategic Information Technology (IT) portfolio with the EDR Project as the first in the series of the TSM IT projects strategically directed to provide profound revenue generating and cost saving solutions all within the context of FTB's ITSP.

## C. CURRENT BUSINESS PROBLEM

The key business Systems of Work are further described in this section.

- Filing
- Return Validation
- Filing Enforcement (FE)
- Audit
- Collections

1. Return Filing System of Work

This activity includes the business processes (for example, capturing and storing the data) related to receiving a tax return.

a. Receiving a Return

FTB's Receiving Section employs up to 1,000 temporary staff each year during the filing season to open mail, extract contents, sort returns, stamp document locator numbers (DLN), deliver paper documents, and prepare returns for processing. For the six million paper returns received annually, the Machines Unit uses high-speed sorters to open letter and flat-sized envelopes. The Extractions Unit extracts and assembles the returns. The Sorts Unit sorts all tax returns by year and form type before forwarding to the Numbering Unit. The Numbering Unit stamps returns and checks with a unique DLN. The DLN information is recorded into a spreadsheet for tracking purposes and the returns are placed into bins on a metal cart for physical transfer into another area for data capture. Different return types may skip certain manual steps; however, all paper returns move through the workflow via metal carts.

With the onset of e-file technology, FTB has experienced a reduction in the number of PIT paper returns filed. In fact, since the passage of the 2004 mandatory e-file law for tax preparers filing over 100 returns annually, the number of e-filed returns has doubled. In the 2006 taxable year, sixty percent

(60%) of all PIT returns were e-filed. E-filed returns not only provide the obvious benefit of using less paper, but also benefit from having all return data in an electronic format, which results in reduced processing costs due to minimal return fallout for manual correction. Even though e-filed returns constitute the majority of returns filed, FTB predicts the number of e-filed returns will plateau at seventy-five percent (75%) by 2011, leaving FTB to process roughly five million paper returns annually. In order to process the annual flow of paper returns, FTB will continue to hire and train nearly 1,000 temporary employees every year to open, extract, sort and physically move paper returns to meet the demands of timely deposits to the general fund and timely refunds to California taxpayers.

b. Capturing Return Data

The capturing of paper return data consists of two methods, all dependent on the type of form submitted: manual input via a Key Data Operator (KDO) and data capture via high-speed scanners. Roughly half of all paper returns are data captured via manual input from a KDO, which consists of entering specific line item data from the first two pages of each return. The remaining paper returns are data captured via high-speed scanners utilizing Optical Character Recognition (OCR) technology and subsequently perfected by a KDO if needed. For PIT returns, the amount of data captured from the OCR returns is limited to the first two pages of the return. To complement the 60 permanent KDOs, FTB employs an additional 150 KDOs during the filing season to ensure all taxpayer data gets captured and perfected for timely refunds and billings. Upon completion of data capture or manual input, all PIT paper returns continue through the workflow via metal carts for validation.

Although all BE returns are manually data captured, all BE returns also undergo an imaging and paper shredding process that allows for manual validation of a BE return from an electronic image.

In addition to the labor costs associated with physically moving paper returns, FTB forgoes revenue opportunities related to the limited data captured from paper returns along with the manual methods used. FTB's ability to capture data was originally designed around a paper-based system, which has since been modified to incorporate e-file data with a significant drawback: the data cannot be accessed via a centralized location. The capture, enterprise storage and usage of return data affords FTB many opportunities to analyze filing trends, increase modeling capabilities and minimize exception processing; however, electronic data captured via e-file versus data captured through manual input has considerably different results. An e-filed return captures all data associated with a return including all schedules. The data manually captured from paper returns is limited to only the data necessary to process a return, essentially the first two pages of the return (for example, items such as adjusted gross income and wage withholding amounts are captured while data in the schedules and forms attached is not). In addition, currently only e-filed data equivalent to the paper

return data is used in the audit selection process. Approximately sixty-five percent (65%) of the paper returns are software generated and data captured via high-speed scanners. The remaining thirty five percent (35%) are captured manually as they are hand printed returns which are hard for the scanner to read effectively. In essence, both methods currently capture the same data; however, capturing data via a high-speed scanner allows for greater production, along with the opportunity to capture and store all paper data in a similar format to the data captured via e-file. In support of the Return Filing process, FTB's external Customer Service Support Center is responsible for responding to customer inquiries, including both taxpayers and tax professionals. FTB's strategic goals of operational excellence and improved customer service revolve around the following strategies:

- Decrease paper-based processes
- Improve return processing speed
- Continue promoting e-services
- Streamline processes and modernize IT systems

Based on these strategies, FTB must proactively develop methods to streamline the processing of paper returns through imaging and automated data capture, thus creating a gateway to all data that can be used throughout the FTB enterprise, promoting Blue Path compliance. Applying return data across the enterprise for use in Audit, Collections and Return Validation, along with streamlining redundant IT systems will generate substantial revenue and reduce the tax gap, while also improving FTB's operational efficiency.

c. Return Storage

After validation, all PIT paper returns are moved to a warehouse for storage where they reside an average of four years before being destroyed. The warehouse consists of 190,000 square feet of storage area and houses roughly 107 million documents. As of July 2007, all new BE paper returns no longer require storage as all BE documents are imaged and available for electronic viewing.

2. Return Validation System of Work

This activity involves the business processes related to the validation and correction of the return data, including the management of that data.

Each year nearly 2.5 million PIT returns and over 300,000 BE returns require some degree of manual intervention to complete processing, such as the current entity match process which matches entity information from a tax return to data in the system of record. Unlike e-filed returns, which undergo additional edits before acceptance and validation by FTB, all paper returns complete processing prior to the identification and correction of any data or input errors. The validation system

processes all returns (paper and e-file), primarily identifying math, entity and payment discrepancies.

Validation ensures tax return accuracy by manually reviewing and correcting returns that do not meet mathematical or logical criteria. All returns are subject to the validation process with incorrect returns requiring manual review from staff. Correction of a paper return requires staff to physically locate the return, review the paper information against the captured data, and subsequently make the correction. Return corrections range from fixing a taxpayer's name to verifying and correcting withholding amounts, which require staff to send a notice to the taxpayer of the change made to their return. To further verify a taxpayer's W-2 there is the Wage and Withholding Verification (WagWhVer) program; a partnership between FTB and the Employment Development Department (EDD). FTB receives Wage Withholding Information from EDD to compare Withholding claimed on a tax return to the actual Withholding amount that was reported to EDD by the taxpayer's employer. This information can be used to resolve withholding discrepancies while processing returns and locate all employment information reported to EDD while working in connection with the Return Validation System. Validation occurs on both paper and electronically transmitted returns; however, data is not captured beyond the first two pages of the paper returns, and schedules and forms are not verified for mathematical accuracy, creating a potential for loss of revenue. PIT returns and BE returns are validated in separate areas on separate systems. Extensive backlogs result in the BE area due to the complexity of the returns and limitations of the system.

FTB hires roughly 200 temporary staff to make manual tax return adjustments and complete the return filing process. In addition to making manual adjustments, FTB attempts to identify fraudulent PIT returns for investigation proceedings. Analysts request detailed queries from limited accounting system information to identify fraudulent activities. Due to limited data and the labor-intensive process that goes into identifying fraud, FTB is unable to adequately detect fraudulent behavior early in the filing process. These difficulties result in the issuance of inappropriate refunds which FTB spends further audit and Collections resources to recoup.

For BE returns, it is cost prohibitive to maintain a fraud prevention program due to lack of resources, return complexity and limited data capture. Similar to PIT, all BE returns run through the validation process. However, due to BE's complexities (for example, lack of captured data, the accounting system's current architecture, and the identification and manual corrections of BE returns), BE returns take a considerably longer period of time to validate versus PIT returns. The cumbersome BE accounting system requires multiple batch processes to correct all discrepancies which leads to chronic BE backlogs. On average, 100,000 BE returns continue processing into the following taxable year requiring a consistent use of additional temporary staff and overtime. Keeping in line with FTB's strategic vision of identifying approaches to narrow California's tax gap, opportunities exist to use more data (including third party data and schedule information) to identify fraudulent behavior and reconcile all aspects of a return.

3. Filing Enforcement (FE) System of Work

The FE program identifies and pursues individuals and corporations with potential filing requirements and no tax return filed. The Integrated Non-Filer Compliance (INC) computer system plays a key role in the FE program through the identification of potential non-filers by matching income records against filed tax returns. This plays a significant role in reducing the "tax gap" (tax which is owed but not paid). To ensure accurate non-filer information, all income records pass through a variety of data cleansing processes. The INC database uses names and identification numbers to determine the total income earned by each non-filer in a given year and subsequently create a non-filer account. These potential non-filers are notified of their filing requirement and, if they fail to file a tax return, tax is assessed based on available income information. FTB has agreements with third parties (for example, DMV and EDD which provide income and income indicator records at different times throughout the year. These third party records are matched against FTB tax records to identify non-filers. About nine million of these records cannot be adequately matched each year. By identifying potential non-filers, the FE program obtains approximately 250,000 tax returns and $500 million in total revenue each year. Additionally, the FE program places a high priority on identifying innovative ways to identify non-filers by adding new income sources each year.

Roughly 12 million possible non-filer cases are identified annually, of which 1.8 million meet the threshold to pursue. Of these, 1.25 million cases must be manually worked; requiring significant resources to research better addresses and manually determine filing requirements. Adding additional data sources and improving the quality of non-filer matches would alleviate the dependency on manual intervention and promote Blue Path behavior in future years, thus increasing revenue potential.

4. Audit System of Work

The Audit Division is responsible for auditing California resident and nonresident PIT taxpayers, Pass Thru Entities with California source income, and BE taxpayers doing business in the state. The Audit Division's mission is to ensure that taxpayers report and pay the correct amount of tax. The Audit Division performs approximately 350,000 audits per year that produce approximately $1.4 billion in additional revenue. These audit activities play an important role in reducing the tax gap.

Critical to the support of Audit's mission is the ability to identify candidates for audit. A key component of the identification process is the acquisition and analysis of return and third party data sources. Third party data sources include information from industry, as well as other state and federal agencies. Today, the Audit Division uses separate systems to store tax return and third party data for each of the respective audit programs. Each system stores some of the same data and each system has its own extract, transform and load (ETL) processes. These systems do not provide automated data cleansing and perform limited matching functions,

which prevent them from making the best use of available data. These separate and redundant data silos present a problem when adding new data, as each one must be updated to process and store new data. These silos also present many challenges to service operations as they generate multiple incidents to the IT Service Desk. For example, in 2008 approximately forty percent (40%) of service desk calls were to reset passwords – a result of staff having to remember multiple passwords for different data sources. In addition, no single system has access to all of the data.

Once the data is loaded and available within a data store, it may be analyzed through a process called modeling. Modeling is a system functionality that supports the querying of data against a selected data store. Specific tax return and third party data elements provide the basis for audit models and ultimately the selection of tax returns for auditing. Audit models range from very simple single-issue models to sophisticated and complex multiple-issue models. The effectiveness of the models is limited by the lack of available return data. Additional manual scoping and screening steps are utilized to finalize candidate selection. Once the candidate is selected, information is requested from the taxpayer to verify selected items within the tax return or claim. If the information validates the items selected for audit, the taxpayer is sent a letter stating the tax return or claim is accepted as filed. This letter is called a “no change” letter. The current PIT return selection process is moderately successful as demonstrated by a forty percent (40%) no change rate.

FTB cannot start the audit process (or cycle) involving complex or multiple issue audits until approximately 18 months after the filing of a tax return. This is due to various processing issues that impact the availability and timeliness of key data elements from other FTB business areas and external third party sources. Once the data is received, additional data cleansing and ETL steps are required to process the Audit modeling programs.

Audit’s non-integrated technology environment limits the pursuit of revenue producing business opportunities. These opportunities are specific to data and improving audit modeling and candidate selection. Currently, a need exists to improve data quality, data timeliness, acquisition of new data sources and the ability to share data.

In addition to the modeling process, Audit receives leads from multiple sources including media tips, other states, other California State agencies and other professional committees and organizations. This information is often reviewed manually for potential noncompliance issues that would prompt FTB to select additional taxpayers for audit or to create new models to detect a noncompliance trend.

5. Collections System of Work

The Collections System of Work enforces the laws entrusted to FTB to collect the proper amount of tax or non-tax debts. The Collections System of Work provides direct assistance to taxpayers and tax professionals by educating them through reactive Taxpayer call centers and field offices, notifying them of outstanding debts and encouraging them to voluntarily pay in full. For those taxpayers who do not comply, involuntary collection action is taken. This may consist of contacting taxpayers, filing liens, issuing levies and seizing assets. It is the collector's role to explain and resolve the balance due and educate the taxpayer on how to comply with California tax laws.

FTB administers four Collections debt types:

- Personal Income Tax
- Business Entity
- Court Ordered Debt
- Vehicle Registration Collections

Each of the four debt types has a separate collection system that essentially performs the same collection functions (for example, levies, installment agreements, and notices). However, each debt type operates in a silo unable to leverage information or technology from the other Collections systems. The inability for the systems to perform the same functionality and share data has resulted in increased training costs, duplicate efforts, redundant data, out-of-sync systems, miscommunication, increased IT costs and the inability to redirect resources from one debt type to another.

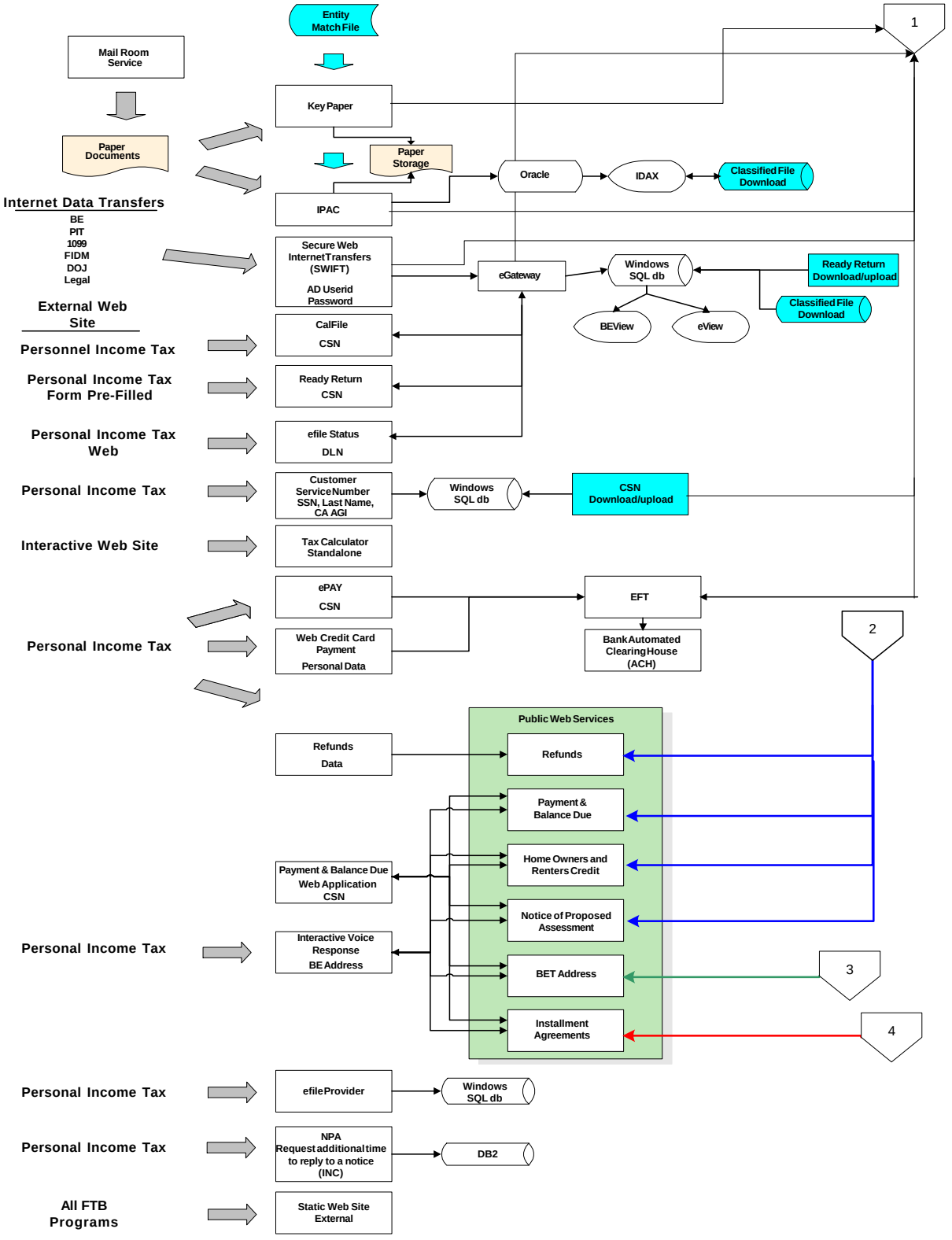
The tax collection systems rely heavily on automated noticing functions. Each year more than one million cases with a balance due are assigned to the Collections System of Work for resolution. These cases are initially scored to determine the number and types of automated notices to send the taxpayer including demand, levy and lien notices. The automated process accounts for more than seventy-five percent (75%) of the cases resolved. If the case is not resolved through the automated process, the case is assigned to a collector for manual collections. Both the automated and manual collections processes rely heavily on taxpayer income, asset and account information. The lack of data constrains the effectiveness of these processes as evidenced by the size and growing trend of tax collections accounts receivable.

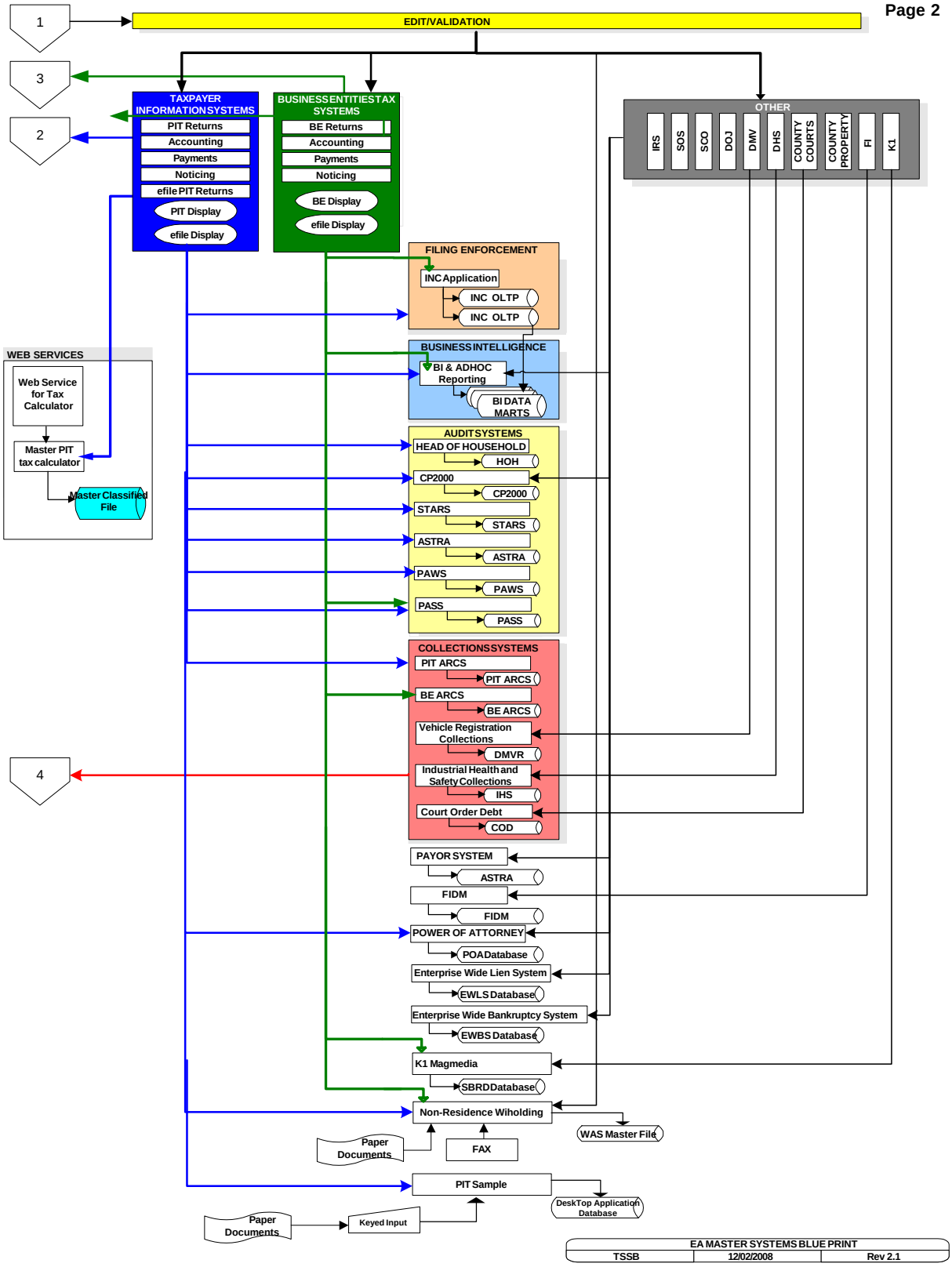
## D. CURRENT SYSTEMS AND OPERATING ENVIRONMENT

Figure 3.2 illustrates FTB's operating environment and its various tax systems. Provided within this section is a written description intended to aid bidders in achieving an accurate understanding of FTB's current technology operating environment.

**Figure 3.2 – FTB's Operating Environment**

**Page 1**


Entity Match File
Mail Room Service
Key Paper
Paper Documents
Paper Storage
Oracle
IDAX
Classified File Download
Internet Data Transfers
BE
PIT
1099
FIDM
DOJ
Legal
IPAC
Secure Web InternetTransfers (SWIFT)
AD Userid Password
eGateway
Windows SQL db
Ready Return Download/upload
Classified File Download
BEView
eView
External Web Site
Personnel Income Tax
CalFile
CSN
Personal Income Tax Form Pre-Filled
Ready Return
CSN
Personal Income Tax Web
efile Status
DLN
Personal Income Tax
Customer ServiceNumber SSN, Last Name, CA AGI
Windows SQL db
CSN Download/upload
Interactive Web Site
Tax Calculator Standalone
ePAY
CSN
EFT
Personal Income Tax
Web Credit Card Payment
Personal Data
Bank Automated Clearing House (ACH)
1
2
3
4
Public Web Services
Refunds
Data
Refunds
Payment & Balance Due
Home Owners and Renters Credit
Payment & Balance Due Web Application CSN
Notice of Proposed Assessment
Personal Income Tax
Interactive Voice Response
BE Address
BET Address
Installment Agreements
Personal Income Tax
efileProvider
Windows SQL db
Personal Income Tax
NPA Request additional time to reply to a notice (INC)
DB2
All FTB Programs
Static Web Site External


Page 2
1
EDIT/VALIDATION
3
2
TAXPAYER INFORMATION SYSTEMS
PIT Returns
Accounting
Payments
Noticing
efile PIT Returns
PIT Display
efile Display
BUSINESS ENTITIES TAX SYSTEMS
BE Returns
Accounting
Payments
Noticing
BE Display
efile Display
OTHER
IRS
SOS
SCO
DOJ
DMV
DHS
COUNTY COURTS
COUNTY PROPERTY
FI
K1
FILING ENFORCEMENT
INC Application
INC OLTP
INC OLTP
WEB SERVICES
Web Service for Tax Calculator
Master PIT tax calculator
Master Classified File
BUSINESS INTELLIGENCE
BI & ADHOC Reporting
BI DATA MARTS
AUDIT SYSTEMS
HEAD OF HOUSEHOLD
HOH
CP2000
CP2000
STARS
STARS
ASTRA
ASTRA
PAWS
PAWS
PASS
PASS
COLLECTIONS SYSTEMS
PIT ARCS
PIT ARCS
BE ARCS
BE ARCS
Vehicle Registration Collections
DMVR
Industrial Health and Safety Collections
IHS
Court Order Debt
COD
4
PAYOR SYSTEM
ASTRA
FIDM
FIDM
POWER OF ATTORNEY
POADatabase
Enterprise Wide Lien System
EWLS Database
Enterprise Wide Bankruptcy System
EWBS Database
K1 Magmedia
SBRDDatabase
Non-Residence Wiholding
WAS Master File
Paper Documents
FAX
PIT Sample
DeskTop Application Database
Paper Documents
Keyed Input
EA MASTER SYSTEMS BLUE PRINT
TSSB
12/02/2008
Rev 2.1

The major systems to be referenced in Figure 3.2 above are color-coded and further identified as:

- Taxpayer Information System (TI) – Dark Blue
- Business Entities Tax System (BETS) – Dark Green
- Integrated Non-Filer Compliance System (INC) – Orange), also referred to as Filing Enforcement in above figure
- Business Intelligence and Data Services (BIDS) – Light Blue, also referred to as Business Intelligence in above figure
- Audit Systems – Yellow
- Accounts Receivable Collection System (ARCS) – Red, also referred as Collection Systems in above figure
- E-Gateway

These systems represented in this diagram interact to process return data and provide information to the inter-related areas of FTB, as well as to other State departments, government and 3rd party entities. The process inputs include but are not limited to:

Inputs

- Completed tax forms
- Tax returns and other taxpayer information
- Payments (checks, cash, and various e-payment methods)
- Mail, correspondence and phone calls
- Information returns and data from other state and federal agencies such as:
  - Internal Revenue Service (IRS)
  - Board of Equalization (BOE) (sales tax information)
  - EDD (wage, employer, and withholding data)

Major Systems Descriptions

1. Taxpayer Information System (TI)

   a. History and Overview

   The primary accounting system for processing PIT returns and support of FTB tax programs is the TI System, an automated taxpayer database and accounting system for the PIT program. Each year, Californians file more than 17 million PIT returns. The PIT program generates more than $49.9 billion each year. It is a cross platform application with the database (ADABAS) updated through nightly batch processing, although adjustment to taxpayer accounts are available in "real time." TI is designed to capture, update, and store individual taxpayer information.

The TI system was implemented in 1993 as a replacement for the former PIT withhold and accounts receivable systems. In 2008, TI processed in excess of 17.3 million returns and 12.3 million payments, and issued in excess of 10.7 million refunds and 2.8 million notices. TI executes in two primary environments; mainframe batch processing, and mainframe on-line processing (Com-plete and CICS). FTB is procuring a system documentation tool and consultant services to document the system beginning in State Fiscal Year (SFY) 2009/10 to prepare for the EDR Project. The plan is to document the TI system business processes and rules through SFY 2010/11.

b. TI Software

TI software and programming languages include, but are not limited to:

- COBOL II
- JCL, SyncSort, IDCams, CICS, JES2, DFSMSM, ISPF, Innovation FDR, File-AID, Finalist, Abend-AID
- Assembler
- ADSO
- DYL280
- Natural
- ISPW
- Top Secret
- Complete
- MQ
- ADABAS
- DB2

c. Current Functionality

TI provides both online and batch processing, and supports a variety of business functions, including, but not limited to:

- Processing PIT returns
- Adjusting PIT returns and/or tax assessed
- Accounting
- Processing PIT payments
- Processing notices

d. TI System Constraints

- TI system constraints are very typical of systems that are more than fifteen years old. Some of these constraints include: lack of web enabled capabilities, a common platform and new technologies.

e. Data Sources, Sharing and Interfaces

The information used to support the functionality described above is received from numerous sources including:

- Secretary of State (SOS)
- State Controller's Office (SCO)
- Department of Justice (DOJ)
- Department of Motor Vehicles (DMV)
- Department of Health Services (DHS)
- Board of Equalization (BOE)
- Employment Development Department (EDD)

2. Business Entities Tax System (BETS)

a. History and Overview

BETS is the primary accounting system for business entities tax. BETS is used to issue BE deficiency notices. It also provides a view of BE taxpayers' accounts, historical data and functionality to request tax returns.

Implemented in 1996, BETS uses proprietary INSTALL/1 and DESIGN/1 products, which are highly integrated into the BETS online environment and development processes. The INSTALL/1 and DESIGN/1 products have been "functionally stabilized" by the vendor, meaning that no enhancements to the existing products will be made. Since their peak worldwide usage in the mid 1990s, approximately two-thirds of the original customers have discontinued the use of the products, leaving only approximately 50 customers. The vendor has not provided active support for INSTALL/1 and DESIGN/1 since their last release in October of 2003. FTB meets periodically with the software and product vendor to get current status on product support issues and end of life timelines. FTB is procuring a system documentation tool and consultant services to document BETS beginning in SFY 2009/10 to prepare for the EDR Project. The plan is to document the BETS system business processes and rules in order to better understand and leverage them in the EDR Project, reduce dependency on BETS and replace BETS when it is less risky consistent with the strategy in the ITSP. System Documentation is planned through calendar year 2011.

b. BETS Software

BETS software and programming languages include, but are not limited to:

- COBOL II
- JCL, SyncSort, IDCams, CICS, JES2, DFSMSM, ISPF, Innovation FDR, File-AID, Finalist, Abend-AID
- Assembler

- ADSO
- DYL280
- Natural
- ISPW
- Top Secret
- Complete
- MQ
- SSName 3
- DESIGN/1
- INSTALL/1
- DB2

c. Current Functionality

BETS supports numerous business functions including, but not limited to:

- Processing BE returns
- Adjusting BE returns
- Accounting
- Processing BE payments
- Processing notices including proposed assessments
- Business Intelligence (BI) and ADHOC Reporting

d. BETS System Constraints

- BETS system constraints are similar to the TI system in that it lacks web enabled capabilities and new technologies. Additionally, BETS changes take considerable time and effort to make, and depends on paper and manual processes.

e. Data Sources, Sharing and Interfaces

The information used to support the functionality described above is received from numerous sources including:

- Pass-through entity Automated Screening and Support System (PASS)
- Bank and Corporation Statistical Sample (BC)
- E-Gateway
- Electronic Fund Transfer (EFT)
- Interactive Voice Response (IVR)
- State Controller's Office (SCO)
- Board of Control (BOC)
- Employment Development Division (EDD)
- Board of Equalization (BOE)
- Secretary of State (SOS)

- Automated Correspondence (ADCORR)
- Integrated Non-Filer Compliance (INC)
- Manual Processing and Cashiering System Tandem
- Image Processing and Cashiering System (IPACS)
- Accounts Receivable Collection System (ARCS)
- Withhold at Source System (WASS)

3. Integrated Non-Filer Compliance (INC)

a. History and Overview

FE is one of FTB's primary methods to reduce the tax gap and gain compliance with the State's tax laws. The FE program is very successful at identifying and pursuing taxpayers who have not filed a tax return but may have a filing requirement. The key element of the program is the INC computer system that identifies potential non-filers by matching income records against filed tax returns. These potential non-filers are notified of their filing requirement and if they fail to file a tax return are assessed an amount of tax based on their information.

The INC application is used to administer FTB's Non-Filer program and a major component of FTB's California tax gap reduction efforts. The INC application identifies and gains compliance from individuals and businesses that have not filed California State income tax returns. INC uses a single non-filer enforcement strategy to achieve filing compliance, issue FE notice. The system does not provide other automated enforcement alternatives (for example, issue taxpayer education notice, and issue filing reminders.)

b. INC Software

INC software and programming languages include, but are not limited to:

- Java
- DB2
- Finalist
- Rationale
- MQ

c. Current Functionality

INC is used to identify and contact potential non-filers. Third party income records are cleansed (address only) and matched prior to INC to obtain taxpayer identification (TPID). The matching process currently uses in general name, address (one only), and social security number for its matching criteria. Matched records are then sent to INC for further processing. All records (both matched and unmatched) are posted to INC's data warehouse (called Enterprise

Customer Asset Income and Return (ECAIR)). Unmatched records are stored in ECAIR for review but not re-matched. No unmatched records are re-matched.

d. INC System Constraints

INC system constraints are typical of systems with large amounts of data where performance issues exist. The current system is also constrained by a single notice-based strategy.

e. Data Sources, Sharing and Interfaces

Today, FE is the primary processor of third party data. This processing occurs in FE's Identify System – Data Management Activity System. FE alone receives over 250 million records annually from 3rd party providers.

Information is received from and shared with the following, but is not limited to:

- Financial Institutions
- Credit bureaus
- Social Security Administration (SSA)
- IRS
- BOE
- DMV
- EDD
- SOS
- BETS
- TI
- ARCS

4. Business Intelligence Systems (BI)

a. History and Overview

The Business Intelligence and Data Services (BIDS) Section is responsible for the four major BI applications at FTB. These applications are the Accounts Receivable Management Reporting (ARMR) System, PIT Return Data Mart (PIT System), and the Professional Audit Support System Management Information (PASS MI), and the Enterprise Customer Asset and Information Return Data Warehouse (ECAIR DW). The applications have over 700 active users and produce more than 200 daily, weekly or monthly self-service reports. These reports are accessed more than 300,000 times a year. The databases and data marts contain income, tax return and demographic data for more than 70 million taxpayers. They are used to provide financial and program evaluation data for FTB's Activity Based Revenue and Systems of Work efforts. BIDS staff also use

the databases and data marts to complete more than 400 ad hoc data requests annually.

b. BI Software

BI software and programming languages include, but are not limited to:

- DB2
- Business Objects
- Microsoft SQL Server
- Microsoft Reporting Services, Integration Services and Analysis Services
- Hyperion ESSBase and BRIO
- IBM InfoSphere DataStage and Quality Stage
- Informatica
- COBOL and Natural

c. Current Functionality

In addition to providing our customers' ad hoc data requests from any FTB system, BIDS supports the following Business Intelligence (BI) and reporting systems for ongoing FTB analytical needs:

- **ARMR** – Contains collection information from various tax systems (for example, ARCS, TI) within FTB to help monitor cases being worked and analyze trends. This information provides current and past balances, amounts collected, actions taken, collector performance, inventory volume, program performance, and system performance.
- **ECAIR** – Contains return and accounting system data from TI and BETS and demographic data from TI, BETS and INC. It also contains most of the 3rd party income data received by FTB. This data is used to support the Non-Filer program, enterprise wide customer service and compliance efforts.
- **MIS** – Contains inventory and deposit information from:
  - Information Capture and Banking Section (ICBS)
  - E-Gateway - e-File, Business e-File (BEEF), CalFile, Ready Return, Electronic Funds Transfer (EFT)
  - Receiving
  - IPACS - A high-speed, image-based cashiering system that we use to cashier and bank one hundred percent (100%) of taxpayer payments paid by check or money order.

  The information aids users with pipeline workflows and provides a daily picture of returns, refunds, deposits, payments, notices, credits and miscellaneous transactions received by FTB for all programs.
- **PASS MI** – Contains audit and legal information from the PASS system to help in tracking staff hours and inventories. The system is also used to

evaluate audit model effectiveness, capture audit results and legal rulings and analyze revenue impacts of final audit determinations and legal activities.

- **PIT Return DM** – Contains information on validated and posted PIT returns. The system provides return facts, statistics and analytical data that are used to provide timely and efficient answers about PIT returns.
- **Processing Summary** – Contains a collection of Excel reports that summarize data from MIS, TI, BETS and E-Gateway that provides users with statistical information about PIT, BE, Homeowners and Renters Assistance (HRA) and Non-Tax programs.
- **TimePortal Custom** – Contains employee time and workload information from the TimePortal timekeeping application. Authorized budget and management staff utilize reports to assist with budget and staffing needs.

d. BI System Constraints

BI system is constrained by overlapping software products and processes and no common hardware platform or an enterprise data warehouse.

e. Data Sources, Sharing and Interfaces

The information used to support the processes described above are received from numerous sources including:

- EDD
- INC
- IRS
- BOE
- ARCS
- Enterprise Wide Lien System (EWLS)
- Enterprise Wide Bankruptcy System (EWBS)
- TI
- BETS
- E-Gateway
- IPACS
- PASS
- United States Postal Service (USPS)

5. Audit Systems

a. History and Overview

The Audit Division is responsible for auditing PIT taxpayers with California source income and BE taxpayers doing business in the state. The Audit Division's

mission is to ensure that taxpayers report and pay the correct amount of tax. Performing approximately 350,000 audits per year that produce approximately $1.4 billion in additional revenue, the Audit Division plays a significant role in reducing the estimated $6.5 billion dollar tax gap in California.

The goal of Audit is to identify those taxpayers who have incorrectly reported their tax liability and to ultimately determine the correct amount of tax on that audited year as well as impact compliance of that taxpayer in future years. A broader goal is to improve compliance related to the issues in future years via education and outreach – as opposed to addressing noncompliance only for a single taxpayer.

With over 17 million returns filed on an annual basis and limited resources available to review these returns, the detection of noncompliance via automated tools is paramount to successfully addressing underpaid tax liabilities.

b. Audit Software

Audit software and programming languages include, but are not limited to:

- PASS (Professional Audit Support System)
  - PC, ), Local Area Network (LAN) and Mainframe
  - Sybase
  - Powerbuilder
  - C++
  - Intel
  - Unix
  - Windows NT & 2000
  - AIX
- FEDSTARII
  - PC, LAN and Mainframe
  - .NET
  - SQL Server
  - Cobol
  - VB6
- CP2000
  - PC, LAN and Mainframe
  - SQL Server
  - VB6
- HOH (Head of Household system)
  - PC,, LAN,, Mainframe,, and Internet
  - SQL Server
  - VB6
  - HTML
- ECAIR – PIT Modeling
  - PC,, LAN,, and Mainframe

  - DB2
  - Business Objects
  - Unix AIX
- STARS
  - PC, LAN and Mainframe
  - SQL Server
  - VB6

c. Current Functionality

A key component of the audit process is the acquisition and analysis of data, both internal and external. Data is critical for the modeling of audit issues as well as the evaluation of the taxpayer by the auditor. The Audit Division currently uses six primary and separate systems to store data for each of the respective audit programs. Each system stores some of the same data and each system has its own extract, transform and load processes.

Currently, taxpayer and tax preparer information is accessed and updated by auditors using multiple screens and sometimes multiple systems requiring their own logon.

The Audit Division currently uses more than 20 mainframe and client-server systems. The six main systems Audit uses are PASS, ECAIR (for PIT Modeling), FEDSTARII, STARS, CP2000, and HOH. Each of these systems was built for specific audits, leading to redundant ETL and staging processes within Audit.

The PASS system is used to select, perform and manage pass-through entity and corporation audits. PASS data management processes gather federal return data, California State return data, third party data (1099), and FTB account data (TI and BETS) including the State Business Returns Database (SBRD) to model data for audit selection. PASS case management functions include PIT audits identified through ECAIR.

PIT audit selection models are run against the ECAIR database through the use of Business Objects. The returns are selected based on predetermined audit criteria from federal return data (IRS IMF, IRS 1099), California State return data (return merge file), and FTB account data (TI, PIT Sample). Model taxpayers are exported into user maintained databases for further data matching to existing audit workloads and qualified taxpayers selected for PIT audits.

The FEDSTARII system is used for audits based on Revenue Agent Reports (RAR) received from the IRS. FEDSTARII data management processes gather federal return data, Federal Compliance Data (RAR), California State return data, and FTB account data into FEDSTARII databases that are accessed for RAR audits.

The STARS program is used to audit taxpayers with specified statutory issues and single-issue correspondence audits. STARS data management processes gather federal return data (IRS 1099 file), third party data (California lottery), California State return data, and FTB account Data (TI, HOH one touch file) into STARS databases that are accessed for STARS audits.

The CP2000 program is a workload based on underreporting files received from the IRS. CP2000 data management processes gather federal return data, Federal Compliance Data (IRS CP2000 files), California State return data (FTB return merge files), and FTB account data (TI, HOH one touch file) into CP2000 databases that are accessed for CP2000 audits.

The Head of Household (HOH) program is a workload to audit taxpayers who have erroneously claimed the HOH filing status on their return. HOH data management processes gather California state return data (individual state returns posted in TI) and FTB account data (audit history file, return history file) into HOH databases that are accessed for HOH audits.

In addition to data extract, transform, load, and stage processes that are run separately for each audit system, the Federal, State and Special Audit Section (FSSAS) performs separate data match runs at various times of the year that are not coordinated among Audit systems. STARS runs match processes twice for each taxable year. CP2000 runs match processes as IRS tapes are received, usually seven times over an 18-month period. HOH runs match processes two or more times per year, once in mid-May to mid-June and once after an extended due date. FEDSTARII runs match processes as IRS EOAD (Examination Operational Automation Database) disks are received, usually once a month.

d. Audit System Constraints

Audit system constraints are typical of aging systems as there are redundant management processes, data is not shared throughout the modeling and identification of potential non compliance processes, and there is no method to remodel based on new data or new events. There is also no single Audit inventory system or automated case selection process.

e. Data Sources, Sharing and Interfaces

Audit makes use of external data from government agencies to identify audit candidates and conduct audits. The Audit Division currently uses six systems to model audit candidates with specific data used in each system. The data files used to model against include, but are not limited to :

- Federal Return Data
- Federal Compliance Data
- Information Returns

- PIT Address File
- DMV
- CA Lottery
- California State Return Data
- FTB Account Data

6. Collection Systems

a. History and Overview

The Accounts Receivable Collection System (ARCS) is responsible for managing delinquent debts entrusted to FTB. A number of taxpayers do not pay creating a Collections debt. It is the responsibility of ARM to enforce the laws entrusted to FTB to collect the proper amount of revenue.

ARM provides direct assistance to help taxpayers in resolving outstanding collections and compliance issues. ARM also provides a variety of collection efforts by proactively recovering debts. The field offices administer collection functionalities, offer public counter assistance, and act as the liaison between Central Office staff and the customer.

The primary systems used by the ARM Division include:

- PIT Accounts Receivable Collection System (PIT ARCS)
- BE Accounts Receivable Collection System (BE ARCS)
- Taxpayer Information System (TI)
- Business Entities Tax System (BETS)

b. Collection Software

Collection software and programming languages include, but are not limited to:

- Sybase
- Powerbuilder
- C++

c. Current Functionality

The ARM Division is organized around the four different debt types ((PIT, BE, COD, Vehicle Registration Collections (VRC)) that require the same business functions (liens, levies, installment agreements). Within ARM, there are up to five distinct and unrelated processes (one for each debt type) to handle a single business function. For example, ARM has five separate business processes to handle levies. This practice of creating separate and parallel processes (including manual processes) to handle similar business functions has resulted in increased training, inability to redirect resources from one debt type to another,

duplicate efforts, redundant data, out-of-sync processes, miscommunication, and increased ARM and IT costs.

FTB received approximately 1.3 million collections calls for PIT and BE during the 2008 calendar year which equates to 5,122 calls per day (based on 250 State business days in the year). Because FTB taxpayers have access to limited data, Collections staff spends an average of 8.9 minutes responding to customer phone calls, including researching taxpayer questions.

Modeling for PIT and BE uses the STRATA system to score a taxpayer's risk and potential yield based on past behavior. The tool calculates potential yield by current amount owed, abatement rate, including the collection percentage, and then applies different treatments based on the risk and yield. The STRATA system is successful within its limits; however, it was only designed to assess collection probability for accounts entering ARCS.

In addition, modeling for PIT and BE is not optimized for current "Collection" processes. PIT scoring was implemented in 1999 and has not evolved with the Collections business over the past eight years. BE scoring is limited since it uses scoring developed prior to ARCS when FTB implemented the first BE collection system known as Collection Account Processing System (CAPS) and there were not significant attributes and predictors to confidently score accounts.

There are more than 250 data sources available to FTB today. Of those data sources, 25-30 are useful to Collections, but only the PIT and BE debt types take advantage of the useful data; whereas COD, and VRC mostly do not.

d. Collections System Constraints

Collections system constraints are typical of an aging collection system where there is no ability to make flexible changes, store multiple addresses or create self services opportunities.

e. Data Sources, Sharing and Interfaces

The information used to support the processes described above are received from numerous sources which include:

- TI
- BETS
- Payer
- EWBS
- EWLS
- PROPERTY
- CUD
- ZIP

- INC
- EFT
- WHRAX
- EDD
- SOS
- DMV
- BOE

7. E-Gateway

a. History and Overview

E-Gateway processes the department's e-file and electronic-fund programs 24hours per day, seven days a week. These systems enable taxpayers or their representatives to submit returns and payments quickly, easily, and at any time. E-Gateway services also provide the department and its clients with immediate access to e-file data for customer service and processing support.

As shown in Figure 3.2, the information is received via SWIFT and is edited and validated prior to submission to FTB accounting systems, TI and BETS.

b. E-Gateway Software

E-Gateway software includes, but is not limited to:

- .Net
- Windows
- JAVA
- LINUX

c. Current Functionality

FTB is a provider of numerous web services aiding in reduction of taxpayer burden, increase in accessibility of information, ease of filing and paying taxes, and improved accuracy of tax returns. The web services include:

- E-file – specifications and requirements are developed and published for software developers and transmitters of e-filed returns to follow in the preparation of commercial tax preparation software with e-file transmission capabilities. E-filed returns E-filed PIT and BE returns are received and processed through FTB's e-Gateway system. Data is then sent to the mainframe for final processing. Taxpayers have various options to e-file, including:
  - BEEF - BEEF allows business entities or their agents to electronically file tax returns with accompanying schedules and documents

- EFT - EFT is a method for financial institutions to transfer money from one account to another, eliminating the use of paper checks. This can be initiated by telephone or through the use of a computer with a modem

- Web Portal Services -
  - CalFile - FTB's free and direct e-file for California resident returns
  - Ready Return – a free service that provides taxpayers with a completed tax return for their final approval and submission. This service is designed for taxpayers with simple tax returns.

d. E-Gateway Limitations

E-Gateway limitations include, but are not limited to, e-file data capture uses a proprietary format (not global or standard), created by the IRS over 20 years ago.

e. Data Sources, Sharing and Interfaces

E-Gateway interfaces and shares data with:

- SWIFT
- CalFile
- Ready Return
- E-file

8. Electronic Payment Programs

FTB's EFT system processes electronic payments received from various sources. The system is designed to receive and process payment files from FTB's EFT bank or vendor (traditional EFT). The EFT system also consists of a Direct Debit EFT Program. With the Direct Debit program, various payment requests are captured and sent to the EFT system for processing. The EFT system also receives and processes credit card payment files from FTB's credit card processor.

a. Traditional EFT

With the traditional EFT program, the FTB EFT systems processes payment files received from the contracted EFT vendor. The payment files are in a standard National Automated Clearing House Association (NACHA) format. The system receives three payment files each day. The files are an ACH Debit file, ACH Credit file, and Fedwire file. The ACH Debit file contains payments initiated by taxpayers through FTB's vendor. The ACH file contains an addenda record with the taxpayer and payment information. The addenda record contains the information necessary for the EFT system to process and post the payment to the accounting systems (TI and BETS). The addenda record is always properly

formatted because the vendor has implemented edits based on FTB requirements. The ACH Credit file should also contain an addenda record; however, since an ACH Credit payment is initiated by the taxpayer through their bank, the addenda record may contain errors, or be missing altogether. FTB provides instructions to taxpayers on what information and how the information should be sent, but it is not always sent properly. For Fedwire, the payment information is free form. Although all the payments received in these three files pass through edits in the EFT system, generally, only the ACH Credit and Fedwire payments need manual intervention. The ACH Credit file and Fedwire file are programmatically read. If the payments don't pass the EFT system edits, they "fall out" to a user for processing. The EFT system then has edits to only allow certain entries by the manual user. After processing is complete, the payments are then assigned DLNs. In the afternoon, payment files are created and sent to the appropriate system (TI or BETS).

b. Direct Debit EFT Program

With the Direct Debit Program, the EFT system receives payment request from multiple sources, stores the payment information, creates a payment file to send to the bank for processing, and creates payment files for posting payments to TI and BETS.

In the Direct Debit Program, the EFT system receives payment requests from FTB's Collection system (ARCS), from FTB's Web Pay application, and from payment requests (Electronic Fund Withdrawal) submitted with e-filed returns. Each system or application (ARCS, Web Pay, and e-file system) has edits built in to make sure the necessary and proper information is captured before sending the payment request to the EFT system. Each day, the EFT system batches up all the payment requests for that day and sends to the bank for processing. At the time the payments are sent to the bank, the payments are assigned a DLN number. Two business days after the payment file is sent to the bank, payment posting files are created and sent to TI or BETS.

c. Credit Card Program

FTB contracts with a credit card vendor to capture and process credit card payments. The vendor has edits built into its applications, based on FTB requirements, to make sure all the necessary and proper information is captured. Although all information necessary to post a payment is captured by the vendor and sent to FTB in a payment file, the information may not actually be correct. For example, the taxpayer may enter their social security number incorrectly. However, as long as nine numeric characters are entered, the credit card system will accept the entry and the information will be sent to FTB for processing. FTB receives a payment file (file layout defined by FTB) from the vendor and processes it into the EFT system. The system reformats the data into the format

required by the RV/TI system, assigns DLNs, and sends the payment file to the mainframe for processing.

9. My Franchise Tax Board (FTB) Account and Internet Services Overview

Franchise Tax Board FTB maintains a public web portal. The web portal is a public web site that is comprised of a static web site, a secure interactive web site, and electronic data exchange. The static web site is the portal to the interactive web site and contains information on Franchise Tax Board, services provided, and electronic tax forms. The static web site contains information for PIT and BE income tax, and non tax programs. The interactive site is comprised of applications that allow PIT filing and information retrieval. All interactive users must register with FTB to use the interactive site. FTB maintains an electronic data exchange systems for business and governmental agencies to exchange contracted data files and e-file.

a. Environment

- Web Site Infrastructure

FTB has one Internet Service Provider (ISP). This ISP is utilized for in-bound traffic by FTB's external customers and for outbound traffic by FTB employees in the transaction of business related activities. The current Internet infrastructure supports an interface with multiple firewalls protecting its FTB e-Commerce and internal enterprise network. The Internet network is secured by border routers and firewalls protecting two secure Demilitarized Zones (DMZs) and Database Services.

b. External Authentication for Secure E-Services (EASE)

EASE is a single-point enterprise self registration and authentication process to support all taxpayer access (individuals, businesses, and authorized representatives) to account information held in electronic format by FTB for all current FTB online services. It provides single sign on to all secured internet applications. This provides security for external customers only.

c. Secure Interactive Web Site

FTB employs 26 additional e-Commerce programs that perform important revenue-collection, processing, and customer service functions, In addition FTB supports a secured email system.

d. Data Exchange System

FTB provides a single data exchange system, SWIFT, for business and government exchanges to and from FTB. SWIFT is used for large volume data transfers. This includes e-File, EFT, BOE, Financial Institution Data Match (FIDM), 1099, COD, Check Cashing, HRA, and others.

SWIFT supports transfers using HTTPS, FTPS, and SFTP. It allows the customers to use a browser, Secure Transport Client, FTP clients, SFTP clients, and customer written clients.

e. Web Portal Software

- Window .net
- TumbleWeed Secure Transport
- Windows .Net
- Tumbleweed SecureTransport
- BitKoo Keystone
- Security Analysis Audit Log Tool (SAALT)
- Connectivity to back end systems use a Service Oriented Architecture (SOA)
- Host Intrusion Detection System (HIDS)

10. Technical Environment

FTB has a growing enterprise network consisting of servers, printers, mainframe systems and UNIX systems. Most of the Local Area Networks (LANs) function as office automation application servers; however, the department also has special-purpose LANs for imaging, voiced response and electronic correspondence functions.

FTB has various methods of service support and service delivery, but does have a single point of contact for its IT Service Desk to support the technical environment and assist users. FTB has numerous systems that use multiple platforms and technologies.

FTB manages any new technology acquisition for its technical environment through its Enterprise Architecture (EA) framework. For example, because FTB's target environment is Service Oriented Architecture (SOA), FTB's EA team is developing an SOA governance process to help manage these services as they develop and mature. Because Business Process Management is a targeted technology, business process analysis efforts have been baselined and ongoing efforts planned will help FTB identify redundant business processes and guide future changes to its technical environment.

Through EA efforts the department is developing SDLC and ITIL standardization and criteria across all systems and processes. The standards are planned to be completed within the next two years. The department's IT Service Opportunity (ITSO) project is implementing SDLC and ITIL standards and processes into FTB current architecture and systems.

FTB is taking steps to address service delivery including developing an IT Service Catalog to document current services and services under development; and developing governance processes for SOA, Business Process Management, Tools and Data. These governance processes will enable FTB to manage the IT efforts with better communication and oversight. The initial Service Catalog should be ready by July 2010.

FTB formed and identified a Service Manager and service owners with Continual Service Improvement responsibilities and is developing Service Management processes to allow access, awareness, request, support and retirement of IT services. Departmental release and deployment processes and standards are being developed for implementation by January 2011. The first phase of Departmental Service Desk consolidation and development has already been implemented. Known error, knowledge management, and configuration management databases are being developed. All areas should be on a common tracking and ticketing process by January 2011.

FTB is also making improvements with regards to Business Resumption.The plan is to align the Business Resumption and Disaster Recovery plans, identify the interdependencies among the various related plans, update the plans to more accurately reflect components and resources required to successfully recover the systems, and provide a common structure and repository for both Business Resumption and Disaster Recovery plans.

The following table provides a summary level list, including a brief description, of the technologies and current systems that are known at this time to be impacted by the EDR Project.

**Table III–1 - Systems** and Technologies in use

| System | Technologies | Description |
|---|---|---|
| **BETS** | **Platform:** Mainframe<br>**Operating Systems:** ZOS<br>**Database and File Systems:** DB2, MVS<br>**Languages:** Cobol, Natural, Assembler | BETS was implemented in 1996 and was expected to have an operational life of 20 to 25 years. With the pending sunset of INSTALL/1, the originally projected operational life of the BETS is in jeopardy.<br><br>BETS is FTB's primary tax |

| System | Technologies | Description |
|---|---|---|
| | | accounting system for business entities. This system administers the California Revenue and Taxation Code as it applies to corporations, partnerships and limited liability companies that do business in the State of California. This system is responsible for determining tax liability, penalties and interest based on information on the tax return or as the result of an audit and is the FTB system of record for BE entity information such as name, address and business status.<br><br>The system is a vendor-developed application using DB2 and a proprietary software package, INSTALL/1, and CICS for on-line access. Natural is used for many reports developed outside the original base product. |
| **INC** | **Platforms:** Mainframe, UNIX<br>**Operating Systems:** AIX, ZOS<br>**Database and File Systems:** DB2 UDB EEE<br>**Languages:** Java | The INC application is used to administer FTB's Non-Filer program and a major component of FTB's California tax gap reduction efforts. The INC application identifies and gains compliance from individual taxpayers and businesses that have not filed California State income tax returns.<br><br>INC is a distributed n-tier client server; Internet based application using object-oriented development techniques and JAVA programming and application development |

| System | Technologies | Description |
|---|---|---|
| | | tools (Rational Application Developer) in an Enterprise Java Bean (EJB) environment to a DB2 UDB EEE Database. It runs on an AIX operating system using Websphere Application Server middleware. The application software runs on two IBM P-590 servers with an EMC SAN configuration and Tivoli backup. It also uses mainframe-based batch processes to extract and match income data from a variety of sources. |
| **TI** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABAS<br>**Languages:** COBOL, Natural, and Assembler | TI is FTB's primary tax accounting system for individual taxpayers. TI is designed to capture, update and store individual taxpayer information. TI has both Natural and COBOL batch and online applications. The online applications allow users to view and update taxpayer information. The batch processes include refunds, notices, interfaces, system balancing, data retention and various validation processes. |
| **PIT ARCS** | **Platforms:** Intel Desktops, HP Server, Mainframe<br>**Operating Systems:** Windows, HP-UX, ZOS<br>**Database and File Systems:** Sybase<br>**Applications:** CACSG<br>**Languages:** PowerBuilder, C, COBOL | PIT ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for individual taxpayers.<br><br>The PIT ARCS application communicates electronically with a |

| System | Technologies | Description |
|---|---|---|
| | | mainframe host accounting system TI using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts accounts and distributes them to users and groups of users in the form of work lists. |
| **BE ARCS** | **Platforms:** Intel Desktops, HP Server, Mainframe<br>**Operating Systems:** Windows, HP-UX, MVS<br>**Database and File Systems:** Sybase<br>**Applications:** CACSG<br>**Languages:** PowerBuilder, C, COBOL | BE ARCS is an online batch system that supports the management of delinquent tax cases and collection activities for business entities.<br><br>The BE ARCS application communicates electronically with the mainframe host accounting system BETS using a flow of mainframe transactions. The transactions are sent via interface files to a UNIX (Sybase on HP-UX) server that creates data tables for the UNIX-based ARCS system. The ARCS UNIX batch process uses business rules to move cases into designated business functional areas and generates notices. ARCS automatically sorts cases and distributes them |

| System | Technologies | Description |
|---|---|---|
| | | to users and groups of users in the form of work lists. |
| **ECAIR – PIT Modeling** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** UNIX AISAIX **Database and File Systems:** DB2 | PIT audit selection models are run against the ECAIR database through the use of Business Objects. The returns are selected based on predetermined audit criteria from federal return data (IRS IMF, IRS 1099), California State return data (return merge file), and FTB account data (TI, PIT Sample). Model taxpayers are exported into user maintained databases for further data matching to existing audit workloads and qualified taxpayers selected for PIT audits. |
| **CP 2000** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems**: SQL Server **Languages:** VB6 | The CP2000 program is a workload based on underreporting files received from the IRS. CP2000 data management processes gather federal return data, Federal Compliance Data (IRS CP2000 files), California State return data (FTB return merge files), and FTB account data (TI, HOH one touch file) into CP2000 databases that are accessed for CP2000 audits. |
| **HOH** | **Platforms:** PC/LAN/Mainframe/Internet **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6, HTML | The Head of Household (HOH) program is a workload to audit taxpayers who have erroneously claimed the HOH filing status on their return. HOH data management processes gather California |

| System | Technologies | Description |
|---|---|---|
| | | State return data (individual state returns posted in TI) and FTB account data (audit history file, return history file) into HOH databases that are accessed for HOH audits |
| **FEDSTAR II** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6 | The FEDSTARII system is used for audits based on Revenue Agent Reports (RAR) received from the IRS. FEDSTARII data management processes gather federal return data, Federal Compliance Data (RAR), California State return data, and FTB account data into FEDSTARII databases that are accessed for RAR audits. |
| **STARS** | **Platforms:** PC/LAN/Mainframe **Operating Systems:** ZOS, Windows **Database and File Systems:** SQL Server **Languages:** VB6 | The STARS program is used to audit taxpayers with specified statutory issues and single-issue correspondence audits. STARS data management processes gather federal return data (IRS 1099 file), third party data (California lottery), California State return data, and FTB account Data (TI, HOH one touch file) into STARS databases that are accessed for STARS audits. |
| **PASS** | **Platforms:** Intel, UNIX **Operating System:** Windows NT & 2000, AIX **Database and File Systems:** Sybase **Languages:** PowerBuilder, C++ | PASS is a client and server Client Server application used nationwide by over 1,200 auditors, legal staff, managers and other FTB staff. The PASS system is utilized to complete approximately 30,000 |

| System | Technologies | Description |
|---|---|---|
| | | audits annually. At the highest level, there are two major components to the PASS system. The first is modeling, which is used to identify audit taxpayers for Pass-Thru-Entity and BE programs. The second is case management, which is used to assign and manage audit cases through the audit and legal dispute processes for the PIT, Pass-Thru-Entity and BE programs as required to bring the audit case to completion. Besides audit cases, the system also manages the case support project workload for audit and legal staff. |
| **PAWS** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABAS (VSAM)<br>**Languages:** Assembler, COBOL, Natural, REXX | The Personal Audit Workstation System (PAWS) is used for the composition of proposed assessments. The system is used to manually create a Notice of Proposed Assessment (NPA) and to create post NPA actions, such as a Notice of Revision or Notice of Action. PAWS notices are displayed via the Notice Display File (NDF). PAWS interfaces with NDF and TI. |
| (**Current)**<br>**NRWS** | **Platform:** Commodity<br>**Operating System:** MS Windows, Intel<br>**Database and File Systems:** SQL Server<br>**Languages: .**NET, MS Visual Basic 6 | The Non-Resident Withholding System (NRWS) and Withhold At Source (WAS) are the accounting systems for non-wage withholding. Withholding data and payments are entered into the system. The system |

| System | Technologies | Description |
|---|---|---|
| | | provides a withholding agent and taxpayer accounting of debits and credits and allows transactions to be created against the original withholding filings. Credits are batched to TI and manually transferred to BETS. Claimed withholding amounts are transferred back to NRWS from TI (batched) and BETS (manual) to complete the accounting. |
| **(To Be) WASS** | **Platform:** Distributed<br>**Operating System:** Windows Server<br>**Database and File Systems:** SQL Server 2005<br>**Language:** C-sharp | The Withhold At Source System (WASS) will replace the existing NRWS and will add new functionality. WASS will integrate with TI, BETS, ARCS, INC (PIT only), e-Gateway, Imaging/IPACS and Tandem. The main sources of data for WASS will come from the Internet, SWIFT, Tandem, Imaging/IPACS and Fax. |
| **SBRD** | **Platform:** Mainframe<br>**Operating System:** ZOS<br>**Database and File Systems:** ADABASE<br>**Language:** Natural | SBRD stores data from BE tax returns and K-1 schedules. SBRD data is stored in MVS flat files for use by PASS and INC. |

11. Enterprise Storage Management (ESM) - Backup

    a. Storage Infrastructure

    ESM supports the storage infrastructure associated with the Server Infrastructure and Mainframe Infrastructure environments. This includes

Distributed & Mainframe SANs, Fiber Switches, Distributed & Mainframe Tape Backup and Recovery infrastructure and Mainframe Batch Processing.

b. Mainframe Infrastructure Systems

Mainframe Disk Storage Infrastructure consists of 7.4 Terabytes of usable disk storage allocated over two Storage Arrays; one EMC DMX1000 with 4.5 TB of usable storage for primarily Production use, one HDS 9970 with 2.9TB for Primarily Development use. These Enterprise class storage devices support z/OS operating systems that support FTB Production, Development and software environments; in addition Mainframe storage support one Virtual Machine (VM) LPAR for z/OS quests and one IFL LPAR to support VM with Linux quests. The storage also supports services for a number of external organizations and agencies such as BOE, EDD, and the Department of Food and Agriculture.

Mainframe Tape Storage Infrastructure utilizes an Automated Cartridge System (ACS) with six SUN/STK 9310 libraries with a capacity of 35,000 internal tape slots for Production LPAR support. The ACS supports twenty-four 3490E and twenty 3590 tape drives that process between 600 to 800 tape requests daily. FTB also supports six 3480 and four 3490 external tape drives; these external drives also provide limited support for non production LPARs. FTB's our mainframe Tape Management System (TMS) manages on average 50,000 tapes with 200,000 associated files.

c. Distributed Infrastructure Systems

Distributed Disk Storage Infrastructure consists of 250 Terabytes of SAN attached storage configured to provide support for over 450 Wintel/Unix standard/virtual servers that support the department's distributed processing needs. The Standard storage is allocated over 5 storage arrays from EMC using models CX-4, CX-3 and two CX700's with 198TB of overall storage. FTB also has one EMC Symmetrix class DMX-3 array with 50TB of usable storage for INC and one HDS 9960 array with 3.4TB storage of Exchange.

Distributed Tape Storage Infrastructure utilizes software from EMC Networker and IBM Tivoli Storage Manager in order to accomplish FTB's distributed backup goals. The backup services store data for Windows servers and UNIX servers which host databases, log files, scripts, programs, configuration files, and license and usage keys. The data formats include plain files, encryption files program files in the form of Sybase, DB2, Oracle & MSSQL databases; applications such as Microsoft Exchange Servers, Active Directory, Websphere middleware. Distributed Tape Storage Infrastructure backs up business areas and systems including ARCS, INC, PASS, ECSP2, ICADs (image capture & duplication aka scan & shred), COD (court ordered debt), DMV collections, print

servers, Crystal reporting, ARMR reporting, e-Gateway, Replistor remote backups (at district offices), local user storage drives (y: drive), Aspen, Big Fix, Unicenter, and Web development and applications.

These two systems perform backups using the following tape hardware component:

d. Networker:

Networker consists of one Unix P4-670 server, two Quantum P3000 Automated Tape Libraries (ATL) with 670 total slots, 12 SDLT tape drives, and SLDT tapes with 110GB raw capacity each for a total library raw capacity of over 70TB. This environment supports the departments Offsite and Onsite backup needs, with an average daily backup over 1TB.

e. Tivoli Service Manager TSM

Tivoli Service Manager consists of two Unix P5-570 servers and one Unix P5-590 server running three TSM Tivoli Service Manager regions, one 3584 Tape Library (ALT) with 670 total slots, 12 LTO-2 tape drives, LTO-2 tapes with 200GB raw capacity each for a total library capacity of over 134TB and three disk pools with 27TB of storage. This environment supports the departments Offsite and Onsite backup needs, with an average daily backup over 1.2TB.

f.Hot Site

Hot Site is a Business Continuity service plan used to provide comprehensive failover to ensure high availability and extensive archiving for complete disaster recovery. Currently, FTB is a rider in the Hot Site interagency agreement contract between the Office of Technology Services (OTech) and IBM. IBM provides FTB with three possible Hot Site locations:

1. Boulder, CO (Primary site)
2. Sterling Forest, NY (Alternate site)
3. Gaithersburg, MD (Alternate site

IBM must provide a Hot Site facility to FTB within six hours of declaring a disaster; and the facility will be available for a period of six weeks in the actual event of a disaster.

The Hot Site includes the following equipment configurations:

- Mainframe (eServer) data and operating system
- HP Non-Stop (Tandem) operating system
- Distributed Systems (HP/UNIX) data and operating system
- Network Services

- IBM San Jose Recovery Site (back-up Command Operations Center)

FTB stores Disaster Recovery (DR) back-up tapes generated by the Enterprise Tape Library System to an offsite storage facility, both daily and weekly. In the event of a disaster, FTB would request the offsite storage facility to transport the back-up tapes to an IBM Hot Site facility where FTB's core systems would be restored. FTB recovery staff would remotely restore the operating systems working from FTB's "Hot Site" location (for example Richmond Training Room in the San Francisco building) or the command center in San Jose.

FTB's Disaster Recovery Hot Site Plan calls for the restoring the following core functions and systems, all of which would rely on the back-up tapes:

- TI and BETS on the FTB mainframe. A full system and data restore, including the mainframe's operating system. TI and BETS are FTB's two key tax accounting systems.
- The BE component of the ARCS automated collection system. A full system and data restore; BE ARCS is a revenue-generating system.
- The Tandem system's "online cashiering" functionality. Tandem is the manual key data entry system used by the KDOs to process paper tax returns and other paper documents into digital information that can used to update TI and BETS on the mainframe. Tandem can also serve as a partial back-up system to FTB's automated IPACS paper-check cashiering system if a disaster occurred.

- Hot Site Exercises

The IBM Hot Site contract includes one 96-hour exercise, per contract period. IBM schedules the 96-hour exercise at FTB's request and based on FTB requirements ( for example equipment configurations to include in the exercise). FTB has opted to schedule exercises only for the number of hours included in the contract period.

Through 2005, IBM Hot Site equipment exercises had been conducted at FTB's alternate recovery location in the Central Office San Francisco building, the Hot Site suite setup at the Richmond PC Training Room. In 2006, the IBM Hot Site equipment configuration was expanded to include equipment to allow recovery of Distributed Systems. The recovery of Distributed Systems has only been tested in recent Hot Site exercises: 2007 and 2008.

FTB's technical staff has demonstrated the ability to remotely connect to the IBM out-of-state Hot Site facility and restore Mainframe, Tandem and Distributed System functionality; however, business staff has performed limited testing of the business critical functions during the

Hot Site exercise and only a small number of business users have participated in the Hot Site exercise since 2006.

12. Enterprise Content Management (ECM)

Current Capabilities and Components

Currently, FTB does not have an "enterprise" ECM system or process. Numerous systems and processes are being used to perform the department's ECM needs. FTB has an informal limited "ECM" governance structure. FTB's ECM attributes are listed below to describe FTB's current ECM capabilities:

- Capture: Content is created departmentally through three main input systems: Tandem, IPACS and E-Gateway. There are also other input processes for third party data, white mail, and tax supporting documents. These are received in a variety of methods; fax, phone conversations, white mail, FTP, on-line, and paper receipt. Additionally, numerous in-house processes exist that generate content within FTB to support our business functions. Most data is captured, however, it is not centrally stored or managed.
- Manage: Content is managed through folder organization to include or not include file name variations. Our tax document management is the most mature process using the IPACS and E-Gateway database and storage platforms. Other FTB processes use a variety of tools and processes like Microsoft SharePoint, Serena PVCS Version Manager, Microsoft Visual SourceSafe, and IBM Rational ClearQuest.
- Store and Retrieve: Content storage and retrieval is performed numerous ways. Storage is performed for both paper and electronic processes in a variety of methods from paper storage in the warehouse to electronic storage on a server and SAN system. Retrieval is performed in a variety of methods, from actual manual paper file pulling and routing to automatic electronic workflow routing. Our two main current retrieval applications for electronic tax documents are the e-View and Image Delivery Application Expansion (IDAX) applications
- Preserver: The long-term retention of our content is being performed numerous ways with redundancy across the systems that perform these functions. Retention timeframes vary from system to system and are controlled by different methods and processes, from batch processing to manual updates
- Deliver: Content delivery varies from system to system. From case management tools to applications designed specifically to deliver and control content, e-View and IDAX
- Collaboration: Other than independent and manual processes, FTB does not share content in a centralized fashion or method except for some in-house tax document processing systems

- Security: Security is controlled independently from platform to platform and is usually controlled within the application by the use of an access and authorization table

## E. CURRENT BUSINESS PROBLEMS, MAGNITUDE AND CONSEQUENCES

The following table is a summary of the magnitude and consequences of the EDR Strategic Business Problems:

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 1. | Data Availability – Returns are not corrected, payments and taxpayers are not properly identified, fraud goes undetected, cases are not properly prioritized and assigned the most effective strategy and resources because data is unavailable, unshared and costly to maintain.<br>○ Data is in silos<br>○ Data is redundant<br>○ Not all the required data is captured<br>○ Data is underutilized (for example, data matching and e-file data for Audit)<br>○ Data is untimely<br>○ Data management is distributed<br>○ Data quality is not optimized | Insufficient data is available for the following Systems of Work:<br>○ Return Filing<br>○ Return Validation including fraud detection<br>○ FE<br>○ Audit<br>○ Collections | 1. Returns fall out for manual processing because taxpayers cannot be accurately identified resulting in processing delays that lead to interest charges on refunds and delays on making returns available for audit causing lost and delayed revenue, increased return processing costs and poor customer service<br>2. Payments fall out for manual processing or are applied to the wrong account because taxpayers cannot be accurately identified resulting in processing delays, erroneous adjustments, notices, taxpayer contacts and poor customer service<br>3. Math verification of taxpayer computations is limited to the first two pages of the return (for example, 540, 592) and absent in the adjoining schedules resulting in returns not being corrected and lost revenue<br>4. Self-compliance suffers because errors are not communicated or communicated timely to taxpayers or practitioners resulting in lost revenues<br>5. Fraud goes undetected, is not |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | enforced and revenue is lost because taxpayers and their tax preparers cannot be effectively associated to refunds and managed as a group<br>6. Third party data matching is incomplete resulting in taxpayers not being associated with income and assets, and therefore not selected for Audit and FE activities or assigned for Collections activities resulting in lost revenues<br>7. Return data available for audit selection is limited (electronic data and Schedule data), resulting in nonproductive returns selected for audit causing lost and delayed revenues and increased costs due to manual screening and scoping of returns<br>8. Collections cases are assigned the wrong priority resulting in the deployment of ineffective enforcement strategies causing lost and delayed revenue and increased costs<br>9. Data processing takes too long, resulting in less data capture and fewer corrections, higher costs and delayed revenues<br>10. Revenue is lost because some compliance activities are cost prohibitive due to manual processes that depend on paper data, data that is not captured or e-file data<br>11. Data is not captured and leveraged resulting in data |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | capture errors, fallouts, bottlenecks, rework, prolonged processing and reduced data quality<br>12. Taxpayer requests for information take too long to process or are not processed at all causing some taxpayers to file incorrectly without needed information resulting in increased operational costs and lost revenue |
| 2. | Filing Business Processes– Returns take too long to process, there are too many fall-outs, changes take too long to implement or cannot be made, data is not captured, returns are not corrected and performance cannot be monitored because return filing processes are old, manual, redundant, inflexible and costly to maintain.<br>○ Business processes are in silos and not integrated<br>○ Business processes are fragmented and not adequately automated<br>○ Workflow monitoring is limited<br>○ Business processes and rules are not adequately | Business processes are inefficient and ineffective for BE and PIT Return Filing and Validation | 1. Returns take too long to process which leads to interest payments on refunds and delays on making returns available for audit causing lost and delayed revenue and increased costs<br>2. Taxpayers file duplicate returns because returns take too long to process resulting in increased operational costs<br>3. Program performance cannot be effectively monitored because work is scattered among systems, paper and manual processes (workarounds)<br>4. Response to emerging workload backlogs and bottlenecks is costly and slow resulting in processing delays, delayed and lost revenue and increased costs<br>5. The department depends heavily on human resources to deal with workload problems (for example, backlogs) because changes cannot be readily made resulting in increased return processing time and costs<br>6. Manual intervention contributes to errors, rework |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | documented<br>○ Business processes and rules are difficult to access and cannot be easily changed and managed<br>○ There are no tools to effectively manage business processes and rules<br>○ Training is fragmented<br>○ Data capture process is fragmented and relies heavily on manual keying | | and increased processing costs<br>7. Workload planning is based on personal knowledge and experience without the use of planning and simulation tools resulting in inaccurate projections of resource needs<br>8. The impact of system changes is not well understood resulting in production incidents, defects, incomplete changes and increased costs<br>9. Business processes are duplicative and costly to maintain<br>10. Changes (including legislative changes) cannot be readily made or accommodated in compressed end of year schedules, causing delayed or lost revenue and high operational costs<br>11. Ramp up to productivity is prolonged and costly due to proliferation of systems and tools and fragmented training<br>12. Training is not comprehensive and therefore costly and contributes to poor taxpayer service, productivity and quality<br>13. Quality of work suffers and contributes to higher operating costs because work is not standardized<br>14. Needed data is not captured because of time consuming manual data capture methods<br>15. Incorrect returns are not thoroughly identified and corrected when filed because of manual and time consuming validation process |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | 16. The Return Filing process is prolonged, bottlenecks routinely occur and return data is unavailable because some critical data is limited to paper returns and is costly to track and obtain<br>17. Too many taxpayers call in to find out the status of their refund |
| **No.** | **Business Problem** | **Magnitude** | **Consequences** |
| 3. | System Redundancy and Reuse - Systems and functionality are costly to develop and maintain because they are redundant, have different technologies, different platforms and are not integrated or re-useable.<br>○ Functionality varies among systems<br>○ Some systems lack functionality<br>○ Governance is not adequately enforced | Systems are different and duplicative for PIT and BE Return Filing, Return Validation and Collections<br><br>Functionality is not leveraged and shared throughout the enterprise | 1. Systems and functionality are not leveraged and shared, therefore, costly to maintain<br>2. System development is prolonged and costly resulting in lost revenues and increased costs<br>3. Systems are duplicative and costly to maintain<br>4. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased costs<br>5. Information and data are not shared and therefore contribute to higher operating costs, delayed or lost revenues, poorly coordinated, taxpayer service and diminished quality<br>6. Technology service delivery is highly specialized and costly<br>7. Users must access multiple systems to access information resulting in poor customer service<br>8. Users must access multiple systems to locate enforcement information (address, assets, and income) resulting in delayed and lost revenues |
| 4. | Filing Self-Services – | Taxpayer self- | 1. Return Filing costs are high |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | Taxpayer self-services are limited due to outdated technologies and limited security. | services are limited for PIT and BE Return Filing and Validation | because some information and services must be manually researched and provided by internal users to taxpayers<br>2. Return Filing errors are unnecessarily high, Return Validation costs are high and revenue is delayed because some filing information is not readily available to taxpayers<br>3. Taxpayer contacts including telephone calls and correspondence are unnecessarily high and costly<br>4. Tax returns and revenue are delayed because taxpayers cannot readily obtain information |
| 5. | Data Analysis – Noncompliance discovery and fraud detection, tracking and prevention are limited because taxpayer behavior analytical tools are unavailable. | Data analysis tools are limited for Audit, FE compliance discovery, fraud detection and Collections activities | 1. Scope of compliance issues is not identified completely and timely, resulting in delayed or lost revenues and repeated noncompliant taxpayer behavior.<br>2. Self-compliance suffers because taxpayer patterns including errors are not analyzed and identified early and reported timely resulting in lost revenues<br>3. PIT Fraud goes undetected and is not effectively enforced and managed resulting in lost revenue<br>**4.** Taxpayer behavior and trends are not identified or completely understood and opportunities are lost to use automation to collect taxes and encourage Blue Path behavior<br>**5.** BE fraud is not enforced<br>**6.** Audit and FE selection and Collections case assignment |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| | | | criteria is not effectively evaluated for performance and improvement resulting in lost revenues and increased costs |

| No. | Business Problem | Magnitude | Consequences |
|---|---|---|---|
| 6. | BETS –<br>The BE accounting system is inflexible to evolving business needs, legislative mandates and poses significant risk to existing business processes due to outdated technologies, siloed data and proprietary software. | Outdated components concerns BE accounting system<br><br>BETS maintainability<br><br>All tax systems of work are impacted | 1. BETS cannot integrate with new systems and services without considerable modification, high risks and costs<br>2. BETS functionality and data are not leveraged and shared resulting in high operational costs and lost revenue<br>3. BETS changes, including legislative changes, cannot be readily made or accommodated causing delayed and lost revenue, high operational costs (for example, backlogs) and poor customer service<br>4. Quality of BETS changes suffers because of the limited window of time available resulting in incomplete testing and numerous production defects<br>5. Other system development dependent on legacy systems is prolonged and costly resulting in lost revenues and increased costs<br>6. Opportunities are lost because systems go without needed functionality and data resulting in delayed or lost revenues and increased operational costs<br>7. Increasing risk of catastrophic failure potentially resulting in lost revenues and increased operational costs<br>8. Users take too long to navigate the system find information, perform transactions and provide customer service<br>9. User training takes too long and is costly |

FTB analyzed the Strategic Business Problems based on the potential for revenue and benefits resulting in the following priorities:

1. Filing Business Processes
2. Data Availability
3. Data Analysis
4. System Redundancy and Reuse
5. Filing Self-Services
6. BETS

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION IV
EDR Proposed Solution

November 2, 2009

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## IV. EDR PROPOSED SOLUTION

The primary objective of the EDR Project is to narrow the tax gap by addressing the six business problems identified in Section III.E. To solve these business problems, the EDR Proposed Solution must modernize the Information Technology (IT) associated with FTB tax business as required in Section VI. The EDR Proposed Solution must facilitate substantial reengineering that will create enhanced effectiveness and efficiency in overall service delivery (see Section VI.B.2). While technology is modernized, processes could be reengineered absent the bias of existing systems, organizational constraints, antiquated methodologies and the original paper-based limitations (for more on this see Exhibit IV-A).

The modernization efforts associated with this project should solve the limitations, including the increased cost of FTB's current tax systems and development environments. The EDR Proposed Solution will serve as a catalyst for the standardization and consolidation of FTB's various platforms and the associated tool sets, applications, and infrastructure. The identified architecture and technology areas for improvement, standardization and consolidation are directly related to the six prioritized business problems as shown in Table 4.1, Business Problems.

**Table 4.1 - Business Problems**

| No. | Business Problems | Architecture/Technology |
|---|---|---|
| 1. | ***Filing Business Processes***:<br>§ Business processes: *silos (not integrated)*<br>§ Business processes: *fragmented*<br>§ Workflow monitoring: *limited*<br>§ Business processes and rules: *not documented*<br>§ Business processes and rules: *low accessibility*<br>§ Business processes and rules: *costly to manage*<br>§ Business processes management: *no tools*<br>§ Training: *non-standard*<br>§ Data capture relies on manual keying | § Business Process Management (BPM)<br>§ Workflow engine<br>§ Process Analytics<br>§ Process Repository<br>§ Process Reengineering<br>§ BPM Standards<br>§ BPM Suite<br>§ BPM Suite Training<br>§ Improved OCR and ICR |
| 2. | ***Data Availability***:<br>§ Data is in silos<br>§ Data is redundant<br>§ Not all the required data is captured<br>§ Data is underutilized (for example, data matching)<br>§ Data management is distributed<br>§ Data quality suffers | § Data Integration Strategy<br>§ Improved OCR and Data services (for example, matching)<br>§ Centralized EDW and tools<br>§ Data cleansing |

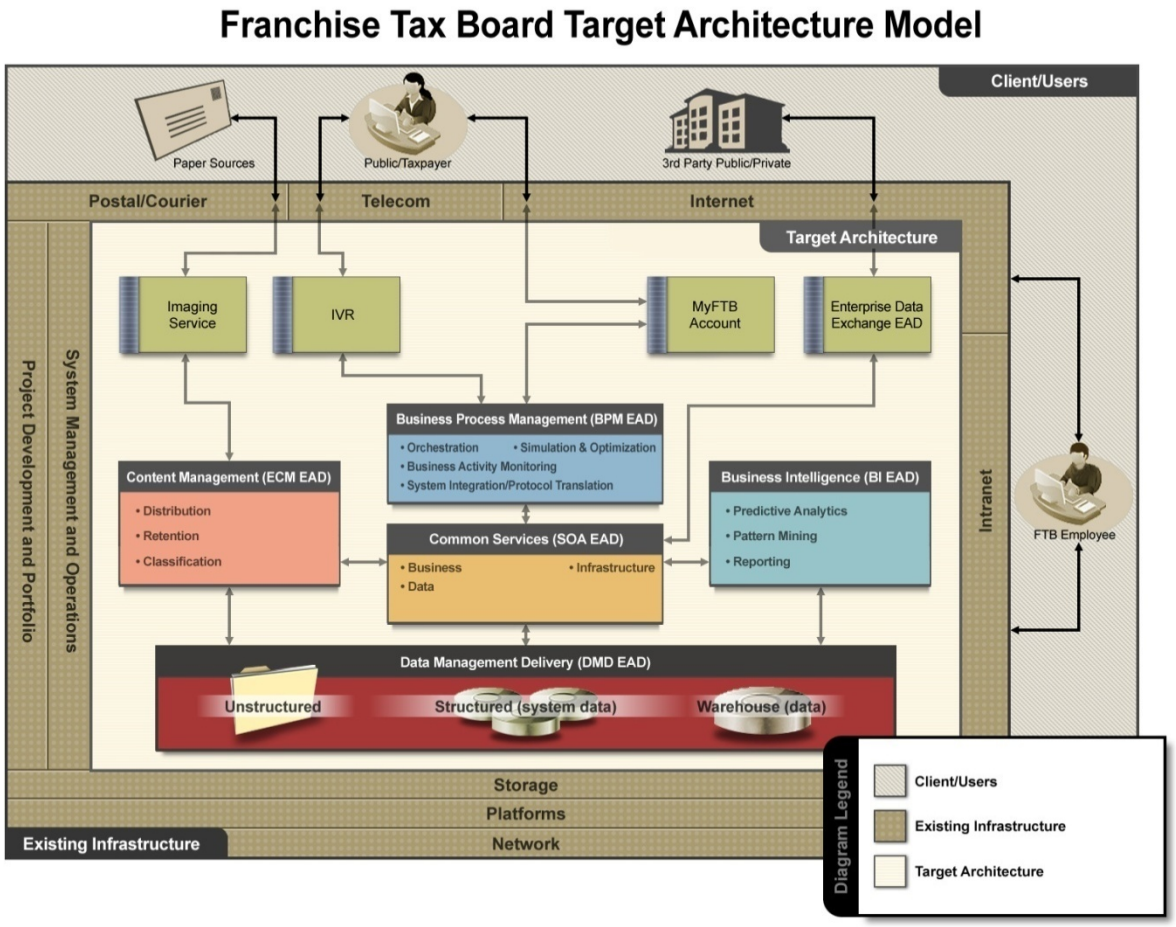
| No. | Business Problems | Architecture/Technology |
|---|---|---|
| 3. | ***Data Analysis:***<br>§ Noncompliance discovery: *no analytical tools*<br>§ Fraud detection: *no analytical tools*<br>§ Tracking and prevention: *no analytical tools*<br>§ Taxpayer behavior: *no analytical tools* | § Decision and predictive analytics |
| 4. | ***System Redundancy and Reuse***:<br>§ System Functionality varies<br>§ System Functionality lacking<br>§ Governance: not enforceable | § BPM and Service Oriented Architecture (SOA) Standards<br>§ Sharable services (functionality)<br>§ Governance in software |
| 5. | ***Filing Self-Services***:<br>§ Taxpayer self-services limited: *not sharable*<br>§ Taxpayer self-services limited: *limited security* | § EDW and Shared services<br>§ Identity & Access management (IAM) |
| 6. | ***BETS***:<br>§ Inflexible to business need or new legislation<br>§ Poses risk to existing business processes<br>§ Outdated and proprietary technologies<br>§ Data is not discoverable or sharable with other systems | § Redevelop as services<br>§ Integrate into BPM<br>§ Standards: BPMS, SOA<br>§ EDW |

The EDR Proposed Solution must align with FTB's Target Architecture and fit within the context of existing infrastructure and applications consistent with Section VI. This is of significant importance in that EDR is a tax systems modernization effort and not simply a stand-alone business application. The EDR project primarily focuses on information integration and filing process improvements that produce immediate benefits and can be leveraged by future IT projects for further benefits. The remainder of this Section describes FTB's Target Architecture Model, which serves as the framework for the EDR Proposed Solution.

## A. FTB TARGET ARCHITECTURE

The FTB Target Architecture Model, Figure 4.1, depicts FTB's goal for future business and IT service delivery. The model depicts the high-level relationships between FTB's core services and its customers. The target architecture was developed to accomplish the department's business goals and strategies. Although some of these goals are beyond the scope of this project, they complete the overall picture in which the EDR Proposed Solution must fit. For a complete description from an enterprise perspective, see the FTB ITSP (http://www.ftb.ca.gov/aboutFTB/Projects/ITSP/TSM_ITSP.pdf).

**Figure 4.1 - FTB Target Architecture Model**




The EDR Proposed Solution needs to achieve measurable progress toward FTB's Target Architecture by implementing and integrating technologies within FTB's existing infrastructure as required in Section VI. As shown in Figure 4.1, the Existing Infrastructure components include: networks, platforms, and storage; FTB's governance (roles, process, policy, and standards) as found in Project Development and Portfolio and System Management, and Operations frameworks; and existing information delivery systems including Postal or Courier, Telecom, Internet and Intranet. The EDR Proposed Solution must leverage these infrastructure components as required and make governance recommendations.

As identified in the Target Architecture, FTB's goals and strategies, identified in FTB's ITSP are to introduce integrated, service-oriented tax solutions, encompassing many emerging or "new-to-FTB" technologies. The detailed descriptions of these technologies are found in the FTB Information Technology Strategic Plan (ITSP) in their perspective Enterprise Architecture Definitions (EAD) sections, located in the Bidders' Library. The EAD's describe the department's current state, future goal for technology modernization, gap analysis, and roadmaps. These roadmaps serve as scope as described in Section VI. The following provides a brief description of the target architecture components and technologies.

- **BPM** – Currently, FTB tax processes involve manual intervention, application processing, document flow, as well as other information acquisition. BPM suites include methods, techniques, and tools used to design, enact, monitor, and control business processes. BPM suites offer tools (software) and solutions (integration) that depict, analyze, and measure Key Performance Indicators (KPIs) for business process optimization and workload management. With the implementation of a BPM Solution, the business rules and processes must be centralized and available for enterprise-wide consumption (Section VI.C.2). Additionally, these rules and processes can be managed and reconfigured by business staff. The EDR Proposed Solution must include a BPM suite as required in Section VI.C.2.

- **Common Services and SOA** – SOA infrastructure implements FTB's service design-time and run-time governance, delivery of business services, and enforcement of security policy. The common services are exposed, governed, and accessed by multiple applications. The standardization and governance of these services improves the cost-effectiveness of developing and implementing future services. The service performs uniform business functionality without regard to platform, or application, from which the service is accessed. These services are described, discoverable and useable without constraints to a specific system, program, or organizational unit. The EDR Proposed Solution must include and implement SOA technologies and infrastructure as required in Section VI.C.3.

- **Enterprise Identity and Access Management (IAM)** – IAM must be used for FTB's security as a business service, as well as a method to ensure that all individuals and services are properly authenticated, authorized and recorded when accessing applications and services. This will also enforce a centralized and consistent security policy, which will deliver "security as a service" and will be discoverable and usable for all services throughout the enterprise regardless of the system, program, or organizational unit. The EDR Proposed Solution must include an enterprise class solution for internal IAMs as required in Section VI.C.6.

- **Data Management and Delivery (DMD)** – DMD comprises all the disciplines related to managing data as FTB's most valuable resource. DMD incorporates the storage mechanisms, data architecture and structures, data quality, data standards, and administration. It is separated into three segmented data storage areas (structured, unstructured and data warehousing). Centralizing this information into an EDW is critical to the EDR success since data availability is the most significant business problem. The EDR Proposed Solution must include an enterprise data warehouse and management technologies as required in Section VI.C.4.

- **Enterprise Content Management (ECM)** – Document processing is a main business function at FTB. Therefore, an opportunity exists to expand ECM services, which include existing scanning and imaging processes for paper documents, digital images creation from electronic notices, and electronic images delivery across the enterprise. FTB's standards and processes must be strongly considered as foundational and leveraged by the EDR Proposed Solution. The EDR Proposed Solution must consider improving ECM capabilities such as: information capture (OCR and ICR), store, search, version control, retrieve, distribute, preserve, secure and control access, and destroy documents and digital content. The EDR Proposed Solution must improve or increase ECM capabilities as required in Section VI.C.2.

- **Business Intelligence (BI)** – FTB considers business intelligence as a business management term, which refers to applications and technologies that are used to gather, provide access to, and analyze data and information in relation to FTB operations and performance. An essential component of a BI system is a more comprehensive prospective of KPIs affecting its core business programs (for example, metrics on historical, current, and predictive views of business operations). These metrics provide valuable information that assists FTB in making educated business decisions to improve the timeliness and quality of information and processes. Additionally there are three significant BI components that FTB views as notable, (reporting, data mining, decision analytics, and predictive analytics). The EDR Proposed Solution must integrate business intelligence into business process management and data analysis as required in Section VI.C.4.

- **Imaging** – FTB has invested in imaging technologies to convert paper to digital information. While imaging replacement is not part of this project's scope, the services may be changed or enhanced.

- **My FTB Account** – FTB already has an externally facing internet presence. However, the new technologies described above must leverage and may enhance the applications and functions that deliver the Internet services as required in Section VI.B.6.

- **IVR** – FTB has invested in IVR technologies. IVR currently leverages a number of applications and services to provide information for IVR calls. While IVR is not part of this project's scope, the services may be changed or enhanced.

- **Enterprise Data Exchange** – FTB has invested in and standardized on data exchange technologies that implement secure bulk data transfers for FTB. While replacement of existing data exchange is not part of this project's scope, existing technologies may be replaced or enhanced.

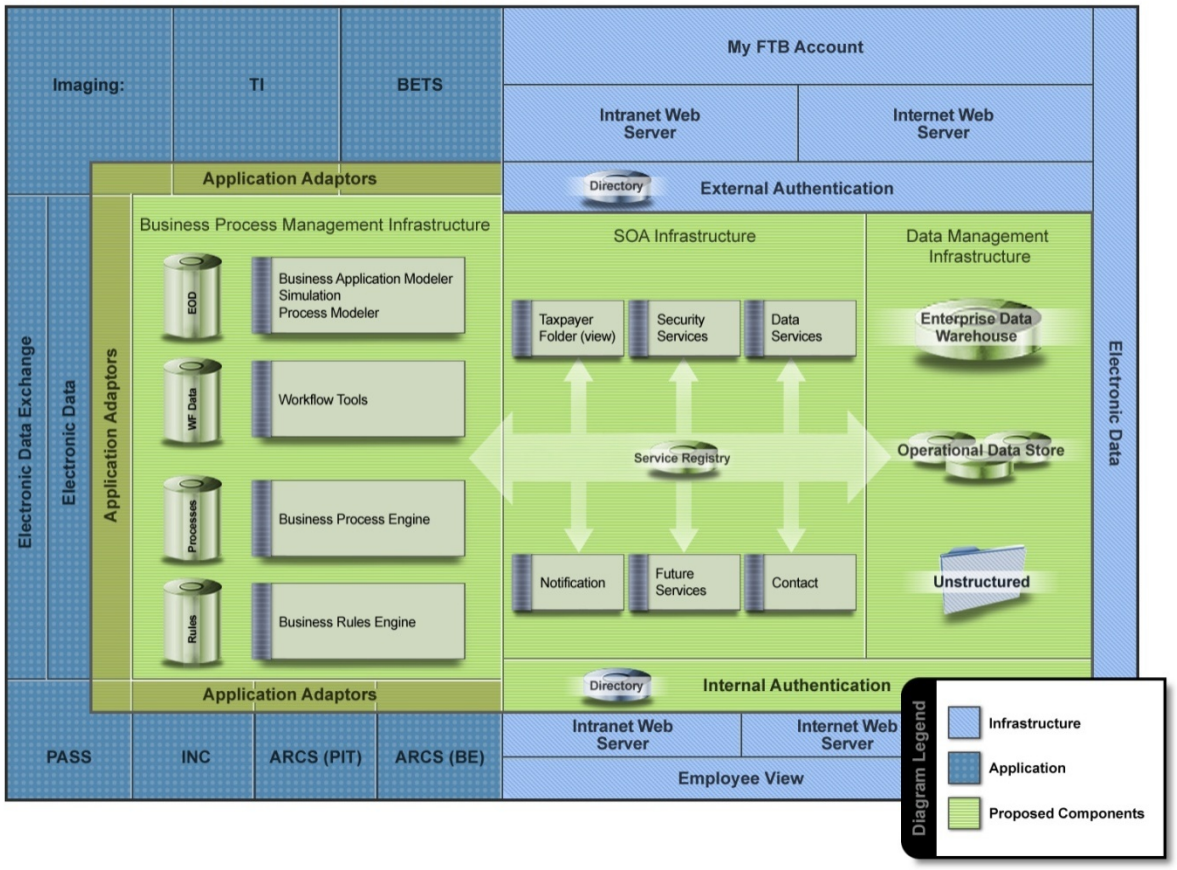
These technologies are necessary to solve the business problems that drive the EDR project. Not obvious in these descriptions is the fact that FTB's Target Architecture was

developed to reduce the cost of maintenance and operations of IT. The EDR Proposed Solution must strongly consider the cost of maintenance and operations consistent with Section IX.

## B. PROPOSED EDR ARCHITECTURE MODEL

The six business problems are resolved by integrating the EDR Proposed Solution into existing infrastructure and applications as depicted by the FTB High-Level Architecture Model, Figure 4.2. This model is a diagram used to represent legacy systems and existing infrastructure that may interact with the new components of the EDR Proposed Solution. This model depicts the solution at the center, with no details of its interior structure, surrounded by all interacting systems and infrastructure.

**Figure 4.2 - FTB High-Level Architecture Model**




As shown in Figure 4.2, the BPM Infrastructure is used to standardize, integrate, and consolidate business processes and rules. It is required that the BPM portion of the solution will act as the interface to both user and existing applications. The application adapters represent technologies that facilitate various levels of interaction between the solution and the existing applications. Existing applications may provide information,

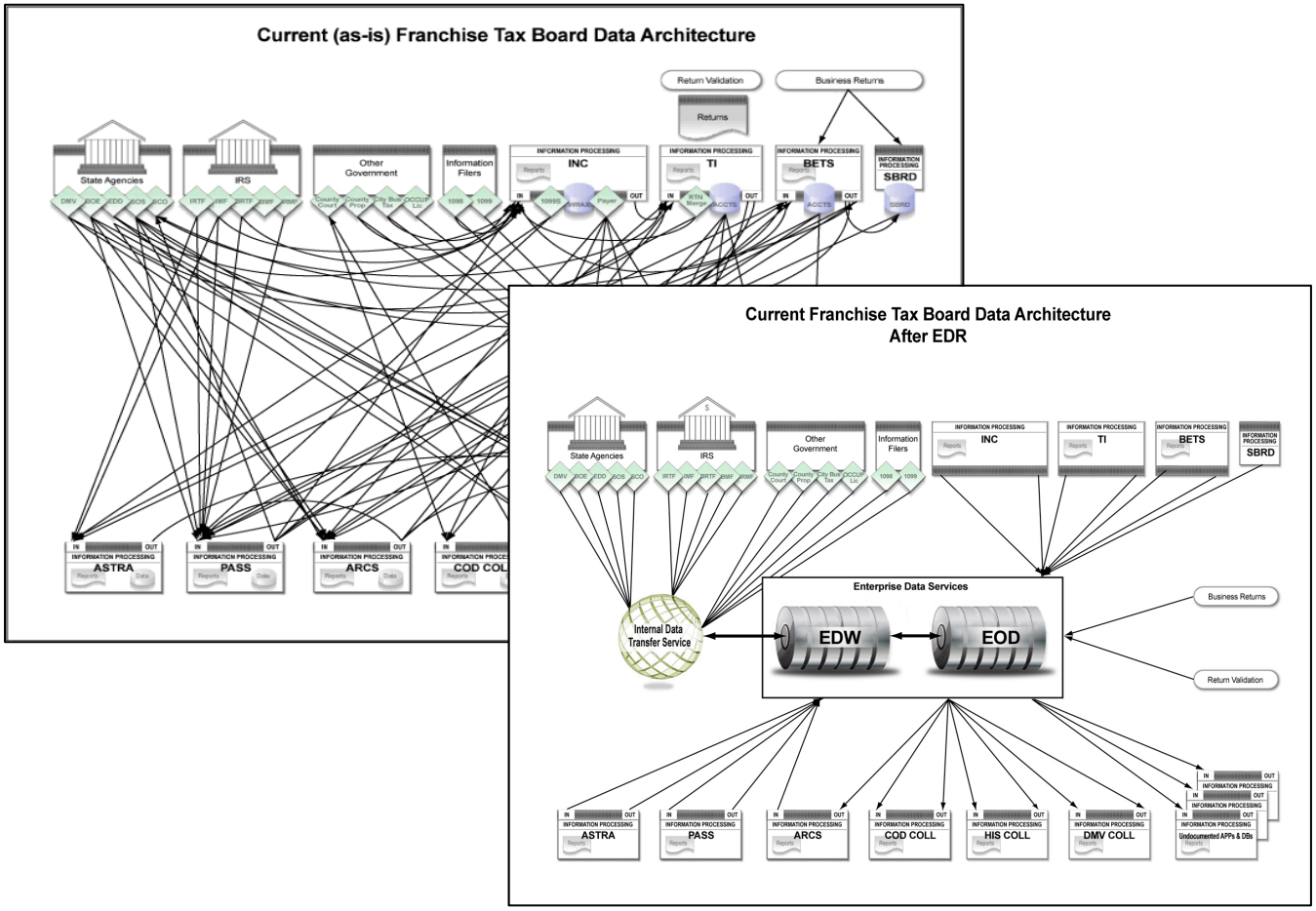
process steps, and/or rules to the overall solution. Repeated functionality could be standardized and converted to services to support the overall EDR Proposed Solution. A BPM solution built on SOA must improve interoperability, creating the highest efficiency, producing high quality and consistent information for future processing. Visual process modeling and simulation could allow business users to test and refine business processes on the fly, allowing for rapid deployment and modification of business processes, which in turn will increase IT agility and responsiveness to business requests. Centralizing both processes and rules in enterprise repositories greatly reduces cost of maintenance and operation when compared to FTB's existing methodologies.

The EDR Proposed Solution must address Business Process Reengineering (BPR), which is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical aspects of performance, such as cost, quality, service and speed, based on the innovative use of information technologies.

FTB's business process maps detail the manual and automated processes for these input and legacy applications and are available in the Bidders' Library (Ref: EDR Project Information-Systems Impacted by EDR). These process maps document the majority of FTB's tax processes including manual and automated tax processing, validation, and evaluation. The descriptions and process maps reveal a significant amount of redundancy. As stated above, the EDR Proposed Solution must consolidate and centralize the redundant processes within EDR scope into a BPM infrastructure and repeatable functionality into enterprise services. Many of the manual processes should be considered for automation.

The SOA infrastructure provides standardized enterprise-level services such as notification, contact and addressing, security, taxpayer folder, and data access. Currently this functionality is embedded and replicated across multiple input and legacy systems. It is expected that the EDR Proposed Solution will enhance and automate many of FTB's IT design-time and run-time governance policies and processes and enterprise service certification process. FTB will consider decommissioning existing application functionality when an enterprise service has been certified.

**Figure 4.3 - FTB Data Architecture before and after EDR**




The EDR Proposed Solution's data management infrastructure must integrate the vast data assets that are currently found throughout various data stores, data marts, applications, data warehouses, and stand-alone databases, Figure 4.3. This integration initiates the single view of taxpayer or customer with accurate view and history of entity addresses and association of tax events, notices, and correspondence. The EDR Proposed Solution must redefine data around the concept of taxpayer, as opposed to returns or tax forms, which establishes the foundation of the Taxpayer Folder**.**

Currently an IAM standard exists to register California's 15 million taxpayers and business entities. FTB requires the EDR Proposed Solution be implementing and serving as the enterprise standard for internal identity management. The solution could leverage, expand, or replace existing identity access systems and technologies with the intent to adopt the EDR Proposed Solution as the department standard for enterprise IAM.

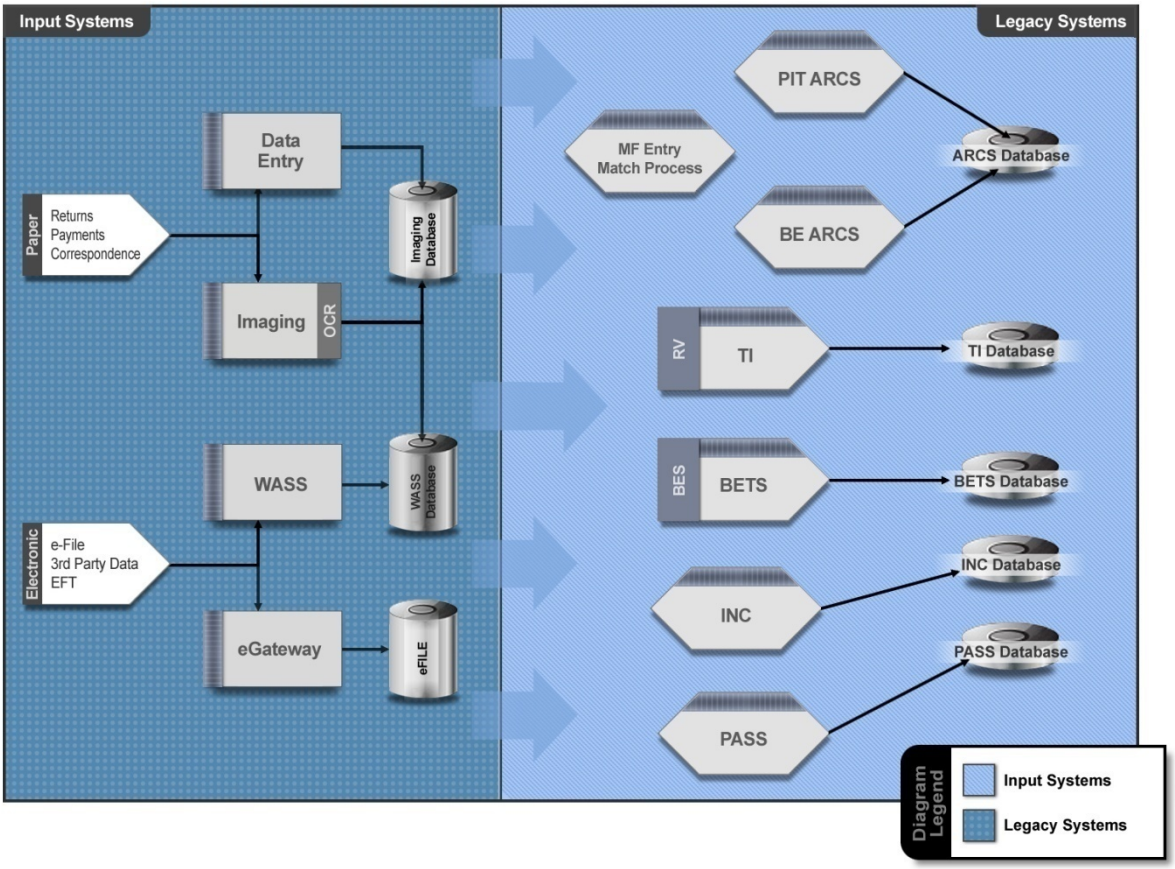
To capture information from any tax declaration or paper document, the EDR Proposed Solution must leverage current imaging technologies within FTB, and/or expand existing

capture capabilities. Additional information processing could be inserted prior to distribution to other existing business systems. The new information improves taxpayer information quality, quantity and association.

## C. EXISTING APPLICATION MODEL

Each of the existing applications in Figure 4.4 influences the EDR Proposed Solution by providing considerable business logic, rules and processes. These applications have limitations, and must be carefully considered and overcome.

**Figure 4.4 - Existing Application Model**




The following table describes some of the known limitations and guidance toward possible architecture or technology improvements. How and to what extent these limitations are solved will be driven by bidder costs, risk and reward consistent with EDR project scope, schedule, costs, benefits and risks. Required improvements are detailed in RFP Section VI.

**Table 4.2 - Existing systems and possible architecture or technology changes**

| No. | System | Possible Architecture/Technology |
|---|---|---|
| 1. | ***Imaging (Paper)***<br>§ Not all documents are imaged<br>§ Not all the required data is captured<br>§ Utilizing separate validation process | § Increase scanned forms<br>§ Additional and improved OCR and ICR<br>§ Use centralized validation service(s) |
| 2. | ***eGateway (Electronic Data)***<br>§ Data uses proprietary format<br>§ Location of tax processing rules<br>§ Detailed process and functionality<br>§ Utilizing separate validation process | § Transform and store in EDW<br>§ Centralize rules<br>§ Incorporate into BPM and SOA<br>§ Use centralized validation service(s) |
| 3. | ***WASS***<br>§ Data is in silo<br>§ Isolated process<br>§ Utilizing separate validation process | § Merge with EDW<br>§ Adapt processes to use EDW<br>§ Use centralized validation service(s)<br>§ Provide imaging and data capture<br>§ Display Notices in Taxpayer Folder<br>§ Provide self-services (for example, application for exemption from withholding) |
| 4. | ***ARCS***<br>§ Does not use all data to confidently score<br>§ Does not allow users to modify processes<br>§ Limited address sources | § Access to EDW data<br>§ Access to Modeling Process<br>§ Access to Contact Service (for example, address)<br>§ Display Notices in Taxpayer Folder<br>§ User access to Taxpayer Folder<br>§ User access to data mining tools |
| 5. | ***TI***<br>§ Need data associated in return processing<br>§ Does not have complete contact information<br>§ Notification is not flexible or agile | § PIT Return processing<br>§ Access to Match Process and Service<br>§ Access to Contact Service (for example, address |

| No. | System | Possible Architecture/Technology |
|---|---|---|
| | | update)<br>§ Access to Noticing Process<br>§ Access to Notification Service (for example, issue Notices)<br>§ Display Notices in Taxpayer Folder<br>§ User access to Taxpayer Folder |
| 6. | ***BETS***<br>§ Return processes are manual<br>§ More data needed for effective processing | § BE return processing<br>§ Access to EDW<br>§ Access to Match Service<br>§ Access to Contact Process and Service (for example, address update)<br>§ Display Notices in Taxpayer Folder<br>§ User Access to<br>§ Taxpayer Folder<br>§ Provide new User Presentation<br>§ Make logic more open, modular and maintainable |
| 7. | ***INC***<br>§ Unable to match data to taxpayer<br>§ Need all possible contact information<br>§ Need more data to determine non-filer | § Access to Match Service<br>§ Access to Contact Process and Service<br>§ Access to EDW data<br>§ Display Notices in<br>§ Taxpayer Folder<br>§ Access to Notification Service<br>§ User access to data mining tools<br>§ User access to Taxpayer Folder |
| 8. | ***PASS***<br>§ Needed data is not currently accessible | § Provide return data capture<br>§ Access to EDW data<br>§ PIT Audit selection and case creation<br>§ User access to Return Adjustment Process<br>§ User Access to Post Proposed Assessment Process<br>§ User access to data |

| No. | System | Possible Architecture/Technology |
|---|---|---|
| | | mining tools<br>§ User access to Taxpayer Folder |

The EDR Proposed Solution will use existing information assets from legacy systems as the source of tax declaration and income indicators. From these combined information assets, FTB expects accomplishing this project's primary objective of narrowing the tax gap. This information is currently processed, housed, and made available through a multitude of methods, processes and applications, as depicted in the Figure 4.3. The EDR Proposed Solution must consolidate silo processes to create reusable managed processes for the enterprise. Four of FTB's anticipated reusable managed processes are:

- **Match Process** – A business managed, reusable, centralized, and tax-declaration event driven process used to: 1) match external data records with FTB tax records to associate income and assets to taxpayers and non-filers for FE, Audit, and Collections; 2) identify returns and payments to FTB taxpayer records for return and payment processing; 3) identify refunds in common for fraud detection and identify income discrepancies on returns during return processing.

- **Return Adjustment Process** – A business managed, reusable, and centralized process to: 1) make adjustments to returns, including current and prior year returns and types (for example, Form 540, Form 100, and Amended Returns) during return processing; and 2) propose adjustments to returns because of an audit. The Return Adjustment Process serves some Filing (for example, return processing) and Audit business needs; however, it excludes FE and Collection business needs. The EDR Return Adjustment Process serves immediate needs, provides immediate benefits, and is the foundation for Enterprise Case Management in future projects.

- **Modeling Process** – A business managed, reusable, and centralized process to: 1) select and prioritize returns for return validation and fraud detection; 2) score, select and prioritize collection accounts for Underpayment assignment. The EDR Modeling Process serves immediate needs and provides immediate benefits, and is the foundation for Enterprise Modeling in a future TSM project.

- **Noticing Process** – A business managed, reusable, and centralized process to: compose, review, and approve Filing Notices and other communications (for example, letters, email) resulting from the Return Adjustment Process. The Noticing Process interacts with the Contact Service and the Notification Service to issue the Notice. The EDR Noticing Process serves immediate needs and provides immediate benefits, and is the foundation for Enterprise Case Management in a future TSM project.

Using these technologies, the EDR Proposed Solution must solve current limitations in FTB's existing tax systems. In addition to improving data capture, integration and quality, centralized services like notification, contact, and taxpayer folder will enhance both self-service and data analysis. While adhering to the scope and requirements found in Section VI, the EDR Proposed Solution can introduce additional innovations.

Innovation enables significant re-engineering of FTB's core business process. Reengineering must provide simple, elegant, flexible and powerful solution rather than simply tying existing systems together. Exhibit IV-A provides an overview of basic FTB business concepts, essential processes and data. The concepts contained in the exhibit are a basis for corroborating that model and suggest that there are essential business processes that are just as basic and foundational for the EDR Solution.

**EXHIBIT IV-A**

# FTB Base Business Concepts
# Essential Processes and Data

## Introduction

The primary responsibility of the FTB is to administer the statutory and regulatory requirement that a personal or corporate entity has to declare income, determine taxable income and total tax liability, and to fully pay the tax. This statement of responsibility encapsulates the business of FTB and is foundational to a conceptual view that provides context for essential FTB data and processes.

"Essential" data and processes describe FTB business absent organizational, technical, or existing system bias. An understanding of the essential processes and data are a prerequisite of any effort to re-engineer and simplify solutions to FTB's business responsibilities.

The intent of this paper is to discuss the essential data and processes foundational to FTB with an interest in facilitating an analysis of potential business solutions that are more directly aligned and conceived within the context of FTB strategic business and technical architecture objectives.

## Base Business Processes and Data

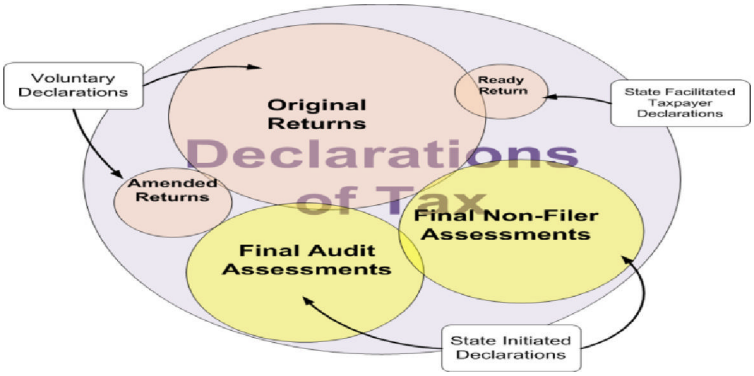
FTB processes tax declarations made voluntarily (tax returns, amended tax returns), proposes new declarations based on available information in-lieu of a voluntary declaration (non-filer Notices of Proposed Assessment (NPAs)), or proposes to correct a prior declaration based on available information (Audit NPAs). FTB provides customer service by facilitating the completion of the requirement to declare tax. FTB assures that final tax assessments are paid in full through billing and collection processes.

FTB also processes requests for information correction (such as, change of address, name changes), authorization requests (such as, power of attorney), as well as forms and schedules relevant to other programs administered by FTB.

Foundational to the administration of California income tax law are the data of income and entities and the rules applied to income[1] that constitute a tax declaration.

[1] Including the time delimiters (such as Taxable Year, Calendar Year, or Fiscal Year End).

**Figure 1**




FTB – Organization and Process

Historically, FTB has developed specialized work disciplines within organizational boundaries (such as, Filing, Accounting, Non-Compliance, Audit, Collections) and has built legacy systems within these organizational categories.

Tax Return Processing - The tax return has been the primary vehicle for the self-declaration of income and tax. The tax return format and accompanying instructions (or preparation software) represent the data of income and entities and the rules for exceptions, inclusion, and calculation of taxable income and tax. FTB receives and processes these self-declarations and validates them based on the FTB implementation of declaration rules.

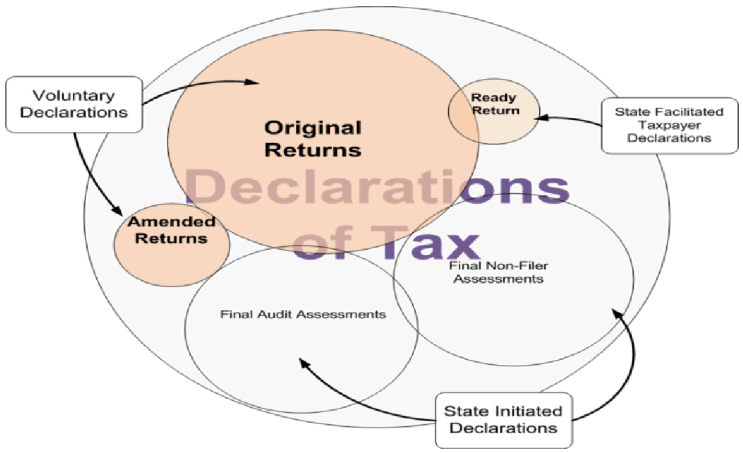
With the limited technologies of the 1970s and 1980s, the tax return (paper) served additional functions for the department. For example, the physical return was required to be in the possession of an auditor during an audit or in the possession of an FTB Taxpayer Services Representative when significant accounting corrections were processed. Copies of amended returns, account actions, correspondence, and audit worksheets were attached to the return as an account history. Thus, the tax return was the tax declaration transaction, history, and work control.

The strategic FTB technical architecture and business goals and objectives as represented in EDR provide FTB with an opportunity to place the tax return within a more meaningful and comprehensive conceptual and solution context.

Amended Tax Return Processing

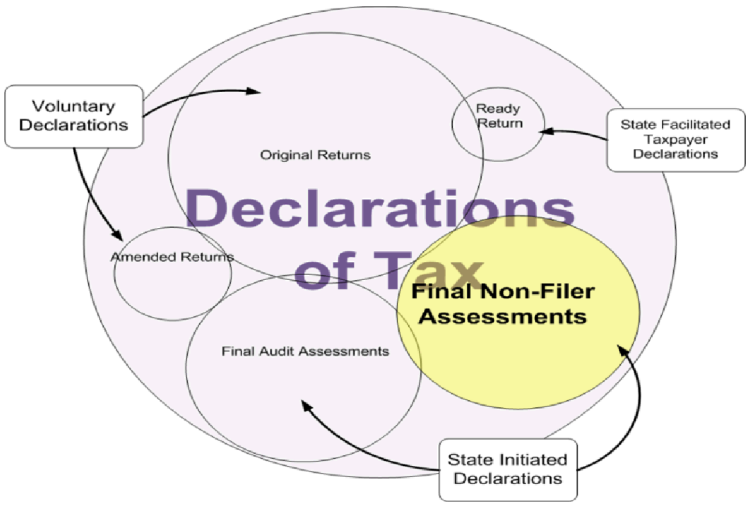
An entity may voluntarily self-correct a prior declaration. This is an amended tax return. FTB must verify these changes proposed by the entity with reference to the current state of the entity's existing tax declaration (for example, compare to current values).

**Figure 2**



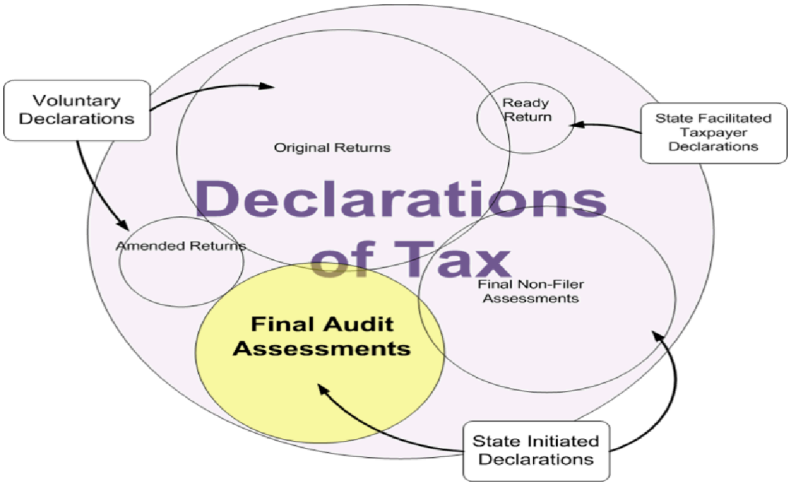

Non-Compliance – The INC generated NPA ("non-filer") is essentially a tax declaration proposed by the FTB where information available suggests that a tax declaration may be required and where a self-declaration (an entity's tax return) is not on record. The entity may follow-up with a self-declaration (tax return) which may result in the withdrawal of the NPA. If the entity does not reply to communications and proposals from INC, the likely result will be the finalization of the NPA. This final assessment is now the tax declaration on record.

**Figure 3**



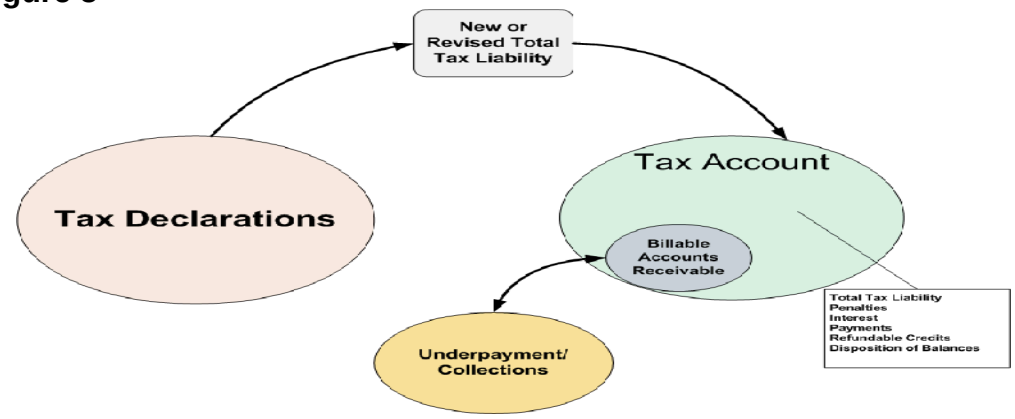

Audit – Where a tax declaration is on record, FTB may propose that this tax declaration is in need of correction based on information available to FTB. This is an Audit NPA. The NPA may result in a self-correction of the entity's declaration (amended tax return) and the withdrawal or revision of the NPA. A final NPA results in an update to the existing tax declaration to new current values.

**Figure 4**




Accounting – A tax account begins with the total tax liability of a tax declaration. The account includes all refundable credits and payments, declaration and payment compliance information (timely or not timely), records of previous dispositions of credit balances, and interest/penalties as appropriate and as provided by rule and statute. A tax account is not a declaration, but is a declaration-derived account and relates to the requirement to fully pay on time the tax due.

**Figure 5**



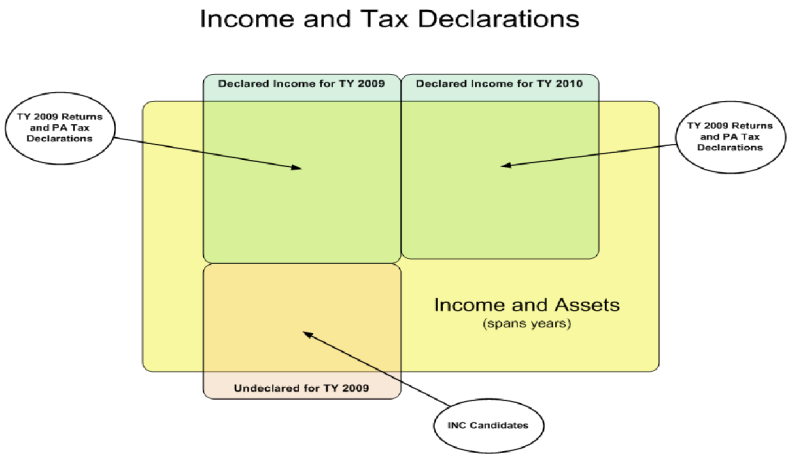

Underpayment Collections - Collections begins with a tax account balance that is past due. The same information associated with the tax declaration (such as, income, assets, employers, and living address) are resources critical to the ability to collect past due accounts.

Income and Tax Declarations

As the primary vehicle for declaration of income and tax, the tax return contains income and asset information central to FTB's mission. When an entity's income is selected within the framework of an Account Period Beginning and Ending for a statutory filing period, FTB has the foundations of the tax declaration. If the filing period has passed

and FTB has no record of a declaration but has income and asset information received from other sources that suggests that a declaration was required, FTB has a potential non-filer NPA.

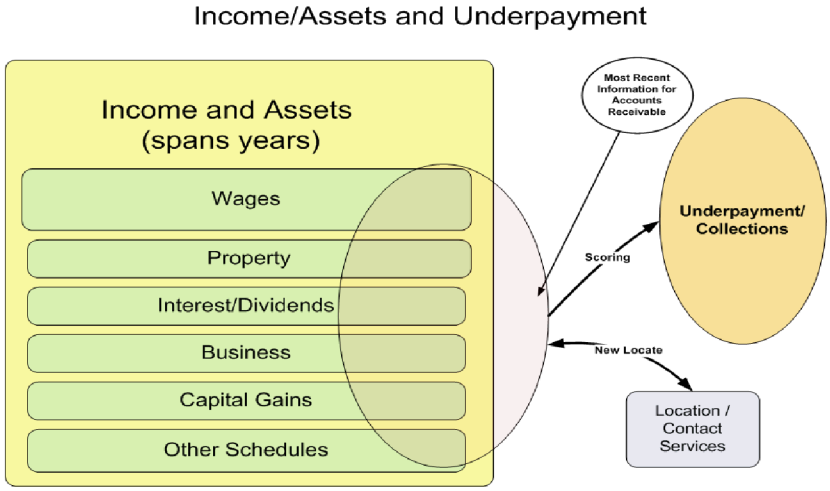
**Figure 6**




Income and Underpayment Collections

The most current information for income and assets is foundational to underpayment collection probability analysis. Underpayment collection probability scoring is improved with access to more complete income and asset data. Furthermore, these same income and asset identifications may serve to update the FTB's ability to locate an entity. Locating the entity and assets goes directly to collection probability and to tax declaration enforcement.

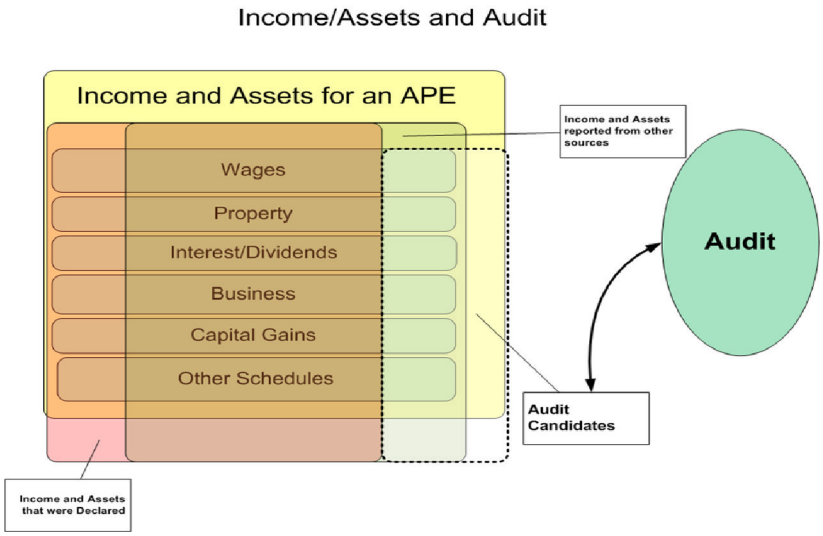
**Figure 7**



Income/Assets and Audit

Comparison of income and asset information as self-declared (tax returns) with information from government and third party sources is foundational to the goal of Audit to assure that a correct tax declaration has been made.

**Figure 8**




Conceptual Solution Context

FTB has this opportunity to conceive of a new framework and foundation for a business solution that is better aligned with the real and essential data and processes for tax declaration administration. Enabled by improved technologies implemented in a strategically targeted and services oriented architecture, FTB will be able to 1) better enforce the requirement to declare income and tax, 2) improve the probability of delinquent payment collection, and 3) build the foundation for future business solution development and improvement. The point of this discussion is to illustrate that the quality and effectiveness of the solution will relate directly to its alignment with the true and essential data and processes of FTB.

The discussions that follow are developed as simple conceptual solutions. These "solutions" are high-level and are intended not as prescriptions but as illustrations of 1) the essential business of FTB, and 2) resolved within the FTB strategic architectural paradigm.

These discussions will uncover a few new possibilities for business improvement that have not been presented as requirements. It follows that new and potentially productive business improvements may also require FTB policy changes as part of re-engineering and governance.

Managing Processes

Business Process Management (BPM) is not about the re-deploying of "legacy system" processes with new platforms and tools that implement rules, work flow, and data warehouses. Existing systems could be replicated with new tools, but the point of EDR

and enabling technologies such as BPM is to create enhanced effectiveness, the result of having taken the opportunity to understand the "essential" business processes and ***re-engineering a solution absent the bias of existing systems or organizational constraints.*** Even though the solution will leverage existing system assets, process management technologies support a new model of business solution.

A new model for FTB business solutions places an emphasis on holistic, comprehensive and coherent rules for processing the varying artifacts of a tax declaration and making use of the availability of the data of tax declarations for related and concurrent business activities. This comprehensive view is not constrained by organizational boundaries yet supports the discrete skills and business (organizational) focus within FTB. Table 1 comments on just a few of the characteristics that contrast the old legacy model with a new FTB architecture.

**Table 1**

| Characteristics/Issues Legacy Return Processing (old model) | FTB Strategic Architecture (new model) |
|---|---|
| Returns are on sequential files until loaded to ADABAS following math verification. | E-filed and data captured returns are loaded immediately to EDW (following defined field format checks) and to EOD return case management. |
| Physical blocks for returns define initial processes | Blocks not applicable. Status of return disposition and inter-discipline messaging are drivers. |
| Linear batch orientation | Statuses of return dispositions are drivers with processing concurrency supported by messaging and global business rules. |
| Returns are on sequential files until loaded to ADABAS following math verification. | Returns in the EDW and EOD before math verification. |
| Direct access to returns limited to short time window (approximately 24 hours) before verified returns are extracted for update and sent to history. | Direct access possible after load to EDW and EOD. |
| Batch job orientation with job pre-requisites | Global rules orientation |

Figures 9 and 10 represent a conceptual model for processing and enforcing accurate and correct tax declarations. In this model, there is a concurrency of activities that include:

- The validation of a tax declaration transaction for update and presentation to accounting

- The availability of the data of tax declarations for analysis in support of underpayment collection probability analysis, fraud analysis and detection
- Establishing a foundation for future and strategic improvement of audit capabilities earlier in the process.

Enterprise -wide rules represent the FTB business management consensus and the integrated priorities and interrelatedness associated with tax declaration processing. FTB will implement this full integration for the processing of return tax declarations. However, a strategic FTB architecture will establish the foundation for tax declaration creation and processing for FTB initiated actions (such as, NPAs).

FTB will no longer be fully dependent on batch and block orientation. Tax return processing was originally designed to present “blocks” of physical returns on trucks for manual review and control. This is no longer required where comprehensive rules and common services act upon each return independently and concurrently according to status and need. Traditional batch processing often “hides” rules in the job stream definitions, conditions and construction and constrains improvements through serial process. A new model of processing exposes a comprehensive and maintainable set of rules. These rules can be based on the essential business processes and transcend traditional organizational boundaries while enabling these organizations special disciplines and responsibilities. The new model implements more closely the essential data and processes of FTB.

Figure 9 shows a data capture (OCR, data entry, electronic gateway) model in which input from varying channels and formats is resolved to common format and accepted for processing according to central rules management and governance. The scope of this data capture is not strictly limited to artifacts of tax declarations but includes many other inputs within the responsibility of FTB’s administration.

**Figure 9**

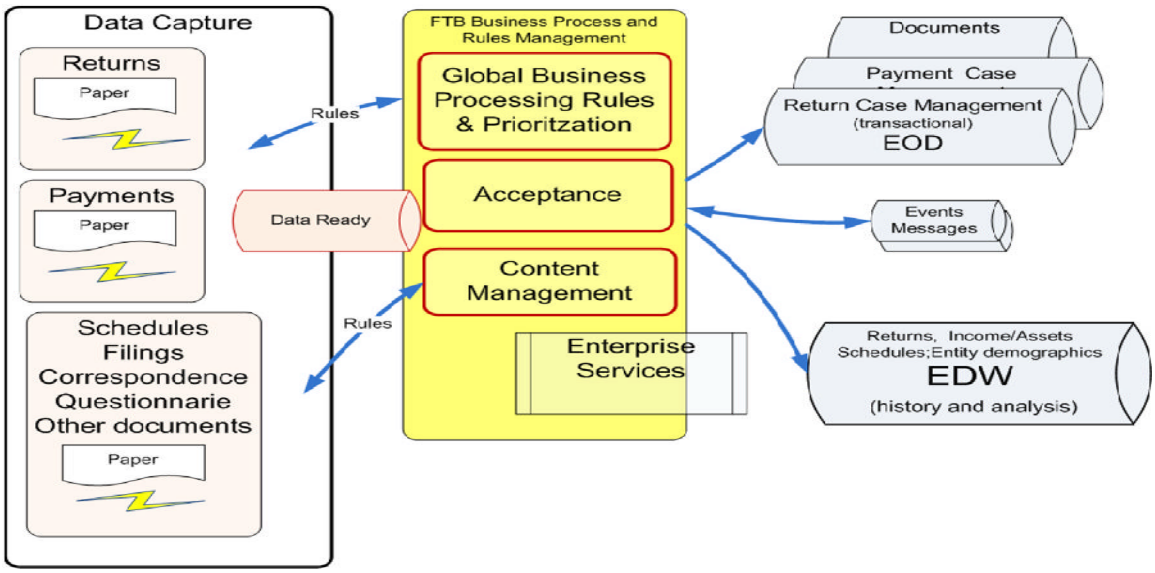
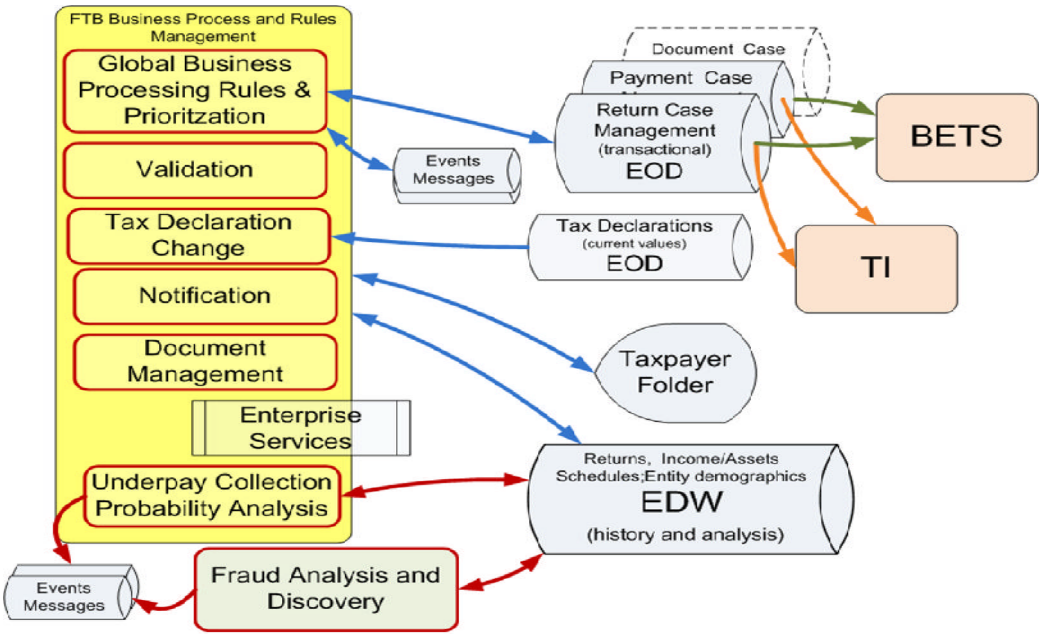


Figure 10 is a model in which:

- Enterprise Operational Data (EOD) is data managed with master data management rules.
- Events are communicated to new and legacy systems of work through asynchronous messaging.
- Enterprise Data Warehouse (EDW) provides for analysis and discovery concurrently with feedback to varying case management processes (such as, tax return and Fraud), legacy systems of work (for example, ARCS), and the delivery to legacy accounting systems tax declarations and payments.

**Figure 10**




Accepting and processing the tax declaration as presented by the tax return and assuring that these declarations are correct and paid in full, are the core and essential business function of FTB.

Tax Return Acceptance

Tax return acceptance (Figure 11) begins with a tax declaration return presented to FTB electronically or through the filing/mailing of paper forms. The goal of both paper and electronic return processing is to transform declarations into a common data structure that can be presented to the EOD and the EDW for processing.

Paper is transformed through imaging, scanning and data capture. There are exceptions processes for errors and indeterminate information. FTB business rules represent the hierarchy of processes to perform based on declaration status and prior actions. Rules may determine that an electronically received return cannot be accepted as sent, returning the document to the originator.

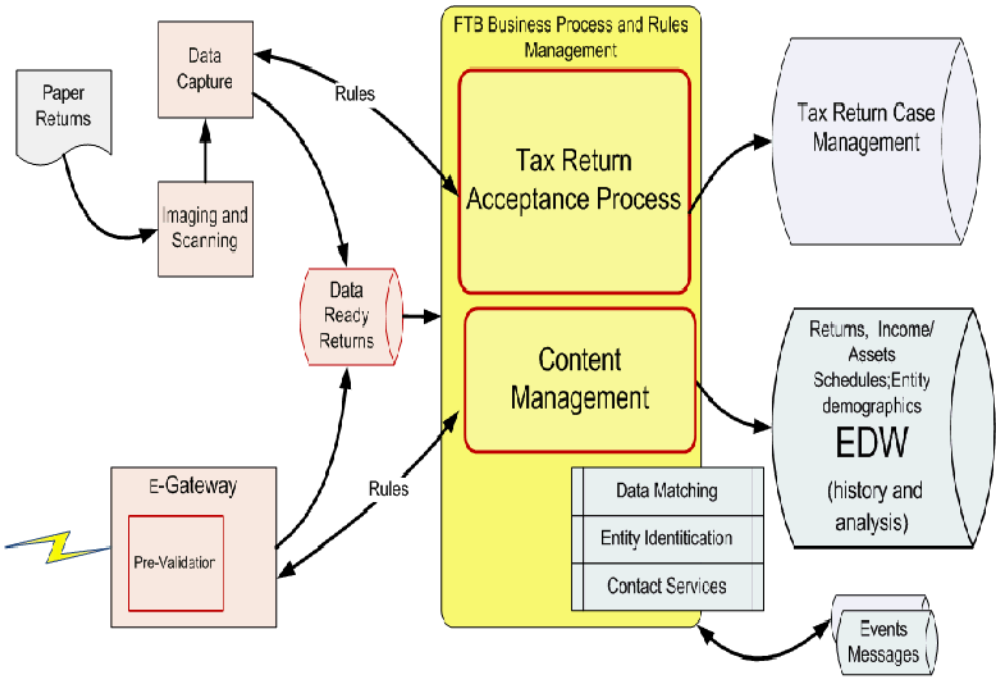
These rules are centrally managed. The technical implementation of rules may vary according to technical solution.

Electronically received tax returns offer an opportunity to perfect format or errors of omission depending on the means of communication and receipt. There is an opportunity to "return to originator" declarations for corrections. This "pre-validation" is a function specific to e-Gateway process boundaries although managed through central governance. Currently, some contracts for electronic exchange of tax returns provide for a confirmation to the originator of receipt.

Both paper and electronic declarations ultimately are presented in common formats as "accepted returns". FTB will employ new enterprise services for positive taxpayer identification and maintenance of new contact information (including address updates) as may be provided in the new declaration.

An accepted return is one that can be presented to tax return processing case management and made available to the EDW for analysis concurrent with case management. Tax return case management may include the perfection of tax returns for which positive identification (including the positive determination that this is a new taxpayer) was not automatically determined requiring manual intervention.

**Figure 11**




Tax Return Case Management

Table 2 presents as illustration a model consistent with FTB strategic architecture. It is not a prescription, but a demonstration of a model in which the processing of tax returns is enabled as concurrent processes driven by the status of the tax return (state of the tax return in terms of actions performed and actions needed as defined by

common rules) and by cross-discipline prioritization of actions needed (for example, tax return case management may proceed with a math verification and tax return format validation, but Online Analytical Processing (OLAP) analysis indicates that inspection by Fraud units is recommended). A comprehensive and coherent global set of business rules will guide tax return case management processing through the logic of the tax return status combined with messages/holds.

**Table 2**

| Primary Status | Description | Pending Action |
|---|---|---|
| New Unidentified | A correctly formatted return is added to the EOD. | Identification Services |
| New Identified | Entities have been positively identified or added as new. Return information is added to the EDW for analysis concurrent with case management. | Per Business Rules direction |
| New Identified - Unresolved | Illogical configuration of entities and existing filing information this tax year. | Referral |
| Duplicate - History | Return is a complete duplicate. | Remove from case management |
| Math Verified (MV) | Original return has been verified for declaration math and rules. Return may have other issues; see Hold Actions. | Accounting update if no holds |
| MV – Tax Declaration Amendment Pending | A tax declaration is already on record for this entity and this tax year. This is not a duplicate return, but a revision to prior declaration. | Business Rules directed tax declaration update routines and services. Most of these routines and services are the same for proposed assessments. |
| MV – Amendment Resolved | Return is resolved as an amendment to prior declaration for this tax year. | Accounting update if no holds |

| | | |
|---|---|---|
| Incomplete | Return is missing a schedule or supporting document | Request additional information and match returned documents with return. |

Tax return case management is integrated with the global business rules for exceptions and cross-discipline activities. Table 3 illustrates the possible use of "holds". The purpose of this table is only to suggest that through messaging and/or other methods, a tax return validation process may be interrupted for related actions. Follow-up may require waiting for and matching incoming information with this tax return and/or updating a new tax return status and releasing for processing.

A validated tax return with no reasons for exceptions processing is ready for accounting update and tax return case management conclusion.

**Table 3**

| Hold Action Reasons | Possible Descriptions |
|---|---|
| Simple Resolution a..z | Verification issues requiring manual intervention and resolution. |
| Complex Account Resolution a..z | Reasons for complex resolution may include but are not limited to:<br>• Estimate payments were claimed<br>• Estimate payments on file, none claimed<br>• Excess State Disability Insurance (SDI) not claimed but multiple employers<br>• Excess SDI tax claimed but no or single employer<br>• Withholding at Source Suspense payment on record<br>• Tax Declaration on file, but this is not a 540A<br>• Entity filing status not consistent with record<br>• Payment was remitted with return. |
| Return Information Notice Pending | There may be no reason to consider RIN correspondence for reply (Clear hold when RIN produced). |
| Correspondence - HOH | This is an example of an opportunity to examine the traditional boundaries of "return correction/perfection" and Audit disciplines. While this hold reason/action is not currently a requirement, a well |

| | |
|---|---|
| | designed return case management would provide the foundation for future and strategic enhancements. For example, re-engineering may suggest a future improvement in which post update "audit" function can be performed "up front". Requesting HOH substantiation may be one of these future improvements. |
| Correspondence - Reason a..z | Correspondence will likely involve requests for additional information such as schedules or returns. Comprehensive business rules would need to associate this return and correspondence with incoming schedules and returns. Information may be required to resolve a complex account issue or, in fact, to complete the return for further validation. |
| Fraud Analysis | The return will be in the EDW earlier in the process. Analysis of key return characteristics could be performed by rule concurrent with other processes. More returns could be identified for Fraud analysis prior to update. |
| No Hold | According to rules, return can proceed to accounting update when validated. |

Tax Return Validation - Basics

Figure 12 focuses on the main components of our basic tax return processing model. Tax return acceptance includes the positive identification of the taxpayer(s). If taxpayer identification and/or resolution of filing status configurations require exceptional manual support, this becomes a critical tax return validation case management function. Fundamentally, validation involves the verification of the completeness and accuracy of the tax declaration. Enterprise services support these validations as directed and sequenced by business rules logic. A complete and validated tax return is ready for extract from case management and presentation to accounting update if there are no other issues.

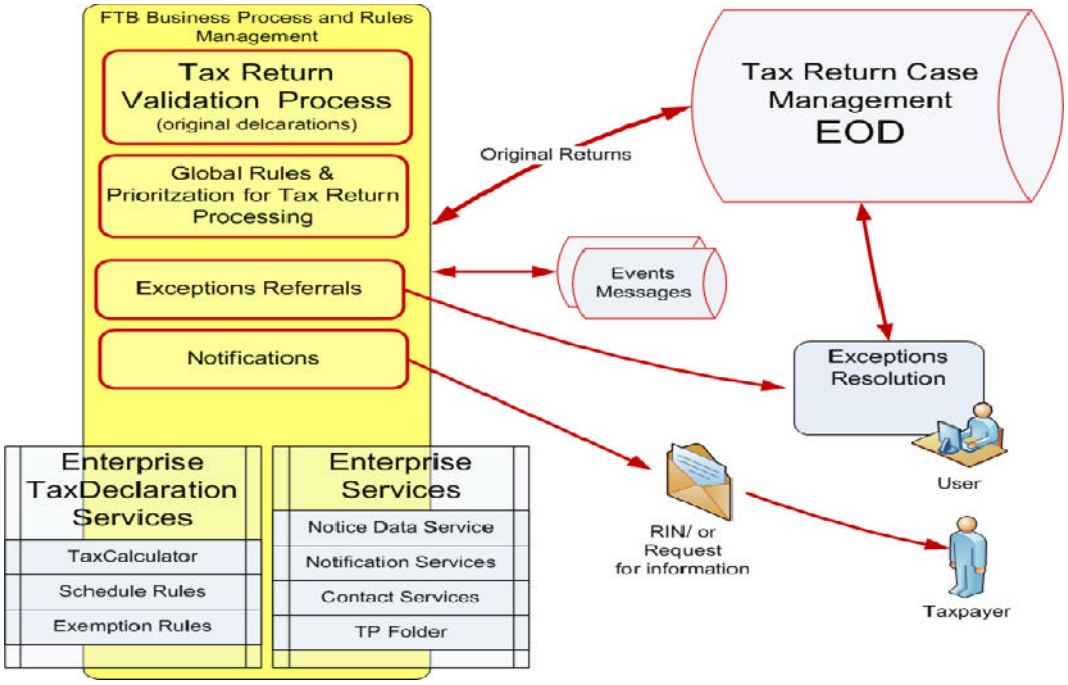
The accuracy and completeness of a declaration can be established "internal" to the tax return, but often the declaration claims credits or other artifacts related but external to the tax return. Examples of these would include estimate payments, withholding at source, or payment remitted with return.

Tax return case management is integrated with a coordinated validation (of external but relevant data and artifacts), matching and association services in order to "complete" the tax return and prepare for accounting update. "Coordination" of tax return case management data with external data and events would likely be supported by a holistic

and comprehensive architecture of tax return case management data (for example, actions, statuses, dates), FTB Business Rules Engine, messaging and other event driven capabilities. This architecture enables the processing of the most straightforward and the most complex declaration validations within a common solution model.

Most tax returns will be validated through automated procedures as driven by rules. On an exceptions basis, rules may prescribe interventions that may involve a combination of automated and manual activities, referrals and matching of information requested.

**Figure 12**




Tax Return Validation – Amended Declarations

Original declarations (original tax returns or final filing enforcement NPAs) establish a new tax declaration for the taxpayers filing period. Tax declarations can be revised through self-assessed amendments (amended tax returns) or by FTB initiated proposals to revise a declaration (NPA). The complete amended return processing functionality is a requirement. The full scope of audit processes that might result in an NPA is not a requirement. However, the manner in which amended tax returns are processed and resolved is of great importance to the strategic evolution of FTB target architecture and the support of Audit improvements.

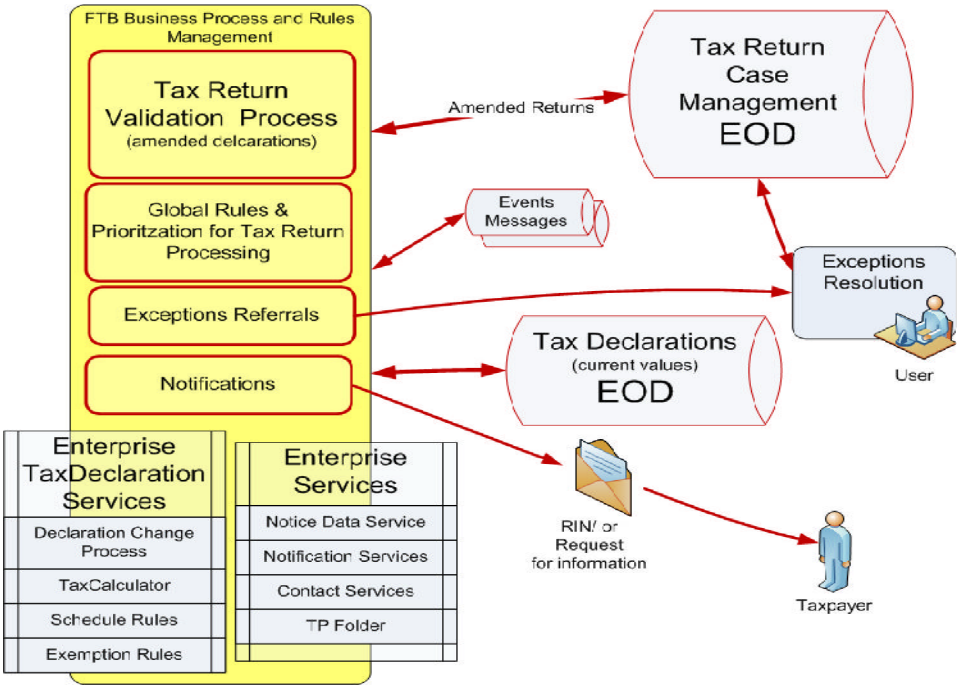
The amended tax return process involves all of the functional aspects discussed above with original tax returns. The primary difference between original and amended return processing is the creation of a new tax declaration in contrast to a revision of an existing or baseline tax declaration.

In amended tax return processing, FTB needs to establish the base line tax declaration and determine the revisions requested by the amended tax return (or, in the future, the

NPA). There will be a set of validation and analysis rules that related to existing tax declaration revisions, and the set of validation rules that are common to all declarations.

This tax declaration adjustment process determines the revised tax declaration by applying change rules, verifying the requested changes, and applying tax declaration rules to the revised declaration. Figure 13 illustrates the addition of tax declaration baseline data and change rules and procedures.

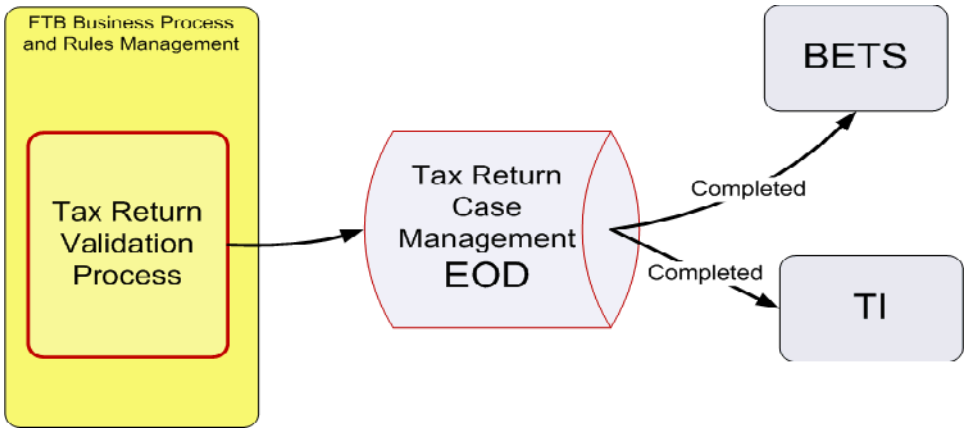
**Figure 13**




Tax Return Update to Tax Accounting

Tax return case management concludes with the extraction of tax returns that are ready for update. These returns will be presented to Business Entities and Taxpayer Information accounting updates in the current transaction formats. These tax return case management records become tax return history. Figure 14 illustrates this process.

**Figure 14**




Payments

Figures 15 and 16 represent conceptual models for payment processing divided into Payment Acceptance and Payment Validation. These are conceptually similar to the processes for tax return acceptance and validation. Critical to these processes was the positive identification (matching) of the entity associated with the transaction artifact.

Payment processing begins with a taxpayer's credit intended as payment or pre-payment of a bona fide debt or estimated future debt. The payment may be introduced as a financial standard paper instrument, as an electronic credit within the standards of the financial industry (including the credit industry), or as fund transfer from other systems.

Payment Acceptance

Figure 15 shows a data capture model in which input from varying channels and formats is resolved to a common format and accepted for processing similar to Figure 11 for tax declarations. A key impact to legacy payment processing will be the introduction of centrally managed rules for identification, internal format, and common payment transaction format. FTB architecture will accommodate the cross-discipline ability to integrate related documents and payment transactions processed separately into a logical "case". Legacy Collections System of Work will be interested in any significant event that may advance new information and collectability. FTB technical architecture will need to provide some technique available to all "systems" and processes for "subscribing" to notification of events.

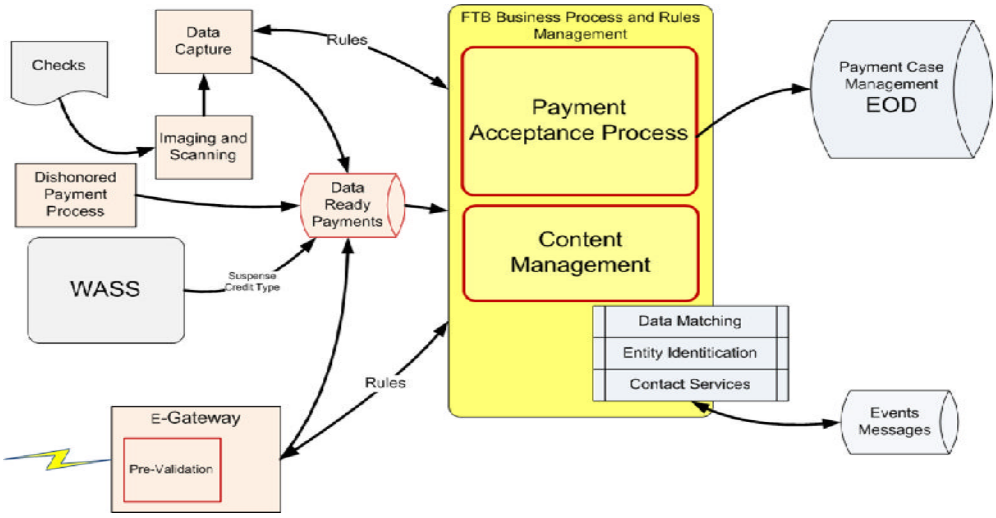
The acceptance payment process will:

- Follow centrally managed rules
- Interact with enterprise event detection and notification
- Deliver to payment case management a common payment transaction regardless of source.

The Withholding At Source System (WASS) will "pass on" credits for tax withholding for personal income tax (PIT) and business entities (BE). WASS will immediately pass on PIT payments regardless of source fund integrity. Preliminary analysis suggests that

these payments could be of the “suspense credit” type in that the PIT accounting system, TI. This system is prepared to handle these credits automatically in return processing. The BE credits are delivered to accounting after additional WASS processes.

**Figure 15**



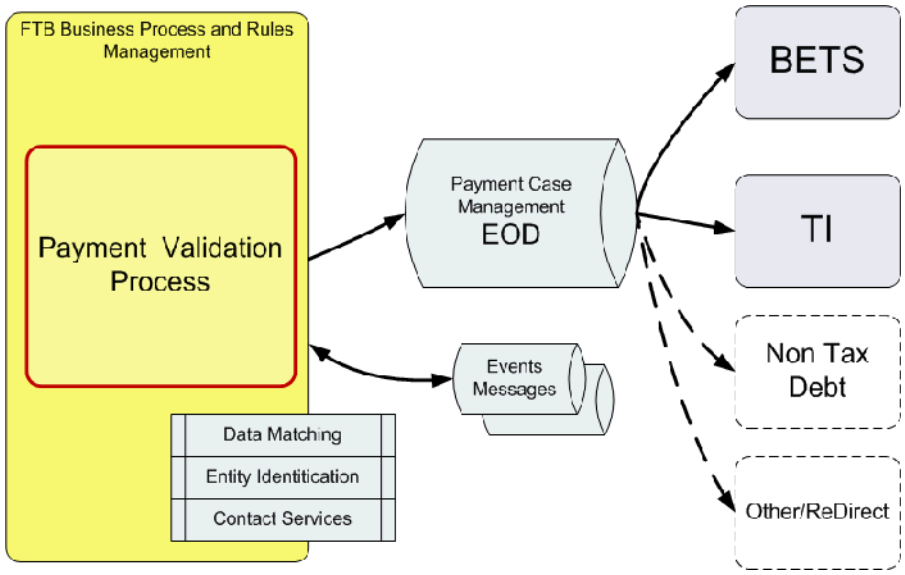

Payment Case Management

Figure 16 illustrates a model in which payment case management provides:

- Positive entity identification
- Automated referral for identification issues
- Automated referral for account application of funds issues.
- Enterprise processing of payments for PIT and BE.
- Integration with tax return processing for tax return remittances
- Central reporting capabilities
- Event integration
- Integration with contact services

Figure 16 also suggests possible future improvements by establishing the foundation for an FTB “enterprise collections” that consolidates tax and non-tax debts. Another possible improvement not currently required would be the re-engineering of the dishonored remittance path. The legacy system process for dishonored payments could be simplified and better integrated by introducing remittances dishonored within the same payment case management process and driving resolution by common rules.

**Figure 16**




Document Processing and Matching Case Management

The conceptual models for tax return and payment acceptance and case management are likely models for the acceptance, matching, and delivery of additional artifacts that are relevant to the programs that FTB administers. These could include the 1) processing of schedules, documents, correspondence, questionnaires, 2) the identification and matching of these documents, 3) managing the association and delivery of these documents to responsible parties through a type of case management that is guided by global, comprehensive business rules, 4) including full integration with contact services. Documents may be matched with a tax return or payment case, made available to external cases within such legacy systems of work as ARCS, updated to OLAP EDW, directed to case managers, directed to other systems such as WASS or Audit, and so forth.

The notion depicted in Figure 17 is that, like tax returns and payments, any communication can be processed with common infrastructure and business rules and through global rules management, coordinated and integrated as required. Figure 17 shows the capture and acceptance of documents.

**Figure 17**

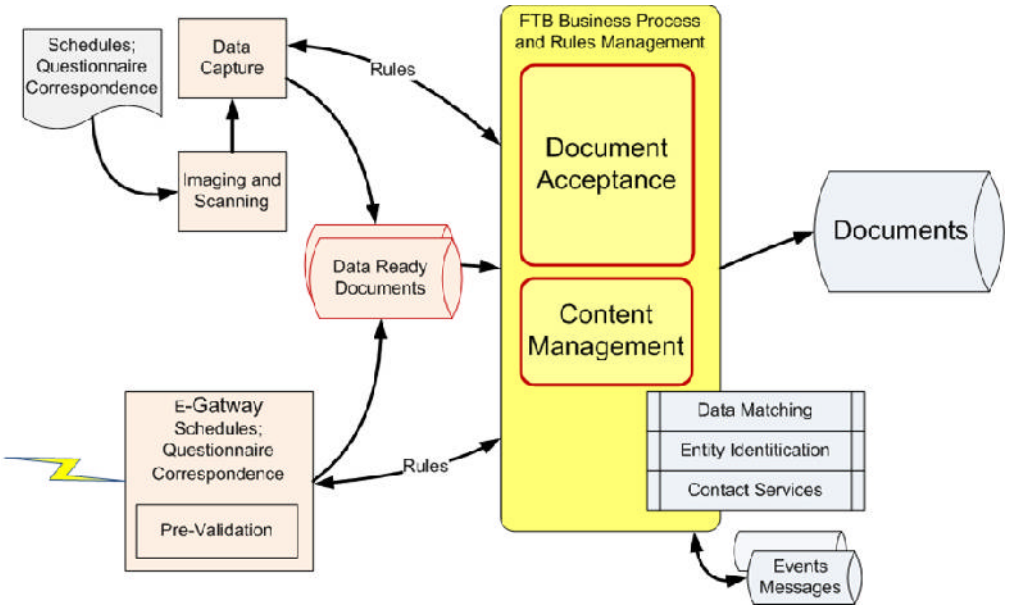
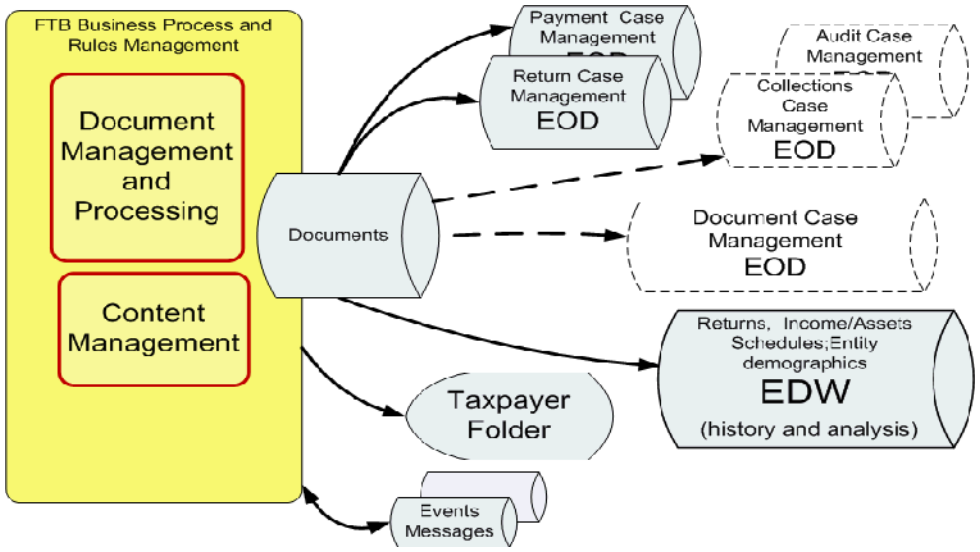



Figure 18 shows the processing and association of documents to appropriate cases either through tax return and payment case management or through events messages to subscribing systems and external case managers.

**Figure 18**



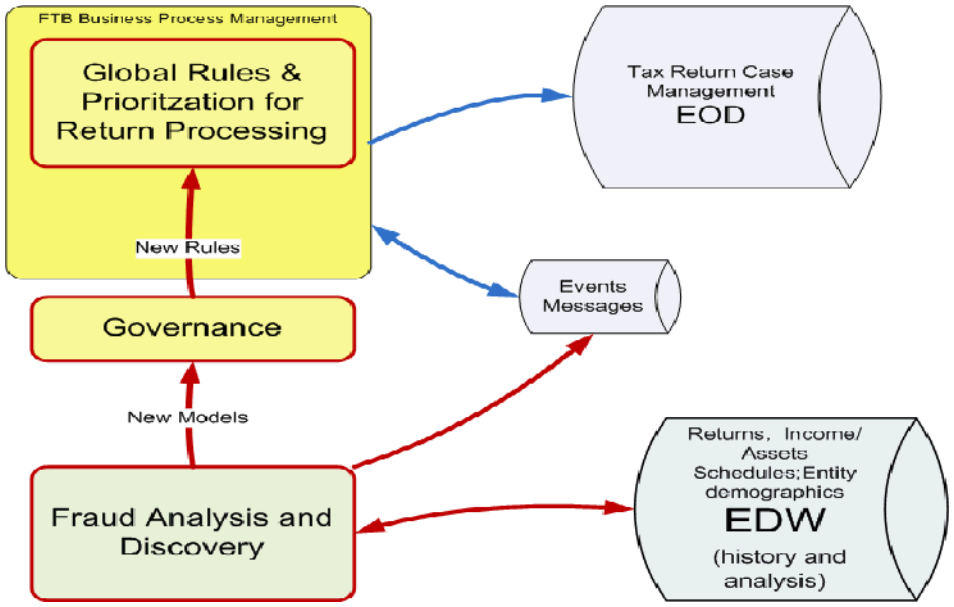

<u>Fraud Discovery</u>

As discussed for tax return acceptance, the FTB EDW will be populated after acceptance with tax return information for analysis. The EDW may be designed to accommodate multiple FTB disciplines for an enterprise OLAP repository and any DataMart populations as required.

As illustrated in Figure 19, Fraud disciplines will have an opportunity to continue analysis with new and old tax and miscellaneous return information sooner in the tax return process thereby enabling discoveries prior to tax return posting to accounting. Fraud can interrupt tax return case management and essentially create a fraud case as enabled by business rules that encompass all of the tax return processing. Discovery of new fraud models may then, through governance, be incorporated into ongoing business rules.

Tax returns can be released to continuing tax return case management or become investigation issues.

**Figure 19**




Underpayment Collection Probability Analysis

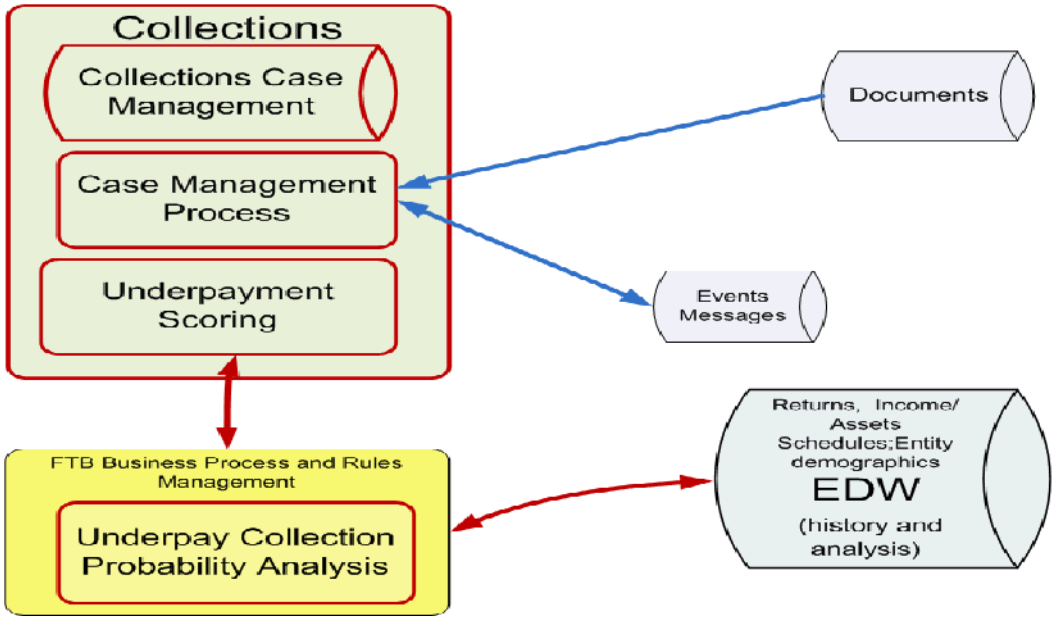
Enforcing the payment in full of final tax liabilities will be improved by a new process for analysis of collection probability that;

- Introduces income and asset information from returns and third party sources earlier in the process.
- Provides more powerful analytical tools using more comprehensive information
- Provides an architecture wherein a collections case management system (legacy) can request notification for events from any source that would suggest new asset sources and/or better entity location and contact information.

The solution architecture must create the foundation that will allow FTB eventually to leverage the above improvements for “any” collection system and especially, for any future and strategic FTB collection case management system for entities with any debt source (tax and non-tax). This will mean that FTB has an enterprise infrastructure for supporting an integrated (integrate debts to same entities) enterprise collection case management system.

Figure 20 shows a conceptual model for the analysis of asset, income, schedules and entity information as a function of business rules management. The analysis process will serve the Collections System of Work (legacy) and contribute to new collectability scoring and Collections Case Management priorities.

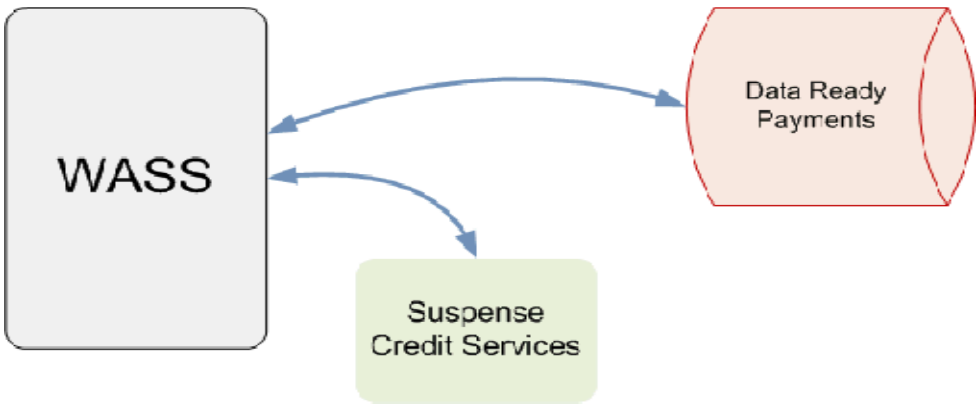
**Figure 20**




WASS Payments

The payment acceptance and case management discussion overviewed the introduction of payments (withholding credits at source) to accounting through these enterprise processes. Figure 21 illustrates the possible use of the legacy suspense credit type for personal income tax through services provided to WASS.

**Figure 21**



Notification

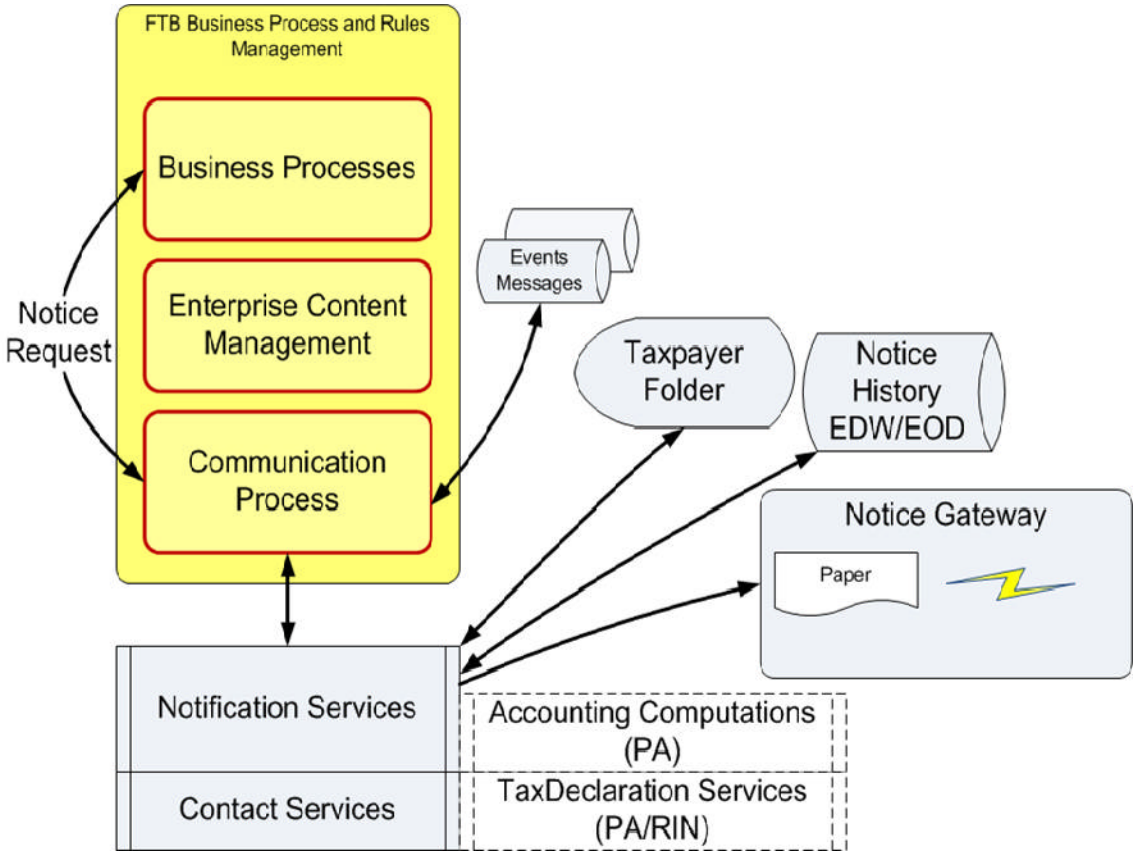
Figure 22 shows a high level architecture for implementing a limited set of notices and setting the foundation for a strategic evolution to integrated notification at FTB.

The enterprise notification service will minimally provide the following:

- Retrieve catalogued notice format and format rules
- Retrieve latest notice recipient information including notice preferences
- Format notice, possibly invoking additional services to complete notice information.
- Execute delivery through paper or electronic channels according to preferences.
- Store historic notice

An enterprise notification service can work with the Business Rules Engine communication process. This process can provide the necessary information to the notification service based on the rules defining notice type and notice requirements.

**Figure 22**



State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION IV
EDR Proposed Solution

November 2, 2009

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**C. EXISTING APPLICATION MODEL ..... 9**
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## IV. EDR PROPOSED SOLUTION

The primary objective of the EDR Project is to narrow the tax gap by addressing the six business problems identified in Section III.E. To solve these business problems, the EDR Proposed Solution must modernize the Information Technology (IT) associated with FTB tax business as required in Section VI. The EDR Proposed Solution must facilitate substantial reengineering that will create enhanced effectiveness and efficiency in overall service delivery (see Section VI.B.2). While technology is modernized, processes could be reengineered absent the bias of existing systems, organizational constraints, antiquated methodologies and the original paper-based limitations (for more on this see Exhibit IV-A).

The modernization efforts associated with this project should solve the limitations, including the increased cost of FTB's current tax systems and development environments. The EDR Proposed Solution will serve as a catalyst for the standardization and consolidation of FTB's various platforms and the associated tool sets, applications, and infrastructure. The identified architecture and technology areas for improvement, standardization and consolidation are directly related to the six prioritized business problems as shown in Table 4.1, Business Problems.

**Table 4.1 - Business Problems**

| No. | Business Problems | Architecture/Technology |
|---|---|---|
| 1. | ***Filing Business Processes***:<br>▪ Business processes: *silos (not integrated)*<br>▪ Business processes: *fragmented*<br>▪ Workflow monitoring: *limited*<br>▪ Business processes and rules: *not documented*<br>▪ Business processes and rules: *low accessibility*<br>▪ Business processes and rules: *costly to manage*<br>▪ Business processes management: *no tools*<br>▪ Training: *non-standard*<br>▪ Data capture relies on manual keying | ▪ Business Process Management (BPM)<br>▪ Workflow engine<br>▪ Process Analytics<br>▪ Process Repository<br>▪ Process Reengineering<br>▪ BPM Standards<br>▪ BPM Suite<br>▪ BPM Suite Training<br>▪ Improved OCR and ICR |
| 2. | ***Data Availability***:<br>▪ Data is in silos<br>▪ Data is redundant<br>▪ Not all the required data is captured<br>▪ Data is underutilized (for example, data matching)<br>▪ Data management is distributed<br>▪ Data quality suffers | ▪ Data Integration Strategy<br>▪ Improved OCR and Data services (for example, matching)<br>▪ Centralized EDW and tools<br>▪ Data cleansing |

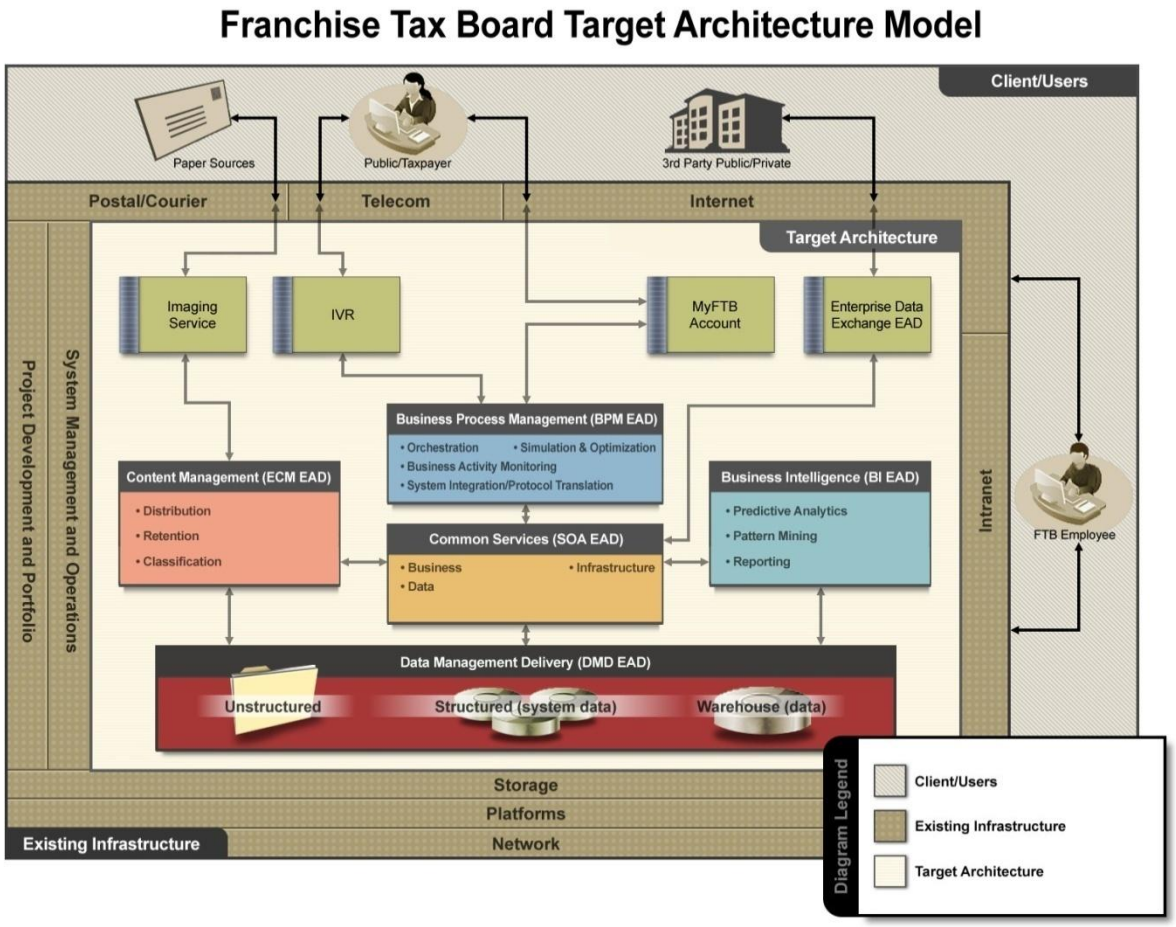
| No. | Business Problems | Architecture/Technology |
|---|---|---|
| 3. | ***Data Analysis:***<br>▪ Noncompliance discovery: *no analytical tools*<br>▪ Fraud detection: *no analytical tools*<br>▪ Tracking and prevention: *no analytical tools*<br>▪ Taxpayer behavior: *no analytical tools* | ▪ Decision and predictive analytics |
| 4. | ***System Redundancy and Reuse***:<br>▪ System Functionality varies<br>▪ System Functionality lacking<br>▪ Governance: not enforceable | ▪ BPM and Service Oriented Architecture (SOA) Standards<br>▪ Sharable services (functionality)<br>▪ Governance in software |
| 5. | ***Filing Self-Services***:<br>▪ Taxpayer self-services limited: *not sharable*<br>▪ Taxpayer self-services limited: *limited security* | ▪ EDW and Shared services<br>▪ Identity & Access management (IAM) |
| 6. | ***BETS***:<br>▪ Inflexible to business need or new legislation<br>▪ Poses risk to existing business processes<br>▪ Outdated and proprietary technologies<br>▪ Data is not discoverable or sharable with other systems | ▪ Redevelop as services<br>▪ Integrate into BPM<br>▪ Standards: BPMS, SOA<br>▪ EDW |

The EDR Proposed Solution must align with FTB's Target Architecture and fit within the context of existing infrastructure and applications consistent with Section VI. This is of significant importance in that EDR is a tax systems modernization effort and not simply a stand-alone business application. The EDR project primarily focuses on information integration and filing process improvements that produce immediate benefits and can be leveraged by future IT projects for further benefits. The remainder of this Section describes FTB's Target Architecture Model, which serves as the framework for the EDR Proposed Solution.

## A. FTB TARGET ARCHITECTURE

The FTB Target Architecture Model, Figure 4.1, depicts FTB's goal for future business and IT service delivery. The model depicts the high-level relationships between FTB's core services and its customers. The target architecture was developed to accomplish the department's business goals and strategies. Although some of these goals are beyond the scope of this project, they complete the overall picture in which the EDR Proposed Solution must fit. For a complete description from an enterprise perspective, see the FTB ITSP (http://www.ftb.ca.gov/aboutFTB/Projects/ITSP/TSM_ITSP.pdf).

**Figure 4.1 - FTB Target Architecture Model**




The EDR Proposed Solution needs to achieve measurable progress toward FTB's Target Architecture by implementing and integrating technologies within FTB's existing infrastructure as required in Section VI. As shown in Figure 4.1, the Existing Infrastructure components include: networks, platforms, and storage; FTB's governance (roles, process, policy, and standards) as found in Project Development and Portfolio and System Management, and Operations frameworks; and existing information delivery systems including Postal or Courier, Telecom, Internet and Intranet. The EDR Proposed Solution must leverage these infrastructure components as required and make governance recommendations.

As identified in the Target Architecture, FTB's goals and strategies, identified in FTB's ITSP are to introduce integrated, service-oriented tax solutions, encompassing many emerging or "new-to-FTB" technologies. The detailed descriptions of these technologies are found in the FTB Information Technology Strategic Plan (ITSP) in their perspective Enterprise Architecture Definitions (EAD) sections, located in the Bidders' Library. The EAD's describe the department's current state, future goal for technology modernization, gap analysis, and roadmaps. These roadmaps serve as scope as described in Section VI. The following provides a brief description of the target architecture components and technologies.

- **BPM** – Currently, FTB tax processes involve manual intervention, application processing, document flow, as well as other information acquisition. BPM suites include methods, techniques, and tools used to design, enact, monitor, and control business processes. BPM suites offer tools (software) and solutions (integration) that depict, analyze, and measure Key Performance Indicators (KPIs) for business process optimization and workload management. With the implementation of a BPM Solution, the business rules and processes must be centralized and available for enterprise-wide consumption (Section VI.C.2). Additionally, these rules and processes can be managed and reconfigured by business staff. The EDR Proposed Solution must include a BPM suite as required in Section VI.C.2.

- **Common Services and SOA** – SOA infrastructure implements FTB's service design-time and run-time governance, delivery of business services, and enforcement of security policy. The common services are exposed, governed, and accessed by multiple applications. The standardization and governance of these services improves the cost-effectiveness of developing and implementing future services. The service performs uniform business functionality without regard to platform, or application, from which the service is accessed. These services are described, discoverable and useable without constraints to a specific system, program, or organizational unit. The EDR Proposed Solution must include and implement SOA technologies and infrastructure as required in Section VI.C.3.

- **Enterprise Identity and Access Management (IAM)** – IAM must be used for FTB's security as a business service, as well as a method to ensure that all individuals and services are properly authenticated, authorized and recorded when accessing applications and services. This will also enforce a centralized and consistent security policy, which will deliver "security as a service" and will be discoverable and usable for all services throughout the enterprise regardless of the system, program, or organizational unit. The EDR Proposed Solution must include an enterprise class solution for internal IAMs as required in Section VI.C.6.

- **Data Management and Delivery (DMD)** – DMD comprises all the disciplines related to managing data as FTB's most valuable resource. DMD incorporates the storage mechanisms, data architecture and structures, data quality, data standards, and administration. It is separated into three segmented data storage areas (structured, unstructured and data warehousing). Centralizing this information into an EDW is critical to the EDR success since data availability is the most significant business problem. The EDR Proposed Solution must include an enterprise data warehouse and management technologies as required in Section VI.C.4.

- **Enterprise Content Management (ECM)** – Document processing is a main business function at FTB. Therefore, an opportunity exists to expand ECM services, which include existing scanning and imaging processes for paper documents, digital images creation from electronic notices, and electronic images delivery across the enterprise. FTB's standards and processes must be strongly considered as foundational and leveraged by the EDR Proposed Solution. The EDR Proposed Solution must consider improving ECM capabilities such as: information capture (OCR and ICR), store, search, version control, retrieve, distribute, preserve, secure and control access, and destroy documents and digital content. The EDR Proposed Solution must improve or increase ECM capabilities as required in Section VI.C.2.

- **Business Intelligence (BI)** – FTB considers business intelligence as a business management term, which refers to applications and technologies that are used to gather, provide access to, and analyze data and information in relation to FTB operations and performance. An essential component of a BI system is a more comprehensive prospective of KPIs affecting its core business programs (for example, metrics on historical, current, and predictive views of business operations). These metrics provide valuable information that assists FTB in making educated business decisions to improve the timeliness and quality of information and processes. Additionally there are three significant BI components that FTB views as notable, (reporting, data mining, decision analytics, and predictive analytics). The EDR Proposed Solution must integrate business intelligence into business process management and data analysis as required in Section VI.C.4.

- **Imaging** – FTB has invested in imaging technologies to convert paper to digital information. While imaging replacement is not part of this project's scope, the services may be changed or enhanced.

- **My FTB Account** – FTB already has an externally facing internet presence. However, the new technologies described above must leverage and may enhance the applications and functions that deliver the Internet services as required in Section VI.B.6.

- **IVR** – FTB has invested in IVR technologies. IVR currently leverages a number of applications and services to provide information for IVR calls. While IVR is not part of this project's scope, the services may be changed or enhanced.

- **Enterprise Data Exchange** – FTB has invested in and standardized on data exchange technologies that implement secure bulk data transfers for FTB. While replacement of existing data exchange is not part of this project's scope, existing technologies may be replaced or enhanced.

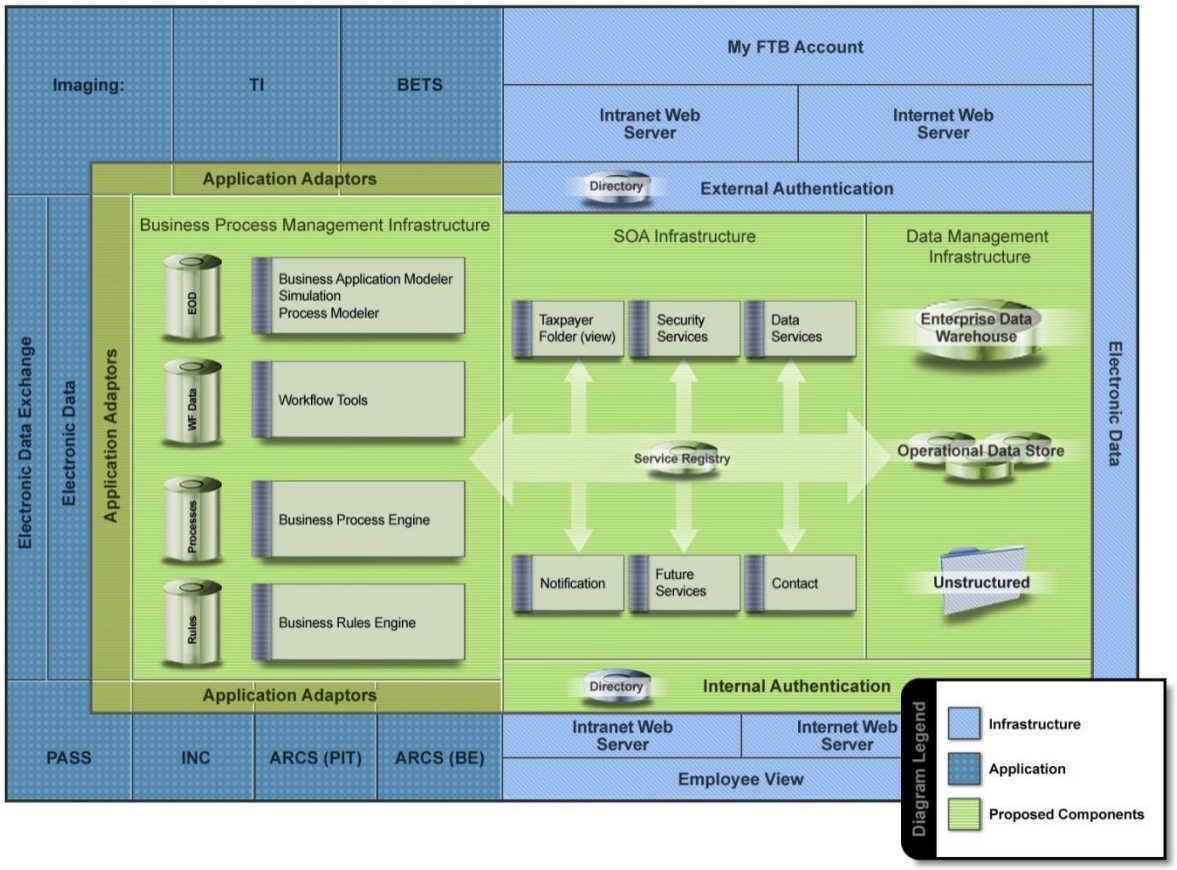
These technologies are necessary to solve the business problems that drive the EDR project. Not obvious in these descriptions is the fact that FTB's Target Architecture was

developed to reduce the cost of maintenance and operations of IT. The EDR Proposed Solution must strongly consider the cost of maintenance and operations consistent with Section IX.

## B. PROPOSED EDR ARCHITECTURE MODEL

The six business problems are resolved by integrating the EDR Proposed Solution into existing infrastructure and applications as depicted by the FTB High-Level Architecture Model, Figure 4.2. This model is a diagram used to represent legacy systems and existing infrastructure that may interact with the new components of the EDR Proposed Solution. This model depicts the solution at the center, with no details of its interior structure, surrounded by all interacting systems and infrastructure.

**Figure 4.2 - FTB High-Level Architecture Model**




As shown in Figure 4.2, the BPM Infrastructure is used to standardize, integrate, and consolidate business processes and rules. It is required that the BPM portion of the solution will act as the interface to both user and existing applications. The application adapters represent technologies that facilitate various levels of interaction between the solution and the existing applications. Existing applications may provide information,

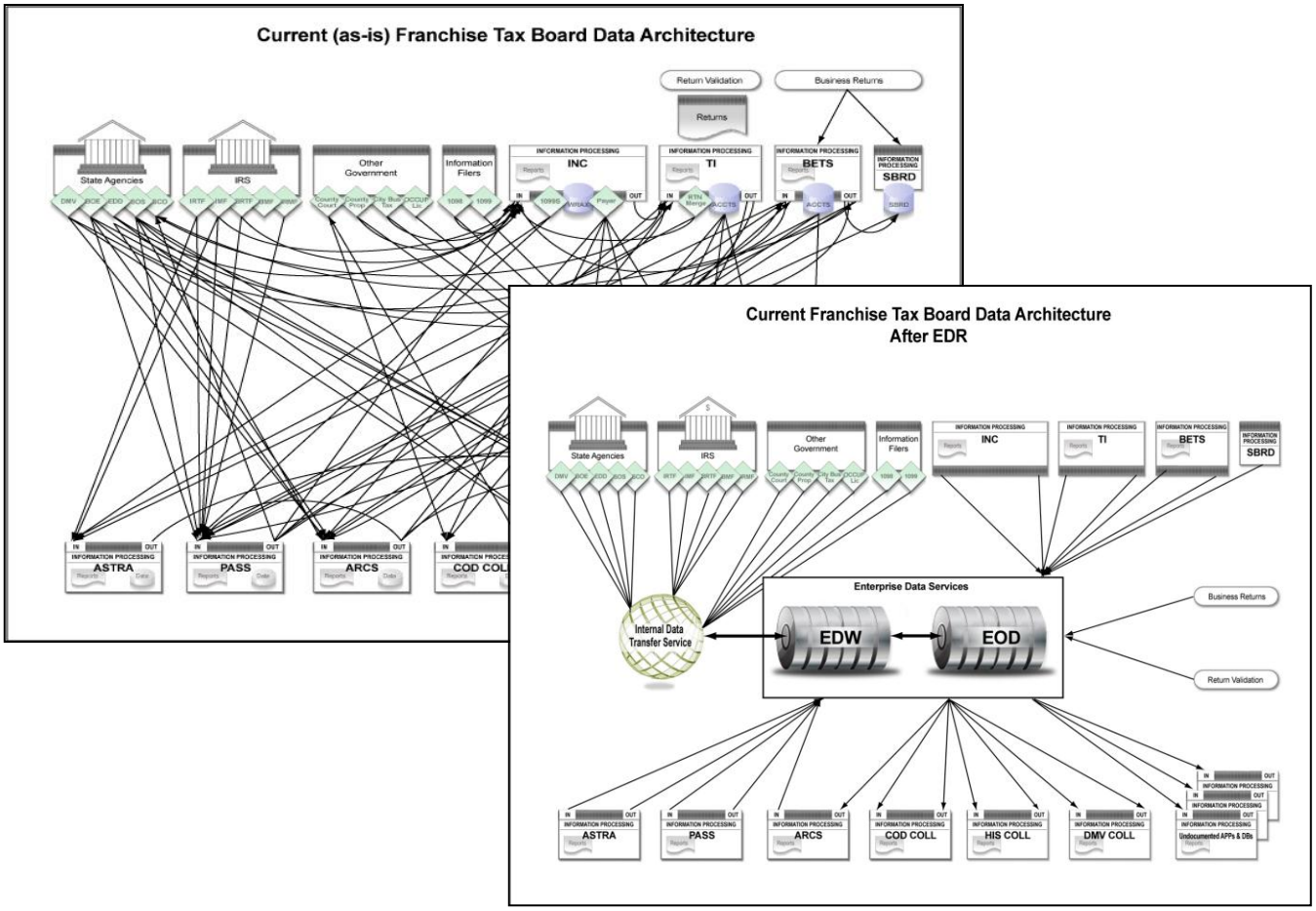
process steps, and/or rules to the overall solution. Repeated functionality could be standardized and converted to services to support the overall EDR Proposed Solution. A BPM solution built on SOA must improve interoperability, creating the highest efficiency, producing high quality and consistent information for future processing. Visual process modeling and simulation could allow business users to test and refine business processes on the fly, allowing for rapid deployment and modification of business processes, which in turn will increase IT agility and responsiveness to business requests. Centralizing both processes and rules in enterprise repositories greatly reduces cost of maintenance and operation when compared to FTB's existing methodologies.

The EDR Proposed Solution must address Business Process Reengineering (BPR), which is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical aspects of performance, such as cost, quality, service and speed, based on the innovative use of information technologies.

FTB's business process maps detail the manual and automated processes for these input and legacy applications and are available in the Bidders' Library (Ref: EDR Project Information-Systems Impacted by EDR). These process maps document the majority of FTB's tax processes including manual and automated tax processing, validation, and evaluation. The descriptions and process maps reveal a significant amount of redundancy. As stated above, the EDR Proposed Solution must consolidate and centralize the redundant processes within EDR scope into a BPM infrastructure and repeatable functionality into enterprise services. Many of the manual processes should be considered for automation.

The SOA infrastructure provides standardized enterprise-level services such as notification, contact and addressing, security, taxpayer folder, and data access. Currently this functionality is embedded and replicated across multiple input and legacy systems. It is expected that the EDR Proposed Solution will enhance and automate many of FTB's IT design-time and run-time governance policies and processes and enterprise service certification process. FTB will consider decommissioning existing application functionality when an enterprise service has been certified.

**Figure 4.3 - FTB Data Architecture before and after EDR**




The EDR Proposed Solution's data management infrastructure must integrate the vast data assets that are currently found throughout various data stores, data marts, applications, data warehouses, and stand-alone databases, Figure 4.3. This integration initiates the single view of taxpayer or customer with accurate view and history of entity addresses and association of tax events, notices, and correspondence. The EDR Proposed Solution must redefine data around the concept of taxpayer, as opposed to returns or tax forms, which establishes the foundation of the Taxpayer Folder**.**

Currently an IAM standard exists to register California's 15 million taxpayers and business entities. FTB requires the EDR Proposed Solution be implementing and serving as the enterprise standard for internal identity management. The solution could leverage, expand, or replace existing identity access systems and technologies with the intent to adopt the EDR Proposed Solution as the department standard for enterprise IAM.

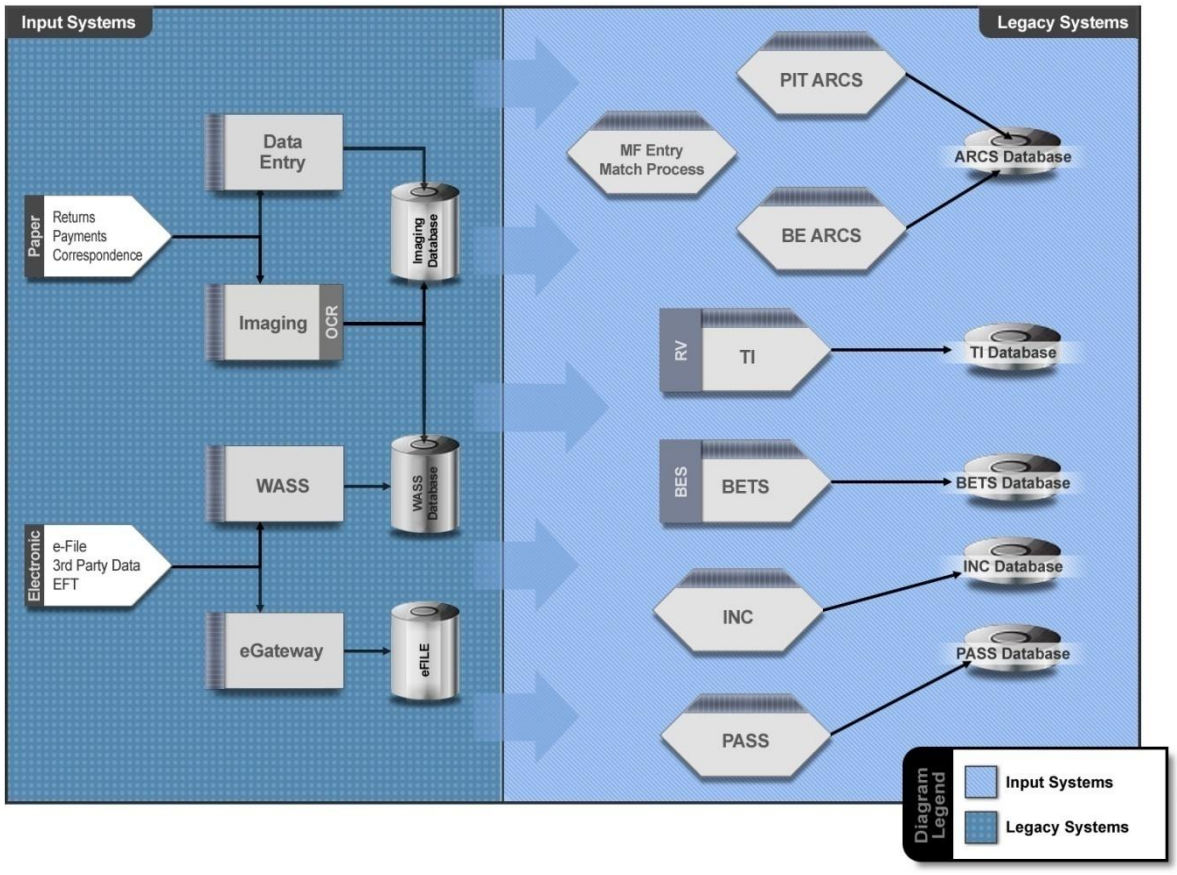
To capture information from any tax declaration or paper document, the EDR Proposed Solution must leverage current imaging technologies within FTB, and/or expand existing

capture capabilities. Additional information processing could be inserted prior to distribution to other existing business systems. The new information improves taxpayer information quality, quantity and association.

## C. EXISTING APPLICATION MODEL

Each of the existing applications in Figure 4.4 influences the EDR Proposed Solution by providing considerable business logic, rules and processes. These applications have limitations, and must be carefully considered and overcome.

**Figure 4.4 - Existing Application Model**




The following table describes some of the known limitations and guidance toward possible architecture or technology improvements. How and to what extent these limitations are solved will be driven by bidder costs, risk and reward consistent with EDR project scope, schedule, costs, benefits and risks. Required improvements are detailed in RFP Section VI.

**Table 4.2 - Existing systems and possible architecture or technology changes**

| No. | System | Possible Architecture/Technology |
|---|---|---|
| 1. | ***Imaging (Paper)***<br>▪ Not all documents are imaged<br>▪ Not all the required data is captured<br>▪ Utilizing separate validation process | ▪ Increase scanned forms<br>▪ Additional and improved OCR and ICR<br>▪ Use centralized validation service(s) |
| 2. | ***eGateway (Electronic Data)***<br>▪ Data uses proprietary format<br>▪ Location of tax processing rules<br>▪ Detailed process and functionality<br>▪ Utilizing separate validation process | ▪ Transform and store in EDW<br>▪ Centralize rules<br>▪ Incorporate into BPM and SOA<br>▪ Use centralized validation service(s) |
| 3. | ***WASS***<br>▪ Data is in silo<br>▪ Isolated process<br>▪ Utilizing separate validation process | ▪ Merge with EDW<br>▪ Adapt processes to use EDW<br>▪ Use centralized validation service(s)<br>▪ Provide imaging and data capture<br>▪ Display Notices in Taxpayer Folder<br>▪ Provide self-services (for example, application for exemption from withholding) |
| 4. | ***ARCS***<br>▪ Does not use all data to confidently score<br>▪ Does not allow users to modify processes<br>▪ Limited address sources | ▪ Access to EDW data<br>▪ Access to Modeling Process<br>▪ Access to Contact Service (for example, address)<br>▪ Display Notices in Taxpayer Folder<br>▪ User access to Taxpayer Folder<br>▪ User access to data mining tools |
| 5. | ***TI***<br>▪ Need data associated in return processing<br>▪ Does not have complete contact information<br>▪ Notification is not flexible or agile | ▪ PIT Return processing<br>▪ Access to Match Process and Service<br>▪ Access to Contact Service (for example, address |

| No. | System | Possible Architecture/Technology |
|---|---|---|
| | | update)<br>▪ Access to Noticing Process<br>▪ Access to Notification Service (for example, issue Notices)<br>▪ Display Notices in Taxpayer Folder<br>▪ User access to Taxpayer Folder |
| 6. | ***BETS***<br>▪ Return processes are manual<br>▪ More data needed for effective processing | ▪ BE return processing<br>▪ Access to EDW<br>▪ Access to Match Service<br>▪ Access to Contact Process and Service (for example, address update)<br>▪ Display Notices in Taxpayer Folder<br>▪ User Access to<br>▪ Taxpayer Folder<br>▪ Provide new User Presentation<br>▪ Make logic more open, modular and maintainable |
| 7. | ***INC***<br>▪ Unable to match data to taxpayer<br>▪ Need all possible contact information<br>▪ Need more data to determine non-filer | ▪ Access to Match Service<br>▪ Access to Contact Process and Service<br>▪ Access to EDW data<br>▪ Display Notices in<br>▪ Taxpayer Folder<br>▪ Access to Notification Service<br>▪ User access to data mining tools<br>▪ User access to Taxpayer Folder |
| 8. | ***PASS***<br>▪ Needed data is not currently accessible | ▪ Provide return data capture<br>▪ Access to EDW data<br>▪ PIT Audit selection and case creation<br>▪ User access to Return Adjustment Process<br>▪ User Access to Post Proposed Assessment Process<br>▪ User access to data |

| No. | System | Possible Architecture/Technology |
|---|---|---|
| | | mining tools<br>▪ User access to Taxpayer Folder |

The EDR Proposed Solution will use existing information assets from legacy systems as the source of tax declaration and income indicators. From these combined information assets, FTB expects accomplishing this project's primary objective of narrowing the tax gap. This information is currently processed, housed, and made available through a multitude of methods, processes and applications, as depicted in the Figure 4.3. The EDR Proposed Solution must consolidate silo processes to create reusable managed processes for the enterprise. Four of FTB's anticipated reusable managed processes are:

- **Match Process** – A business managed, reusable, centralized, and tax-declaration event driven process used to: 1) match external data records with FTB tax records to associate income and assets to taxpayers and non-filers for FE, Audit, and Collections; 2) identify returns and payments to FTB taxpayer records for return and payment processing; 3) identify refunds in common for fraud detection and identify income discrepancies on returns during return processing.

- **Return Adjustment Process** – A business managed, reusable, and centralized process to: 1) make adjustments to returns, including current and prior year returns and types (for example, Form 540, Form 100, and Amended Returns) during return processing; and 2) propose adjustments to returns because of an audit. The Return Adjustment Process serves some Filing (for example, return processing) and Audit business needs; however, it excludes FE and Collection business needs. The EDR Return Adjustment Process serves immediate needs, provides immediate benefits, and is the foundation for Enterprise Case Management in future projects.

- **Modeling Process** – A business managed, reusable, and centralized process to: 1) select and prioritize returns for return validation and fraud detection; 2) score, select and prioritize collection accounts for Underpayment assignment. The EDR Modeling Process serves immediate needs and provides immediate benefits, and is the foundation for Enterprise Modeling in a future TSM project.

- **Noticing Process** – A business managed, reusable, and centralized process to: compose, review, and approve Filing Notices and other communications (for example, letters, email) resulting from the Return Adjustment Process. The Noticing Process interacts with the Contact Service and the Notification Service to issue the Notice. The EDR Noticing Process serves immediate needs and provides immediate benefits, and is the foundation for Enterprise Case Management in a future TSM project.

Using these technologies, the EDR Proposed Solution must solve current limitations in FTB's existing tax systems. In addition to improving data capture, integration and quality, centralized services like notification, contact, and taxpayer folder will enhance both self-service and data analysis. While adhering to the scope and requirements found in Section VI, the EDR Proposed Solution can introduce additional innovations.

Innovation enables significant re-engineering of FTB's core business process. Reengineering must provide simple, elegant, flexible and powerful solution rather than simply tying existing systems together. Exhibit IV-A provides an overview of basic FTB business concepts, essential processes and data. The concepts contained in the exhibit are a basis for corroborating that model and suggest that there are essential business processes that are just as basic and foundational for the EDR Solution.

**EXHIBIT IV-A**

# FTB Base Business Concepts
# Essential Processes and Data

## Introduction

The primary responsibility of the FTB is to administer the statutory and regulatory requirement that a personal or corporate entity has to declare income, determine taxable income and total tax liability, and to fully pay the tax. This statement of responsibility encapsulates the business of FTB and is foundational to a conceptual view that provides context for essential FTB data and processes.

"Essential" data and processes describe FTB business absent organizational, technical, or existing system bias. An understanding of the essential processes and data are a prerequisite of any effort to re-engineer and simplify solutions to FTB's business responsibilities.

The intent of this paper is to discuss the essential data and processes foundational to FTB with an interest in facilitating an analysis of potential business solutions that are more directly aligned and conceived within the context of FTB strategic business and technical architecture objectives.

## Base Business Processes and Data

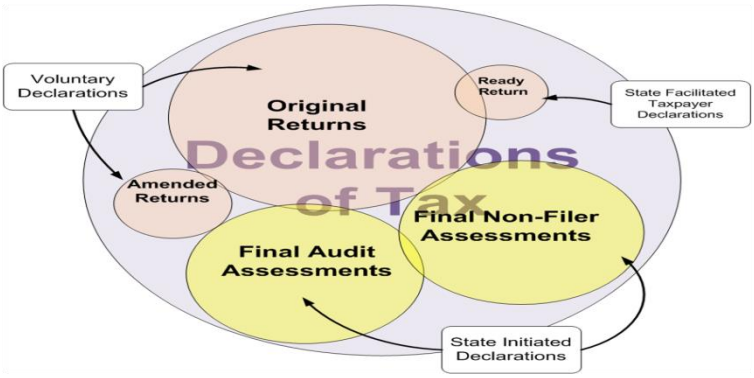
FTB processes tax declarations made voluntarily (tax returns, amended tax returns), proposes new declarations based on available information in-lieu of a voluntary declaration (non-filer Notices of Proposed Assessment (NPAs)), or proposes to correct a prior declaration based on available information (Audit NPAs). FTB provides customer service by facilitating the completion of the requirement to declare tax. FTB assures that final tax assessments are paid in full through billing and collection processes.

FTB also processes requests for information correction (such as, change of address, name changes), authorization requests (such as, power of attorney), as well as forms and schedules relevant to other programs administered by FTB.

Foundational to the administration of California income tax law are the data of income and entities and the rules applied to income[1] that constitute a tax declaration.

[1] Including the time delimiters (such as Taxable Year, Calendar Year, or Fiscal Year End).

**Figure 1**




FTB – Organization and Process

Historically, FTB has developed specialized work disciplines within organizational boundaries (such as, Filing, Accounting, Non-Compliance, Audit, Collections) and has built legacy systems within these organizational categories.

Tax Return Processing - The tax return has been the primary vehicle for the self-declaration of income and tax. The tax return format and accompanying instructions (or preparation software) represent the data of income and entities and the rules for exceptions, inclusion, and calculation of taxable income and tax. FTB receives and processes these self-declarations and validates them based on the FTB implementation of declaration rules.

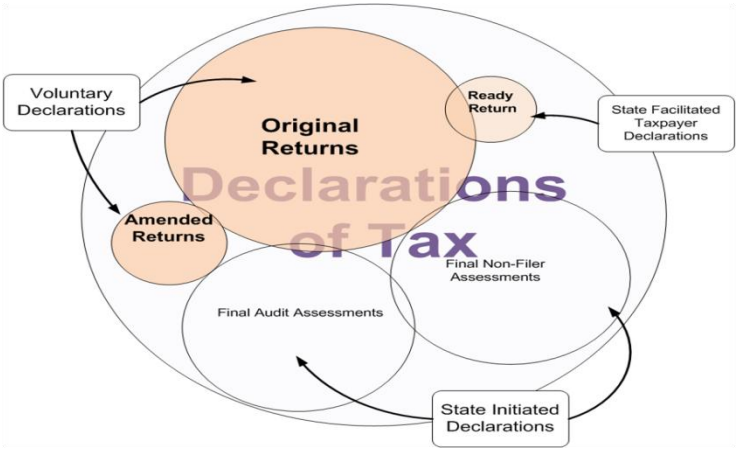
With the limited technologies of the 1970s and 1980s, the tax return (paper) served additional functions for the department. For example, the physical return was required to be in the possession of an auditor during an audit or in the possession of an FTB Taxpayer Services Representative when significant accounting corrections were processed. Copies of amended returns, account actions, correspondence, and audit worksheets were attached to the return as an account history. Thus, the tax return was the tax declaration transaction, history, and work control.

The strategic FTB technical architecture and business goals and objectives as represented in EDR provide FTB with an opportunity to place the tax return within a more meaningful and comprehensive conceptual and solution context.

Amended Tax Return Processing

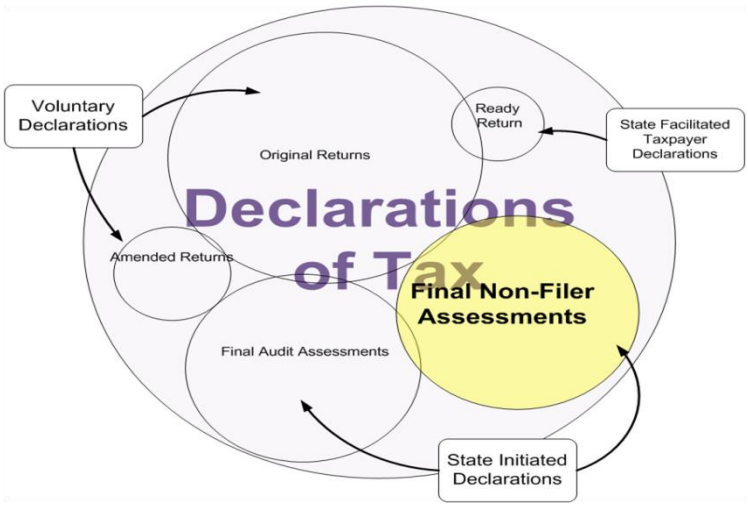
An entity may voluntarily self-correct a prior declaration. This is an amended tax return. FTB must verify these changes proposed by the entity with reference to the current state of the entity's existing tax declaration (for example, compare to current values).

**Figure 2**



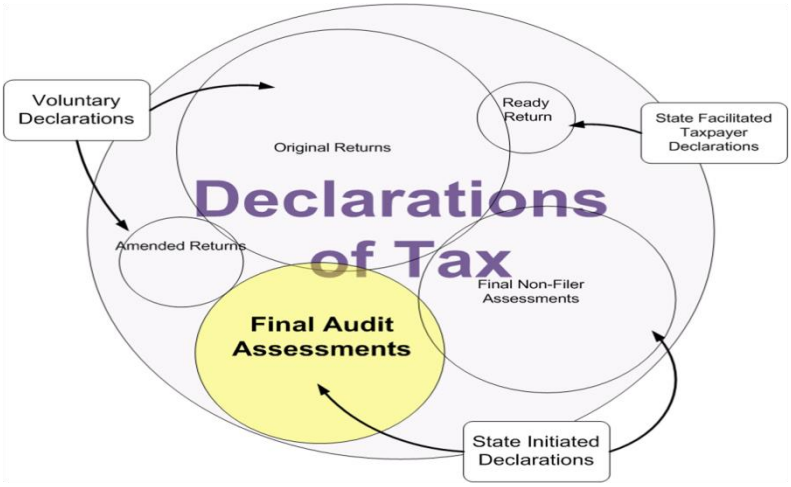

Non-Compliance – The INC generated NPA ("non-filer") is essentially a tax declaration proposed by the FTB where information available suggests that a tax declaration may be required and where a self-declaration (an entity's tax return) is not on record. The entity may follow-up with a self-declaration (tax return) which may result in the withdrawal of the NPA. If the entity does not reply to communications and proposals from INC, the likely result will be the finalization of the NPA. This final assessment is now the tax declaration on record.

**Figure 3**



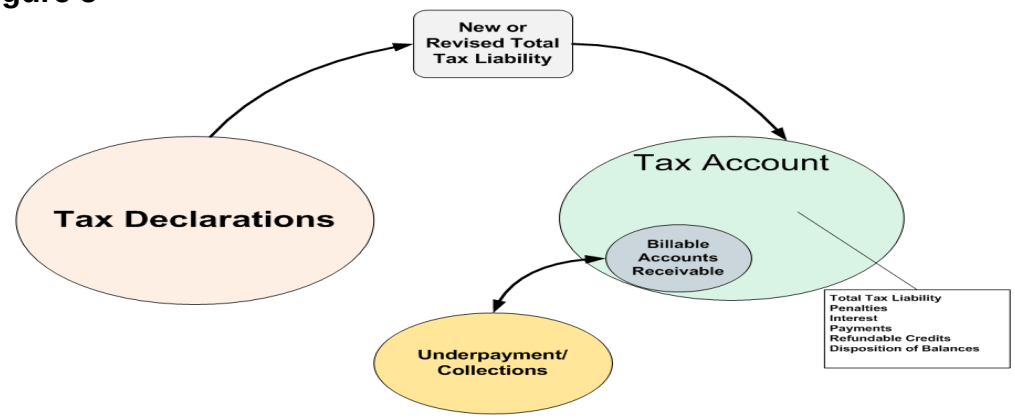

Audit – Where a tax declaration is on record, FTB may propose that this tax declaration is in need of correction based on information available to FTB. This is an Audit NPA. The NPA may result in a self-correction of the entity's declaration (amended tax return) and the withdrawal or revision of the NPA. A final NPA results in an update to the existing tax declaration to new current values.

**Figure 4**




Accounting – A tax account begins with the total tax liability of a tax declaration. The account includes all refundable credits and payments, declaration and payment compliance information (timely or not timely), records of previous dispositions of credit balances, and interest/penalties as appropriate and as provided by rule and statute. A tax account is not a declaration, but is a declaration-derived account and relates to the requirement to fully pay on time the tax due.

**Figure 5**



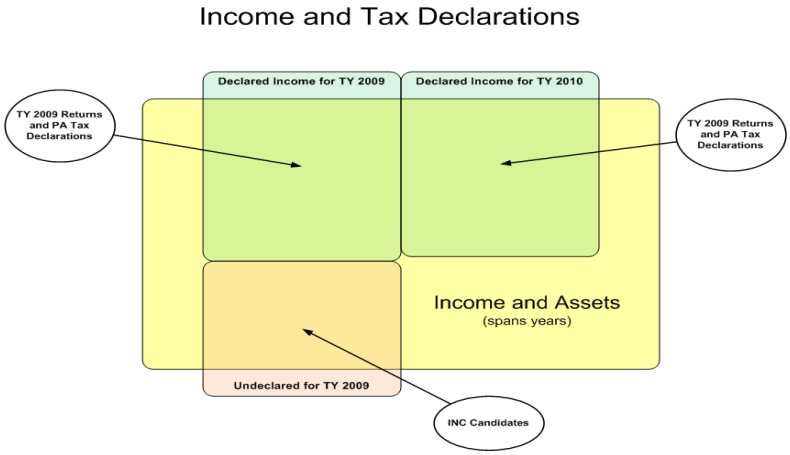

Underpayment Collections - Collections begins with a tax account balance that is past due. The same information associated with the tax declaration (such as, income, assets, employers, and living address) are resources critical to the ability to collect past due accounts.

Income and Tax Declarations

As the primary vehicle for declaration of income and tax, the tax return contains income and asset information central to FTB's mission. When an entity's income is selected within the framework of an Account Period Beginning and Ending for a statutory filing period, FTB has the foundations of the tax declaration. If the filing period has passed

and FTB has no record of a declaration but has income and asset information received from other sources that suggests that a declaration was required, FTB has a potential non-filer NPA.

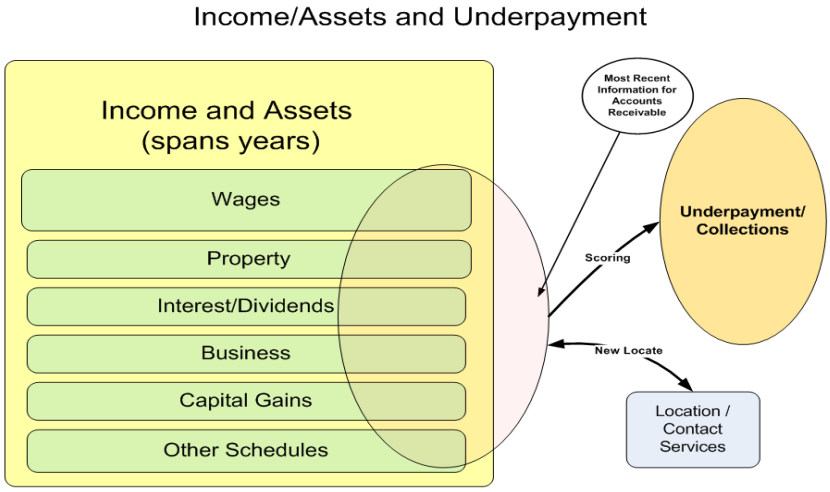
**Figure 6**




Income and Underpayment Collections

The most current information for income and assets is foundational to underpayment collection probability analysis. Underpayment collection probability scoring is improved with access to more complete income and asset data. Furthermore, these same income and asset identifications may serve to update the FTB's ability to locate an entity. Locating the entity and assets goes directly to collection probability and to tax declaration enforcement.

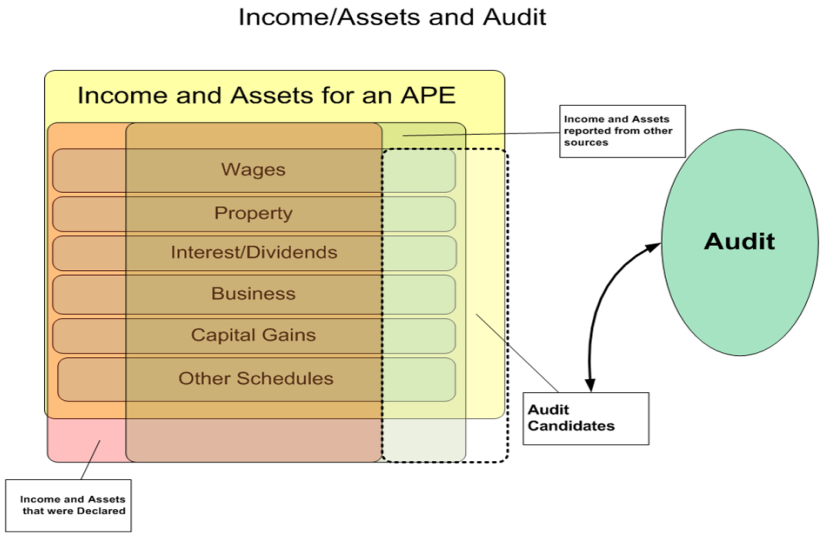
**Figure 7**



Income/Assets and Audit

Comparison of income and asset information as self-declared (tax returns) with information from government and third party sources is foundational to the goal of Audit to assure that a correct tax declaration has been made.

**Figure 8**




Conceptual Solution Context

FTB has this opportunity to conceive of a new framework and foundation for a business solution that is better aligned with the real and essential data and processes for tax declaration administration. Enabled by improved technologies implemented in a strategically targeted and services oriented architecture, FTB will be able to 1) better enforce the requirement to declare income and tax, 2) improve the probability of delinquent payment collection, and 3) build the foundation for future business solution development and improvement. The point of this discussion is to illustrate that the quality and effectiveness of the solution will relate directly to its alignment with the true and essential data and processes of FTB.

The discussions that follow are developed as simple conceptual solutions. These "solutions" are high-level and are intended not as prescriptions but as illustrations of 1) the essential business of FTB, and 2) resolved within the FTB strategic architectural paradigm.

These discussions will uncover a few new possibilities for business improvement that have not been presented as requirements. It follows that new and potentially productive business improvements may also require FTB policy changes as part of re-engineering and governance.

Managing Processes

Business Process Management (BPM) is not about the re-deploying of "legacy system" processes with new platforms and tools that implement rules, work flow, and data warehouses. Existing systems could be replicated with new tools, but the point of EDR

and enabling technologies such as BPM is to create enhanced effectiveness, the result of having taken the opportunity to understand the "essential" business processes and ***re-engineering a solution absent the bias of existing systems or organizational constraints.*** Even though the solution will leverage existing system assets, process management technologies support a new model of business solution.

A new model for FTB business solutions places an emphasis on holistic, comprehensive and coherent rules for processing the varying artifacts of a tax declaration and making use of the availability of the data of tax declarations for related and concurrent business activities. This comprehensive view is not constrained by organizational boundaries yet supports the discrete skills and business (organizational) focus within FTB. Table 1 comments on just a few of the characteristics that contrast the old legacy model with a new FTB architecture.

**Table 1**

| Characteristics/Issues Legacy Return Processing (old model) | FTB Strategic Architecture (new model) |
|---|---|
| Returns are on sequential files until loaded to ADABAS following math verification. | E-filed and data captured returns are loaded immediately to EDW (following defined field format checks) and to EOD return case management. |
| Physical blocks for returns define initial processes | Blocks not applicable. Status of return disposition and inter-discipline messaging are drivers. |
| Linear batch orientation | Statuses of return dispositions are drivers with processing concurrency supported by messaging and global business rules. |
| Returns are on sequential files until loaded to ADABAS following math verification. | Returns in the EDW and EOD before math verification. |
| Direct access to returns limited to short time window (approximately 24 hours) before verified returns are extracted for update and sent to history. | Direct access possible after load to EDW and EOD. |
| Batch job orientation with job pre-requisites | Global rules orientation |

Figures 9 and 10 represent a conceptual model for processing and enforcing accurate and correct tax declarations. In this model, there is a concurrency of activities that include:

- The validation of a tax declaration transaction for update and presentation to accounting

- The availability of the data of tax declarations for analysis in support of underpayment collection probability analysis, fraud analysis and detection
- Establishing a foundation for future and strategic improvement of audit capabilities earlier in the process.

Enterprise -wide rules represent the FTB business management consensus and the integrated priorities and interrelatedness associated with tax declaration processing. FTB will implement this full integration for the processing of return tax declarations. However, a strategic FTB architecture will establish the foundation for tax declaration creation and processing for FTB initiated actions (such as, NPAs).

FTB will no longer be fully dependent on batch and block orientation. Tax return processing was originally designed to present “blocks” of physical returns on trucks for manual review and control. This is no longer required where comprehensive rules and common services act upon each return independently and concurrently according to status and need. Traditional batch processing often “hides” rules in the job stream definitions, conditions and construction and constrains improvements through serial process. A new model of processing exposes a comprehensive and maintainable set of rules. These rules can be based on the essential business processes and transcend traditional organizational boundaries while enabling these organizations special disciplines and responsibilities. The new model implements more closely the essential data and processes of FTB.

Figure 9 shows a data capture (OCR, data entry, electronic gateway) model in which input from varying channels and formats is resolved to common format and accepted for processing according to central rules management and governance. The scope of this data capture is not strictly limited to artifacts of tax declarations but includes many other inputs within the responsibility of FTB’s administration.

**Figure 9**

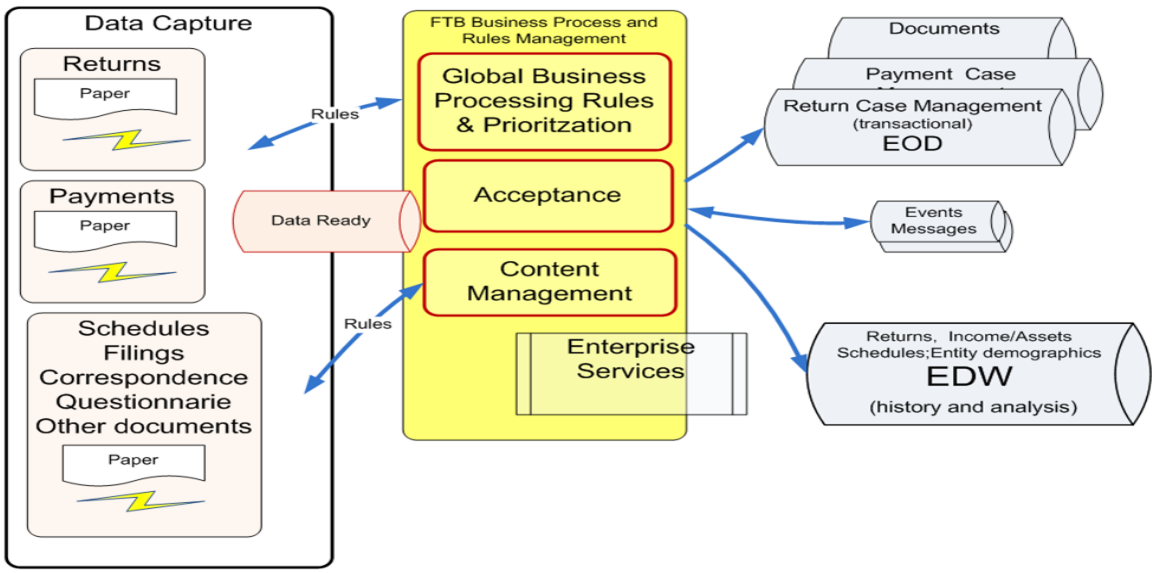
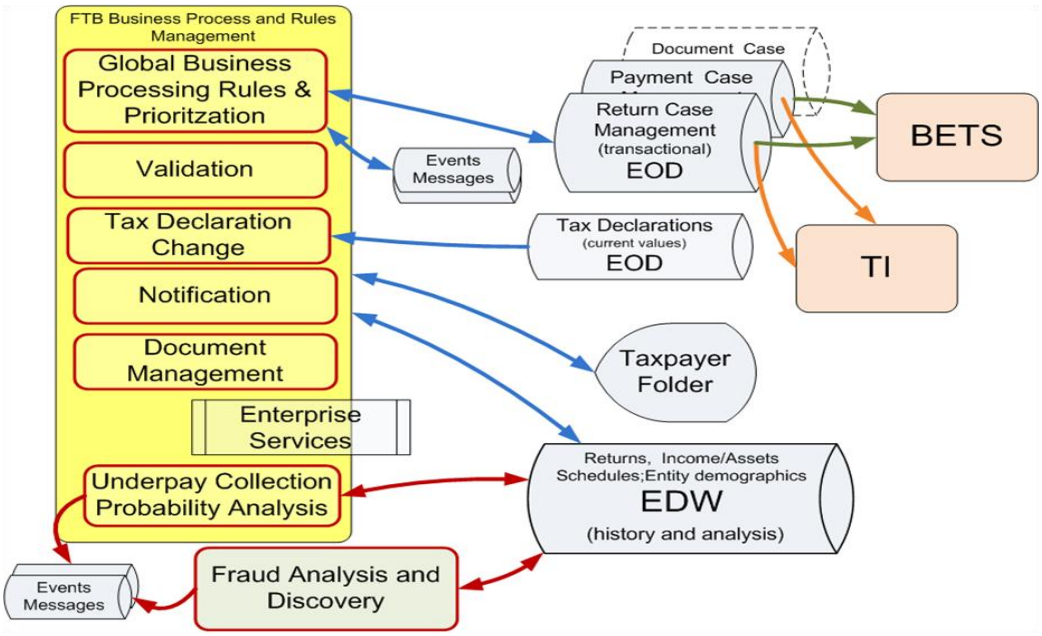


Figure 10 is a model in which:

- Enterprise Operational Data (EOD) is data managed with master data management rules.
- Events are communicated to new and legacy systems of work through asynchronous messaging.
- Enterprise Data Warehouse (EDW) provides for analysis and discovery concurrently with feedback to varying case management processes (such as, tax return and Fraud), legacy systems of work (for example, ARCS), and the delivery to legacy accounting systems tax declarations and payments.

**Figure 10**




Accepting and processing the tax declaration as presented by the tax return and assuring that these declarations are correct and paid in full, are the core and essential business function of FTB.

Tax Return Acceptance

Tax return acceptance (Figure 11) begins with a tax declaration return presented to FTB electronically or through the filing/mailing of paper forms. The goal of both paper and electronic return processing is to transform declarations into a common data structure that can be presented to the EOD and the EDW for processing.

Paper is transformed through imaging, scanning and data capture. There are exceptions processes for errors and indeterminate information. FTB business rules represent the hierarchy of processes to perform based on declaration status and prior actions. Rules may determine that an electronically received return cannot be accepted as sent, returning the document to the originator.

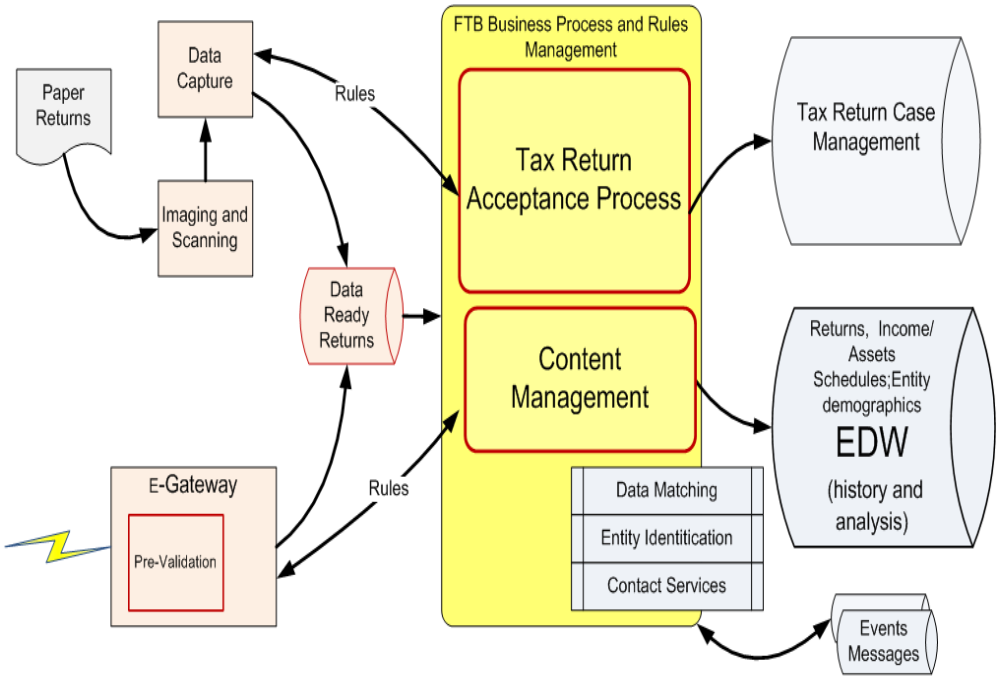
These rules are centrally managed. The technical implementation of rules may vary according to technical solution.

Electronically received tax returns offer an opportunity to perfect format or errors of omission depending on the means of communication and receipt. There is an opportunity to "return to originator" declarations for corrections. This "pre-validation" is a function specific to e-Gateway process boundaries although managed through central governance. Currently, some contracts for electronic exchange of tax returns provide for a confirmation to the originator of receipt.

Both paper and electronic declarations ultimately are presented in common formats as "accepted returns". FTB will employ new enterprise services for positive taxpayer identification and maintenance of new contact information (including address updates) as may be provided in the new declaration.

An accepted return is one that can be presented to tax return processing case management and made available to the EDW for analysis concurrent with case management. Tax return case management may include the perfection of tax returns for which positive identification (including the positive determination that this is a new taxpayer) was not automatically determined requiring manual intervention.

**Figure 11**




Tax Return Case Management

Table 2 presents as illustration a model consistent with FTB strategic architecture. It is not a prescription, but a demonstration of a model in which the processing of tax returns is enabled as concurrent processes driven by the status of the tax return (state of the tax return in terms of actions performed and actions needed as defined by

common rules) and by cross-discipline prioritization of actions needed (for example, tax return case management may proceed with a math verification and tax return format validation, but Online Analytical Processing (OLAP) analysis indicates that inspection by Fraud units is recommended). A comprehensive and coherent global set of business rules will guide tax return case management processing through the logic of the tax return status combined with messages/holds.

**Table 2**

| Primary Status | Description | Pending Action |
|---|---|---|
| New Unidentified | A correctly formatted return is added to the EOD. | Identification Services |
| New Identified | Entities have been positively identified or added as new. Return information is added to the EDW for analysis concurrent with case management. | Per Business Rules direction |
| New Identified - Unresolved | Illogical configuration of entities and existing filing information this tax year. | Referral |
| Duplicate - History | Return is a complete duplicate. | Remove from case management |
| Math Verified (MV) | Original return has been verified for declaration math and rules. Return may have other issues; see Hold Actions. | Accounting update if no holds |
| MV – Tax Declaration Amendment Pending | A tax declaration is already on record for this entity and this tax year. This is not a duplicate return, but a revision to prior declaration. | Business Rules directed tax declaration update routines and services. Most of these routines and services are the same for proposed assessments. |
| MV – Amendment Resolved | Return is resolved as an amendment to prior declaration for this tax year. | Accounting update if no holds |

| | | |
|---|---|---|
| Incomplete | Return is missing a schedule or supporting document | Request additional information and match returned documents with return. |

Tax return case management is integrated with the global business rules for exceptions and cross-discipline activities. Table 3 illustrates the possible use of "holds". The purpose of this table is only to suggest that through messaging and/or other methods, a tax return validation process may be interrupted for related actions. Follow-up may require waiting for and matching incoming information with this tax return and/or updating a new tax return status and releasing for processing.

A validated tax return with no reasons for exceptions processing is ready for accounting update and tax return case management conclusion.

**Table 3**

| Hold Action Reasons | Possible Descriptions |
|---|---|
| Simple Resolution a..z | Verification issues requiring manual intervention and resolution. |
| Complex Account Resolution a..z | Reasons for complex resolution may include but are not limited to:<br>• Estimate payments were claimed<br>• Estimate payments on file, none claimed<br>• Excess State Disability Insurance (SDI) not claimed but multiple employers<br>• Excess SDI tax claimed but no or single employer<br>• Withholding at Source Suspense payment on record<br>• Tax Declaration on file, but this is not a 540A<br>• Entity filing status not consistent with record<br>• Payment was remitted with return. |
| Return Information Notice Pending | There may be no reason to consider RIN correspondence for reply (Clear hold when RIN produced). |
| Correspondence - HOH | This is an example of an opportunity to examine the traditional boundaries of "return correction/perfection" and Audit disciplines. While this hold reason/action is not currently a requirement, a well |

| | |
|---|---|
| | designed return case management would provide the foundation for future and strategic enhancements. For example, re-engineering may suggest a future improvement in which post update "audit" function can be performed "up front". Requesting HOH substantiation may be one of these future improvements. |
| Correspondence - Reason a..z | Correspondence will likely involve requests for additional information such as schedules or returns. Comprehensive business rules would need to associate this return and correspondence with incoming schedules and returns. Information may be required to resolve a complex account issue or, in fact, to complete the return for further validation. |
| Fraud Analysis | The return will be in the EDW earlier in the process. Analysis of key return characteristics could be performed by rule concurrent with other processes. More returns could be identified for Fraud analysis prior to update. |
| No Hold | According to rules, return can proceed to accounting update when validated. |

Tax Return Validation - Basics

Figure 12 focuses on the main components of our basic tax return processing model. Tax return acceptance includes the positive identification of the taxpayer(s). If taxpayer identification and/or resolution of filing status configurations require exceptional manual support, this becomes a critical tax return validation case management function. Fundamentally, validation involves the verification of the completeness and accuracy of the tax declaration. Enterprise services support these validations as directed and sequenced by business rules logic. A complete and validated tax return is ready for extract from case management and presentation to accounting update if there are no other issues.

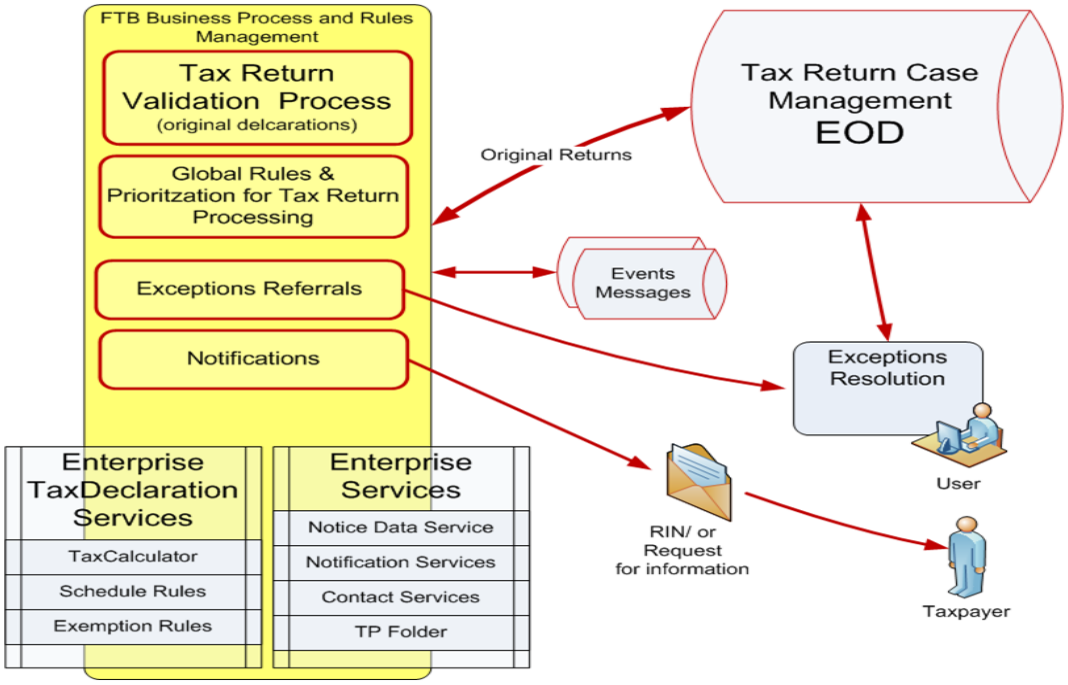
The accuracy and completeness of a declaration can be established "internal" to the tax return, but often the declaration claims credits or other artifacts related but external to the tax return. Examples of these would include estimate payments, withholding at source, or payment remitted with return.

Tax return case management is integrated with a coordinated validation (of external but relevant data and artifacts), matching and association services in order to "complete" the tax return and prepare for accounting update. "Coordination" of tax return case management data with external data and events would likely be supported by a holistic

and comprehensive architecture of tax return case management data (for example, actions, statuses, dates), FTB Business Rules Engine, messaging and other event driven capabilities. This architecture enables the processing of the most straightforward and the most complex declaration validations within a common solution model.

Most tax returns will be validated through automated procedures as driven by rules. On an exceptions basis, rules may prescribe interventions that may involve a combination of automated and manual activities, referrals and matching of information requested.

**Figure 12**




Tax Return Validation – Amended Declarations

Original declarations (original tax returns or final filing enforcement NPAs) establish a new tax declaration for the taxpayers filing period. Tax declarations can be revised through self-assessed amendments (amended tax returns) or by FTB initiated proposals to revise a declaration (NPA). The complete amended return processing functionality is a requirement. The full scope of audit processes that might result in an NPA is not a requirement. However, the manner in which amended tax returns are processed and resolved is of great importance to the strategic evolution of FTB target architecture and the support of Audit improvements.

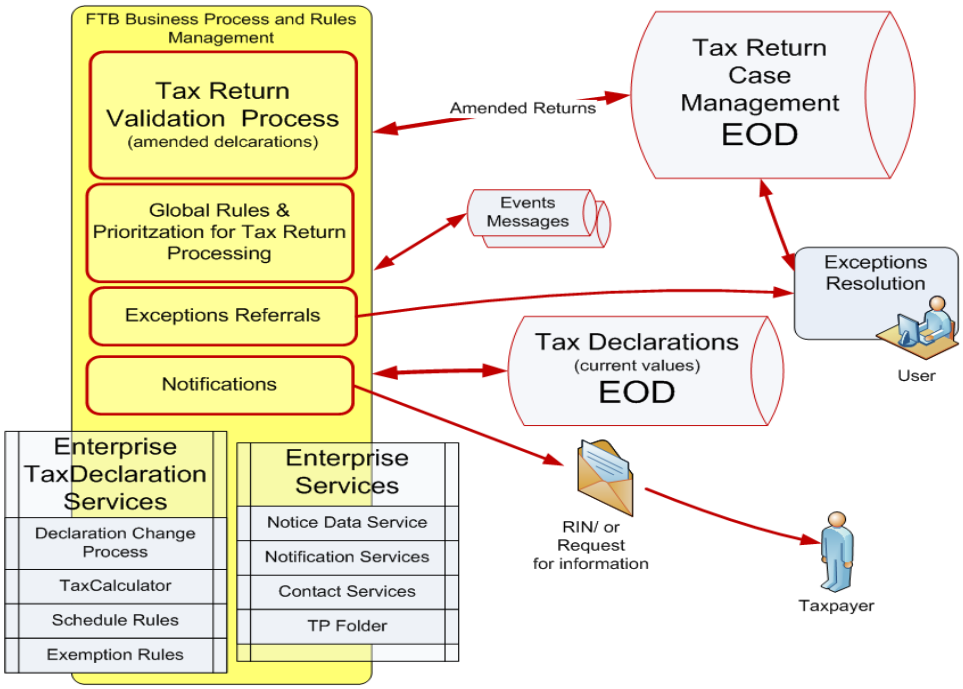
The amended tax return process involves all of the functional aspects discussed above with original tax returns. The primary difference between original and amended return processing is the creation of a new tax declaration in contrast to a revision of an existing or baseline tax declaration.

In amended tax return processing, FTB needs to establish the base line tax declaration and determine the revisions requested by the amended tax return (or, in the future, the

NPA). There will be a set of validation and analysis rules that related to existing tax declaration revisions, and the set of validation rules that are common to all declarations.

This tax declaration adjustment process determines the revised tax declaration by applying change rules, verifying the requested changes, and applying tax declaration rules to the revised declaration. Figure 13 illustrates the addition of tax declaration baseline data and change rules and procedures.

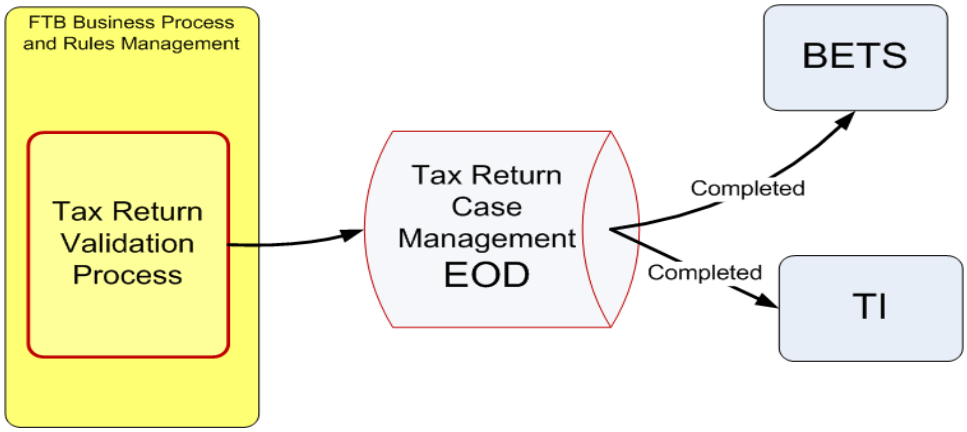
**Figure 13**




Tax Return Update to Tax Accounting

Tax return case management concludes with the extraction of tax returns that are ready for update. These returns will be presented to Business Entities and Taxpayer Information accounting updates in the current transaction formats. These tax return case management records become tax return history. Figure 14 illustrates this process.

**Figure 14**




Payments

Figures 15 and 16 represent conceptual models for payment processing divided into Payment Acceptance and Payment Validation. These are conceptually similar to the processes for tax return acceptance and validation. Critical to these processes was the positive identification (matching) of the entity associated with the transaction artifact.

Payment processing begins with a taxpayer's credit intended as payment or pre-payment of a bona fide debt or estimated future debt. The payment may be introduced as a financial standard paper instrument, as an electronic credit within the standards of the financial industry (including the credit industry), or as fund transfer from other systems.

Payment Acceptance

Figure 15 shows a data capture model in which input from varying channels and formats is resolved to a common format and accepted for processing similar to Figure 11 for tax declarations. A key impact to legacy payment processing will be the introduction of centrally managed rules for identification, internal format, and common payment transaction format. FTB architecture will accommodate the cross-discipline ability to integrate related documents and payment transactions processed separately into a logical "case". Legacy Collections System of Work will be interested in any significant event that may advance new information and collectability. FTB technical architecture will need to provide some technique available to all "systems" and processes for "subscribing" to notification of events.

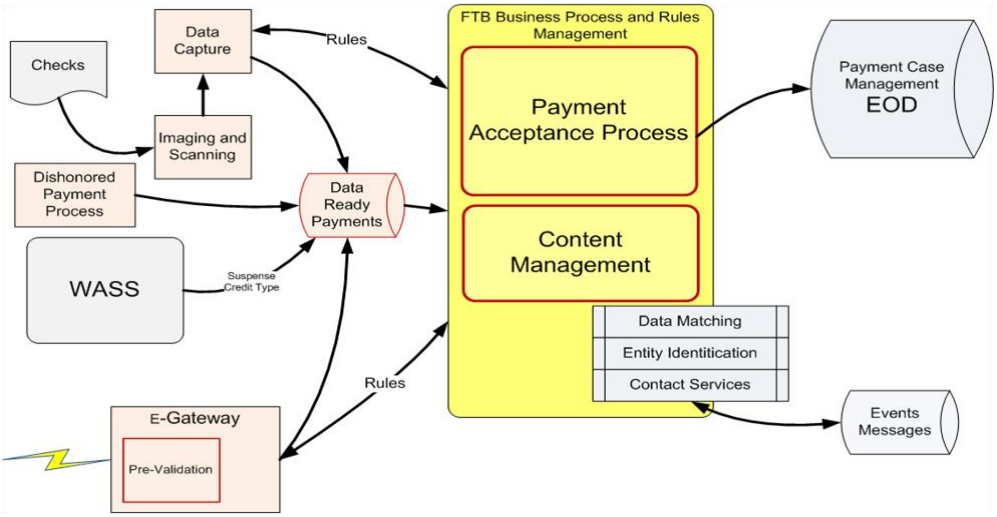
The acceptance payment process will:

- Follow centrally managed rules
- Interact with enterprise event detection and notification
- Deliver to payment case management a common payment transaction regardless of source.

The Withholding At Source System (WASS) will "pass on" credits for tax withholding for personal income tax (PIT) and business entities (BE). WASS will immediately pass on PIT payments regardless of source fund integrity. Preliminary analysis suggests that

these payments could be of the “suspense credit” type in that the PIT accounting system, TI. This system is prepared to handle these credits automatically in return processing. The BE credits are delivered to accounting after additional WASS processes.

**Figure 15**



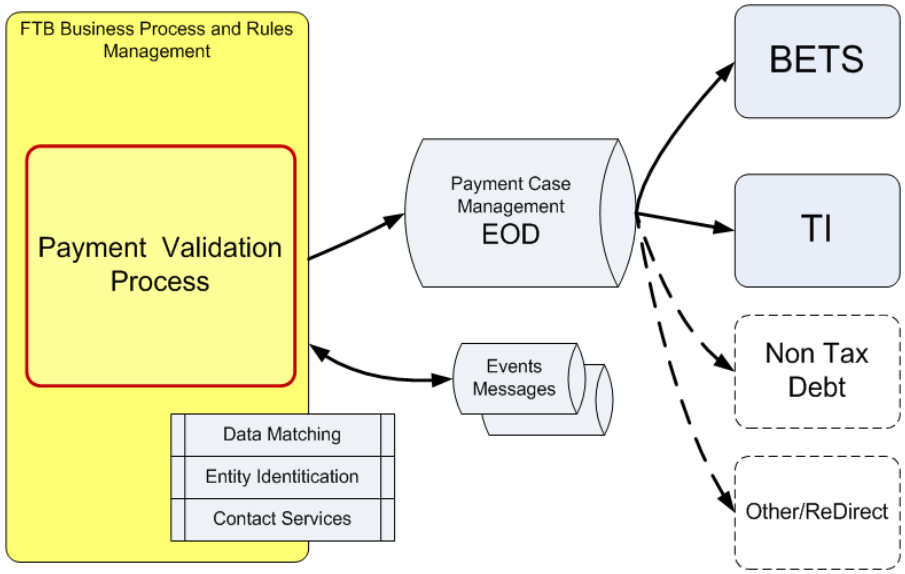

Payment Case Management

Figure 16 illustrates a model in which payment case management provides:

- Positive entity identification
- Automated referral for identification issues
- Automated referral for account application of funds issues.
- Enterprise processing of payments for PIT and BE.
- Integration with tax return processing for tax return remittances
- Central reporting capabilities
- Event integration
- Integration with contact services

Figure 16 also suggests possible future improvements by establishing the foundation for an FTB “enterprise collections” that consolidates tax and non-tax debts. Another possible improvement not currently required would be the re-engineering of the dishonored remittance path. The legacy system process for dishonored payments could be simplified and better integrated by introducing remittances dishonored within the same payment case management process and driving resolution by common rules.

**Figure 16**




Document Processing and Matching Case Management

The conceptual models for tax return and payment acceptance and case management are likely models for the acceptance, matching, and delivery of additional artifacts that are relevant to the programs that FTB administers. These could include the 1) processing of schedules, documents, correspondence, questionnaires, 2) the identification and matching of these documents, 3) managing the association and delivery of these documents to responsible parties through a type of case management that is guided by global, comprehensive business rules, 4) including full integration with contact services. Documents may be matched with a tax return or payment case, made available to external cases within such legacy systems of work as ARCS, updated to OLAP EDW, directed to case managers, directed to other systems such as WASS or Audit, and so forth.

The notion depicted in Figure 17 is that, like tax returns and payments, any communication can be processed with common infrastructure and business rules and through global rules management, coordinated and integrated as required. Figure 17 shows the capture and acceptance of documents.

**Figure 17**

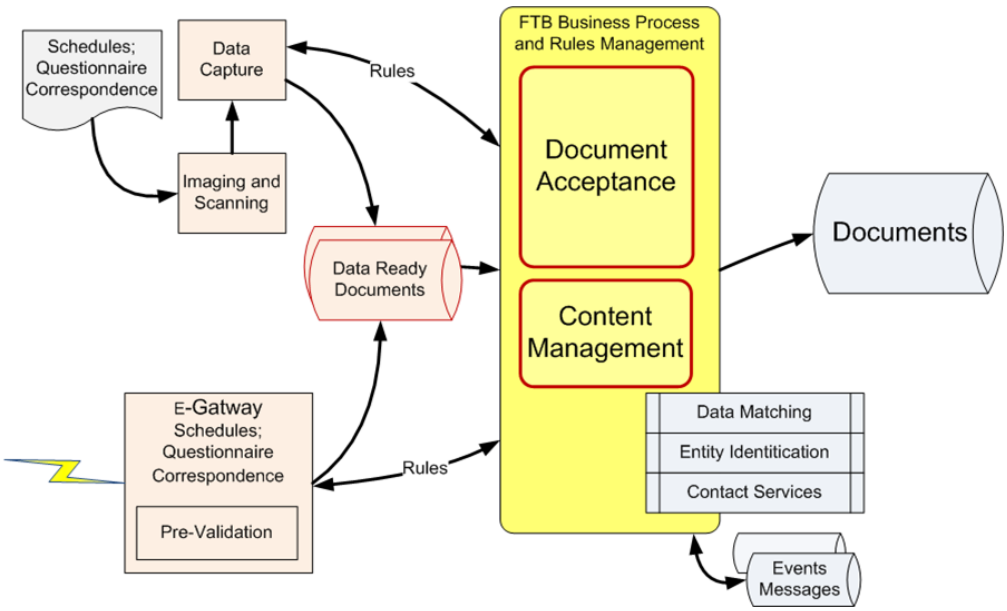
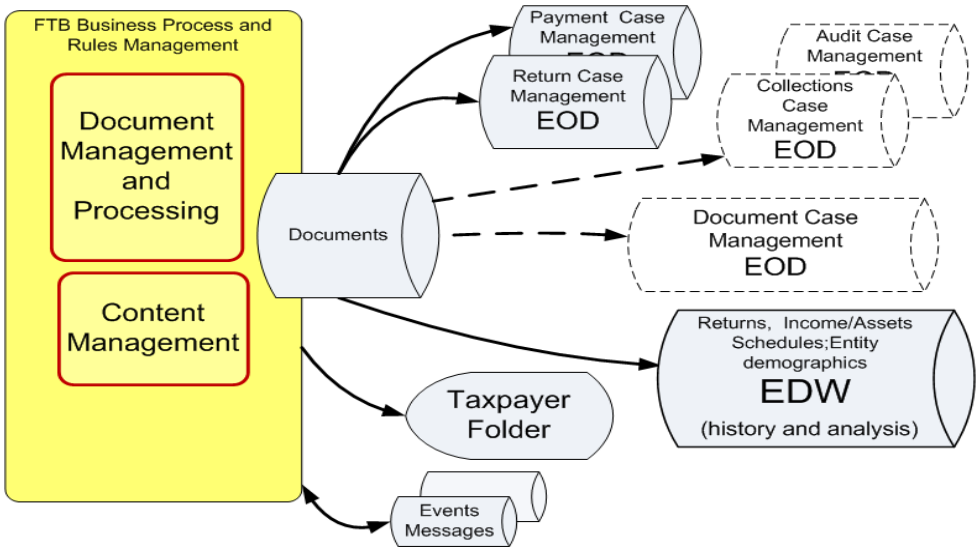



Figure 18 shows the processing and association of documents to appropriate cases either through tax return and payment case management or through events messages to subscribing systems and external case managers.

**Figure 18**



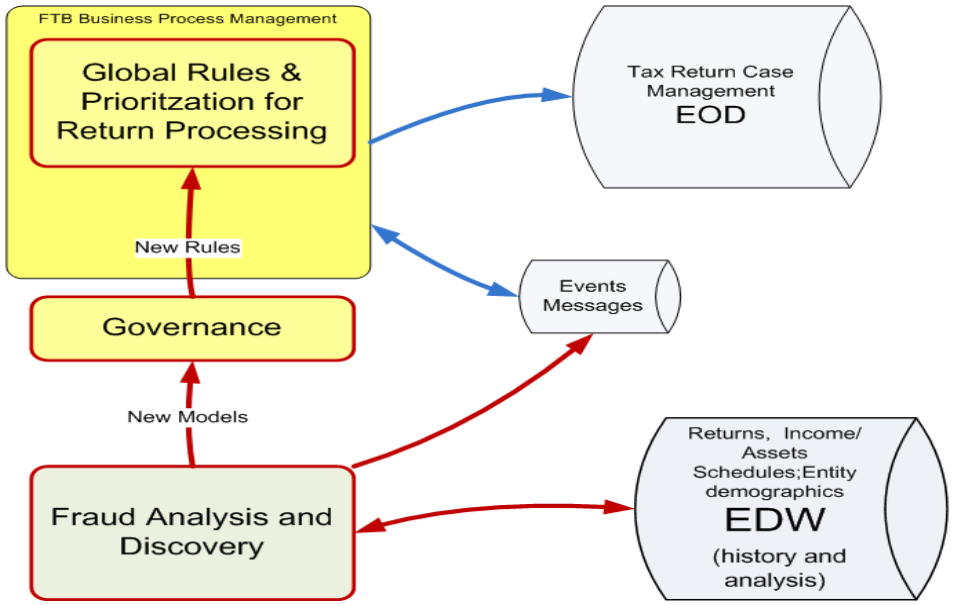

<u>Fraud Discovery</u>

As discussed for tax return acceptance, the FTB EDW will be populated after acceptance with tax return information for analysis. The EDW may be designed to accommodate multiple FTB disciplines for an enterprise OLAP repository and any DataMart populations as required.

As illustrated in Figure 19, Fraud disciplines will have an opportunity to continue analysis with new and old tax and miscellaneous return information sooner in the tax return process thereby enabling discoveries prior to tax return posting to accounting. Fraud can interrupt tax return case management and essentially create a fraud case as enabled by business rules that encompass all of the tax return processing. Discovery of new fraud models may then, through governance, be incorporated into ongoing business rules.

Tax returns can be released to continuing tax return case management or become investigation issues.

**Figure 19**




Underpayment Collection Probability Analysis

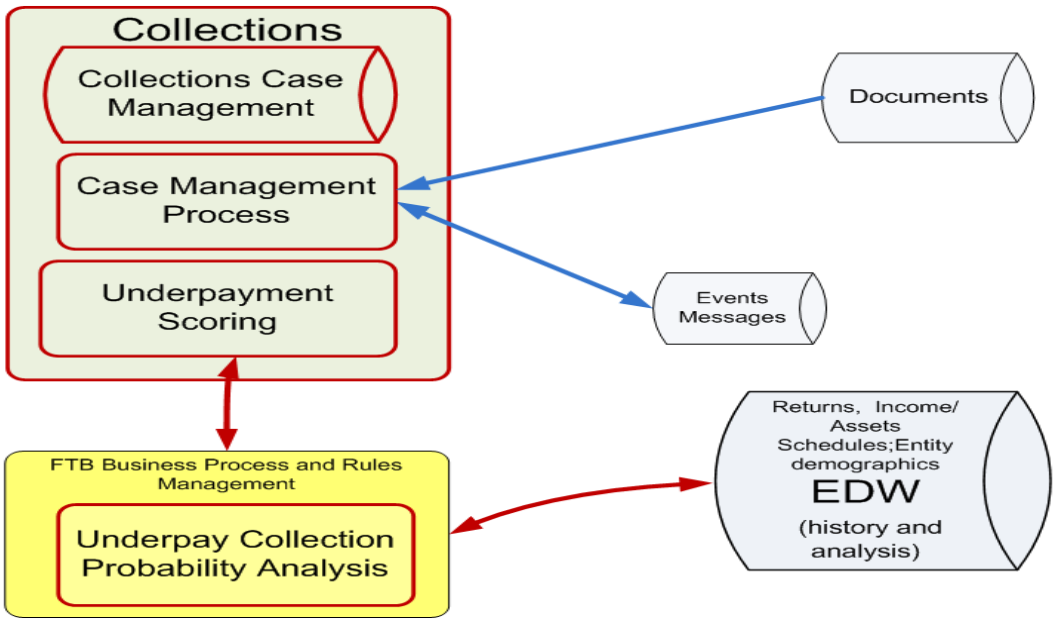
Enforcing the payment in full of final tax liabilities will be improved by a new process for analysis of collection probability that;

- Introduces income and asset information from returns and third party sources earlier in the process.
- Provides more powerful analytical tools using more comprehensive information
- Provides an architecture wherein a collections case management system (legacy) can request notification for events from any source that would suggest new asset sources and/or better entity location and contact information.

The solution architecture must create the foundation that will allow FTB eventually to leverage the above improvements for “any” collection system and especially, for any future and strategic FTB collection case management system for entities with any debt source (tax and non-tax). This will mean that FTB has an enterprise infrastructure for supporting an integrated (integrate debts to same entities) enterprise collection case management system.

Figure 20 shows a conceptual model for the analysis of asset, income, schedules and entity information as a function of business rules management. The analysis process will serve the Collections System of Work (legacy) and contribute to new collectability scoring and Collections Case Management priorities.

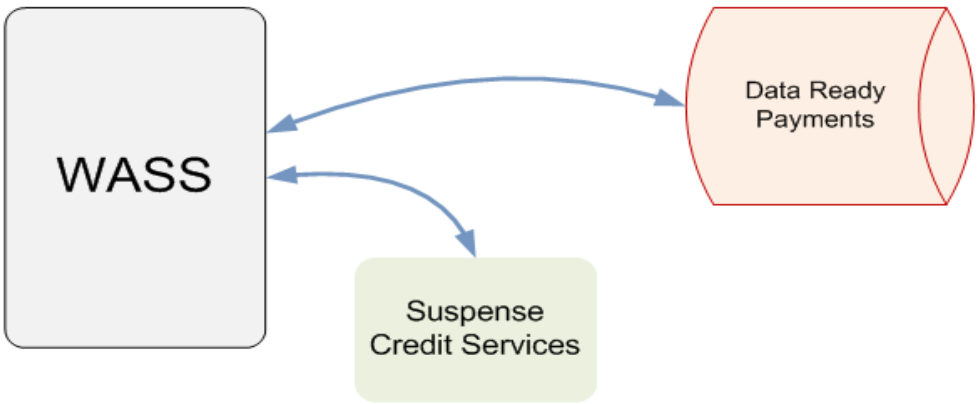
**Figure 20**




WASS Payments

The payment acceptance and case management discussion overviewed the introduction of payments (withholding credits at source) to accounting through these enterprise processes. Figure 21 illustrates the possible use of the legacy suspense credit type for personal income tax through services provided to WASS.

**Figure 21**



Notification

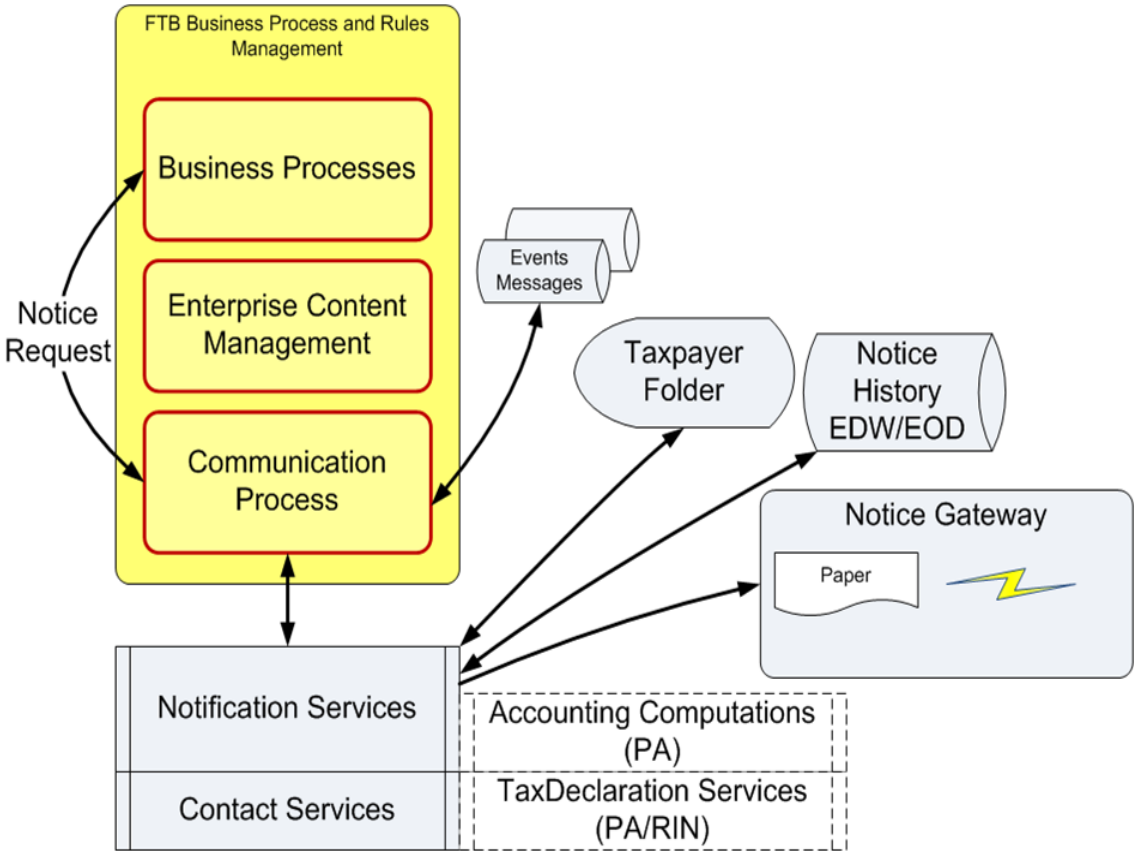
Figure 22 shows a high level architecture for implementing a limited set of notices and setting the foundation for a strategic evolution to integrated notification at FTB.

The enterprise notification service will minimally provide the following:

- Retrieve catalogued notice format and format rules
- Retrieve latest notice recipient information including notice preferences
- Format notice, possibly invoking additional services to complete notice information.
- Execute delivery through paper or electronic channels according to preferences.
- Store historic notice

An enterprise notification service can work with the Business Rules Engine communication process. This process can provide the necessary information to the notification service based on the rules defining notice type and notice requirements.

**Figure 22**



State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION V
Administrative Requirements

November 2, 2009

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# V. ADMINISTRATIVE REQUIREMENTS

## A. INTRODUCTION

This section of the Request for Proposal (RFP) presents all administrative requirements a Bidder must include in the proposal. The administrative requirements include requirements for complying with State of California laws and regulations, State preference and incentive programs, and requirements mandating the Bidder to include specific items in the proposal. It is the Bidder's responsibility to ensure the proposal is submitted in a manner that enables the evaluation team to easily locate all response descriptions and exhibits. Failure to meet these requirements may result in a material deviation causing a proposal to be deemed non-responsive and may result in a rejection of the Bidder's proposal.

## B. PRODUCTIVE USE REQUIREMENTS

The objective of the productive use requirements is to protect the State from being an experimentalist for new equipment and software that has no record of proven performance.

1. Customer In-Use

The purpose of the customer in-use (CIU) requirements outlined in Table V-1 is to allow time for the Bidder to correct defects that could prevent new equipment and software from performing correctly in support of State programs. The State requires that all equipment and software components included as part of the Bidder's EDR Proposed Solution must have been installed and in productive use for a paying customer external to the Bidder's organization, for at least the number of months as shown in Table V-1 prior to Final Proposal submission. The Bidder must complete Exhibit V-A Customer In-Use Worksheet for each paying customer to substantiate the CIU requirements have been met.

**Table V-1 Customer In-Use Requirements**

| Product Cost | Months in Use Before Final Proposal Submission Date |
|---|---|
| **Category 1 – Critical Software:** Software required to control the overall operation of a computer system or peripheral equipment. Included in this category are application software, operating systems, database management systems, language interpreters, assemblers and compilers, communications software, and other essential system software. If cost included in this proposal for an item is: | |
| $500,000 or more | 12 months |
| $100,000 up to $500,000 | 6 months |
| $10,000 up to $100,000 | 3 months |
| Less than $10,000 | 1 month |

| Product Cost | Months in Use Before Final Proposal Submission Date |
|---|---|
| **Category 2 - Information Technology Equipment and Non-critical Software:**<br>Information technology equipment is defined in State Administrative Manual (SAM) Section 4819.2. Non-critical software is additional software required that is not covered in Category 1. If cost included in this proposal for an item is:<br>$250,000 or more<br>$10,000 up to $250,000<br>Less than $10,000<br>*SAM Chapter 4800, Section 4819.2 Definitions can be found at http://sam.dgs.ca.gov/TOC/4800/4819.2.htm* | <br><br><br><br><br><br>4 months<br>3 months<br>1 month |

2. Exceptions

The State will not consider exceptions to productive use requirements for this procurement.

## C. BIDDER RESPONSIBILITY

Prior to award of the Contract, the State must verify that the successful Bidder has the experience and financial resources necessary to perform under the Contract. If, during the evaluation process, the State is unable to validate the Bidder's experience and past performance based on the information provided in the customer references, the Bidder may be disqualified. Conditional proposals will not be accepted.

1. Experience and Past Performance

Bidder must have verifiable experience and successful past performance with respect to all of the criteria in Table V-2.

**Table V-2 Experience and Past Performance Criteria**

| Reference | Criteria |
|---|---|
| A | The Bidder must provide experience with active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. |
| B | The Bidder must provide experience with active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, and Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and 1,500 or more concurrent users. |

| | |
|---|---|
| C | The Bidder must provide experience with active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. |
| D | The Bidder must provide experience with design, development, configuration and use of at least two Enterprise Business Process Management technology solutions capable of peak process levels of 550 thousand electronic and paper documents per day which is comparable to California personal and corporate tax returns. The experience must include process capture and design, process modeling, process execution, process monitoring and process optimization. |
| E | The Bidder must provide experience with design, development, configuration and use of at least two active Enterprise Content Management technology solutions that include electronic data documents, imaged documents, data capture, security management and data sharing. The solutions should be capable of peak process levels described in “D” above. |

2. Reference Qualifications

All references provided by the Bidder to validate the experience and past performance criteria must meet the qualifications provided in Table V-3.

**Table V-3 Reference Qualifications**

| Criterion |
|---|
| All references used to demonstrate technical experience qualifications must be for project contracts completed within the last seven years from the date of the EDR Final Proposal submission where the Bidder was either the prime contractor or subcontractor. |
| All references used to demonstrate technical experience qualifications must be for project contracts exceeding $5 million where the Bidder was the prime contractor or subcontractor with more than $5 million of responsibility for the project. |
| At least one reference used to demonstrate technical experience qualification must be any U.S. state contract or project responsibility greater than $25 million, or a federal or foreign government contract or project responsibility greater than $50 million, where the Bidder was the prime contractor or subcontractor respectively. |

3. Customer References

The State will use signed customer references to verify the Bidder's experience and past performance criteria. All customer references must have had decision-making authority in relation to the Bidder's work for the experience provided. References must not be a current employee of the Bidder's company. Bidders must ensure all reference contact information provided is current and that all references are available for contact during the administrative evaluation period. Two attempts will be made by the State to contact the customer references. The State will then inform the Bidder if a reference is non-responsive so they may ensure the customer is available. The State will continue to attempt to reach the customer reference during the evaluation period. If the State is still unable to contact the references by the end of the evaluation period, the Bidder may be deemed non-responsive. The State will not accept customer substitutions after submission of the Final Proposal.

Customer references must be completed in accordance with the requirements outlined in Table V-4 using Exhibit V-B - Customer Engagement Reference Form. The reference form must not contain additional information or comments and must not be altered or changed in any way. The reference form(s) must be submitted with the Draft and Final Proposal and for each project that supports the criteria listed in Tables V-2 and V-3. A single engagement may meet more than one criterion. Sufficient references must be provided to ensure that each qualification criterion listed in Tables V-2 and V-3 are met; therefore, multiple reference forms may be required.

**Table V-4 Customer Engagement Reference List Instructions**

| Reference List Field | Description |
|---|---|
| Company Name | Provide the name of the company that was the primary customer for the engagement. |
| Project and Type | Provide the project name and list the general type of project, such as system integration, case management, financial management, data warehouse or data conversion. |
| Bidder's Role | Indicate the Bidder's role in the referenced engagement as prime contractor or subcontractor. |
| Project Start and End Dates | Indicate the start and end dates for the engagement. |
| Contract Type | Indicate the type of contract as state, federal or foreign. |
| Criteria Reference | Identify the criteria from Table V-2 that relates to the referenced engagement. List the applicable criteria for each engagement as each engagement may meet more than one criterion. |

| Reference List Field | Description |
|---|---|
| Customer Contact Information | Provide the name, current title, daytime phone number, e-mail address, business hours and time zone of the authorized individual completing the reference form. |
| Customer Signature | Provide the customer's signature on the reference form. |
| Date | Provide the date the reference form was signed by the customer. |

## D. LETTER OF CREDIT REQUIREMENT

The State requires the Bidder to demonstrate financial resources necessary to perform under the Contract by securing a $20 million Letter of Credit. Bidders are required to submit with their Draft and Final Proposal, a signed letter on official letterhead from a financial institution stating that the financial institution is agreeing to issue the Bidder the required Letter of Credit. The awarded Contractor will be required to provide the State with a Letter of Credit that is acceptable to the State within 15 days after Contract execution. The Letter of Credit must be unconditional. A renewable Letter of Credit is not acceptable. The Franchise Tax Board, State of California, must be identified as beneficiary. The financial institution issuing the Letter of Credit must be insured by the Federal Deposit Insurance Corporation and must be licensed to do business in the State of California.

The Letter of Credit must further provide for honor of a draft on demand for payment presented with the State's written statement, signed by the Executive Officer of the Franchise Tax Board, certifying that there has been loss, damage, or liability resulting from the Contractor's performance or nonperformance of duties and obligations under the Contract, or from the negligence or act of omission by the Contractor or its agents, servants, and employees and that the amount of the demand or draft is, therefore, now payable.

The Letter of Credit must remain in effect from Contract execution until 60 calendar days after Full Implementation. The Bidder agrees to extend the Letter of Credit if the date of Full Implementation is changed.

## E. INSURANCE REQUIREMENTS

The following are the insurance requirements for RFP-FTB-0910-C001. The Bidder is not required to submit the insurance documents with their Draft or Final Proposal. Refer to Section XI, Attachment 3 Statement of Work, Section 8 - Insurance Requirements for details and specifics.

The Contractor must maintain, and require each proposed subcontractor with participation equal to or greater than ten percent (10%) of the Contract value to maintain, the insurance policies listed below for the entire Contract term.

**Contractor:** Commercial General Liability Insurance with a limit of no less than $5,000,000 each occurrence.

- **Each subcontractor with participation greater equal to or greater than ten percent (10%) of the Contract value:** Commercial General Liability Insurance with a limit of no less than $1,000,000 each occurrence.
- **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Automobile Liability Insurance with a limit of no less than $1,000,000 each accident covering all owned, hired and non-owned autos.
- **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Workers' Compensation with statutory limits and employers' liability with a limit of no less than $1,000,000.

## F. PAYEE DATA RECORD, STD 204

The Bidder must complete Payee Data Record STD 204 and submit with the Draft and Final Proposal with original signatures. Bidders must complete sections one through five and leave section six blank. The Payee Data Record is available at the following website:

http://www.documents.dgs.ca.gov/osp/pdf/std204.pdf

## G. CERTIFICATION TO DO BUSINES IN THE STATE OF CALIFORNIA

If required by law, the Bidder must be certified with the California Secretary of State to do business in California. The Bidder must submit a Certificate of Status with their Draft and Final Proposal, indicating the business is in good standing, from the California Secretary of State. If the Bidder does not currently have this certification, its company must be certified before Contract award can be made. If the Bidder is in the process of obtaining this certification, then the Bidder must provide information with the submission of the Draft and Final Proposal to support the status of their application.

Business entities can find business certification information at the California Secretary of State website:

http://www.sos.ca.gov/business/business.htm

## H. VERIFICATION OF CALIFORNIA TAX STATUS

Prior to Contract award, the State will verify the Bidder’s tax status. The successful Bidder will be required to be active and in good standing with the Franchise Tax Board with all payments and tax filings in compliance.

## I. STATE PREFERENCE AND INCENTIVE PROGRAM REQUIRMENTS

This section presents information on State preference and incentive programs. The preference programs described are:

- Target Area Contract Preference Act
- Enterprise Zone Act

- Local Area Military Base Recovery Act Preference
- Small Business Preference

The incentive program described is:

- Disabled Veteran Business Enterprise (DVBE) Participation Program

The Bidder is not required to participate in the preference programs. For the DVBE incentive program, the Bidder may opt not to pursue the incentive but must provide required documentation even if it does not pursue the incentive program.

1. Target Area Contract Preference Act (TACPA)

The TACPA will be granted to California-based firms, in accordance with Government Code Section 4530, whenever contracts for goods or services are in excess of $100,000 and the Bidder meets certain requirements as defined in the California Administrative Code (2 California Code of Regulations [CCR], Section 1806.30 et seq.) regarding labor needed to provide the goods being procured. Bidder's questions regarding this preference are to be directed to:

Office of Small Business and Disabled Veteran Business Services
707 Third Street, 2nd Floor
West Sacramento, CA, 95605

A Bidder desiring to claim this preference must complete and submit a copy of the STD 830 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/tacpa.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions, as necessary, to enforce performance programs.

Bidders are not required to apply for the TACPA preference. Denial of the TACPA preference request is not a basis for rejection of the proposal.

2. Enterprise Zone Act (EZA)

Government Code Section 7070 et seq., provides that California-based companies may be granted preferences when bidding on state contracts in excess of $100,000 for goods and services (excluding construction contracts) if the business site is located within designated "Enterprise Zones."

A Bidder desiring to claim this preference must complete and submit a copy of the STD 831 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/eza.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions as necessary to enforce performance programs.

Bidders are not required to apply for EZA preference. Denial of the EZA preference request is not a basis for rejection of the proposal.

3. Local Agency Military Base Recovery Act (LAMBRA) Preference

Government Code Section 7118 et seq., provides that California-based companies may be granted preferences when bidding on state contracts in excess of $100,000 if they qualify and apply for the LAMBRA preference.

A Bidder desiring to claim this preference must complete and submit a copy of the STD 832 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/lambra.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions as necessary to enforce performance programs.

Bidders are not required to apply for the LAMBRA preference. Denial of the LAMBRA preference request is not a basis for rejection of the proposal.

4. Bidder’s Summary of Contract Activities and Labor Hours

If the Bidder requests EZA, TACPA, or LAMBRA Contract preferences the Bidder’s Summary form must be completed and signed by the Bidder for each requested preference. The purpose of this form is to give the State a tool to assess the total Bidder employee labor hours required to complete the Contract either inside or outside the preference areas. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/edip/bidsum1001.pdf

5. Manufacturer's Summary

If the Bidder requests EZA, TACPA, or LAMBRA Contract preferences the completed Manufacturer's Summary form must be signed by both the manufacturer and the Bidder to be eligible for the preferences. The purpose of this form is to give the Bidder and the State a tool to assess the total manufacturing employee labor hours required to complete the Contract either inside or outside the preference areas. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/dispute/mfgsum1001.pdf

6. Disabled Veterans Business Enterprise (DVBE) Participation Program Requirements
The State has established goals for DVBE participating in State contracts. To be considered responsive, Bidders must complete and return the Bidder Declaration, GSPD-05-105 (08/09) and the DVBE Declarations, STD.843 (5/2006), as applicable. Failure to complete and submit all required forms with the Draft and Final Proposal, that fully document and meet the DVBE program requirement, may cause the proposal to be rejected.

This solicitation provides an incentive for DVBE participation above the minimum requirement.

For this procurement, the State has established a mandatory DVBE participation requirement of one percent (1%) of the total Contract cost and the proposed cost of all the option years (Appendix A, Worksheet VII.A.1 EDR Project Contract Cost and Benefits Summary column G, row 4, and Worksheet VII.B.6.1 Five One-Year Maintenance and Operations Contract Options column G Row 11.). Due to a recent change in law, the Good Faith Effort is no longer an option for meeting the DVBE program requirements.

The Bidder must fully comply with State of California DVBE Participation Program requirements. Refer to the DVBE participation requirements in the link provided:

http://www.documents.dgs.ca.gov/pd/poliproc/Master-DVBEReqPack-GoodsITFinalVersion090909.pdf

The DVBE Resource Packet and documentation is also contained in the section titled "DVBE Participation Program" on the DGS Small Business and DVBE website:

http://www.pd.dgs.ca.gov/smbus

The Office of Small Business and DVBE Certification offers program information and may be reached at:

Small Business and DVBE Certification
707 Third Street, 1st Floor, Room 400
West Sacramento, CA 95605
Homepage: http://www.pd.dgs.ca.gov/smbus
24-hour information and document request system: (916) 322-5060
Receptionist: (916) 375-4940 Fax: (916) 375-4950

In accordance with Section 999.5(a) of the Military and Veterans Code, an incentive will be given to Bidders who provide DVBE participation above the minimum requirement. For Contract award evaluation purposes only, the State shall apply an incentive to proposals that include California certified DVBE participation, as identified on the Bidder Declaration GSPD-05-105 (08/09), and confirmed by the State. The incentive amount is based on the percentage of DVBE participation exceeding the minimum requirement. The incentive is only given to those Bidders who propose DVBE participation greater than the mandatory DVBE participation requirement.

See the applicable DVBE incentive percentages in Section IX for details on incentive use.

Failure to comply with the DVBE participation requirement will cause the Bidder's proposal to be considered non-responsive. To meet the DVBE participation requirement, the Bidder must do at least one of the following:

a. Meet the Contract goal of one percent (1%) of the total Contract cost, and the proposed cost of all the option years (Appendix A, Worksheet VII.A.1 EDR Project Contract Cost and Benefits Summary column G, row 4 and Five One-Year Maintenance and Operations Contract Options column G Row 11.); or

b. Provide evidence that the Bidder has an approved DVBE utilization plan with the Department of General Services, Procurement Division.

**A completed copy of GSPD-05-105 (08/09) Bidder Declaration and the Std. 843 DVBE Declaration must be included in the Bidder's Draft and Final Proposal.** These forms allow Bidders to identify if they are a DVBE and identify DVBE subcontractors, their proposed Contract function, and the corresponding percentage of participation.

The Bidder shall identify a percentage figure of one percent (1%) or more representing the rate of participation rather than an actual dollar figure on the Bidder Declaration (GSPD-05-105 (08/09)). **No actual dollar figures should appear on the Bidder Declaration.** IF THE PROPOSAL IS SUBMITTED CONTAINING ANY DOLLAR FIGURES, THE BIDDER'S PROPOSAL MAY BE REJECTED AND THE BIDDER PROHIBITED FROM FURTHER PARTICIPATION IN THIS PROCUREMENT.

7. Small Business Preference

Government Code Section 14835 et seq., requires a five percent (5%) preference be given to prime Bidders who qualify as a small business. The rules and regulations of this law, including the definition of a small business for the delivery of goods and services are contained in 2 CCR Section 1896 et seq. A copy of the regulations is available upon request from the Office of Small Business and Disabled Veteran Business Services (OSDS).

http://www.pd.dgs.ca.gov/smbus

To claim the small business preference, the firm must have its principal place of business located in California, have a complete application (including proof of annual receipts) on file with the OSDS by 5:00 p.m. Pacific Time on the date the Final Proposal is due, and be verified by such office. Questions regarding the preference approval process should be directed to the OSDS at (916) 375-4940.

The small business preference is applied during the evaluation of the final cost and shall be computed as follows: if a large business has submitted the proposal that has received the highest points evaluation, a preference equal to five percent (5%) of that point total shall be computed and shall constitute the small business preference amount. The preference amount shall be added to the point totals of all responsive certified small business Bidders.

To request the small business preference, the Bidder's proposal must contain a copy of the small business approval letter from the Department of General Services, showing the Bidder's small business number.

8. California Certified Small Business Subcontractor Preference

A five percent (5%) proposal preference is now available to a non-small business claiming 25 percent California-certified small business subcontractor participation. Bidders claiming the five percent (5%) preference must be certified by California as a small business or must commit to subcontract at least 25 percent (25%) of the net proposal price with one or more California-certified small businesses. Completed certification applications and required support documents must be submitted to the OSDS no later than 5:00 p.m. Pacific Time on the proposal due date, and the OSDS must be able to approve the application as submitted.

The small business regulations, located at 2 CCR Section 1896 et seq., concerning the application and calculation of the small business preference, small business certification, responsibilities of small business, department certification, and appeals were revised effective September 9, 2004. The latest regulations can be viewed at:

www.pd.dgs.ca.gov/smbus

To access the regulations, click on "Small Business Regulations" in the right sidebar.

9. Information Regarding Small Businesses

If the Bidder is a California-certified small business, in accordance with AB 669 (Chapter 623, Statutes of 2003), the Bidder must address specific aspects of the legislation that requires certified small businesses to perform a commercially useful function as defined by Government Code Sections 14837, 14838.6, 14839, 14842, and 14842.5. Therefore, the Bidder must provide written documentation for all of the following:

a. The Bidder is responsible for the execution of a distinct element of the work in the Contract,
b. The Bidder carries out its obligation by actually performing, managing, or supervising the work involved,

c. The Bidder's work to be performed is normal for its business services and functions, and

d. The Bidder will not further subcontract a portion of the work that is greater than that expected to be subcontracted by normal industry practices.

A Contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the Contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in the transaction, Contract, or project through which funds are passed to obtain the appearance of small business or micro business participation. The Bidder must provide a written statement detailing the role, services and goods the subcontractor(s) will provide to meet the commercially useful function requirement, using Exhibit V-C Commercially Useful Function Documentation,. Bidders must complete a separate form for each proposed micro business, small business or DVBE Contractor or subcontractor. Bidders are not required to pursue the small business preference. Denial of the small business preference request is not a basis for rejection of the proposal.

10. Small Business Nonprofit Veteran Service Agencies (SB/NVSA)

SB/NVSA prime Bidders meeting requirements specified in the Military and Veterans Code Section 999.50 et seq. and obtaining a California certification as a small business are eligible for the five percent (5%) small business preference. Questions regarding certification should be directed to the OSDS at (916) 375-4940.

## J. DECLARATION FORMS

All Bidders must complete the Bidder Declaration GSPD-05-105 (08/09). The completed declaration must identify all subcontractors proposed for participation in the Contract. The Bidder awarded the Contract is contractually obligated to use the subcontractors for the corresponding work identified unless the State agrees to a substitution and it is incorporated by amendment to the Contract. If not using subcontractors indicate "NONE" in the appropriate section. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/poliproc/MASTEr-BidDeclar08-09.pdf

Bidders who have been certified by California as a DVBE or who have obtained the participation of subcontractors certified by California as a DVBE must also submit a completed form(s) STD 843 (Disabled Veteran Business Enterprise Declaration). All disabled veteran owners and disabled veteran managers of the DVBE(s) must sign the form(s). The completed form must be included with the proposal response. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/poliproc/STD-843FillPrintFields.pdf

## K. OTHER ADMINISTRATIVE REQUIREMENTS

1. Conflict of Interest for Former State Employees

The selected prime Contractor will be responsible for ensuring that all project staff including all subcontractors are not in violation of Public Contract Code Sections 10410–10411 or Government Code Section 87401 et seq.

2. Notification of Award to Subcontractors

Upon Contract award to a Bidder, the State will notify all subcontractors listed in the proposal as to their participation in the Contract. Notification to subcontractor(s) by the Bidder, if the Bidder intends to use subcontractor(s), must be made immediately after an award is made by the State. If no subcontractors will be used, the Bidder must state this in their proposal in the Bidder Declaration Form GSPD-05-105 (08/09).

3. Special Project Report

Prior to Contract award, the State will prepare a Special Project Report (SPR) for the Office of the State Chief Information Officer (OCIO) approval. The State may request the Bidder to provide additional information to assist in the completion of the SPR. Approval of the SPR is a condition for the execution of the Contract.

## L. BIDDER COVER LETTER AND PROPOSAL SIGNATURE

A cover letter must be included in the Bidder's proposal. The Bidder's cover letter must:

- Be prepared on the Bidder's official business letterhead.
- Include a statement that substantiates that the person who signs the letter is authorized to bind the Bidder's firm contractually.
- Indicate the title or position that the signer holds in the firm.
- Be signed by an individual who is authorized to bind the firm contractually.
- State that the Bidder agrees to meet all of the requirements and terms and conditions in this RFP including, but not limited to, Sections V, VI, VII and XI.
- Not include any cost information.
- Identify the Bidder's single point of contact for this proposal.
- Not exceed two pages.

## M. EXECUTIVE SUMMARY

An executive summary must be included with the Bidder's proposal. The executive summary must:

- Include an overview of the Bidder's company background and qualifications.
- Describe the salient feature(s) of the proposal as well as a general overview of the equipment, software and services proposed.
- Not include any cost information.
- Not exceed ten pages.

## N. CONCEPTUAL PROPOSAL

Bidders will have the option of submitting a Conceptual Proposal for review by the State by the date specified in Section I, Key Action Dates. The Conceptual Proposal will be reviewed as described in Section II.C.2.

For each of the six Strategic Business Problems identified in Section III, the Bidder should describe and explain their understanding of the problem and their solution to the problem including the business and technology components.

The Conceptual Proposal should be formatted to include a section for each of the six Strategic Business Problems. Each section should have the following specific contents:

- Description, scope and business impact of the problem
- Business solution including people and process components, how the business solution solves the business problem and produces the benefits (without dollar amounts) and any assumptions made about the solution
- Technology solution including technology components, how the technology solution solves the business problem and produces the benefits (without dollar amounts), and any assumptions made about the solution

**The Conceptual Proposal must not include any financial information including benefits or costs. If any financial information is provided with the Conceptual Proposal, it will be rejected and no feedback will be provided.**

The Conceptual Proposal must not exceed a total of ten pages of descriptive text for each of the Strategic Business Problems, not including any diagrams. Diagrams should be attached and referenced in the descriptive text. For page layout requirements, refer to Section VIII.C Format Detail. The Conceptual Proposal must not include any cost information.

**EXHIBIT V-A**

## CUSTOMER IN-USE WORKSHEET

The Bidder must complete the following worksheet with customer signature to substantiate that all Category 1 and Category 2 items meet the customer in-use requirements for all equipment and software components proposed.

| **Category 1 – Critical Software:** | **Months In-Use** |
|---|---|
| More than $500,000:<br>*List each applicable software component and months in use* | |
| More than $100,000, but less than $500,000:<br>*List each applicable software component and months in use* | |
| $10,000 up to $100,000:<br>*List each applicable software component and months in use* | |
| Less than $10,000:<br>*List each applicable software component and months in use* | |
| **Category 2 - All Information Technology Equipment and Non-critical Software:** | **Months In-Use** |
| More than $250,000:<br>*List applicable equipment, software components and months in use* | |
| $10,000 up to $250,000:<br>*List applicable equipment, software components and months in use* | |
| Less than $10,000:<br>*List applicable equipment, software components and months in use* | |

**I certify the information provided above is accurate and complete.**

**Company Name:**

**Customer Contact Name:** **Title:**

**Daytime Phone Number:** **E-mail:**

**Business Hours and Time Zone:**

**Customer Signature:** **Date:**

**EXHIBIT V-B**

## CUSTOMER ENGAGEMENT REFERENCE FORM

**Company Name:**

**Project:** **Type:**

**Bidder's Role:** ☐ **Primary Contractor** ☐ **Sub-Contractor**

**Project Dates:** **Start -** **End -** **Project Cost:**

**Contract Type:** ☐ **State** ☐ **Federal** ☐ **Foreign**

| CRITERIA | DESCRIPTION | CHECK ALL THAT APPLY |
|---|---|---|
| A | Project included active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. | |
| B | Project included active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and 1,500 or more concurrent users. | |
| C | Project included active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. | |
| D | Project included the design, development, configuration and use of an Enterprise Business Process Management technology solution that and can meet peak process levels of 550 thousand electronic and paper documents per day. The project included Process Capture and Design, Process Modeling, Process Execution, Process Monitoring and Process Optimization. | |
| E | Project included the design, development, configuration and use of an active Enterprise Content Management technology solution that includes electronic data documents, imaged documents, data capture, security management and data sharing. The solution implemented is capable of peak process levels described in "D" above. | |

**I certify the information provided above is accurate and complete.**

**Customer Contact Name:** **Title:**

**Daytime Phone Number:** **E-mail:**

**Business Hours and Time Zone:**

**Customer Signature:** **Date:**

**EXHIBIT V-C**

## COMMERCIALLY USEFUL FUNCTION DOCUMENTATION

All certified small business, micro business, or DVBE Contractors, subcontractors or suppliers must meet the commercially useful function requirements under Government Code Section 14837(d)(4) (for SB) and Military and Veterans Code Section 999(b)(5)(B) (for DVBE).

Please answer the following questions, as they apply to your company for the goods and services being acquired in this solicitation.

**Subcontractor Name:**

**Mark all that apply:** **DVBE:** ☐ **Small Business:** ☐ **Micro Business:** ☐

| | | |
|---|---|---|
| 1 | Will this subcontractor be responsible for the execution of a distinct element of the resulting Contract? | Yes___ No___ |
| 2 | Will this subcontractor be actually performing, managing, or supervising an element of the resulting Contract? | Yes___ No___ |
| 3 | Will this subcontractor be performing work on the resulting Contract that is normal for its business, services, and functions? | Yes___ No___ |
| 4 | Will there be any further subcontracting that is greater than that expected to be subcontracted by normal industry practices for the resulting Contract? | Yes___ No___ |

A response of No in questions 1-3, or a response of Yes in question 4, may result in your proposal being deemed non-responsive and disqualified.

The Bidder must provide a written statement below detailing the role, services and goods the subcontractor(s) will provide to meet the commercially useful function requirement.

_____

_____

_____

_____

_____

At the State's option prior to award, Bidders may be required to submit additional written clarifying information.

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION V
Administrative Requirements

November 2, 2009

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# V. ADMINISTRATIVE REQUIREMENTS

## A. INTRODUCTION

This section of the Request for Proposal (RFP) presents all administrative requirements a Bidder must include in the proposal. The administrative requirements include requirements for complying with State of California laws and regulations, State preference and incentive programs, and requirements mandating the Bidder to include specific items in the proposal. It is the Bidder's responsibility to ensure the proposal is submitted in a manner that enables the evaluation team to easily locate all response descriptions and exhibits. Failure to meet these requirements may result in a material deviation causing a proposal to be deemed non-responsive and may result in a rejection of the Bidder's proposal.

## B. PRODUCTIVE USE REQUIREMENTS

The objective of the productive use requirements is to protect the State from being an experimentalist for new equipment and software that has no record of proven performance.

1. Customer In-Use

The purpose of the customer in-use (CIU) requirements outlined in Table V-1 is to allow time for the Bidder to correct defects that could prevent new equipment and software from performing correctly in support of State programs. The State requires that all equipment and software components included as part of the Bidder's EDR Proposed Solution must have been installed and in productive use for a paying customer external to the Bidder's organization, for at least the number of months as shown in Table V-1 prior to Final Proposal submission. The Bidder must complete Exhibit V-A Customer In-Use Worksheet for each paying customer to substantiate the CIU requirements have been met.

**Table V-1 Customer In-Use Requirements**

| Product Cost | Months in Use Before Final Proposal Submission Date |
|---|---|
| **Category 1 – Critical Software:** Software required to control the overall operation of a computer system or peripheral equipment. Included in this category are application software, operating systems, database management systems, language interpreters, assemblers and compilers, communications software, and other essential system software. If cost included in this proposal for an item is: | |
| $500,000 or more | 12 months |
| $100,000 up to $500,000 | 6 months |
| $10,000 up to $100,000 | 3 months |
| Less than $10,000 | 1 month |

| Product Cost | Months in Use Before Final Proposal Submission Date |
|---|---|
| **Category 2 - Information Technology Equipment and Non-critical Software:**<br>Information technology equipment is defined in State Administrative Manual (SAM) Section 4819.2. Non-critical software is additional software required that is not covered in Category 1. If cost included in this proposal for an item is:<br>$250,000 or more<br>$10,000 up to $250,000<br>Less than $10,000<br>*SAM Chapter 4800, Section 4819.2 Definitions can be found at http://sam.dgs.ca.gov/TOC/4800/4819.2.htm* | <br><br><br><br><br><br>4 months<br>3 months<br>1 month |

2. Exceptions

The State will not consider exceptions to productive use requirements for this procurement.

## C. BIDDER RESPONSIBILITY

Prior to award of the Contract, the State must verify that the successful Bidder has the experience and financial resources necessary to perform under the Contract. If, during the evaluation process, the State is unable to validate the Bidder's experience and past performance based on the information provided in the customer references, the Bidder may be disqualified. Conditional proposals will not be accepted.

1. Experience and Past Performance

Bidder must have verifiable experience and successful past performance with respect to all of the criteria in Table V-2.

**Table V-2 Experience and Past Performance Criteria**

| Reference | Criteria |
|---|---|
| A | The Bidder must provide experience with active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. |
| B | The Bidder must provide experience with active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, and Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and 1,500 or more concurrent users. |

| | |
|---|---|
| C | The Bidder must provide experience with active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. |
| D | The Bidder must provide experience with design, development, configuration and use of at least two Enterprise Business Process Management technology solutions capable of peak process levels of 550 thousand electronic and paper documents per day which is comparable to California personal and corporate tax returns. The experience must include process capture and design, process modeling, process execution, process monitoring and process optimization. |
| E | The Bidder must provide experience with design, development, configuration and use of at least two active Enterprise Content Management technology solutions that include electronic data documents, imaged documents, data capture, security management and data sharing. The solutions should be capable of peak process levels described in “D” above. |

2. Reference Qualifications

All references provided by the Bidder to validate the experience and past performance criteria must meet the qualifications provided in Table V-3.

**Table V-3 Reference Qualifications**

| Criterion |
|---|
| All references used to demonstrate technical experience qualifications must be for project contracts completed within the last seven years from the date of the EDR Final Proposal submission where the Bidder was either the prime contractor or subcontractor. |
| All references used to demonstrate technical experience qualifications must be for project contracts exceeding $5 million where the Bidder was the prime contractor or subcontractor with more than $5 million of responsibility for the project. |
| At least one reference used to demonstrate technical experience qualification must be any U.S. state contract or project responsibility greater than $25 million, or a federal or foreign government contract or project responsibility greater than $50 million, where the Bidder was the prime contractor or subcontractor respectively. |

3. Customer References

The State will use signed customer references to verify the Bidder's experience and past performance criteria. All customer references must have had decision-making authority in relation to the Bidder's work for the experience provided. References must not be a current employee of the Bidder's company. Bidders must ensure all reference contact information provided is current and that all references are available for contact during the administrative evaluation period. Two attempts will be made by the State to contact the customer references. The State will then inform the Bidder if a reference is non-responsive so they may ensure the customer is available. The State will continue to attempt to reach the customer reference during the evaluation period. If the State is still unable to contact the references by the end of the evaluation period, the Bidder may be deemed non-responsive. The State will not accept customer substitutions after submission of the Final Proposal.

Customer references must be completed in accordance with the requirements outlined in Table V-4 using Exhibit V-B - Customer Engagement Reference Form. The reference form must not contain additional information or comments and must not be altered or changed in any way. The reference form(s) must be submitted with the Draft and Final Proposal and for each project that supports the criteria listed in Tables V-2 and V-3. A single engagement may meet more than one criterion. Sufficient references must be provided to ensure that each qualification criterion listed in Tables V-2 and V-3 are met; therefore, multiple reference forms may be required.

**Table V-4 Customer Engagement Reference List Instructions**

| Reference List Field | Description |
|---|---|
| Company Name | Provide the name of the company that was the primary customer for the engagement. |
| Project and Type | Provide the project name and list the general type of project, such as system integration, case management, financial management, data warehouse or data conversion. |
| Bidder's Role | Indicate the Bidder's role in the referenced engagement as prime contractor or subcontractor. |
| Project Start and End Dates | Indicate the start and end dates for the engagement. |
| Contract Type | Indicate the type of contract as state, federal or foreign. |
| Criteria Reference | Identify the criteria from Table V-2 that relates to the referenced engagement. List the applicable criteria for each engagement as each engagement may meet more than one criterion. |

| Reference List Field | Description |
|---|---|
| Customer Contact Information | Provide the name, current title, daytime phone number, e-mail address, business hours and time zone of the authorized individual completing the reference form. |
| Customer Signature | Provide the customer's signature on the reference form. |
| Date | Provide the date the reference form was signed by the customer. |

## D. LETTER OF CREDIT REQUIREMENT

The State requires the Bidder to demonstrate financial resources necessary to perform under the Contract by securing a $20 million Letter of Credit. Bidders are required to submit with their Draft and Final Proposal, a signed letter on official letterhead from a financial institution stating that the financial institution is agreeing to issue the Bidder the required Letter of Credit. The awarded Contractor will be required to provide the State with a Letter of Credit that is acceptable to the State within 15 days after Contract execution. The Letter of Credit must be unconditional. A renewable Letter of Credit is not acceptable. The Franchise Tax Board, State of California, must be identified as beneficiary. The financial institution issuing the Letter of Credit must be insured by the Federal Deposit Insurance Corporation and must be licensed to do business in the State of California.

The Letter of Credit must further provide for honor of a draft on demand for payment presented with the State's written statement, signed by the Executive Officer of the Franchise Tax Board, certifying that there has been loss, damage, or liability resulting from the Contractor's performance or nonperformance of duties and obligations under the Contract, or from the negligence or act of omission by the Contractor or its agents, servants, and employees and that the amount of the demand or draft is, therefore, now payable.

The Letter of Credit must remain in effect from Contract execution until 60 calendar days after Full Implementation. The Bidder agrees to extend the Letter of Credit if the date of Full Implementation is changed.

## E. INSURANCE REQUIREMENTS

The following are the insurance requirements for RFP-FTB-0910-C001. The Bidder is not required to submit the insurance documents with their Draft or Final Proposal. Refer to Section XI, Attachment 3 Statement of Work, Section 8 - Insurance Requirements for details and specifics.

The Contractor must maintain, and require each proposed subcontractor with participation equal to or greater than ten percent (10%) of the Contract value to maintain, the insurance policies listed below for the entire Contract term.

**Contractor:** Commercial General Liability Insurance with a limit of no less than $5,000,000 each occurrence.

- **Each subcontractor with participation greater equal to or greater than ten percent (10%) of the Contract value:** Commercial General Liability Insurance with a limit of no less than $1,000,000 each occurrence.
- **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Automobile Liability Insurance with a limit of no less than $1,000,000 each accident covering all owned, hired and non-owned autos.
- **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Workers' Compensation with statutory limits and employers' liability with a limit of no less than $1,000,000.

## F. PAYEE DATA RECORD, STD 204

The Bidder must complete Payee Data Record STD 204 and submit with the Draft and Final Proposal with original signatures. Bidders must complete sections one through five and leave section six blank. The Payee Data Record is available at the following website:

http://www.documents.dgs.ca.gov/osp/pdf/std204.pdf

## G. CERTIFICATION TO DO BUSINES IN THE STATE OF CALIFORNIA

If required by law, the Bidder must be certified with the California Secretary of State to do business in California. The Bidder must submit a Certificate of Status with their Draft and Final Proposal, indicating the business is in good standing, from the California Secretary of State. If the Bidder does not currently have this certification, its company must be certified before Contract award can be made. If the Bidder is in the process of obtaining this certification, then the Bidder must provide information with the submission of the Draft and Final Proposal to support the status of their application.

Business entities can find business certification information at the California Secretary of State website:

http://www.sos.ca.gov/business/business.htm

## H. VERIFICATION OF CALIFORNIA TAX STATUS

Prior to Contract award, the State will verify the Bidder’s tax status. The successful Bidder will be required to be active and in good standing with the Franchise Tax Board with all payments and tax filings in compliance.

## I. STATE PREFERENCE AND INCENTIVE PROGRAM REQUIRMENTS

This section presents information on State preference and incentive programs. The preference programs described are:

- Target Area Contract Preference Act
- Enterprise Zone Act

- Local Area Military Base Recovery Act Preference
- Small Business Preference

The incentive program described is:

- Disabled Veteran Business Enterprise (DVBE) Participation Program

The Bidder is not required to participate in the preference programs. For the DVBE incentive program, the Bidder may opt not to pursue the incentive but must provide required documentation even if it does not pursue the incentive program.

1. Target Area Contract Preference Act (TACPA)

The TACPA will be granted to California-based firms, in accordance with Government Code Section 4530, whenever contracts for goods or services are in excess of $100,000 and the Bidder meets certain requirements as defined in the California Administrative Code (2 California Code of Regulations [CCR], Section 1806.30 et seq.) regarding labor needed to provide the goods being procured. Bidder's questions regarding this preference are to be directed to:

Office of Small Business and Disabled Veteran Business Services
707 Third Street, 2nd Floor
West Sacramento, CA, 95605

A Bidder desiring to claim this preference must complete and submit a copy of the STD 830 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/tacpa.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions, as necessary, to enforce performance programs.

Bidders are not required to apply for the TACPA preference. Denial of the TACPA preference request is not a basis for rejection of the proposal.

2. Enterprise Zone Act (EZA)

Government Code Section 7070 et seq., provides that California-based companies may be granted preferences when bidding on state contracts in excess of $100,000 for goods and services (excluding construction contracts) if the business site is located within designated "Enterprise Zones."

A Bidder desiring to claim this preference must complete and submit a copy of the STD 831 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/eza.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions as necessary to enforce performance programs.

Bidders are not required to apply for EZA preference. Denial of the EZA preference request is not a basis for rejection of the proposal.

3. Local Agency Military Base Recovery Act (LAMBRA) Preference

Government Code Section 7118 et seq., provides that California-based companies may be granted preferences when bidding on state contracts in excess of $100,000 if they qualify and apply for the LAMBRA preference.

A Bidder desiring to claim this preference must complete and submit a copy of the STD 832 with its proposal. Information on this preference program and forms can be found at the following website:

http://www.pd.dgs.ca.gov/edip/lambra.htm

Contracts awarded with applied preferences will be monitored throughout the life of the contracts for compliance to statutory, regulatory, and contractual requirements. The State will take appropriate corrective action to apply sanctions as necessary to enforce performance programs.

Bidders are not required to apply for the LAMBRA preference. Denial of the LAMBRA preference request is not a basis for rejection of the proposal.

4. Bidder’s Summary of Contract Activities and Labor Hours

If the Bidder requests EZA, TACPA, or LAMBRA Contract preferences the Bidder’s Summary form must be completed and signed by the Bidder for each requested preference. The purpose of this form is to give the State a tool to assess the total Bidder employee labor hours required to complete the Contract either inside or outside the preference areas. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/edip/bidsum1001.pdf

5. Manufacturer's Summary

If the Bidder requests EZA, TACPA, or LAMBRA Contract preferences the completed Manufacturer's Summary form must be signed by both the manufacturer and the Bidder to be eligible for the preferences. The purpose of this form is to give the Bidder and the State a tool to assess the total manufacturing employee labor hours required to complete the Contract either inside or outside the preference areas. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/dispute/mfgsum1001.pdf

6. Disabled Veterans Business Enterprise (DVBE) Participation Program Requirements
The State has established goals for DVBE participating in State contracts. To be considered responsive, Bidders must complete and return the Bidder Declaration, GSPD-05-105 (08/09) and the DVBE Declarations, STD.843 (5/2006), as applicable. Failure to complete and submit all required forms with the Draft and Final Proposal, that fully document and meet the DVBE program requirement, may cause the proposal to be rejected.

This solicitation provides an incentive for DVBE participation above the minimum requirement.

For this procurement, the State has established a mandatory DVBE participation requirement of one percent (1%) of the total Contract cost and the proposed cost of all the option years (Appendix A, Worksheet VII.A.1 EDR Project Contract Cost and Benefits Summary column G, row 4, and Worksheet VII.B.6.1 Five One-Year Maintenance and Operations Contract Options column G Row 11.). Due to a recent change in law, the Good Faith Effort is no longer an option for meeting the DVBE program requirements.

The Bidder must fully comply with State of California DVBE Participation Program requirements. Refer to the DVBE participation requirements in the link provided:

http://www.documents.dgs.ca.gov/pd/poliproc/Master-DVBEReqPack-GoodsITFinalVersion090909.pdf

The DVBE Resource Packet and documentation is also contained in the section titled "DVBE Participation Program" on the DGS Small Business and DVBE website:

http://www.pd.dgs.ca.gov/smbus

The Office of Small Business and DVBE Certification offers program information and may be reached at:

Small Business and DVBE Certification
707 Third Street, 1st Floor, Room 400
West Sacramento, CA 95605
Homepage: http://www.pd.dgs.ca.gov/smbus
24-hour information and document request system: (916) 322-5060
Receptionist: (916) 375-4940 Fax: (916) 375-4950

In accordance with Section 999.5(a) of the Military and Veterans Code, an incentive will be given to Bidders who provide DVBE participation above the minimum requirement. For Contract award evaluation purposes only, the State shall apply an incentive to proposals that include California certified DVBE participation, as identified on the Bidder Declaration GSPD-05-105 (08/09), and confirmed by the State. The incentive amount is based on the percentage of DVBE participation exceeding the minimum requirement. The incentive is only given to those Bidders who propose DVBE participation greater than the mandatory DVBE participation requirement.

See the applicable DVBE incentive percentages in Section IX for details on incentive use.

Failure to comply with the DVBE participation requirement will cause the Bidder's proposal to be considered non-responsive. To meet the DVBE participation requirement, the Bidder must do at least one of the following:

a. Meet the Contract goal of one percent (1%) of the total Contract cost, and the proposed cost of all the option years (Appendix A, Worksheet VII.A.1 EDR Project Contract Cost and Benefits Summary column G, row 4 and Five One-Year Maintenance and Operations Contract Options column G Row 11.); or
b. Provide evidence that the Bidder has an approved DVBE utilization plan with the Department of General Services, Procurement Division.

**A completed copy of GSPD-05-105 (08/09) Bidder Declaration and the Std. 843 DVBE Declaration must be included in the Bidder's Draft and Final Proposal.** These forms allow Bidders to identify if they are a DVBE and identify DVBE subcontractors, their proposed Contract function, and the corresponding percentage of participation.

The Bidder shall identify a percentage figure of one percent (1%) or more representing the rate of participation rather than an actual dollar figure on the Bidder Declaration (GSPD-05-105 (08/09)). **No actual dollar figures should appear on the Bidder Declaration.** IF THE PROPOSAL IS SUBMITTED CONTAINING ANY DOLLAR FIGURES, THE BIDDER'S PROPOSAL MAY BE REJECTED AND THE BIDDER PROHIBITED FROM FURTHER PARTICIPATION IN THIS PROCUREMENT.

7. Small Business Preference

Government Code Section 14835 et seq., requires a five percent (5%) preference be given to prime Bidders who qualify as a small business. The rules and regulations of this law, including the definition of a small business for the delivery of goods and services are contained in 2 CCR Section 1896 et seq. A copy of the regulations is available upon request from the Office of Small Business and Disabled Veteran Business Services (OSDS).

http://www.pd.dgs.ca.gov/smbus

To claim the small business preference, the firm must have its principal place of business located in California, have a complete application (including proof of annual receipts) on file with the OSDS by 5:00 p.m. Pacific Time on the date the Final Proposal is due, and be verified by such office. Questions regarding the preference approval process should be directed to the OSDS at (916) 375-4940.

The small business preference is applied during the evaluation of the final cost and shall be computed as follows: if a large business has submitted the proposal that has received the highest points evaluation, a preference equal to five percent (5%) of that point total shall be computed and shall constitute the small business preference amount. The preference amount shall be added to the point totals of all responsive certified small business Bidders.

To request the small business preference, the Bidder's proposal must contain a copy of the small business approval letter from the Department of General Services, showing the Bidder's small business number.

8. California Certified Small Business Subcontractor Preference

A five percent (5%) proposal preference is now available to a non-small business claiming 25 percent California-certified small business subcontractor participation. Bidders claiming the five percent (5%) preference must be certified by California as a small business or must commit to subcontract at least 25 percent (25%) of the net proposal price with one or more California-certified small businesses. Completed certification applications and required support documents must be submitted to the OSDS no later than 5:00 p.m. Pacific Time on the proposal due date, and the OSDS must be able to approve the application as submitted.

The small business regulations, located at 2 CCR Section 1896 et seq., concerning the application and calculation of the small business preference, small business certification, responsibilities of small business, department certification, and appeals were revised effective September 9, 2004. The latest regulations can be viewed at:

www.pd.dgs.ca.gov/smbus

To access the regulations, click on "Small Business Regulations" in the right sidebar.

9. Information Regarding Small Businesses

If the Bidder is a California-certified small business, in accordance with AB 669 (Chapter 623, Statutes of 2003), the Bidder must address specific aspects of the legislation that requires certified small businesses to perform a commercially useful function as defined by Government Code Sections 14837, 14838.6, 14839, 14842, and 14842.5. Therefore, the Bidder must provide written documentation for all of the following:

a. The Bidder is responsible for the execution of a distinct element of the work in the Contract,
b. The Bidder carries out its obligation by actually performing, managing, or supervising the work involved,

c. The Bidder's work to be performed is normal for its business services and functions, and

d. The Bidder will not further subcontract a portion of the work that is greater than that expected to be subcontracted by normal industry practices.

A Contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the Contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in the transaction, Contract, or project through which funds are passed to obtain the appearance of small business or micro business participation. The Bidder must provide a written statement detailing the role, services and goods the subcontractor(s) will provide to meet the commercially useful function requirement, using Exhibit V-C Commercially Useful Function Documentation,. Bidders must complete a separate form for each proposed micro business, small business or DVBE Contractor or subcontractor. Bidders are not required to pursue the small business preference. Denial of the small business preference request is not a basis for rejection of the proposal.

10. Small Business Nonprofit Veteran Service Agencies (SB/NVSA)

SB/NVSA prime Bidders meeting requirements specified in the Military and Veterans Code Section 999.50 et seq. and obtaining a California certification as a small business are eligible for the five percent (5%) small business preference. Questions regarding certification should be directed to the OSDS at (916) 375-4940.

## J. DECLARATION FORMS

All Bidders must complete the Bidder Declaration GSPD-05-105 (08/09). The completed declaration must identify all subcontractors proposed for participation in the Contract. The Bidder awarded the Contract is contractually obligated to use the subcontractors for the corresponding work identified unless the State agrees to a substitution and it is incorporated by amendment to the Contract. If not using subcontractors indicate "NONE" in the appropriate section. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/poliproc/MASTEr-BidDeclar08-09.pdf

Bidders who have been certified by California as a DVBE or who have obtained the participation of subcontractors certified by California as a DVBE must also submit a completed form(s) STD 843 (Disabled Veteran Business Enterprise Declaration). All disabled veteran owners and disabled veteran managers of the DVBE(s) must sign the form(s). The completed form must be included with the proposal response. Refer to the following website link to obtain the appropriate form:

http://www.documents.dgs.ca.gov/pd/poliproc/STD-843FillPrintFields.pdf

## K. OTHER ADMINISTRATIVE REQUIREMENTS

1. Conflict of Interest for Former State Employees

The selected prime Contractor will be responsible for ensuring that all project staff including all subcontractors are not in violation of Public Contract Code Sections 10410–10411 or Government Code Section 87401 et seq.

2. Notification of Award to Subcontractors

Upon Contract award to a Bidder, the State will notify all subcontractors listed in the proposal as to their participation in the Contract. Notification to subcontractor(s) by the Bidder, if the Bidder intends to use subcontractor(s), must be made immediately after an award is made by the State. If no subcontractors will be used, the Bidder must state this in their proposal in the Bidder Declaration Form GSPD-05-105 (08/09).

3. Special Project Report

Prior to Contract award, the State will prepare a Special Project Report (SPR) for the Office of the State Chief Information Officer (OCIO) approval. The State may request the Bidder to provide additional information to assist in the completion of the SPR. Approval of the SPR is a condition for the execution of the Contract.

## L. BIDDER COVER LETTER AND PROPOSAL SIGNATURE

A cover letter must be included in the Bidder's proposal. The Bidder's cover letter must:

- Be prepared on the Bidder's official business letterhead.
- Include a statement that substantiates that the person who signs the letter is authorized to bind the Bidder's firm contractually.
- Indicate the title or position that the signer holds in the firm.
- Be signed by an individual who is authorized to bind the firm contractually.
- State that the Bidder agrees to meet all of the requirements and terms and conditions in this RFP including, but not limited to, Sections V, VI, VII and XI.
- Not include any cost information.
- Identify the Bidder's single point of contact for this proposal.
- Not exceed two pages.

## M. EXECUTIVE SUMMARY

An executive summary must be included with the Bidder's proposal. The executive summary must:

- Include an overview of the Bidder's company background and qualifications.
- Describe the salient feature(s) of the proposal as well as a general overview of the equipment, software and services proposed.
- Not include any cost information.
- Not exceed ten pages.

## N. CONCEPTUAL PROPOSAL

Bidders will have the option of submitting a Conceptual Proposal for review by the State by the date specified in Section I, Key Action Dates. The Conceptual Proposal will be reviewed as described in Section II.C.2.

For each of the six Strategic Business Problems identified in Section III, the Bidder should describe and explain their understanding of the problem and their solution to the problem including the business and technology components.

The Conceptual Proposal should be formatted to include a section for each of the six Strategic Business Problems. Each section should have the following specific contents:

- Description, scope and business impact of the problem
- Business solution including people and process components, how the business solution solves the business problem and produces the benefits (without dollar amounts) and any assumptions made about the solution
- Technology solution including technology components, how the technology solution solves the business problem and produces the benefits (without dollar amounts), and any assumptions made about the solution

**The Conceptual Proposal must not include any financial information including benefits or costs. If any financial information is provided with the Conceptual Proposal, it will be rejected and no feedback will be provided.**

The Conceptual Proposal must not exceed a total of ten pages of descriptive text for each of the Strategic Business Problems, not including any diagrams. Diagrams should be attached and referenced in the descriptive text. For page layout requirements, refer to Section VIII.C Format Detail. The Conceptual Proposal must not include any cost information.

**EXHIBIT V-A**

## CUSTOMER IN-USE WORKSHEET

The Bidder must complete the following worksheet with customer signature to substantiate that all Category 1 and Category 2 items meet the customer in-use requirements for all equipment and software components proposed.

| **Category 1 – Critical Software:** | **Months In-Use** |
|---|---|
| More than $500,000:<br>*List each applicable software component and months in use* | |
| More than $100,000, but less than $500,000:<br>*List each applicable software component and months in use* | |
| $10,000 up to $100,000:<br>*List each applicable software component and months in use* | |
| Less than $10,000:<br>*List each applicable software component and months in use* | |
| **Category 2 - All Information Technology Equipment and Non-critical Software:** | **Months In-Use** |
| More than $250,000:<br>*List applicable equipment, software components and months in use* | |
| $10,000 up to $250,000:<br>*List applicable equipment, software components and months in use* | |
| Less than $10,000:<br>*List applicable equipment, software components and months in use* | |

**I certify the information provided above is accurate and complete.**

**Company Name:**

**Customer Contact Name:** **Title:**

**Daytime Phone Number:** **E-mail:**

**Business Hours and Time Zone:**

**Customer Signature:** **Date:**

**EXHIBIT V-B**

## CUSTOMER ENGAGEMENT REFERENCE FORM

**Company Name:**

**Project:** **Type:**

**Bidder's Role:** ☐ **Primary Contractor** ☐ **Sub-Contractor**

**Project Dates:** **Start -** **End -** **Project Cost:**

**Contract Type:** ☐ **State** ☐ **Federal** ☐ **Foreign**

| CRITERIA | DESCRIPTION | CHECK ALL THAT APPLY |
|---|---|---|
| A | Project included active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. | |
| B | Project included active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and 1,500 or more concurrent users. | |
| C | Project included active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. | |
| D | Project included the design, development, configuration and use of an Enterprise Business Process Management technology solution that and can meet peak process levels of 550 thousand electronic and paper documents per day. The project included Process Capture and Design, Process Modeling, Process Execution, Process Monitoring and Process Optimization. | |
| E | Project included the design, development, configuration and use of an active Enterprise Content Management technology solution that includes electronic data documents, imaged documents, data capture, security management and data sharing. The solution implemented is capable of peak process levels described in "D" above. | |

**I certify the information provided above is accurate and complete.**

**Customer Contact Name:** **Title:**

**Daytime Phone Number:** **E-mail:**

**Business Hours and Time Zone:**

**Customer Signature:** **Date:**

**EXHIBIT V-C**

## COMMERCIALLY USEFUL FUNCTION DOCUMENTATION

All certified small business, micro business, or DVBE Contractors, subcontractors or suppliers must meet the commercially useful function requirements under Government Code Section 14837(d)(4) (for SB) and Military and Veterans Code Section 999(b)(5)(B) (for DVBE).

Please answer the following questions, as they apply to your company for the goods and services being acquired in this solicitation.

**Subcontractor Name:**

**Mark all that apply:** **DVBE:** ☐ **Small Business:** ☐ **Micro Business:** ☐

| | | |
|---|---|---|
| 1 | Will this subcontractor be responsible for the execution of a distinct element of the resulting Contract? | Yes___ No___ |
| 2 | Will this subcontractor be actually performing, managing, or supervising an element of the resulting Contract? | Yes___ No___ |
| 3 | Will this subcontractor be performing work on the resulting Contract that is normal for its business, services, and functions? | Yes___ No___ |
| 4 | Will there be any further subcontracting that is greater than that expected to be subcontracted by normal industry practices for the resulting Contract? | Yes___ No___ |

A response of No in questions 1-3, or a response of Yes in question 4, may result in your proposal being deemed non-responsive and disqualified.

The Bidder must provide a written statement below detailing the role, services and goods the subcontractor(s) will provide to meet the commercially useful function requirement.

_____

_____

_____

_____

_____

At the State's option prior to award, Bidders may be required to submit additional written clarifying information.

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION VI
Requirements

November 2, 2009

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# VI. REQUIREMENTS

## A. INTRODUCTION

1. Requirements Overview and Background

This section provides:
- An overview of Section VI subsections.
- General State and project requirements information.

a. Section VI.B – Functional Requirements

This section contains the business-oriented Functional Requirements that the Enterprise Data to Revenue (EDR) Proposed Solution must meet. This is the largest of the requirements sections, and includes over 500 specific requirements grouped into the following categories:

- **Business Rules and Business Process Requirements** – requirements related to business rules and business processes that are governed and modifiable by users.
- **Return Processing Requirements** – requirements related to processing tax returns and payments, including case management functions.
- **Correspondence Requirements** – requirements related to the capture, storage and retrieval of inbound and outbound correspondence.
- **Contact Management Requirements** – requirements related to creation, validation, and update of entity and contact information including services to locate better contact information.
- **Notification Requirements** – requirements related to creating and sending correspondence and notices including calculation of adjustments and management of taxpayer rights in regards to notices.
- **Taxpayer Folder Requirements** – requirements related to data and services provided to internal and external users through a common “Taxpayer Folder” interface.
- **Operation Level and Service Level Agreements** – requirements related to management and reporting on operation and service agreements with EDR customers.
- **Data Requirements** – requirements related to data capture, matching, storage, and availability including data mining and reporting needs.
- **Legacy System Function Changes** – requirements for functional changes to legacy systems to implement EDR.

b. Section VI.C – Technology Objectives and Requirements

This section contains the Technical Requirements and constraints. The Technical Requirements in this section apply to many of the same topics as the Functional

Requirements, but the focus is on the technologies used rather than the functionality provided. Technical Requirements categories include:

- Global Technical Requirements
- Business Process Management
- Common Services (SOA)
- Data Management
- Infrastructure and Tools
- Security
- BETS Decoupling

c. Section VI.D – Management Requirements

This section consists of the requirements for management plans, management activities, staffing requirements and other administrative tasks that will be required to manage the EDR project and system.

d. Exhibit VI-F – Requirements to Deliverables Matrix

This matrix lists all the requirements and shows the applicable project phase(s) and compensation deliverable(s) for each.

2. General State Requirement Guidelines

This section contains the detailed requirements pertaining to the proposed system as described in Section IV. See Section II, Section V, and Section VIII, for other requirements that must be met in order to be considered responsive to this Request for Proposal (RFP).

The State has determined that it is best to define its own needs, desired operating objectives, and desired operating environment. The State will not tailor these needs to fit a solution a Bidder may have available; rather, the Bidder shall propose to meet the State's needs as defined in this RFP.

Many of the requirements may be stated in terms of hardware or software alone; however, this does not preclude the Bidder from proposing a satisfactory solution to these requirements with a combination of hardware and software. Some requirements may refer to current workloads that are defined in Section III and to projected workloads that are defined in Section IV. All requirements will be classified into three categories as follows:

**Refer to Section IX.E.6.c for scoring criteria and descriptions of each of the scoring categories.**

**Mandatory Pass/Fail (M)**

All requirements listed with an **(M)** are **Mandatory Pass/Fail**.

**Mandatory Scored (MS)**

All requirements listed with an **(MS)** are **Mandatory Scored** and scored on a point's basis.

**Desirable Scored (DS)**

All requirements listed with a **(DS)** are **Desirable Scored** where the Bidder may or may not respond to the requirement. Where the Bidder responds, a Desirable Scored requirement is scored on a points basis.

**Scored (S)**

Section VI exhibits listed with an **(S)** are **Scored** where the Bidder will be scored based upon the response to the following exhibits:

Exhibit VI – B: Project Management Plan Deliverable Item Description
Exhibit VI – C: Project Schedule Deliverable Item Description
Exhibit VI – D: Technical Management Approach Deliverable Item Description
Exhibit VI – E: EDR Proposed Solution Deliverable Item Description

3. System References

Throughout this section, requirements make reference to existing Franchise Tax Board (FTB) systems, databases and projects. For the sake of brevity, acronyms are used in reference to the following. A complete list of acronyms can be found in the Acronym Library.

- ADCORR – Administrative Correspondence System
- ARCS – Account Receivable Collections System
- BCORR – Bank & Corporation Correspondence
- BETS – Business Entity Transaction System
- BIDS – Business Intelligence Data System
- CP2000 – IRS Computer Paragraph 2000
- CDTS – Corporation Document Tracking System
- EASE – External Authentication for Secure E-Services
- ECAIR – Enterprise Customer Asset Income and Return
- ECOM – Electronic Communication System

- EIDB – Employment Information Database
- FEDSTARII – Federal State Automated Report System II
- HOH – Head of Household
- IDAX – Image Delivery Application Expansion
- IDTS – Internal Data Transfer Service
- INC – Integrated Non-filer Compliance
- IVR – Interactive Voice Response System
- PASS – Professional Audit Support System
- PAWS – Personal Audit Workstation System
- PIT RV – Personal Income Tax Return Validation
- SBRD – State Business Return Database (including processes that produce the Ownership Hierarchy & Owner Interest data for PASS)
- STARS – Select Tax Returns for Automated Audit
- STRATA – the collection scoring component of ARCS
- SWIFT -- Secure Web and Internet File Transfer
- TEBI – Tax Exempt Bond Interest
- TI – Taxpayer Information System
- WASS – Withhold At Source System

## B. FUNCTIONAL REQUIREMENTS

All Functional Requirements are Mandatory (M).

1. Business Rules and Business Process Requirements

FTB needs a flexible, dynamic solution governed by business rules supporting automated business processes. In the Functional Requirements, all references to business rules or business processes mean those rules and processes that are governed and modifiable by users.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-1 | All automated processes in the EDR Proposed Solution that are managed by business rules and processes must be developed and maintained in accordance with Sections VI.B.1 (functional) and VI.C.2 (technical). | FUNC58 |

a. Version Control

Version control requirements apply to both business rules and business processes.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-2 | The EDR Proposed Solution must provide a version control feature that stores the history of every change made to draft and production rules and processes. | FUNC1 |
| F-3 | The version control feature must allow users to return to earlier versions of rule sets or processes. | FUNC2 |
| F-4 | The version control feature must provide the ability to generate reports that contain detailed listings of changed business rules and processes. | FUNC3 |
| F-5 | The EDR Proposed Solution must provide the ability to enforce the governance process related to maintaining and managing rules, templates, standard language (for example, paragraphs and letters) and processes. | FUNC4 |

b. Simulation

Simulation requirements apply to both business rules and business processes.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-6 | The EDR Proposed Solution must provide the ability to simulate all business rules and processes in a production simulation environment. | FUNC5 |
| F-7 | The EDR Proposed Solution must provide the ability to simulate and model the business and system impact of rule and process changes in a production simulation environment. | FUNC6 |
| F-8 | The EDR Proposed Solution must provide the ability to create an impact analysis for a potential rule or process changes in terms of what other business rules, processes or objects are affected. | FUNC7 |
| F-9 | The simulation and modeling of rule and process changes for testing purposes must not impact the production environment. | FUNC8 |
| F-10 | The EDR Proposed Solution must have the ability to migrate a simulation rule into production without having to recreate it. | FUNC9 |
| F-11 | The EDR Proposed Solution must have the ability to migrate a rule or process change into production in real-time. | FUNC10 |
| F-12 | The EDR Proposed Solution must have the ability to save draft production rules and processes for future use. | FUNC11 |
| F-13 | The EDR Proposed Solution must have the ability to create and simulate multiple variations of a rule, rule set or process, and compare the simulation results. | FUNC12 |
| F-14 | The EDR Proposed Solution must have the ability to run simulations against a specified universe of historical data or current inventory. | FUNC13 |
| F-15 | The EDR Proposed Solution must have the ability to generate a random sample of simulation results with detailed data. FTB needs the ability to specify which detailed data is necessary to evaluate the simulation results. | FUNC14 |

c. Monitoring and Tracking

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-16 | The EDR Proposed Solution must provide a quality review process to continually validate return and payment processing system performance including correspondence and noticing. | FUNC33 |
| F-17 | The EDR Proposed Solution must track workload metrics through the validation process, including:<br>• Processing statistics<br>• Error (fallout) statistics<br>• Correction statistics<br>• Revenue statistics<br>• User statistics<br>• User access<br>• Manual overrides<br>• Reviewer statistics<br>• Historical comparisons | FUNC34 |
| F-18 | The EDR Proposed Solution must display current operating conditions in each workload queue, including number of operators logged in, operator status, current production rate, and inventory levels. | FUNC35 |
| F-19 | The EDR Proposed Solution must provide the ability to evaluate business rules based on statistical tracking to date, reports, and data mining, as well as statistics from other systems. | FUNC25 |

d. Business Rules

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-20 | The EDR Proposed Solution must provide the ability to monitor, design, simulate, analyze and manage business rules. | FUNC15 |
| F-21 | The EDR Proposed Solution must provide the ability to run rule sets concurrently in order to increase throughput, decrease processing time, or both. | FUNC16 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-22 | The EDR Proposed Solution must provide the ability to establish a hierarchy of rules governing the priority of rules. For example, if a fraud business rule is met, the hierarchy of rules would determine whether the return should be sent directly to a fraud work queue or continue processing. | FUNC17 |
| F-23 | The EDR Proposed Solution must have the ability to select and apply a specific rule set based on:<br>• Taxable year and tax form<br>• Tax schedules<br>• Process year<br>• Received date and time<br>• Effective date and time | FUNC18 |
| F-24 | The EDR Proposed Solution must provide the ability to make rules-based decisions using any data available to it, including:<br>• Its own internal database<br>• External systems with which it has interfaces<br>• Data entered by FTB staff or customers<br>• Data in the Enterprise Data Warehouse<br>• Data calculated from these sources | FUNC19 |
| F-25 | The EDR Proposed Solution must support rules needed to comply with all applicable tax laws, FTB policies and FTB operational procedures, and provide the flexibility to adapt to changes in any of these. | FUNC20 |
| F-26 | The EDR Proposed Solution must have the ability to automatically request additional information, and make multiple passes through the rule sets once necessary data is supplied. For example, when new withholding data is received from Employment Development Department, the EDR Proposed Solution would rerun related rules for pending returns. | FUNC21 |
| | **Business Rules Creation and Changes** | |
| F-27 | The EDR Proposed Solution must provide the ability to create, change, remove, and version control business rules. | FUNC23 |
| F-28 | The EDR Proposed Solution must provide the ability to change a rule without having to change underlying processing steps. | FUNC24 |
| F-29 | The EDR Proposed Solution must allow business personnel, without programming or database management knowledge, to create, update, review, and apply the business rules. | FUNC26 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-30 | The EDR Proposed Solution must support the use of reusable rule templates containing place holder positions for parameters to be entered. | FUNC27 |
| F-31 | The EDR Proposed Solution must provide the ability to create complex business rules including:<br>• Nested decision trees<br>• Math calculations<br>• Date and time calculations<br>• Complex expressions and formulas<br>• Assertions and constraints<br>• Comparisons to other data records | FUNC28 |
| F-32 | The EDR Proposed Solution must provide the ability to make a rule active or inactive and track the dates when the rule was in use. | FUNC29 |
| F-33 | When a rule is changed, the EDR Proposed Solution must provide the ability to reprocess pending returns (including cases in return processing work queues) and returns that have completed processing, which now may need to move to a fraud work queue in the case management component, or be referred to audit, collections, or investigation system of work based on the rule change. | FUNC22 |
| F-34 | The EDR Proposed Solution must provide the ability to search for active and inactive rules by rule, rule type, related rules, related data elements, user, change date, active or inactive date, taxable year, word or phrase. | FUNC30 |
| | **Template Creation and Changes** | |
| F-35 | The EDR Proposed Solution must provide the ability to create and update correspondence and notice templates, forms and instructions, and standard language (for example, paragraphs and letters) to meet business needs. The number of forms is subject to Business Process Reengineering. | FUNC31 |
| F-36 | The EDR Proposed Solution must provide ability to design, modify, and manage PIT and BE tax forms and notices to improve the efficiency and effectiveness of communications, and make changes consistent with the outcome of Business Process Reengineering. | FUNC545 |

e. Business Processes

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-37 | The EDR Proposed Solution must provide Business Process Management functions to monitor, design, change, analyze, simulate and optimize the return filing and return validation processes. | FUNC32 |
| | **Routing to Work Queues** | |
| F-38 | The EDR Proposed Solution must provide the ability to manage work flows and work queues based on user roles and authorization levels. | FUNC36 |
| F-39 | The EDR Proposed Solution must have the ability to route work to work queues as determined by business rules. | FUNC37 |
| F-40 | The EDR Proposed Solution must assign work to individual staff members or functional groups based on staff role, skill sets, availability, and priority. | FUNC38 |
| F-41 | The EDR Proposed Solution must allow authorized users to add or remove work queues. | FUNC39 |
| F-42 | The EDR Proposed Solution must allow authorized users to assign staff to and remove staff from work queues and work groups. | FUNC40 |
| F-43 | The EDR Proposed Solution must allow authorized users to associate staff with one or more work queues. | FUNC41 |
| F-44 | The EDR Proposed Solution must have the ability for authorized users to view current staff assignments including authorization, roles and work queues. | FUNC42 |
| F-45 | The EDR Proposed Solution must have the ability to manage multiple work queues concurrently. | FUNC43 |
| F-46 | The EDR Proposed Solution must monitor the work queues and send alerts based on hierarchy, reroute work, escalate work, or perform other tasks based on business rules and conditions. | FUNC44 |
| F-47 | The EDR Proposed Solution must provide the ability to identify exceptions, escalations, and special handling items and route to work queues for resolution based on business rules. | FUNC45 |
| F-48 | The EDR Proposed Solution must allow authorized users to mark an account as an exception and route it to a work queue or user for resolution based on business rules. | FUNC46 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-49 | The EDR Proposed Solution must allow authorized users to manually override automatic workflow management functionality including:<br>• Workflow steps<br>• Routing rules<br>• Escalations and alerts<br>• Prioritization rules<br>• Assignment of workloads, work queues or users<br>• Exception thresholds<br>• Activities to be generated at a particular process step | FUNC47 |
| F-50 | The EDR Proposed Solution must allow authorized users to route work to another work queue based on preset routing conditions. | FUNC48 |
| F-51 | The EDR Proposed Solution must allow authorized users to reallocate workloads across workflows and work queues. | FUNC49 |
| F-52 | The EDR Proposed Solution must provide the ability to freeze a work queue to prevent automatic or manual removal of cases. | FUNC50 |
| F-53 | The EDR Proposed Solution must monitor work queues and apply business rules (for example, routing and rerouting) in real-time. | FUNC51 |
| | **Ticklers** | |
| F-54 | The EDR Proposed Solution must provide the ability to set options for follow up on a specified date including the ability to generate reminders or route the work to a workflow. | FUNC52 |
| | **Business Process Documentation and Changes** | |
| F-55 | The EDR Proposed Solution must provide the ability to change business processes without having to recreate the related business rules. | FUNC56 |
| F-56 | The EDR Proposed Solution must allow business personnel, without programming or database management knowledge, to create, update, review, and apply the business processes. | FUNC524 |
| F-57 | The EDR Proposed Solution must provide the ability to produce visual representations, document, and track changes to the business process workflows. | FUNC54 |
| F-58 | The EDR Proposed Solution must provide the ability to model business processes including manual and automated tasks. | FUNC55 |

2. Return Processing Requirements

Return processing refers to any steps needed to perfect a return so it can be posted in the accounting systems. These steps include receiving, imaging, data capture, data validation, data matching, storage, banking, fraud detection, correspondence, noticing, and transmittal.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-59 | The EDR Proposed Solution must include a business configurable workflow and case management system that automates and integrates the reengineered Return Filing and Validation business processes including receiving, imaging, data capture, validation, duplicate matching, fraud, routing, storage, banking, correspondence, and noticing.<br><br>*Refer to the EDR Management Requirements, Section VI.D, for the scope of business process reengineering.* | FUNC57 |

a. Processing Tax Returns

In the following requirements, any reference to “tax returns” applies to all forms processed by FTB, including Personal Income Tax and Business Entity tax returns, fiduciary returns, information returns, schedules, withholding forms and credit applications.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-60 | The EDR Proposed Solution must process all tax returns regardless of filing method. | FUNC296 |
| F-61 | The EDR Proposed Solution must be capable of processing tax returns, including amended returns, for the current taxable year and a minimum of the previous five taxable years. | FUNC59 |
| F-62 | The EDR Proposed Solution must be capable of processing tax returns, including amended returns, for any older taxable year for which complete rules do not exist in the system. This will require minimal processing rules sufficient to accept a return and post it to TI or BETS. | FUNC60 |
| F-63 | The EDR Proposed Solution must process Personal Income Tax returns, including fiduciary returns, beginning with processing year 2014. | FUNC61 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-64 | The EDR Proposed Solution must process Business Entity tax returns beginning with processing year 2015. | FUNC62 |
| F-65 | The EDR Proposed Solution must process information returns and withholding forms beginning with processing year 2014. | FUNC63 |
| F-66 | The EDR Proposed Solution must be capable of processing tax returns individually and as part of a batch. | FUNC64 |
| F-67 | The EDR Proposed Solution must capture and retain a complete legal copy of each tax return as it was filed by the taxpayer. | FUNC65 |
| F-68 | The EDR Proposed Solution must capture and retain all corrections made to a tax return during return processing. | FUNC66 |
| F-69 | The EDR Proposed Solution must be able to derive missing return data, illegible return data, or both from historical return and third party data, based on business rules and data availability. | FUNC67 |
| F-70 | The EDR Proposed Solution must provide the ability to compare tax return data as filed to any related Filing Enforcement notice. | FUNC68 |
| F-71 | The EDR Proposed Solution must provide the ability to compare tax return data as filed to other pro forma returns including, but not limited to, ReadyReturn.<br><br>*Information about ReadyReturn can be found at http://www.ftb.ca.gov/readyReturn/index.asp* | FUNC69 |
| F-72 | The EDR Proposed Solution must rely on e-Gateway pre-validation rules that determine whether an electronically filed tax return meets minimum filing requirements.<br><br>*See Bidders' Library, E-File Prevalidation Information.* | FUNC70 |
| F-73 | The EDR Proposed Solution must be able to identify duplicate returns (for example, a paper tax return received after the taxpayer has already filed electronically). | FUNC71 |
| F-74 | The EDR Proposed Solution must include delivery validation rules that reject tax returns and correspondence that were not intended for FTB (for example, Internal Revenue Service forms delivered to FTB). | FUNC72 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-75 | The EDR Proposed Solution must store both the actual date a tax return was received by FTB, and the effective date of receipt. For paper-filed tax returns the date actually received may not be the same as the date the return data was captured electronically, and it must be distinguished from the effective date (for example, postmark date). | FUNC73 |
| F-76 | The EDR Proposed Solution must assign a unique identifier (for example, Document Locater Number) to every tax return. | FUNC74 |
| F-77 | If FTB receives correspondence that contains multiple returns, multiple payments, or both. The EDR Proposed Solution must provide the ability to separate and process each return and payment. For example, correspondence may include copies of tax returns, “live” tax returns that require processing, returns for separate years or taxpayers, federal returns, and payments. | FUNC173 |
| F-78 | The EDR Proposed Solution must match entity information from a tax return to data in the system to determine if the entity already exists in the accounting systems (BETS and TI). | FUNC75 |
| F-79 | If a tax return cannot be matched to an existing entity, the EDR Proposed Solution must automatically route the tax return to the process for creating an entity. New entities may be automatically created only under limited circumstances; in many cases, the decision to create a new entity will require manual intervention. | FUNC76 |
| F-80 | The EDR Proposed Solution must compare the address on a tax return to the address of record to determine if the address of record should be updated. Addresses may be automatically updated only under limited circumstances; in many cases, the decision to update an address will require manual intervention. | FUNC77 |
| F-81 | When the address on a tax return does not match the address of record, the EDR Proposed Solution must automatically route the tax return to the process for updating the address. | FUNC78 |
| F-82 | The EDR Proposed Solution must identify tax returns with errors by performing calculations and comparisons using Priority 1 tax return data, FTB enterprise data, and third party data.<br><br>*See the Bidders’ Library:*<br>• *Priority 1 Data*<br>• *Current Third Party Data* | FUNC79 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-83 | The EDR Proposed Solution must identify tax returns with payment discrepancies by comparing reported payments and credits to FTB payment records and third party data. | FUNC80 |
| F-84 | When the EDR Proposed Solution identifies an error or discrepancy, it must automatically route the tax return to a work queue for resolution based on business rules. | FUNC81 |
| F-85 | The EDR Proposed Solution must provide the ability to prioritize and assign workloads based on factors including staff availability, skill sets and exception issues. | FUNC82 |
| F-86 | The EDR Proposed Solution must identify tax returns with potential fraud discrepancies based on business rules using enterprise data. | FUNC83 |
| F-87 | When potential fraud is identified, the EDR Proposed Solution must automatically route the tax return to the EDR's case management component or the process for fraud referrals. | FUNC84 |
| F-88 | The EDR Proposed Solution must provide the ability to group multiple tax return records by common characteristics. For example, to identify, track and resolve tax returns with common fraud characteristics such as the same tax preparer and issue. | FUNC86 |
| F-89 | The EDR Proposed Solution must provide the ability to remove a tax return from a work queue, batch, or both and process it on a priority basis. | FUNC87 |

b. Processing Payments

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-90 | The EDR Proposed Solution must integrate reengineered payment processing methods with existing payment processing hardware and software.<br><br>*See Bidders' Library, Imaging Hardware and Software.* | FUNC88 |
| F-91 | The EDR Proposed Solution must ensure payments are deposited on the same day as received, consistent with current banking procedures. For example, all physical payments must leave the building by 1:30 PM, Pacific Time, for bank deposit. | FUNC541 |
| F-92 | Payments made online must enter the payment processing workflow for association to a taxpayer or other entity. | FUNC89 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-93 | Credit card payments must enter the payment processing workflow for association to a taxpayer or other entity. | FUNC90 |
| F-94 | The EDR Proposed Solution must rely on existing pre-validation rules that determine whether an electronic payment is valid. | FUNC91 |
| F-95 | The EDR Proposed Solution must include delivery validation rules that reject payments that were not intended for FTB (for example, utility bills and Internal Revenue Service payments). | FUNC92 |
| F-96 | The EDR Proposed Solution must be able to identify potential duplicate electronic payments (for example, when an electronic payment is sent multiple times). | FUNC93 |
| F-97 | The EDR Proposed Solution must electronically capture all documents received with a payment so they can be used to correctly associate payments to a taxpayer or other entity. | FUNC94 |
| F-98 | The EDR Proposed Solution must associate all documents received with a payment to the payment and to the taxpayer or other entity for which the payment was made. | FUNC95 |
| F-99 | For direct debit payments, the EDR Proposed Solution must capture all electronic payment information from the financial institution. Legal and policy decisions will determine how bank routing information can be used. | FUNC96 |
| F-100 | The EDR Proposed Solution must store the actual date a payment was received by FTB and the effective date based on business rules. | FUNC97 |
| F-101 | The EDR Proposed Solution must assign payments a unique identifier for tracking and viewing purposes. | FUNC98 |
| F-102 | The EDR Proposed Solution must match entity information from a payment or payment information to data in the system to determine if the entity already exists in the accounting systems (BETS and TI). | FUNC99 |
| F-103 | When the EDR Proposed Solution cannot immediately associate a payment to a taxpayer or other entity, it must automatically route that case to a work queue for resolution based on business rules. | FUNC100 |
| F-104 | The EDR Proposed Solution must provide the ability to deposit, process, and track valid FTB payments received even if the payment cannot be immediately associated to a taxpayer or other entity. | FUNC101 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-105 | The EDR Proposed Solution must compare the address on a payment or payment information to the address of record to determine if the address of record should be updated. | FUNC102 |
| F-106 | When the address on a payment or payment information does not match the address of record, the EDR Proposed Solution must automatically route the payment record to the process for updating the address. | FUNC103 |
| F-107 | The EDR Proposed Solution must determine whether a payment is valid (for example, must be U.S. currency). | FUNC104 |
| F-108 | The EDR Proposed Solution must use business rules to determine how to apply a payment. For example, applying payments from a garnishment or lien to the taxable years listed on the garnishment or lien, applying payments based on taxpayer instructions, and applying payments to the oldest balance due first. | FUNC105 |
| F-109 | If a payment cannot be automatically processed using business rules, the EDR Proposed Solution must automatically route that payment and payment information to a work queue for resolution based on business rules. | FUNC106 |
| F-110 | The EDR Proposed Solution must be able to return payments to the sender when they are invalid or cannot be associated to a taxpayer or other entity. | FUNC107 |
| F-111 | The EDR Proposed Solution must be capable of processing payments individually and as part of a batch. | FUNC108 |
| F-112 | The EDR Proposed Solution must provide the ability to remove a payment from a work queue, batch, or both and process it on a priority basis. | FUNC109 |

c. Case Management

As a result of return processing, payment processing, or fraud detection, some tax returns will “fall out” and require additional levels of work. This document uses the term “case” to distinguish the information associated with fall out work from the tax return data record. For example, to start working on a tax return the user would create a case.

All the functional requirements related to working a case are included in this section and collectively referenced as the “case management component.”

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-113 | The EDR Proposed Solution must provide a case management component to document and resolve return processing exceptions, payment processing exceptions, potential fraud cases and Business Entity claim tracking. | FUNC110 |
| F-114 | When tax returns, payments, or claims are routed to work queues, the EDR Proposed Solution must provide the ability to create a case or reroute it to another work queue. | FUNC111 |
| F-115 | The EDR Proposed Solution must provide the ability to create cases by selecting tax returns, payments, and claims from work queues. | FUNC112 |
| F-116 | The EDR Proposed Solution must provide the ability to reopen a case that was resolved to perform additional post-processing work. | FUNC113 |
| F-117 | The EDR Proposed Solution must provide the ability to identify, select, and route cases based on the results of post-processing queries against the Enterprise Data Warehouse. | FUNC114 |
| F-118 | The EDR Proposed Solution must provide the ability to identify, select, and route cases based on the results of data mining in the Enterprise Data Warehouse. | FUNC115 |
| F-119 | The EDR Proposed Solution must provide the ability to manually create cases (for example, based on employee referral during return processing). | FUNC85 |
| F-120 | The EDR Proposed Solution must include the ability to create and send correspondence to taxpayers and third parties from the case management component. | FUNC116 |
| F-121 | The EDR case management component must provide the ability to create cases based on the results of queries against the Enterprise Data Warehouse. | FUNC117 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-122 | The EDR case management component must provide the ability to send correspondence using EDR's notification processes or by printing locally. | FUNC118 |
| F-123 | The EDR case management component must provide the ability to send bulk mailings to multiple entities including the ability to populate data for each entity. For example, send the same letter to returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or returns where the taxpayer and CDC provider have the same address. | FUNC119 |
| F-124 | The EDR case management component must include the ability to record actions taken on the case including, the actor, the date, the action taken, and comments. | FUNC120 |
| F-125 | The EDR case management component must include the ability to initiate EDR's notification processes. | FUNC121 |
| F-126 | The EDR case management component must include the ability to view and compare data from all sources contained within the Enterprise Data Warehouse. | FUNC122 |
| F-127 | The EDR case management component must allow users to retrieve data matching the open case with a single action (for example, key-stroke or button-click). | FUNC123 |
| F-128 | The EDR case management component must include review and release functions at the task, work product and case levels. For example, a return may need review at multiple steps during return processing based on rules (routine, complex, "over $10K"). | FUNC124 |
| F-129 | The EDR case management component must allow reviewers to provide electronic comments to a user on a specific case. | FUNC125 |
| F-130 | The EDR case management component must manage review levels and workflow based on business rules. | FUNC126 |
| F-131 | The EDR case management component must allow an authorized user to change the level of review required for a specific user. | FUNC127 |
| F-132 | The EDR case management component must provide the ability for a user to request review on a specific case. | FUNC128 |
| F-133 | The EDR case management component must allow users to retrieve a case they released from their work queue within a specified time period governed by business rules. For example, to self-correct errors. | FUNC129 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-134 | The EDR Proposed Solution must provide real-time resumption of business rules whenever a Personal Income Tax or Business Entity return or payment processing change is made. | FUNC130 |
| F-135 | The EDR Proposed Solution must provide the ability to resolve any return processing exceptions and finish processing the return while retaining the same return as a potential fraud case. | FUNC131 |
| F-136 | The EDR Proposed Solution must provide the ability to interrupt return processing based on business rules (for example, fraud, waiting for fourth quarter withholding from the Employment Development Department, and policy decisions). Interruption rules must allow a complete stop to processing, or a bypass of certain rules. | FUNC132 |
| F-137 | The EDR Proposed Solution must provide the ability to complete return processing and place a hold on issuing a refund. | FUNC133 |
| F-138 | The EDR Proposed Solution must allow users to place processing holds on single tax returns or on multiple returns based on business rules. | FUNC134 |
| F-139 | The EDR Proposed Solution must provide the ability to apply the same change to multiple tax returns or payments at the same time. For example, make changes to returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address. | FUNC135 |
| F-140 | The EDR Proposed Solution must combine multiple tax returns, multiple payments, or both for a single entity into a single case. | FUNC136 |
| F-141 | The EDR Proposed Solution must combine related Limited Liability Company (LLC) returns (for example, LLC Series) into a single case. | FUNC137 |
| F-142 | The EDR Proposed Solution must provide the ability to group multiple tax return or payment records by common characteristics. For example, group returns that meet specified criteria, such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address, into a single case. | FUNC138 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-143 | The EDR Proposed Solution must provide the ability to review and release multiple tax return or payment records at the same time. For example, release returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address. | FUNC519 |
| F-144 | The EDR Proposed Solution must provide the ability to distinguish between FTB errors and taxpayer errors. | FUNC139 |
| F-145 | The EDR Proposed Solution must track metrics on corrections made including the total number of events by taxable year, type of correction, and amount corrected. | FUNC140 |
| F-146 | The EDR Proposed Solution must provide the ability to refer cases to external workgroups including, Legal, Investigations, Audit, Advocates Office, and Frivolous Activity Non-filer (FAN) with a referral reason. Case management functions for external workgroups is outside of EDR scope, but users need the ability to make referrals. | FUNC141 |
| F-147 | When a tax return or payment is validated, the EDR Proposed Solution must automatically close the case and open the next item in the work queue. | FUNC142 |

3. Correspondence Requirements

In Functional Requirements the term “notice” refers to any FTB communication that constitutes due process, denotes the official final action of a case, or provides taxpayers with other legal rights. Types of notices include Notice of Proposed Assessment, Return Information Notice, Statement of Tax Due, and Final Notice Before Levy. The term “correspondence” refers to any other FTB written communication during the course of resolving an issue or case.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-148 | The EDR Proposed Solution must integrate with the reengineered FTB business processes for mail handling and archiving correspondence. | FUNC144 |
| F-149 | The EDR Proposed Solution must integrate reengineered processes with enterprise scanning hardware and software.<br><br>*See Bidders’ Library, Imaging Hardware and Software* | FUNC145 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-150 | The EDR Proposed Solution must integrate with EDR's notification processes to track and associate correspondence and protests to their related notices. | FUNC146 |
| F-151 | The EDR Proposed Solution must integrate correspondence with the EDR case management component. | FUNC147 |
| F-152 | The EDR Proposed Solution must support automated management of FTB data retention policies.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC148 |
| F-153 | The EDR Proposed Solution must provide the ability to retain selected correspondence beyond the normal retention period.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC361 |

a. Capturing and Storing Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-154 | The EDR Proposed Solution must support the transformation of paper correspondence to electronic format. | FUNC150 |
| F-155 | The EDR Proposed Solution must provide the ability to capture and store multiple content types such that the files could be viewed (or listened to) by FTB staff. For example, FTB currently receives PDF, Word documents, Excel spreadsheets, images (TIFF and jpg.), emails, faxes (received by machine or Faxination), WordPerfect, QuickBooks, Turbo Tax, Quicken, Visio, Access, audio files (MP3), and video files (.avi, and .mov). | FUNC151 |
| F-156 | The EDR Proposed Solution must provide the ability to capture and store correspondence received on compact disks, flash drives, hard drives, and diskettes. | FUNC152 |
| F-157 | The EDR Proposed Solution must provide scanning of all inbound tax-related paper correspondence including attachments. | FUNC153 |
| F-158 | The EDR Proposed Solution must capture and store electronic copies of all correspondence generated through the EDR case management component.<br><br>*See Taxpayer Folder requirements in Section VI.B.6 for corresponding display requirements*. | FUNC154 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-159 | The EDR Proposed Solution must capture and store electronic copies of all correspondence generated through the INC system's case management.<br><br>*See Taxpayer Folder requirements in Section VI.B.6 for corresponding display requirements*. | FUNC155 |
| F-160 | The EDR Proposed Solution must be able to provide visual representations of electronic and paper correspondence. | FUNC156 |
| F-161 | The EDR Proposed Solution must ensure that all tax-related correspondence received is retrievable and printable for future reference. | FUNC157 |
| F-162 | The EDR Proposed Solution must capture and store electronic copies of all correspondence sent through EDR's notification processes. | FUNC158 |
| F-163 | The EDR Proposed Solution must provide the ability to store correspondence translations generated by FTB. For example, FTB employs bilingual individuals who perform translations of individual correspondence as needed. | FUNC159 |

b. Handling Inbound Correspondence

Requirements for sending correspondence are included in the Notification Process Requirements.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-164 | The EDR Proposed Solution must associate correspondence with an entity such as a taxpayer, a context such as a return validation case or document, and other forms of classifications such as categories and types. | FUNC160 |
| F-165 | When FTB identifies an incorrect association or correspondence to an entity, the EDR Proposed Solution must provide the ability to correct the association and maintain the history as an audit trail. | FUNC161 |
| F-166 | When a correspondence association is corrected, the EDR Proposed Solution must identify potential unauthorized access or disclosure that may have occurred. | FUNC162 |
| F-167 | The EDR Proposed Solution must have a resolution process when correspondence cannot be automatically associated with an entity. | FUNC163 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-168 | The EDR Proposed Solution must provide a review function before FTB posts inbound correspondence to the Taxpayer Folder. | FUNC164 |
| F-169 | The EDR Proposed Solution must assign a unique identifier (for example, Document Locator Number) to every piece of correspondence received. | FUNC165 |
| F-170 | The EDR Proposed Solution must associate correspondence received via the Taxpayer Folder with the related taxpayer, related return validation case, or both. | FUNC166 |
| F-171 | The EDR Proposed Solution must provide the ability to notify a FTB staff person or work group that correspondence has been received based on business rules. More than one FTB staff person may need this notification. | FUNC167 |
| F-172 | The EDR Proposed Solution must provide the ability to route electronic copies of correspondence to a work queue or staff person based on business rules. | FUNC168 |
| F-173 | The EDR Proposed Solution must record the date and time correspondence was received by FTB. | FUNC169 |
| F-174 | The EDR Proposed Solution must include validation rules that ensure electronic correspondence sent from external users to FTB via the Taxpayer Folder meets minimum requirements. | FUNC170 |
| F-175 | The EDR Proposed Solution must include delivery validation rules that reject correspondence that was not intended for FTB (for example, Internal Revenue Service correspondence delivered to FTB). | FUNC171 |
| F-176 | If a single piece of correspondence is determined to be two or more separate pieces, the EDR Proposed Solution must provide the ability to split the record into unique records that can be tracked and routed separately. | FUNC172 |
| F-177 | If correspondence that is split contains a tax return or payment, the EDR Proposed Solution must provide the ability to route it to the correct process flow. For example, correspondence may include copies of tax returns, “live” tax returns that require processing, returns for separate years or taxpayers, federal returns, and payments. | FUNC174 |

4. Contact Management Requirements

a. Creating New Entities

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-178 | The EDR Proposed Solution must provide the ability to automatically create new entities based on business rules in the return processing workflow when the confidence level is at an established level. | FUNC175 |
| F-179 | The EDR Proposed Solution must prevent automated creation of a new entity with an incorrect Business Entity ID or Social Security Number. | FUNC176 |
| F-180 | The EDR Proposed Solution must provide the ability for internal users to manually create new entities through the Taxpayer Folder and the return processing user interface. For example, users handling taxpayer phone calls, correspondence and Filing Enforcement cases will create new entities through the Taxpayer Folder, while users working payment and return processing exceptions will use the return processing user interface. | FUNC177 |
| F-181 | The EDR Proposed Solution must allow users to enter comments when manually creating an entity. | FUNC178 |
| F-182 | To create a new entity, the EDR Proposed Solution must require data that is compatible with, but not limited to, BETS and TI system requirements. For example, EDR will capture the complete trust name, but it must be truncated when posted to TI. | FUNC179 |
| F-183 | The EDR Proposed Solution must validate that no matching entity currently exists. | FUNC180 |
| F-184 | The EDR Proposed Solution must ensure that every entity has a unique primary identifier. | FUNC181 |
| F-185 | The EDR Proposed Solution must alert users to potential matching entities or duplicates. | FUNC182 |
| F-186 | When the EDR Proposed Solution has identified potential matches, it must provide users with the option to select one of them instead of creating a new entity. | FUNC183 |
| F-187 | The EDR Proposed Solution must make new entity records available to the return processing workflow and the Enterprise Data Warehouse in real-time. | FUNC184 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-188 | The EDR Proposed Solution must provide the ability to review new entities. | FUNC185 |
| F-189 | The EDR Proposed Solution must allow a pending new entity to be routed to an auditor for clarification of data (for example, determination of whether the entity is a Limited Liability Company or a Limited Liability Partnership, or determination of the applicable BETS system class code). | FUNC186 |

b. Managing ID Numbers

FTB deals with a variety of ID numbers including Social Security Number (SSN), California Corporation Number (CCN), and Federal Employer Identification Number (FEIN).

Currently when an ID number (for example, SSN, CCN) is already in use, the accounting systems assign a Taxpayer ID (TPID) for FTB use. As a result, a taxpayer's account may not be under their valid SSN (or CCN) and another taxpayer's information may be under their SSN (or CCN). This also complicates FTB's ability to match records. The following requirements are intended to improve data quality in the area of taxpayer IDs.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-190 | The EDR Proposed Solution must keep a record of aliases used by an entity including names and taxpayer IDs. | FUNC187 |
| F-191 | The EDR Proposed Solution must provide the ability for internal users to change a taxpayer's primary entity ID to the verified, correct ID (for example, Social Security Number, California Corporation Number, or Federal Employer ID Number). | FUNC188 |
| F-192 | When a taxpayer's primary entity ID is changed, the EDR Proposed Solution must automatically record the previous primary ID as an alias for that taxpayer. | FUNC189 |
| F-193 | If a taxpayer's verified, correct ID (for example, Social Security Number (SSN), California Corporation Number, Federal Employer ID Number) is already in use by another entity, the EDR Proposed Solution must replace the other entity's primary ID with an FTB ID, and keep the incorrectly used ID (for example, SSN) as an alias for the other (incorrect) entity. | FUNC190 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-194 | The EDR Proposed Solution must distinguish valid Federal Employer ID Numbers (FEIN) from valid Social Security Numbers (SSN) even if a valid SSN has the same number. For example, FEINs are the same length as SSNs (9 digits) and a valid FEIN can coincidentally be the same as a valid SSN. TI contains entities with both types of ID. Currently, if TI already has an account with the number, a TPID is issued and there is no way to identify that the FEIN is valid. | FUNC191 |
| F-195 | The EDR Proposed Solution for handling aliases and changes in ID must not require any change to the BETS or TI systems. | FUNC192 |
| F-196 | The EDR Proposed Solution for handling aliases and changes in ID must provide the ability to review and approve ID changes. | FUNC522 |
| F-197 | The EDR Proposed Solution must allow users to search for ID of any type or length from a single location (the Taxpayer Folder). For example, different types of entities and IDs are in different systems. Users need to be able to search for an ID to determine which system(s) contain records for that entity. | FUNC193 |

c. Storing Contact Information

References to “related third parties” include any third party with an established relationship to a taxpayer for a specific taxable year. Currently this could include: spouse, registered domestic partner, power of attorney, third party designee, tax professional, subsidiaries, partners in a partnership, employer, payer, limited liability company members, group return members, assumer or transferee, or withhold agent. As business develops and changes, there may be additional types of related third parties.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-198 | The EDR Proposed Solution must create one system of record that stores and manages contact information and taxpayer preferences including:<br>• Taxpayer Name (including prior names and aliases)<br>• “Care of” information (for example, fiduciary information such as trustee, executor, and guardian)<br>• Identification numbers (including prior, incorrect, or both)<br>• ID Type (the BETS or TI systems currently include the following ID types: SSN, FTBID, TPID, CA Corp ID, FEIN, BEAN, SEIN, SOSP, SOSL, ITIN, P/C, Temp and Unknown)<br>• Physical address<br>• Mailing address<br>• Private mail box<br>• Phone numbers (for example, home, work, and cell)<br>• E-mail address<br>• Contact and delivery preferences<br>• Source of information<br>• Returned mail indicator | FUNC194 |
| F-199 | For taxpayer name, the EDR Proposed Solution must provide two lines of 35 characters each (for a total of 70 characters) to accommodate extended entries (for example, for estates, trusts, Doing Business As, and group returns). | FUNC195 |
| F-200 | The EDR Proposed Solution must link to addresses for related third parties. | FUNC196 |
| F-201 | The EDR Proposed Solution must capture and record detailed address and contact information, automatically and manually. | FUNC197 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-202 | The EDR Proposed Solution must be able to store multiple addresses for a single entity. | FUNC198 |
| F-203 | The EDR Proposed Solution must automatically and manually document related third party contact information. | FUNC199 |
| F-204 | The EDR Proposed Solution must make new and updated addresses available in real- time. | FUNC200 |
| F-205 | The EDR Proposed Solution must automatically capture and store contact information received as part of the EDR workflows, including return processing, payment processing, and correspondence processing. | FUNC201 |
| F-206 | The EDR Proposed Solution must store contact history including valid begin and end dates, past addresses, status and source information. | FUNC202 |
| F-207 | The EDR Proposed Solution must provide a view that identifies related third parties and their association to the taxpayer. | FUNC203 |
| F-208 | The EDR Proposed Solution must have the capability to store foreign addresses. | FUNC204 |
| F-209 | The EDR Proposed Solution must match taxpayer addresses to property tax records in the Enterprise Data Warehouse and display ownership data, including owner, county and property value. | FUNC205 |
| F-210 | The EDR Proposed Solution must provide the ability to set contact indicators for circumstances including disaster areas and deployment to a combat zone. | FUNC523 |
| F-211 | The EDR Proposed Solution must provide the ability to apply disaster area indicators down to the delivery point (specific street address) based on the designated county or zip code. | FUNC206 |
| F-212 | The EDR Proposed Solution must provide the ability to designate a valid begin and end date for informational indicators. | FUNC207 |
| F-213 | The EDR Proposed Solution must interface with the TI and BETS systems to provide them with the most current address based on business rules. | FUNC467 |

d. Validating Contact Information

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-214 | When an address is created manually, the EDR Proposed Solution must require the user to complete the minimum standard fields for contact and address information before continuing, and prompt the user for optional information. | FUNC208 |
| F-215 | The EDR Proposed Solution must apply business edit rules as information is entered into the system (for example, the zip code must have five digits plus four) either by external interfaces or users. | FUNC209 |
| F-216 | The EDR Proposed Solution must validate U.S. addresses using U.S. Postal Service data. | FUNC210 |
| F-217 | Where a country has standardized addresses, the EDR Proposed Solution must provide validation rules for foreign addresses. | FUNC211 |
| F-218 | The EDR Proposed Solution must allow for the addition of contact information including addresses new to the U.S. Postal Service system and foreign addresses. | FUNC212 |
| F-219 | The EDR Proposed Solution must automatically update telephone area codes and zip codes when FTB receives new area code and zip code data. | FUNC213 |
| F-220 | The EDR Proposed Solution must standardize address information received from third party sources and match it to FTB entity information. | FUNC214 |

e. Updating Contact Information

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-221 | The EDR Proposed Solution must provide the ability to update contact information including all items listed in F-198 (FUNC194). | FUNC215 |
| F-222 | The EDR Proposed Solution must allow external users to select different contact preferences for different types of communication (for example, receive bills by email, but continue to receive paper notices). Some contact preferences may be subject to additional policies and procedures (for example, email contact would require the taxpayer to accept FTB terms and conditions). | FUNC460 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-223 | The EDR Proposed Solution must require that the taxpayer provide an email address if they specify email as the preferred delivery method. | FUNC463 |
| F-224 | The EDR Proposed Solution must limit address updates to current addresses. FTB will be storing address history, but the update function is only needed on current records. | FUNC216 |
| F-225 | The EDR Proposed Solution must store the history of contact information updates including a date and time stamp, user or system, source, and reason for each update. Some information must not be viewable by external users (for example, internal user and system information). | FUNC217 |
| F-226 | The EDR Proposed Solution must prevent multiple users from updating contact information at the same time and provide the updating user's contact information. | FUNC218 |
| F-227 | The EDR Proposed Solution must allow multiple individuals to view contact information (for example, the same customer screen) at the same time. | FUNC219 |
| F-228 | The EDR Proposed Solution must provide the ability to request additional contact information from the Locate service. | FUNC220 |
| F-229 | The EDR Proposed Solution must update contact information based on information received from the Locate service. | FUNC221 |
| F-230 | When an address is incorrect (for example, returned mail), the EDR Proposed Solution must provide the ability to perform automated address searches using the Locate function to add or change addresses before printing and mailing of subsequent correspondence or notices. Business rules will determine when the Locate function is used. For example, notices that require due process are subject to legal constraints governing address and delivery method. | FUNC222 |
| F-231 | The EDR Proposed Solution must provide the ability to manually and automatically add a forwarding address from the National Change of Address Service (NCOA) or returned mail with forwarding contact information. | FUNC223 |

f. Handling Returned or Undeliverable Communications

The following requirements apply to communications sent by any delivery method including U.S. Postal Service, email, text message, and fax.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-232 | The EDR Proposed Solution must provide the ability to identify when communication sent to a specific address has been returned or is undeliverable. | FUNC224 |
| F-233 | Based on business rules set when correspondence is created, the EDR Proposed Solution must provide the ability to take specific action on returned or undeliverable communications. For example, a rule may be set to notify a user when communication is returned or undeliverable, or to have the case management system take a next action. | FUNC225 |
| F-234 | The EDR Proposed Solution must provide the ability for internal users to manually indicate invalid contact information. | FUNC226 |

g. Locate Service

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-235 | The EDR Proposed Solution must provide a Locate service with the ability to send requests for entity, contact or related third party information to third parties including Employment Development Department, Board of Equalization, Internal Revenue Service, Department of Motor Vehicles, the Secretary of State, occupational licensing boards (Consumer Affairs), and vendors. | FUNC229 |
| F-236 | The EDR Locate service must be able to categorize the different kinds of information needed (for example, address, Social Security Number, and Date of Birth) and request information from the most suitable partners and vendors based on business rules and information needs. | FUNC464 |
| F-237 | The EDR Locate service must be able to select from available vendors and partners based on business rules including the vendor or partner's reliability, validity and age of information. | FUNC230 |
| F-238 | The EDR Locate service must be able to determine the data and format that is required by the locate vendor or partner and format and adjust the locate request based on those requirements. | FUNC231 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-239 | The EDR Locate service must record the execution date of the vendor or partner contact information request and whether or not the request was successful. | FUNC468 |
| F-240 | The EDR Proposed Solution must determine the best address and next best address based on business rules. | FUNC227 |
| F-241 | The EDR Proposed Solution must use all available address data in the Enterprise Data Warehouse to determine the best address. | FUNC228 |
| F-242 | The EDR Proposed Solution must automatically receive updates from third parties as they receive new information and share it with FTB (for example, new employer addresses from the Employment Development Department). This proactive approach to locating new addresses will require FTB to establish data sharing interagency agreements. | FUNC232 |
| F-243 | The EDR Locate service must interface with the ARCS system to:<br>• Allow ARCS to request better addresses<br>• Send better addresses to ARCS<br><br>The ARCS system will continue to get and store the most current address from the TI and BETS systems (TI and BETS will get it from EDR Contact services). When the ARCS system address results in returned mail, ARCS will interface with the EDR Locate service to get a better address. Business rules will determine what actions or results are needed. The ARCS system will use addresses from the EDR Locate service to populate and send its notices, but will continue to rely on the TI and BETS systems for stored addresses. | FUNC469 |

5. Notification Requirements

In Functional Requirements the term “notice” refers to any FTB communication that constitutes due process, denotes the official final action of a case, or provides taxpayers with other legal rights. Notices include Notice of Proposed Assessment, Return Information Notice, Statement of Tax Due, and Final Notice Before Levy. The term “correspondence” refers to any other FTB written communication during the course of resolving an issue or case.

a. Making Return Adjustments

Return adjustments refer to any adjustments made to any tax return or its related liability at any point in time. These requirements are not limited to return validation adjustments; they include subsequent action by other FTB areas including Audit, Legal and Collections. The functions described in this section refer to the replacement of the PAWS user interface. PAWS is the current Personal Income Tax noticing system.

The BETS system will continue to issue and finalize Business Entity (BE) Notices of Proposed Assessment as it does currently. For BE notices, the functionality below is limited to making return adjustments needed for Return Information Notices and Statements of Tax Due issued during the return validation process.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-244 | The EDR Proposed Solution must include a return adjustment process that is integrated with the EDR case management component and also available to internal customers through the Taxpayer Folder. | FUNC297 |
| F-245 | The EDR return adjustment process must interface with EDR’s notification processes which will send the related notices. | FUNC298 |
| F-246 | The EDR return adjustment process must automatically accept return validation changes released from EDR’s case management component. | FUNC301 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-247 | For users outside the Return Validation area, the EDR return adjustment process must provide the ability to automatically populate the return adjustment process with return or account information, including:<br>• Taxable income<br>• Tax credits (refundable and nonrefundable)<br>• Tax liability<br>• Previously assessed tax liability<br>• Penalties<br>• Interest<br>• Withhold tax (from the WASS system)<br>• Non-resident apportionment percentage<br>• Payments (including withhold credits and estimate transfers)<br>• Fees (filing enforcement, lien, installment agreement, and collection cost recovery)<br>• Refunds issued<br>• Overpayment credits transferred<br><br>Not all data will apply to every template or notice type. | FUNC300 |
| F-248 | The EDR return adjustment process must provide the ability to validate or override any automatically populated account data. | FUNC302 |
| F-249 | The EDR return adjustment process must accommodate a minimum of 15-digit numbers for dollar amounts. Currently the PAWS application limits dollar amount to ten digits. This is not sufficient. | FUNC303 |
| F-250 | The EDR return adjustment process must correctly calculate tax, penalties, interest, credits, and other adjustments as defined by the California Revenue and Taxation Code, and defining case law. Tax law changes frequently include special handling for specific taxable years including amnesty programs and special interest rates. | FUNC304 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-251 | The EDR return adjustment process must calculate adjustments to Personal Income Tax and Business Entity liability including adjustments to:<br>• Income<br>• Limitations and phase outs (for example, itemized deductions, and exemption credits)<br>• Tax (including excess State Disability Insurance (SDI), use tax, Alternative Minimum Tax (AMT), annual tax, non-consenting non-resident members (NCNR) tax, withhold tax from the WASS system, and Limited Liability Company fees)<br>• Penalties<br>• Interest (including “2% interest”, interest recapture, suspension, abatement, and Avon interest)<br>• Credits (refundable and non-refundable)<br>• Credit and loss carryovers<br>• Application of payments (including suspense and offsets)<br>• Fees (including filing enforcement, lien, installment agreement, and collections cost recovery)<br>• Filing status<br>• Residency status<br>• Non-resident apportionment percentage<br>• Non-liable spouse<br>• Amended or corrected documents (for example, W-2 C) | FUNC305 |
| F-252 | The EDR return adjustment process must provide the ability to accommodate up to 100 adjustments of any type to a single return or taxpayer (for example, allow adjustments to income and filing status in the same notice). Currently the PAWS application limits income adjustments to ten items. This is not sufficient. | FUNC306 |
| F-253 | The EDR return adjustment process must have the ability to view return adjustments online or print a draft. | FUNC307 |
| F-254 | The EDR return adjustment process must have the ability to modify return adjustments during the review process. | FUNC308 |
| F-255 | The EDR Proposed Solution must provide the ability to set business rules and govern the review process (for example, based on balance due, staff characteristics, or notice type). | FUNC309 |

b. Notification Process

The BETS system will continue to send Business Entity (BE) Notices of Proposed Assessment as it does currently. For BE, the functionality below is limited to sending Return Information Notices and Statements of Tax Due issued during the return validation process, and sending validation-related correspondence.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-256 | The EDR Proposed Solution must provide enterprise notification processes that create notices and send notices and other outbound correspondence. | FUNC310 |
| F-257 | The EDR Proposed Solution must use business rules to create and send notices and correspondence including selection of:<br>• Notice type<br>• Template<br>• Taxable year<br>• Recipients and address type (for example, postal, email)<br>• Explanatory paragraphs and enclosures<br>• Mail preferences (for example, mail date, number of copies, print location, and special handling)<br>• Tracking information (for example, user, business area, and revenue codes)<br>• Fields to populate | FUNC311 |
| F-258 | The EDR Proposed Solution must replace current processes used to create, review, format, print, store, retrieve, view and finalize Personal Income Tax (PIT) notices and validation-related correspondence. The State will retire the PAWS user interface that is currently used to create PIT notices. In addition, some users will be transitioned off the ADCORR correspondence system. | FUNC312 |

c. Creating Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-259 | The EDR Proposed Solution must replace current processes used to create, review, format, print, store, retrieve, view and finalize Business Entity (BE) Return Information Notices, Statements of Tax Due, and validation-related correspondence. EDR's notification processes will not include BE Notices of Proposed Assessment. | FUNC525 |
| F-260 | The EDR Proposed Solution must have the ability to manually create notices, correspondence, and mailing inserts. | FUNC314 |
| F-261 | The EDR Proposed Solution must have the ability to automatically create notices and correspondence (including inserts) from the EDR case management system, and notices from the INC and automated audit systems. Creating correspondence is limited to the EDR case management component. | FUNC313 |
| F-262 | The EDR Proposed Solution must associate notices and correspondence to the taxpayer and taxable year, and Return Validation case with which they are associated. | FUNC315 |
| F-263 | The EDR Proposed Solution must provide the ability to use business rules to determine the notice type, template and pre-defined language to produce the required notice, correspondence and inserts. | FUNC316 |
| F-264 | The EDR Proposed Solution must provide templates that include standard headers, footers, and language. | FUNC317 |
| F-265 | The EDR Proposed Solution must provide the ability for users to modify standard language included in templates. | FUNC318 |
| F-266 | The EDR Proposed Solution must provide the ability to produce notices and correspondence up to 100 pages in length. | FUNC319 |
| F-267 | The EDR Proposed Solution must allow users to search the text of available pre-defined language to select paragraphs to insert in the notice or correspondence. | FUNC320 |
| F-268 | The EDR Proposed Solution must allow users to modify standard paragraphs that are inserted into the notice or correspondence. | FUNC321 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-269 | The EDR Proposed Solution must provide the ability to automatically populate standard correspondence and notices with taxpayer demographic information including:<br>• Name (including extended names for estates, trusts, Doing Business As, and group returns)<br>• Mailing address<br>• Taxpayer ID (must be FTB ID for Personal Income Tax taxpayers)<br>• Non-liable spouse format<br>• “Care of” information<br>• “Cc” information | FUNC322 |
| F-270 | The EDR Proposed Solution must provide the ability to automatically populate standard correspondence and notices with FTB information, including:<br>• Contact information<br>• Tracking information (for example, payroll unit code, revenue code, issue code, and maker)<br>• Dates (for example, respond by, protest, appeal, interest, and payment due) | FUNC323 |
| F-271 | The EDR Proposed Solution must provide the ability to automatically populate return processing notices with return line items as filed and as corrected. | FUNC324 |
| F-272 | The EDR Proposed Solution must have the ability to select multiple recipients based on relationships stored in EDR’s contact management component (for example, stakeholders, assumers, and power of attorney). | FUNC325 |
| F-273 | The EDR Proposed Solution must enforce third party authorization based on power of attorney and third party designee data. | FUNC526 |
| F-274 | The EDR Proposed Solution must have the ability to select addresses from the contact management component based on business rules (for example, home as well as business). | FUNC326 |
| F-275 | The EDR Proposed Solution must have the ability to issue, update and consolidate multiple taxable years on one notice or piece of correspondence. | FUNC327 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-276 | The EDR Proposed Solution must have the ability to create or change multiple notices or pieces of correspondence at the same time, including notices or correspondence to multiple taxpayers and notices or correspondence for multiple taxable years. | FUNC328 |
| F-277 | The EDR Proposed Solution must have the ability to recognize the partial and non-liable spouse (P-NLS and NLS) indicators on the TI system and correctly handle related notices. For example, for joint taxable years, if partial innocent spouse relief is allowed to one spouse, separate notices must be issued to each spouse. The notice showing the balance due for the "innocent" spouse would be reduced pursuant to the allowed relief; however, the notice showing the balance due for the other spouse would reflect the entire liability. In addition, even though joint filers for that taxable year, the notices are not provided to the other spouse. | FUNC329 |
| F-278 | The EDR Proposed Solution must have the ability to send attachments (for example, tax return, a certain page of a tax return, and schedules) with notices or correspondence in a format that matches the delivery method (for example, electronic or paper). | FUNC330 |
| F-279 | The EDR Proposed Solution must provide data entry validation when notices or correspondence are created (for example, alert user of duplicate notice, or statute of limitations). | FUNC331 |
| F-280 | The EDR Proposed Solution must have the ability to input permanent comments and temporary notes when creating a notice. | FUNC332 |
| F-281 | The EDR Proposed Solution must have the ability to populate FTB ID on all Personal Income Tax notices and correspondence (per SB25).<br><br>*See Bidders' Library, SB25 SSN Privacy.* | FUNC333 |
| F-282 | The EDR Proposed Solution must provide the ability to specify rules for processing responses to individual notices or pieces of correspondence, including routing to a work queue, notifying a staff person, or applying a set of rules. | FUNC334 |
| F-283 | The EDR Proposed Solution must provide the ability to specify rules for processing returned mail, including routing to a work queue, notifying a staff person, or applying a set of rules. | FUNC335 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-284 | The EDR Proposed Solution must provide basic word processing features including word wrap, spell check, grammar check, copy, cut, paste, and tables. | FUNC336 |
| F-285 | The EDR Proposed Solution must have the ability to initiate notices or correspondence and enter a later mail date to "delay" the send date (for example, to allow for review). | FUNC337 |

d. Reviewing Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-286 | The EDR Proposed Solution must have the ability to view notices or correspondence online or print a draft prior to sending. | FUNC338 |
| F-287 | The EDR Proposed Solution must have the ability to modify notices or correspondence after it is created, but prior to sending. | FUNC339 |
| F-288 | The EDR Proposed Solution must provide the ability to set business rules and govern the review process (for example, based on balance due, staff characteristics, or notice type). | FUNC340 |

e. Sending Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-289 | The EDR Proposed Solution must assign unique identifiers (for example, Document Locator Number) to all correspondence, notices, statements, forms, and other documents sent via EDR’s notification processes. | FUNC341 |
| F-290 | Before sending correspondence or notices, the EDR Proposed Solution must verify:<br>• FTB ID number<br>• Balance<br>• Address<br>• Name<br>• Payments and credits<br>• Calculation of tax, interest and penalties<br>• Returns received<br>• Other adjustment data | FUNC344 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-291 | The EDR Proposed Solution must communicate with EDR's contact management component to obtain the best address consistent with business rules. | FUNC345 |
| F-292 | The EDR Proposed Solution must allow authorized users the ability to suppress the sending of outgoing correspondence, notices, statements, or forms, to groups, individuals, or both, due to customer characteristics or special circumstances based on business rules (for example, military personnel in a combat zone or holiday moratorium). | FUNC346 |
| F-293 | The EDR Proposed Solution must provide the ability to prevent sending notices to addresses located in a disaster area based on information in EDR's contact management component. | FUNC347 |
| F-294 | The EDR Proposed Solution must provide information to users that a notice cannot go to a disaster area, or is delayed for a holiday moratorium until a certain date. | FUNC348 |
| F-295 | When the send notification function is automatically suppressed, the EDR Proposed Solution must provide the ability to manually override the suppression. | FUNC349 |
| F-296 | The EDR Proposed Solution must provide the ability to automatically or manually adjust the mailing schedule and throttle correspondence and notices (for example, a large backlog due to a staff shortage). | FUNC350 |
| F-297 | The EDR Proposed Solution must have the ability to have a list of inserts automatically added to the bottom of the notice. | FUNC351 |
| F-298 | The EDR Proposed Solution must have the ability to use EDR's notification processes to send items to an assumer or transferee. | FUNC352 |
| F-299 | The EDR Proposed Solution must have the ability to make a tax change or adjustment against an assumer or transferee in lieu of a dissolved corporation. | FUNC353 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-300 | The EDR Proposed Solution must provide the ability to send the following types of notices:<br>• Personal Income Tax (PIT) and Business Entity (BE) Return Information Notices<br>• PIT and BE Statements of Tax Due<br>• PIT Notices of Proposed Assessment<br>• PIT Notices of Action (Affirmation, Withdrawal or Revision)<br>• PIT Notices of Determination on Appeal<br>• PIT Notices of Determination on Interest Abatement<br>• PIT Claim Denials (including Partial Claim Denials)<br>• PIT Notices of Proposed Over Assessments (including offsets)<br>• PIT Notices of Revision (Withdrawal or Revision)<br>• PIT Notice of Proposed Assessment<br>• Notices of Proposed Assessment Carryover Adjustment (credit and loss carryover adjustments)<br><br>PIT notices include notices from EDR's case management component, entered through the user interface, received from the INC system, and received from the Audit applications. | FUNC354 |
| F-301 | The EDR Proposed Solution must provide the ability to issue a notice with a zero balance. | FUNC355 |
| F-302 | The EDR Proposed Solution must correlate related documents into a single mailing. For example, a notice and any attachments must be sent in a single envelope. | FUNC356 |
| F-303 | The EDR Proposed Solution must identify accounts that require special handling both automatically and manually based on business rules. For example, users may specify that correspondence be sent by certified mail. | FUNC357 |
| F-304 | The EDR Proposed Solution must automatically capture and store correspondence, notices, statements and forms sent to taxpayers through EDR's notification processes. | FUNC358 |
| F-305 | The EDR Proposed Solution must record the date and time notices and correspondence are sent. | FUNC359 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-306 | The EDR Proposed Solution must provide the ability to send notification to taxpayers (for example, correspondence, notices, statements, and forms), both automatically and manually. Business rules and policy will define confidentiality and security requirements. | FUNC342 |
| F-307 | The EDR Proposed Solution must have the ability to send correspondence electronically based on delivery preferences (for example, email, and text message). | FUNC362 |
| F-308 | When correspondence is sent electronically, the EDR Proposed Solution must provide the ability to send a notification to the taxpayer's email or text address that a message, document, or both, is waiting to be viewed in the Taxpayer Folder. | FUNC363 |
| F-309 | When correspondence is sent electronically, the EDR Proposed Solution must display the date and time that the notice or correspondence was viewed in the Taxpayer Folder. | FUNC542 |
| F-310 | The EDR Proposed Solution must have the ability to fax with a cover sheet. | FUNC364 |
| F-311 | The EDR Proposed Solution must permit authorized users to deactivate email, fax and text message capability for specific document types, specific customers, specific customer groups, or globally in order to meet confidentiality requirements or for other business reasons based on business rules. | FUNC343 |
| F-312 | The EDR Proposed Solution must provide the ability to send print jobs to FTB's print and mail room including notices, correspondence and inserts that require special handling. | FUNC365 |
| F-313 | The EDR Proposed Solution must record a notice failure and request reprint without sending a duplicate transaction to the accounting system (for example, notice was torn). | FUNC366 |
| F-314 | The EDR Proposed Solution must provide the ability for authorized FTB personnel to cancel printing of any notice or correspondence that has been submitted to FTB's print and mail room. The system must also inform the user if the cancellation was successful. | FUNC367 |
| F-315 | When a print job is cancelled, the EDR Proposed Solution must also cancel any related accounting transaction. | FUNC368 |
| F-316 | The EDR Proposed Solution must provide the ability to print notices to the local printer, bypassing the mailroom. | FUNC369 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-317 | The EDR Proposed Solution must provide the ability to send Return Information Notice and Statement of Tax Due explanations to the State Controller's Office to be printed on the related refund warrant.<br><br>*See the related external interface requirement in Section VI.B.8.d*. | FUNC470 |
| F-318 | When returned mail is received, the EDR Proposed Solution must provide the ability to modify the address and reissue correspondence. | FUNC370 |
| F-319 | When returned mail is received, the EDR Proposed Solution must provide the ability to send a copy of the notice with a cover letter to a new or modified address without duplicating the accounting transaction or impacting the finalization process (if applicable). | FUNC371 |

f. Post Proposed Assessment Process

Protests will either be filed online, or received from the Correspondence Management process after they are imaged and stored. Business rules and workflows will determine how correspondence is identified as a protest and routed to the correct work group.

The BETS system will continue to issue and finalize Business Entity (BE) notices as it does currently. For BE notices, the functionality below is limited to the ability to file and validate an online protest and send the protest information to a BE work group based on business rules.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General** | |
| F-320 | The EDR Proposed Solution must develop and implement a business configurable Post Proposed Assessment Process that provides logic and rules for determining valid protests and finalizing notices. | FUNC233 |
| F-321 | The EDR Proposed Solution must provide the ability to identify and take the next action in the post proposed assessment process based on business rules. | FUNC234 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-322 | The EDR Proposed Solution must provide the ability for an internal user to acknowledge an appeal filed with the Board of Equalization (BOE) for a deficiency (notice), claim denial, notice of determination on interest abatement, or notice of proposed adjustment of carryover amount notice of action. | FUNC235 |
| F-323 | When a user acknowledges an appeal, the EDR Proposed Solution must provide the TI system with all information needed to properly record the appeal and subsequent actions. | FUNC527 |
| | **Filing a Protest Online** | |
| F-324 | The EDR Proposed Solution must allow the taxpayer or authorized representative to file Personal Income Tax and Business Entity protests online via the Taxpayer Folder. | FUNC236 |
| F-325 | The EDR Proposed Solution must allow the taxpayer or authorized representative to withdraw Personal Income Tax and Business Entity protests online via the Taxpayer Folder. | FUNC237 |
| F-326 | The EDR Proposed Solution must record the date that an online protest is filed or withdrawn. | FUNC540 |
| F-327 | The EDR Proposed Solution must allow external users to “attach” additional documentation to the online protest.<br><br>*See Section VI.B.6.a for functional requirements related to uploading documents.* | FUNC238 |
| | **Matching and Validating Protests** | |
| F-328 | The EDR Proposed Solution must match filed protests to the related Notice of Proposed Assessment or other notice that gives protest rights. | FUNC239 |
| F-329 | In addition to the Notice of Proposed Assessment (NPA) under protest, the EDR Proposed Solution must match a protest to other related notices. For example: Notice of Proposed Overassessment, Notice of Proposed Adjusted Carryover Amount, NPAs for other years, other NPAs for same year, and NPAs to pass-through entities and owners. | FUNC240 |
| F-330 | The EDR Proposed Solution must determine whether a protest was filed within the protest period. | FUNC241 |
| F-331 | The EDR Proposed Solution must provide the ability to treat untimely or invalid protests as correspondence. | FUNC242 |
| F-332 | The EDR Proposed Solution must verify that a protest is valid based on business rules or route it to the appropriate business area for verification. | FUNC243 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-333 | The EDR Proposed Solution must have the ability to automatically record a valid Personal Income Tax (PIT) protest and to manually record a valid PIT protest in EDR's notification processes. | FUNC244 |
| F-334 | The EDR Proposed Solution must interface with the TI system to transmit Personal Income Tax protest information. | FUNC245 |
| F-335 | The EDR Proposed Solution must provide TI with all information needed to properly record the Personal Income Tax protest and subsequent actions. | FUNC246 |
| F-336 | The EDR Proposed Solution must route Business Entity (BE) protests to a BE work unit based on business rules. | FUNC528 |
| | **Finalizing Notices**<br>*The following requirements for finalizing notices are limited to Personal Income Tax notices, including notices originating with the INC system or any of the Audit applications that interface with EDR for sending notices*. | |
| F-337 | The EDR Proposed Solution must have the ability to calculate the legal timeframe and automatically send the next notice based on business rules or finalized assessment. | FUNC247 |
| F-338 | The EDR Proposed Solution must provide the ability to modify, reissue or withdraw a notice, including post-proposed assessment notices. | FUNC248 |
| F-339 | The EDR Proposed Solution must have the ability to modify data from the original notice for subsequent actions, including post-proposed assessment notices. | FUNC249 |
| F-340 | When a valid protest is identified, the EDR Proposed Solution must provide the ability to "un-finalize" Notices of Proposed Assessment and post proposed assessment notices that have finalized and place them in a protest or appeal status. | FUNC465 |
| F-341 | The EDR Proposed Solution must interface with the TI system to:<br>• Issue post-proposed assessment notices<br>• Finalize notices<br>• "Un-finalize" notices<br>• Modify, reissue or withdraw a notice, including post-proposed assessment notices<br>• Make accounting adjustments as a result of Board of Equalization decisions on an appeal or claim denial | FUNC250 |

6. Taxpayer Folder Requirements

References to “related third parties” include any third party with an established relationship to a taxpayer for a specific taxable year. Currently this could include: spouse, registered domestic partner, power of attorney, third party designee, tax professional, subsidiaries, partners in a partnership, employer, payer, limited liability company members, group return members, assumer or transferee, or withhold agent. As business develops and changes, there may be additional types of related third parties.

When the resulting EDR contract begins, external authentication will already be in place, implemented by the EASE project. The following functionality will be provided by EASE:

- Provide users with the option to recognize the computer in use in the future (similar to online banking options, including cautions not to opt in if the computer is not secure)
- If the user opts not to recognize the computer in use in future sessions, leave no residue of the application, credentials, or data on the device from which it was accessed (for example, cookies and application shells)
- Provide a single sign-on function that will enable a user to log-in once to access applications and Web services that the user has permission to use without the need to enter multiple user IDs and passwords
- Prevent multiple log-in to the same external account
- Allow a customer to register for an online account
- Prompt the customer to establish a personal profile and preferences
- Notify the taxpayer or customer via U.S. Postal Service that an account was established or deactivated
- Allow a taxpayer or customer to deactivate their online access
- Prevent a taxpayer or customer with an existing username and password from creating a duplicate username and password

a. General Functionality

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-342 | The EDR Proposed Solution must provide a common internal and external access point (commonly referred to as a “Taxpayer Folder”). | FUNC372 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-343 | Based on authorization rules, the Taxpayer Folder must provide information to external users, including:<br>• Taxpayers<br>• Tax Professionals<br>• Staff from tax agencies including Board of Equalization (BOE), Employment Development Department (EDD) and Internal Revenue Service (IRS) | FUNC373 |
| F-344 | Based on authorization rules, all information available to external users through the Taxpayer Folder must also be available to FTB staff in the same format. FTB staff will have access to additional information not presented to external users. | FUNC374 |
| F-345 | In common views, the Taxpayer Folder must visually identify any information that is not viewable by external users to prevent accidental disclosure. | FUNC375 |
| F-346 | The Taxpayer Folder must provide internal displays customized by job function or task. These displays will present the information, layout, options, and tools applicable to the particular job function or task. | FUNC376 |
| F-347 | The Taxpayer Folder must provide the ability to assign individual internal and external users to multiple roles and multiple tasks. | FUNC377 |
| F-348 | The EDR Proposed Solution must allow internal users to customize the layout of the Taxpayer Folder, including the ability to rearrange and hide components. | FUNC378 |
| F-349 | The Taxpayer Folder must provide the ability for users to obtain a printable version of any data or document accessed through it. | FUNC379 |
| F-350 | The Taxpayer Folder must provide the ability for internal users to generate and save a PDF from any printable view. | FUNC380 |
| F-351 | The Taxpayer Folder must have a method of receiving and sending data electronically (for example, email, fax, and text message). | FUNC426 |
| F-352 | The Taxpayer Folder must provide the ability for users to upload or post documents including Word, Excel, and PDF files. | FUNC381 |
| F-353 | The Taxpayer Folder must provide internal users with the ability to upload a single message or document to multiple accounts in a single transaction. For example, communication about a joint return or liability would be sent to both taxpayers. | FUNC427 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-354 | If an external user uploads a document related to a joint taxable year, the Taxpayer Folder must provide that user with the option to share that document with the related taxpayer. | FUNC428 |
| F-355 | The Taxpayer Folder must provide the option for FTB to designate internally generated documents as read-only or modifiable. | FUNC382 |
| F-356 | The Taxpayer Folder must record the date, time, and version when a document is uploaded by a user. | FUNC383 |
| F-357 | The Taxpayer Folder must provide the ability for users to download documents including questionnaires, forms, Excel spreadsheets, Microsoft Word, Visio, PDF, QuickBooks, TurboTax, Access, WordPerfect, and faxes. | FUNC384 |
| F-358 | The Taxpayer Folder must record the date, time, and version when a document is downloaded by a user. | FUNC385 |
| F-359 | The Taxpayer Folder must provide information on recent account activity including but not limited to:<br>• LiveChat conversations<br>• Phone calls to FTB's external Customer Service Support Center<br>• Taxpayer Folder access<br>• Taxpayer actions<br>• System transactions<br><br>Not all activity or details will be available to external users. | FUNC386 |
| F-360 | The Taxpayer Folder must be accessible by authorized FTB users in the central office, remote sites, districts, and localities within data level security constraints. | FUNC387 |
| F-361 | The Taxpayer Folder must be accessible by external users from FTB's public website. | FUNC388 |
| F-362 | The Taxpayer Folder must have session timeouts when the idle time limit has been exceeded. This must include separate time limits for internal users on remote sessions and for external users. | FUNC391 |

b. Viewing Data

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-363 | For external users, the Taxpayer Folder must provide access to information currently displayed in My FTB Account including, but not limited to:<br>• Estimated tax payments<br>• Recent payments applied to a balance due<br>• Your total current balance due<br>• A summary of balance due by taxable year<br>• California wage and withholding information<br>• FTB-issued 1099-G and 1099-INT information<br>• Non wage withholding information (WASS 8/2010)<br>• Frequently Asked Questions (FAQs) | FUNC393 |
| F-364 | The Taxpayer Folder must provide access to electronic images of all tax return data, including Homeowner and Renter Assistance claims, regardless of filing method. | FUNC394 |
| F-365 | The Taxpayer Folder must provide access to all payment data regardless of payment method including images when available. | FUNC395 |
| F-366 | The Taxpayer Folder must provide the ability for external users to set preferences about what information may be shared with the other taxpayer on a Married-Filing-Joint return or joint liability. | FUNC396 |
| F-367 | The Taxpayer Folder must provide the ability to redact or hide confidential information from unauthorized users. | FUNC397 |
| F-368 | The Taxpayer Folder must provide internal users with view-only access to third party data in the Enterprise Data Warehouse.<br><br>*See Bidders' Library, Current Third Party Data* | FUNC398 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-369 | The Taxpayer Folder must provide real-time, view-only access to Personal Income Tax and Business Entity taxpayer accounting records from the TI and BETS systems including:<br>• Business entity type including class code<br>• FTB status and status date (BETS)<br>• TP Status (TI – bankruptcy and under investigation; BETS bankruptcy)<br>• Returns filed or missing<br>• Secretary of State status and status date (BETS)<br>• Other systems with open accounts for the same taxpayer and taxable year (ARCS, INC, PASS)<br>• Notices issued<br>• Taxable year balance summary (taxable year liability to balance due)<br>• Payments including method and date<br>• Withholding Information including WASS<br>• Account or taxable year hold or suppression<br>• “2% Interest” (BETS)<br>• Mandatory e-pay requirement (for taxpayer)<br>• Liens filed<br>• Comments | FUNC399 |
| F-370 | The Taxpayer Folder must provide view-only access to WASS system Comments. | FUNC529 |
| F-371 | The Taxpayer Folder must provide view-only access to INC system Notes. | FUNC530 |
| F-372 | The Taxpayer Folder must not display pending accounting transactions to external users; instead they should receive notice that activity is pending on the account. | FUNC400 |
| F-373 | The Taxpayer Folder must provide view-only access to images of all notices created through the new notification processes. | FUNC401 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-374 | The Taxpayer Folder must provide view-only access to notices created through legacy systems including INC system Notice of Proposed Assessments, BETS system notices, ARCS system notices (for example, Income Tax Due, Past, Official, Delinquent, Final, Lien, and Levy) and WASS system notices (Withhold Information Notice, Waiver Determination Notice, and Reduced Waiver Determination) issued in the current year and preceding four years. Display of historic notices is subject to FTB's data retention policy.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC402 |
| F-375 | The Taxpayer Folder must provide view-only access to notices in the Notice Display File (NDF) that were sent prior to implementation of the solution, whether or not they are finalized. Display of historic notices is subject to FTB's data retention policy.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC403 |
| F-376 | The Taxpayer Folder must provide view-only access to images of final notices created manually prior to implementation of the solution, including Notice of Proposed Assessments and Post Notice of Proposed Assessments. | FUNC404 |
| F-377 | EDR notice images retrieved through the Taxpayer Folder must exactly match the documents sent to taxpayers. | FUNC405 |
| F-378 | The Taxpayer Folder must provide view-only access to EDR case management and INC system correspondence sent using the notification component. | FUNC406 |
| F-379 | The Taxpayer Folder must provide view-only access to correspondence created using ADCORR, BCORR and ECOM in the current and four prior years. | FUNC407 |
| F-380 | The Taxpayer Folder must provide view-only access to correspondence received from the taxpayer or a third party. | FUNC408 |
| F-381 | The Taxpayer Folder must provide the ability to limit access to correspondence to internal users. For example, information received from a third party could be associated with the Taxpayer Folder account, but not viewable by the taxpayer. | FUNC409 |
| F-382 | The Taxpayer Folder must provide view-only access to a taxpayer's related third parties. | FUNC410 |
| F-383 | Information about related third parties must be specific to a taxable year. | FUNC411 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-384 | For external users, information about a spouse or registered domestic partner must be limited to information as filed on a joint return (for example, it must not display that person's current address if it's different from the address on the joint return, and payment images on the joint liability must not show personal or bank information). | FUNC412 |
| F-385 | For internal users, information about a spouse or registered domestic partner must include access to the spouse on a Married Filing Separate return. | FUNC413 |
| F-386 | The Taxpayer Folder must provide access to demographic information included in EDR's contact management component. | FUNC414 |
| F-387 | The Taxpayer Folder must provide internal users with context sensitive access to FTB's external Customer Service Support Center reference materials collectively referred to as the "Rack." | FUNC415 |
| F-388 | The Taxpayer Folder must provide internal users with single sign-on and internal authorization to FTB systems and services including:<br>• TI<br>• BETS<br>• INC<br>• PASS<br>• ARCS | FUNC416 |
| F-389 | The Taxpayer Folder must provide internal users with links to all web-based systems included in the single sign-on. | FUNC417 |
| F-390 | The Taxpayer Folder must provide internal users with links to external agencies including Department of Motor Vehicles, Employment Development Department, Board of Equalization, and Secretary of State. | FUNC418 |
| | **Search and Presentation** | |
| F-391 | The Taxpayer Folder must provide the ability to search by word, phrase, and other criteria. | FUNC420 |
| F-392 | The Taxpayer Folder must allow multiple criteria to be specified in a single query or search (for example, search by Driver's License number, Social Security Number, and address). | FUNC421 |
| F-393 | All search results must be limited to information that the user is authorized to know. | FUNC419 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-394 | A search of the Taxpayer Folder must return all matching results, including images, that the user is authorized to view. | FUNC423 |
| F-395 | For internal users, the Taxpayer Folder must provide the ability to search, retrieve, and present information on multiple accounts, records, or both that share a common identifier based on business rules, access rights and permissions. | FUNC424 |
| F-396 | The Taxpayer Folder must allow users to sort or group search results by common characteristics (for example, date or record type). | FUNC425 |
| F-397 | The internal Taxpayer Folder search feature (used to search enterprise data) must clearly be distinguished from external search engines (used to search the internet). | FUNC422 |

c. Accessing Self-Services and Internal Tools

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General Requirements** | |
| F-398 | The Taxpayer Folder must provide validation rules on all transactions that identify errors and provide immediate user feedback including an error message and possible corrective actions. | FUNC429 |
| | **Links** | |
| F-399 | The Taxpayer Folder must have the capability to link to other areas of the FTB website. | FUNC430 |
| F-400 | The Taxpayer Folder must notify a user when they are leaving the secured portion of the Taxpayer Folder. | FUNC431 |
| F-401 | If an external user leaves the Taxpayer Folder, the EDR Proposed Solution must require them to log back on when they return (for example, back button would not reopen the secured Taxpayer Folder). | FUNC432 |
| F-402 | The EDR Proposed Solution must leverage, integrate, and transition My FTB Account information and capabilities into the Taxpayer Folder including:<br>• Register for self services (currently “Get your CSN”)<br>• Pay Online (Web Pay)<br>• Pay by Credit Card<br>Apply for installment agreements | FUNC433 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-403 | The EDR Proposed Solution must leverage, integrate, and transition other existing taxpayer self-services into the Taxpayer Folder including:<br>• Apply for an extension<br>• Report noncompliance<br>• Taxpayer Data Access Import (Project pending)<br>• Check refund status<br>• Obtain forms and instructions<br>• Ask tax question by email<br>• Head of Household information and questionnaire<br>• Calculate the right amount of tax<br>• Get an email reminder to file<br>• ReadyReturn<br>• CalFile | FUNC434 |
| F-404 | The EDR Proposed Solution must leverage, integrate, and transition existing Filing Enforcement self-services into the Taxpayer Folder, including:<br>• Order forms<br>• Delay case (currently allowed three times)<br>• Obtain FAQ's<br>• Close an account (must meet specific criteria)<br>• Fill out a questionnaire<br>• Send an e-mail to Filing Enforcement inbox<br>• Select preferred method of correspondence (subject to due process requirements)<br>• Link to FTB payment options<br>• E-mail reminder to file | FUNC435 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-405 | The Taxpayer Folder must provide access to new, integrated self-services, including:<br>• Check return received and refund status<br>• Protest a Notice of Proposed Assessment<br>• Establish and update a Power of Attorney<br>• Update contact information and preferences (for example, name, mailing address, e-mail address, telephone number)<br>• Calculate tax, penalties and interest<br>• Calculate refund amount or balance due<br>• Request a Withhold at Source Waiver<br>• Submit a Social Security Number correction | FUNC436 |
| F-406 | The Taxpayer Folder must provide internal users a link to other FTB tools, including:<br>• Search taxpayer and non-filer information<br>• Add new entity<br>• Request locate service<br>• Create and send notices | FUNC437 |
| F-407 | The Taxpayer Folder must provide ready access to common productivity tools and job aids including:<br>• State Calendar<br>• Glossary of terms, abbreviations, and definitions<br>• Quick reference public telephone number list<br>• List of bilingual contacts (internal users only)<br>• Form 1020 to look up paragraph codes<br>• Links to commonly used reference tools (internal users only)<br>• Help feature<br>• Training feature (“How To” training) | FUNC438 |
| F-408 | The Taxpayer Folder must provide internal users with access to an external search engine. The external search engine link must clearly be distinguished from the internal search feature. | FUNC439 |
| | **Single Sign-On** | |
| | **Register for Taxpayer Folder Self-service**<br>*The following requirements are needed in addition to the EASE functionality.* | |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-409 | The Taxpayer Folder must allow a customer to reach non-confidential self services without registering for an online account. | FUNC443 |
| F-410 | The Taxpayer Folder must allow the customer to select a language preference. | FUNC445 |
| F-411 | As required by the Dymally-Alatorre Bilingual Services Act (California Government Code sections 7290-99), the Taxpayer Folder display must support English and other non-English languages including Spanish, Chinese, Korean, Russian and Vietnamese.<br><br>*See Bidders' Library, Dymally-Alatorre Bilingual Services Act.* | FUNC446 |
| F-412 | The Taxpayer Folder must allow FTB staff to deactivate a taxpayer or customer's online access to the Taxpayer Folder. | FUNC531 |
| | **Check Return Received And Refund Status** | |
| F-413 | The Taxpayer Folder must provide information about the current processing status of a tax return and estimated completion timeframe. | FUNC450 |
| F-414 | The Taxpayer Folder must provide information about the current processing status of a tax refund and estimated completion timeframe. | FUNC451 |
| F-415 | The Taxpayer Folder must provide FAQs about return processing by return type. | FUNC452 |
| F-416 | The Taxpayer Folder must provide information about taxable year and agency offsets applied to the taxpayer. | FUNC453 |
| | **Protest a Notice of Proposed Assessment**<br>*Requirements for filing a protest online are included in the Post Proposed Assessment requirements in Section VI.B.5.f.* | |
| | **Establish and Update Power of Attorney** | |
| F-417 | The Taxpayer Folder must provide the ability to establish a Power of Attorney (POA) or third party designee online. | FUNC455 |
| F-418 | The Taxpayer Folder must ensure that the taxpayer provides all required information for establishing a Power of Attorney (POA). | FUNC454 |
| F-419 | The Taxpayer Folder must ensure that the taxpayer provides all required information for establishing a third party designee. | FUNC456 |
| F-420 | The Taxpayer Folder must provide the ability to revoke an established Power of Attorney or third party designee. | FUNC457 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-421 | The Taxpayer Folder must provide the ability to update an established Power of Attorney or third party designee. | FUNC458 |
| F-422 | The Taxpayer Folder must provide that when a Power of Attorney or third party designee is added, revoked, or changed their access rights would be automatically updated. | FUNC459 |
| | **Request a Withhold at Source Waiver** | |
| F-423 | The Taxpayer Folder must provide the ability to file a Withhold at Source Waiver. | FUNC520 |
| | **Update Contact Information** | |
| F-424 | The Taxpayer Folder must integrate with EDR's contact management component to provide the ability to update contact information.<br><br>*See detailed requirements in Section VI.B.4.e.* | FUNC461 |
| F-425 | When an external user changes their address or online user profile, the Taxpayer Folder must automatically send notification of the changes to both the taxpayer's new and old addresses using their preferred delivery method. | FUNC462 |
| F-426 | The Taxpayer Folder must allow taxpayers to submit a Social Security Number change (for example, to replace a previously used identifier) subject to FTB review and approval. | FUNC518 |

7. Operation Level and Service Level Agreements

Once the EDR Proposed Solution is known, FTB will develop Service Level Agreements and Operational Level Agreements with internal customers.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-427 | The EDR Proposed Solution must provide the ability to store, specify, monitor and enforce Service Level Agreements between consumers and producers of services. | FUNC471 |
| F-428 | The EDR Proposed Solution must provide the ability to support Service Level Agreements, and supporting Operating Level Agreements, that document the business performance requirements. | FUNC472 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-429 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the business capacity requirements. | FUNC473 |
| F-430 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on business availability requirements. | FUNC474 |
| F-431 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the number of security violations. | FUNC475 |
| F-432 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the number of errors. | FUNC476 |

8. Data Requirements

In the following requirements, any reference to processing “tax returns” applies to all forms processed by FTB, including Personal Income Tax and Business Entity tax returns, fiduciary returns, information returns, schedules, withholding forms and credit applications.

a. Data Capture

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-433 | The EDR Proposed Solution must image all tax return data and payments, including all schedules and attachments. | FUNC251 |
| F-434 | The EDR Proposed Solution must data capture all Priority 1 data.<br><br>*See Bidders’ Library, Priority 1 Data.* | FUNC252 |
| F-435 | For data capture, the EDR Proposed Solution must provide keying prompts based on entities of record. | FUNC253 |
| F-436 | The EDR Proposed Solution must make all tax returns available for viewing in the Taxpayer Folder. | FUNC254 |

b. Data Matching

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-437 | The EDR Proposed Solution must provide a data matching process that will enable FTB to match tax returns and other tax declaration records. | FUNC255 |
| F-438 | The EDR data matching process must perform a series of simple and complex matches to associate returns and income records to taxpayers. | FUNC257 |
| F-439 | The EDR data matching process must provide the ability to use new data as it becomes available. | FUNC258 |
| F-440 | The EDR data matching process must filter out income records of filers and send only non-filer records to the INC system. | FUNC259 |

c. Data Storage and Availability

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-441 | The EDR Proposed Solution must provide an Enterprise Data Warehouse to make data available to the enterprise as required by the business. | FUNC260 |
| F-442 | The Enterprise Data Warehouse must make all Priority 1 data available to PASS modeling.<br><br>*See the Bidders' Library, Priority 1 Data*. | FUNC466 |
| F-443 | The Enterprise Data Warehouse must provide access to data from the BETS, TI, WASS and INC legacy systems. | FUNC261 |
| F-444 | The EDR Proposed Solution must store and retain enterprise data including:<br>• Personal Income Tax (PIT) and Business Entity (BE) paper tax return images and data<br>• PIT and BE e-filed tax return data<br>• Return processing transactional data<br>• Fraud data<br>• Payment images and data<br>• Correspondence images and data<br>• Third party data<br>• Non-liable and partially non-liable spouse data<br>• Power of Attorney data | FUNC262 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-445 | The EDR Proposed Solution must capture all the required ongoing transactional data, including source information, from the transactional systems BETS, TI, WASS and INC per established business rules. | FUNC263 |

d. Data for External Agencies

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-446 | The EDR Proposed Solution must provide the ability to maintain, establish, or both, external interfaces. | FUNC264 |
| F-447 | The EDR Proposed Solution must provide the ability to send refund transactions to the State Controller's Office including any Return Information Notice adjustment explanations. | FUNC265 |
| F-448 | The EDR Proposed Solution must produce data files currently sent to external entities from data sources that EDR will replace.<br><br>*See Bidders' Library, Interagency Data Exchanged.* | FUNC266 |

e. Modeling

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-449 | The EDR Proposed Solution must provide a modeling process to replace Personal Income Tax and Business Entity STRATA with improved capabilities. | FUNC267 |
| F-450 | The EDR modeling process must use business rules to score collection risk and yield on accounts. | FUNC268 |
| F-451 | The EDR modeling process must use business rules to identify the most effective collection enforcement actions. | FUNC269 |
| F-452 | The EDR Proposed Solution must remove invalid data from STRATA. | FUNC270 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-453 | The EDR modeling process must include additional data not currently available to STRATA including:<br>• Third party income data<br>• Third party asset data<br>• Taxpayer data<br>• Debtor data (for example, behavior data and contact data)<br>• Debt data (for example, amount, source, and age)<br>• Expanded return data | FUNC271 |
| F-454 | The EDR modeling process must provide event driven modeling using business rules. | FUNC272 |
| F-455 | The EDR modeling process must interface with ARCS which will take action based on EDR modeling process scores. | FUNC273 |

f. Reports

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General** | |
| F-456 | The EDR Proposed Solution must enable tracking and measurement of workflow effectiveness and efficiency. | FUNC274 |
| F-457 | The EDR Proposed Solution must provide scalable management information reporting that includes the ability to create reports and measure effectiveness. | FUNC275 |
| F-458 | The EDR Proposed Solution must provide business intelligence and reporting that allows FTB to:<br>• Manage workflow and work queries<br>• Manage resources<br>• Manage skills of staff around processing needs<br>• Plan, including long term resource needs<br>• Ascertain trends (taxpayer error, problems with tax returns, issues)<br>• Track revenue impacts<br>• Make projections based on past trends (including revenue projections)<br>• Create random samples | FUNC276 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **Report Functionality** | |
| F-459 | The EDR Proposed Solution must allow authorized users to view a summary of key performance and productivity indicators, with the ability to drill down to the team and individual staff member level. | FUNC277 |
| F-460 | The EDR Proposed Solution must produce standard reports in an electronic format, with the ability to print any view. | FUNC278 |
| F-461 | The EDR Proposed Solution must allow users to customize standard reports to meet individual needs, including the addition or subtraction of data elements. | FUNC279 |
| F-462 | The EDR Proposed Solution must provide management information reports that allow changes to parameters, including timeframes. | FUNC280 |
| F-463 | The EDR Proposed Solution must provide both standard reports and the ability to run ad hoc queries. | FUNC281 |
| F-464 | The EDR Proposed Solution must allow authorized users to modify the standard published reports including layout, font, headers, and board members with the option to change previously published versions. | FUNC282 |
| F-465 | The EDR Proposed Solution must allow for standard reports to be available in a common area with access governed by authorization rights. | FUNC283 |
| F-466 | The EDR Proposed Solution must allow individual users to save a report that is customized or filtered to their specifications, with the option to save it with static data or refresh the data. | FUNC284 |
| F-467 | The EDR Proposed Solution must provide the ability to export data to perform additional functions including but not limited to generating graphs and charts, manipulating data in standard spreadsheets and databases, and interfacing with the case management component. | FUNC285 |
| F-468 | The EDR Proposed Solution must provide on-demand reports. | FUNC286 |
| F-469 | The EDR Proposed Solution must maintain standard, static EDR reports up to ten years. For example, high-level summary reports will be needed for ten years, workload summary reports will be needed for three to five years, and user productivity reports will be needed for one to two years. | FUNC287 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **Report Content** | |
| F-470 | The EDR Proposed Solution must provide real-time workflow tracking summary metrics. | FUNC288 |
| F-471 | The EDR Proposed Solution must compare real-time performance levels to metrics. | FUNC289 |
| F-472 | The EDR Proposed Solution must track workflow execution across system of work boundaries so that the full lifecycle and trend analysis can be performed by business intelligence. | FUNC290 |
| F-473 | The EDR Proposed Solution must provide return processing, payment processing, and fraud reports that measure production statistics and metrics including:<br>• Return fallout rate<br>• Payment fallout rate<br>• Fallout reasons<br>• Type of actions taken<br>• Volumes processed<br>• Processing time<br>• Notices sent<br>• Payments received (associated with notice type)<br>• Amount billed (broken down between tax, penalty and interest)<br>• Amount refunded (broken down between tax, penalty and interest)<br>• Count and dollar amount of pending refund returns (by item and type of return)<br>• Amount of tax increase or decrease by specific adjustment (even when there are multiple adjustments per return)<br>• Bad address (returned mail)<br>• Processing errors, including scanning errors and keying errors, identified and corrected post-processing<br>• Stats on corrections due to FTB error versus taxpayer error<br>• Stats on corrections by form and line (forms design process improvement)<br>• Processing costs (by return type, resolution, and action taken)<br>• Interest broken down from original due date to filing date and from filing date to action date (amended | FUNC291 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | return)<br>• Taxpayer<br>• Tax preparer<br>• Software Providers<br>• Issue<br>• Daily cashiering<br><br>The number of reports is subject to Business Process Reengineering. | |
| F-474 | The EDR Proposed Solution must provide notification reports that measure production statistics and metrics including:<br>• Volumes<br>• Pending notices<br>• Types<br>• Revenue<br><br>The number of reports is subject to Business Process Reengineering. | FUNC292 |
| F-475 | The EDR Proposed Solution must provide contact management reports that measure returned mail statistics including:<br>• Returned mail rates by workload<br>• Returned mail rates by notice type<br><br>The number of reports is subject to Business Process Reengineering. | FUNC293 |
| F-476 | The EDR Proposed Solution must provide reports to measure business rule effectiveness. | FUNC294 |
| F-477 | The EDR Proposed Solution must measure all performance benefits needed to carry out the Prime Solution Provider Compensation Model as stated in the Section VII. | FUNC295 |
| F-478 | The EDR Proposed Solution must provide the capability to report on a services' ability to meet the established Service Level Agreements and supporting Operational Level Agreements. | FUNC477 |
| F-479 | The EDR Proposed Solution must be able to tie service and operational-level goals to specific users or groups. | FUNC478 |

9. Legacy System Function Changes

The State performed a legacy systems impact analysis to determine the scope of legacy system changes based on the EDR Proposed Solution.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-480 | With State support, modify BETS, including interfaces, to accept Business Entity adjustments from the EDR Proposed Solution and issue related notices to the taxpayer. | FUNC481 |
| F-481 | Maintain BETS' ability to issue notices and manage them through finalization. | FUNC482 |
| F-482 | Modify BETS to prevent posting adjustments that duplicate those received from the EDR Proposed Solution, and prevent the issuance of duplicate notices. | FUNC483 |
| F-483 | Modify BETS, including interfaces, to work with the EDR modeling process instead of STRATA. | FUNC484 |
| F-484 | Modify BETS to use the EDR contact management component. | FUNC485 |
| F-485 | The Contractor shall use the Micro Focus Modernization Workbench automated Knowledge Mining and Abstraction tool to fully document BETS and to extract business rules for use by EDR project activities. | FUNC532 |
| F-486 | Modify TI, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC487 |
| F-487 | Modify TI, including interfaces, to work with ARCS and the EDR modeling process instead of STRATA. | FUNC488 |
| F-488 | Modify the TI-to-ARCS case management interface to use the EDR modeling process. | FUNC489 |
| F-489 | Modify TI to remove the functions that create and send current Personal Income Tax notices. | FUNC490 |
| F-490 | The Contractor will support the State decommission of TI user online address and name update functions. | FUNC491 |
| F-491 | Modify ARCS, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC493 |
| F-492 | Modify ARCS case management to use the EDR modeling process and route cases scored by the EDR process to the existing ARCS voluntary and involuntary noticing processes and take actions based on EDR modeling scores. | FUNC494 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-493 | Modify ARCS case management to use the EDR contact management component, including best address feature, with ARCS voluntary and involuntary noticing process workflows. | FUNC495 |
| F-494 | Maintain the ARCS Payer File address interface for involuntary notices. | FUNC496 |
| F-495 | Modify the Payer File to incorporate contact information for ARCS levies and liens. | FUNC521 |
| F-496 | Maintain the ARCS County Clerk Address for liens. | FUNC497 |
| F-497 | Maintain the ARCS interface with BETS and TI to receive return addresses for voluntary and involuntary notices. | FUNC498 |
| F-498 | Modify the INC system, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC499 |
| F-499 | Modify the INC system's filing enforcement modeling to use all business required Enterprise Data Warehouse data. | FUNC500 |
| F-500 | Modify the INC system's case management functions to create and assign cases selected by the modified INC modeling for the existing INC filing enforcement noticing workflow. | FUNC501 |
| F-501 | Modify the INC system and develop interfaces to use the EDR contact management component. | FUNC502 |
| F-502 | Maintain the INC system interface with the BETS and TI systems to receive return addresses. | FUNC503 |
| F-503 | Maintain the INC system's case management address feature. | FUNC504 |
| F-504 | Maintain the current interface specifications for filing enforcement data sent to the INC system. | FUNC505 |
| F-505 | Modify the PASS system's modeling functions to use all business required Enterprise Data Warehouse data. | FUNC506 |
| F-506 | Modify the PASS system's case management functions to create and assign cases selected by modified PASS modeling for existing audit workflows. | FUNC507 |
| F-507 | Modify the PASS system's modeling functions to include Personal Income Tax Audit modeling. | FUNC508 |
| F-508 | Modify HOH, CP2000, STARS, and FEDSTARII to interface with the EDR return processing systems to make adjustments and send notices. | FUNC509 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-509 | Replace, expand, or leverage the simple entity match process on the mainframe, including interfaces, to work with the EDR return processing systems for matching purposes. | FUNC510 |
| F-510 | The Contractor will support the State decommission of Personal Income Tax and Business Entity STRATA and their interfaces with the Payer File, INC, and EIDB. | FUNC511 |
| F-511 | Migrate data from ECAIR to the Enterprise Data Warehouse. The Contractor must support State retirement of ECAIR. | FUNC512 |
| F-512 | Transition the BIDS reporting systems (Processing Summary, Management Information System (MIS), and PIT Return Data Mart) to the Enterprise Data Warehouse. The Contractor must support the State decommission of these reporting systems. | FUNC513 |
| F-513 | Transition the functionality and data from SBRD and the PASS-related source databases to the Enterprise Data Warehouse. The Contractor must support State retirement of SBRD and the PASS-related source databases. | FUNC533 |
| F-514 | The Contractor must support State retirement of the PAWS user interface. | FUNC534 |
| F-515 | The Contractor must support State retirement of E-View (Personal Income Tax returns). | FUNC514 |
| F-516 | The Contractor must support State retirement of B-View (Business Entity returns). | FUNC515 |
| F-517 | The Contractor must support State retirement of IDAX display. | FUNC516 |
| F-518 | The Contractor must support State retirement of e-file mainframe display and print. | FUNC517 |
| F-519 | The Contractor must support State retirement of the CDTS. | FUNC543 |
| F-520 | The Contractor must support State retirement of the PIT RV system. PIT RV is part of the TI system. | FUNC544 |
| F-521 | Maintain access to source data for the HOH, STARS, CP2000, FEDSTARII, and TEBI modeling or selection processes. | FUNC535 |
| F-522 | The EDR Proposed Solution must make taxpayer self services accessible via the IVR system. | FUNC536 |
| F-523 | When a legacy system is modified, that systems' training, testing, and development environments must be modified to match the modified production environment. | FUNC537 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-524 | Ensure all data in the Enterprise Data Warehouse is available for the Bank & Corporation Statistical Sample and the Personal Income Tax Statistical Sample. If additional information is needed for the samples, that information will be keyed. | FUNC538 |
| F-525 | Ensure Employment Development Department data currently received and stored in EIDB continues to be available as quickly as or more quickly than the current process and available to be used for wage withholding verification. | FUNC539 |

In summary the Contractor must support the State retirement or decommission of the following systems consistent with the EDR Requirements:

- PIT RV
- PAWS User Interface
- BETS Install 1
- BETS Design 1
- ECAIR
- BIDS Process Summary System
- BIDS Management Information System
- BIDS PIT Return Data Mart System
- My FTB Account
- IDAX
- E-View
- B-View
- Mainframe File and Print
- SBRD
- STRATA
- CDTS

## C. TECHNOLOGY OBJECTIVES AND REQUIREMENTS

1. Global Technical Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-1 | (M) | The EDR Proposed Solution must support 8,000 concurrent internal users and an unlimited number of external users. | TECH616 |
| T-2 | (M) | The EDR Proposed Solution provider must create five-year growth projections, utilizing FTB historical statistics, beginning with the implementation of Phase I of the solution. | TECH583 |
| T-3 | (M) | The EDR Proposed Solution hardware and operating system, including parts or components that are replaceable or upgradeable, must be commercially available through multiple resellers or vendors. | TECH506 |
| T-4 | (M) | Secure protocols that prevent network analysis must be implemented in accordance with FTB telecommunication standards and policies. | TECH355 |
| T-5 | (M) | Proposed infrastructure enhancements including network provided by the Contractor must adhere to FTB standards. | TECH356 |
| T-6 | (M) | The EDR Proposed Solution must comply with the “New Server” minimum requirements as specified in the FTB Server Baseline.<br><br>*See Bidders’ Library, FTB Server Baseline.* | TECH358 |
| T-7 | (M) | The EDR Proposed Solution must be designed to and utilize virtualization technology for hardware, operating system and application. | TECH359 |
| T-8 | (M) | The EDR Proposed Solution must provide “stateless” business services. | TECH362 |
| T-9 | (M) | The EDR Proposed Solution and its components must not be based on a Pre-Built System that contains embedded business processes, rules, policies and procedures. | TECH586 |

a. Performance

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-10 | (M) | The EDR Proposed Solution must provide processing capabilities and scale to handle the peak daily volumes of information and internally generated data that will be processed and stored for five years after implementation without degrading performance. | TECH28 |
| T-11 | (M) | The EDR Proposed Solution's performance must provide:<br>• *Internal users with access to requested information in the Taxpayer Folder within one second (measured from the time the request is submitted on the web-site to when the data is completely shown on the user's screen)<br>• *The ability to sustain sub three millisecond response times to retrieve a single row of data from any table (measured from the time the database management system receives the request to the time the database management system sends the results)<br>• *A sub one-second-response time for all Online Transaction Processing (measured from the time the transaction is submitted (manual or system generated request) to the time the transaction is completed)<br>• *A sub one second response time for all system user interfaces. (measured from the user interface perspective and user's experience)<br><br>* With the exception of legacy systems availability and response time. | TECH287 |
| T-12 | (M) | The EDR Proposed Solution must provide report data retrieval, rendering, and delivery to users with no decrease in the EDR Proposed Solution's system performance levels. | TECH288 |
| T-13 | (M) | The EDR Proposed Solution must maintain the same levels of performance when running back-end (including batch processing) processes. | TECH291 |
| T-14 | (M) | The EDR Proposed Solution must provide a reporting function for performance and report execution throughput and user concurrency load and levels. | TECH293 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-15 | (M) | The EDR Proposed Solution must provide all storage resources related to EDR project scope. | TECH296 |
| T-16 | (M) | The EDR Proposed Solution must provide additional FTB storage resources (fabric and storage) associated with obtaining and storing data “from” existing FTB business process or legacy systems so that the capacity of the existing enterprise infrastructure is not adversely impacted. | TECH298 |
| T-17 | (M) | The EDR Proposed Solution must provide storage technology infrastructure to support projected growth for at least five years after implementation. | TECH305 |
| T-18 | (M) | The EDR Proposed Solution must logically separate production and development storage environments. | TECH306 |
| T-19 | (M) | The EDR proposed software design must have the ability to handle increased load through the addition of hardware resources (vertical or horizontal scaling) without modifying the software design. | TECH310 |
| T-20 | (M) | The EDR Proposed Solution’s infrastructure, including network resource and bandwidth capacity, must support projected growth for at least five years after implementation and must not impede future FTB expansion of network capacity and services. | TECH311 |
| T-21 | (M) | The EDR Proposed Solution must store image and electronic data on Write-Once Read-Only or equivalent technology. | TECH312 |
| T-22 | (M) | The EDR Proposed Solution must include enhancements to the existing Wide Area Network (WAN) infrastructure to prevent the aggregate throughput of those WAN links from exceeding the bandwidth capacity at our central office. The baseline and utilization statistics must be monitored and made available. | TECH259 |
| T-23 | (M) | The EDR Proposed Solution must be able to measure and report on network and application performance (down to the application level). | TECH316 |
| T-24 | (M) | The EDR Proposed Solution must ensure the user reporting environment availability is equal to the Online Transaction Processing environment. Neither environment may consume resources at the expense of the other. | TECH515 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-25 | (M) | The EDR Proposed Solution must identify each potential point of failure that could result in a service outage for users and provide a redundant or highly-available component that includes automatic detection and failover mechanisms. | TECH516 |
| T-26 | (M) | The EDR Proposed Solution must have the ability to restore all interrupted application sessions to the most recent completed transaction. | TECH517 |
| T-27 | (M) | The EDR Proposed Solution must maintain web server session state data “out-of-process” while maintaining the web servers in a load balanced configuration. | TECH518 |
| T-28 | (M) | The EDR Proposed Solution hardware and software must be modular and have the ability to be expanded to support new functionality for a period of five years following solution implementation. | TECH248 |
| T-29 | (M) | The EDR Proposed Solution must provide a Database Management System that can parallelize a query to run on multiple Central Processing Units at the same time to increase performance. | TECH547 |
| T-30 | (M) | The EDR Proposed Solution must provide a data warehouse Database Management System that has partitioning specifically for data warehouse performance. | TECH548 |

b. Retention, Backup and Recovery

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-31 | (M) | The EDR Proposed Solution must be capable of incremental and full backup and recovery of EDR data to prevent loss of process state or data in the event of any catastrophic failure. | TECH318 |
| T-32 | (M) | The EDR Proposed Solution must provide synchronized recovery of interdependent databases, tables, and data-stores. | TECH321 |
| T-33 | (M) | The EDR Proposed Solution must provide the ability to conduct unattended backup and restore operations. | TECH323 |
| T-34 | (M) | The EDR Proposed Solution must have the capability to perform complete recovery to a customer specified point in time. | TECH324 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-35 | (M) | The EDR Proposed Solution must provide a restoration process that does not make a system, server, data store, or storage device Logical Unit Number unavailable for longer than six hours. | TECH325 |
| T-36 | (M) | The EDR Proposed Solution must have the ability to complete all backup operations without user impact within a defined maintenance window. | TECH326 |
| T-37 | (M) | The EDR Proposed Solution must provide virtual tape storage technology in conjunction with backup, recovery, archiving or support of online and batch processing. | TECH327 |
| T-38 | (M) | The EDR Proposed Solution must provide additional tape storage technology associated with obtaining and storing data “from” existing FTB business process or legacy systems. | TECH328 |
| T-39 | (M) | The EDR Proposed Solution must adhere to FTB policy regulations for retention, archiving, purging and deletion of taxpayer data.<br><br>*See Bidders’ Library, FTB Data Retention Policies.* | TECH329 |
| T-40 | (M) | The EDR Proposed Solution’s backup and recovery process must utilize disk pooling and virtual tape. | TECH330 |
| T-41 | (M) | The EDR Proposed Solution must provide an onsite backup and recovery solution. | TECH331 |
| T-42 | (M) | The EDR Proposed Solution must utilize National Institute of Standards Technology (NIST) SP 140-2 approved encryption protection for any offsite archival storage.<br><br>*See Bidders’ Library, FIPS PUB140-2*. | TECH333 |
| T-43 | (M) | The EDR Proposed Solution must provide recovery and re-start capabilities for operator errors, data errors and/or hardware and software failures. | TECH334 |
| T-44 | (M) | The EDR Proposed Solution must provide automated recovery and restore capability in case of system malfunction or failure. | TECH335 |
| T-45 | (M) | The EDR Proposed Solution must provide backup functionality that will not impair the daily processing of business data. | TECH336 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-46 | (M) | Image data in the EDR Proposed Solution must be replicated at offsite location or separate on campus location with capability of moving to offsite location. | TECH363 |
| T-47 | (M) | The EDR Proposed Solution must utilize remote mirroring and offline backups. | TECH364 |

c. Continuity, System Availability and Monitoring

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-48 | (M) | The software and hardware shall provide failover and fault tolerance, and the ability to continue processing with the remaining systems in the event of a failure of one or more systems or components. | TECH337 |
| T-49 | (M) | The EDR Proposed Solution and its components must support high availability with a minimum ninety-nine point eight percent (99.8 %*). Uptime is to include:<br>• Maintenance without downtime<br>• Load balancing<br>• Redundant connections to the network<br><br>* With the exception of legacy systems availability and response time. | TECH338 |
| T-50 | (M) | The EDR Proposed Solution must provide operational recovery (within specified timeframe) and the ability to recover and restore any and all databases in the event of a natural or technical disaster. Restore must be able to synchronize data across databases. | TECH339 |
| T-51 | (M) | All services in the EDR Proposed Solution and all underlying infrastructure must provide the availability necessary to meet the performance requirements in Section VI.C.1.a. | TECH29 |
| T-52 | (M) | All services in the EDR Proposed Solution must integrate with FTB approved enterprise system management and monitoring tools. | TECH32 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-53 | (M) | The EDR Proposed Solution must monitor and log service activity and transactions for statistical reporting, including:<br>• Online response times<br>• Batch processing times<br>• Incidents (including duration)<br>• Errors<br>• Logs | TECH33 |
| T-54 | (M) | The EDR Proposed Solution must send real-time alerts based on user-defined thresholds specified for a specific consumer-provider relationship (contract) for all services. | TECH35 |
| T-55 | (M) | The EDR Proposed Solution must log and alert users of errors, and display with reference information for subsequent analysis. | TECH34 |
| T-56 | (M) | The EDR Proposed Solution must provide accurate and detailed information to help FTB staff identify processing problems. The information must be user configurable and contain reference information for analysis. | TECH342 |
| T-57 | (M) | The EDR Proposed Solution must provide a data warehouse Database Management System with a bulk loading utility to support twenty-four hours per day and seven days per week (24/7) environments with small or no window for loading data. | TECH550 |

2. Business Process Management

The Business Process Management (BPM) solution must conform to FTB's BPM architecture guidelines, principles, and governance model.

a. Enterprise Content Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-58 | (M) | The EDR Enterprise Content Management solution must be based on Service Oriented Architecture (SOA) and interoperable with FTB's SOA infrastructure. | TECH135 |
| T-59 | (M) | The EDR Enterprise Content Management solution must support the delivery and sharing of unstructured content across the enterprise via services. | TECH136 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-60 | (M) | The EDR Enterprise Content Management solution must integrate with FTB's scanning processes for uploading scanned images via services. | TECH137 |
| T-61 | (M) | The EDR Enterprise Content Management solution must work with the following content types: PDF, all Microsoft Office Products, TIFF images, emails, faxes, and audio and video files. | TECH138 |
| T-62 | (M) | The EDR Enterprise Content Management solution must store noticing templates, template versions, and template variations of the noticing process per Functional Requirements (Section VI.B.5.c). | TECH139 |
| T-63 | (M) | The EDR Enterprise Content Management solution must provide the ability to present unstructured electronic content visually. | TECH140 |
| T-64 | (M) | The EDR Enterprise Content Management solution must support folders, creation of compound documents, text indexing of content created and document linking. | TECH142 |
| T-65 | (MS) | The EDR Enterprise Content Management solution must support web content management and publishing capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Authoring*<br>☐ *Template staging*<br>☐ *Viewable web formats*<br>☐ *Syndication capabilities*<br>☐ *Archiving* | TECH143 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-66 | (MS) | The EDR Enterprise Content Management solution must provide content search capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Structured text*<br>☐ *Unstructured text*<br>☐ *Indexes*<br>☐ *Images*<br>☐ *Internal content*<br>☐ *Web content* | TECH144 |
| T-67 | (DS) | The EDR Enterprise Content Management solution must provide links to knowledge management features.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH145 |
| T-68 | (M) | The EDR Proposed Solution must be able to associate structured data with unstructured content (for example, Enterprise Content Management (ECM) system repository, and email). The ECM repository must include at a minimum all scanned paper images and perfected Optical Character Recognition data. | TECH343 |
| T-69 | (M) | The EDR Enterprise Content Management solution must integrate with the Business Process Management solution. | TECH581 |

b. BPM Engine and Architecture

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-70 | (M) | The EDR Business Process Management solution must support and interact with design and runtime registries and repositories including service registries. | TECH42 |
| T-71 | (M) | The EDR Business Process Management solution must interoperate with FTB application platforms, data sources and services that are included in the EDR Proposed Solution. | TECH43 |
| T-72 | (M) | The EDR Business Process Management solution must not use proprietary software or systems, except for components that use open standards to interoperate and interface and are commercially available through multiple resellers or vendors. | TECH44 |
| T-73 | (M) | The EDR Business Process Management solution must use industry standard Business Process Modeling Notation (BPMN).<br><br>*See BPMN standards online at http://www.omg.org/spec/BPMN/1.2/* | TECH45 |
| T-74 | (M) | The EDR Business Process Management (BPM) solution must conform to open standards and have the ability to import and export data and meta-data of business rules, processes and execution results to other open standards based BPM solutions. | TECH46 |
| T-75 | (M) | The EDR Business Process Management solution must be able to provide business processes as reusable components and services based on Service Oriented Architecture. | TECH47 |
| T-76 | (M) | The EDR Business Process Management (BPM) solution must leverage a Commercial Off The Shelf BPM suite. | TECH48 |
| T-77 | (M) | The EDR Business Process Management solution must provide escalation capabilities for tasks and events. | TECH49 |
| T-78 | (M) | The EDR Business Process Management solution must provide the ability to modify, terminate, and suspend in-flight processes. | TECH50 |
| T-79 | (M) | The EDR Business Process Management solution must provide the ability to have multiple versions of the same processes running simultaneously. | TECH51 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-80 | (M) | The EDR Business Process Management solution must provide the ability for orchestrating services and processes (composites and sub-flows) in execution mode. | TECH52 |
| T-81 | (M) | The EDR Business Process Management solution must provide an integrated log that records changes to the state of the resources being coordinated including people, structured and unstructured data, semi-structured information content, rules, and goals. | TECH53 |
| T-82 | (M) | The EDR Business Process Management solution must support industry standard Business Process Execution Language. | TECH54 |
| T-83 | (M) | The EDR Business Process Management solution must support process execution and state management for events that potentially span hours, days, months or years. | TECH55 |
| T-84 | (M) | The EDR Business Process Management solution must support processes distributed across platforms. | TECH56 |
| T-85 | (M) | The EDR Business Process Management solution must support a continuum of timers (including sub-seconds, seconds, minutes, hours and days) to wait for state updates from resources. | TECH57 |
| T-86 | (M) | The EDR Business Process Management solution must provide the ability to schedule future events, steps, sub-processes and process execution. | TECH58 |
| T-87 | (M) | The EDR Business Process Management solution must provide the ability to receive, recognize and execute rules based on real-time events. | TECH59 |
| T-88 | (M) | The EDR Business Process Management solution must provide the ability to execute a programmed action in real-time. | TECH60 |
| T-89 | (M) | The EDR Business Process Management solution must start and run asynchronous event-driven processes based on business rules. | TECH61 |
| T-90 | (M) | The EDR Business Process Management solution must archive all error logs and message logs based on a configurable “number of days” parameter and automatically delete messages after expiration of retention period. | TECH62 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-91 | (M) | The EDR Business Process Management solution must conform to open standards and have the ability to import data and meta-data of business rules, processes and execution results from open standard Knowledge Mining and Abstraction tools and Enterprise Application Modernization tools. | TECH584 |

c. Business Rule Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-92 | (M) | The EDR rule engine must includes a rule repository, must be an independently accessed and managed component of the Business Process Management solution. Manage includes the following functions: create, edit, execute, delete, monitor and access rules. | TECH64 |
| T-93 | (M) | The EDR rule engine must conform to open standards and have the ability to port data and meta-data of business rules, processes and execution results to other open standards based Business Rules Management System solutions. | TECH66 |
| T-94 | (M) | The EDR Business Process Management solution must be able to integrate and interoperate with independent, external rule engines. | TECH67 |
| T-95 | (M) | Rules within the EDR rule engine must be available to be used as services for driving external workflow and modeling. | TECH68 |
| T-96 | (M) | The EDR Business Process Management solution must provide a centralized rule repository for storage and management of all types of business and workflow rules. | TECH69 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-97 | (MS) | The rule engine must include the following information: types of rules, categories of rules, relationships to other rules, rule's use of interfaces and rule's use of common services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH70 |
| T-98 | (M) | The rule engine must provide an audit trail for each rule transaction in an open standard and accessible format. | TECH71 |
| T-99 | (M) | The rule engine must provide an electronic workflow management facility that is used to guide a rule set change request through a business rule governance process. | TECH72 |
| T-100 | (MS) | The rule engine must have prebuilt rule content.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Mathematical calculations*<br>☐ *Vocabularies*<br>☐ *Multiple rule representations*<br>☐ *Decision tables*<br>☐ *Pseudo-linguistic*<br>☐ *Linguistic with context*<br>☐ *Decision trees* | TECH73 |
| T-101 | (M) | The rule engine must support rule groupings. | TECH74 |
| T-102 | (M) | The rule engine must provide rule inheritance. | TECH75 |
| T-103 | (M) | The rule engine must provide rule checks such as consistency, rule collision, rule overlap, and rule "underlap". | TECH76 |
| T-104 | (M) | The rule engine must provide the ability to visualize rule firing sequences. | TECH77 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-105 | (M) | The rule engine must associate rules to owners and stewards, organizations, policies, procedures and organizational management capabilities. | TECH79 |
| T-106 | (M) | The rule engine must provide the ability to rerun rules from a point that has passed. | TECH81 |
| T-107 | (M) | The rule engine must provide ability to enter new rules to become effective on a future date. | TECH82 |
| T-108 | (M) | The rule engine must provide rule and release versioning with rollback. | TECH83 |
| T-109 | (MS) | The rule engine must provide the ability at run time to link scenarios with policies and rules in-flight.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH84 |
| T-110 | (M) | The rule engine must be able to support automatic request of additional information based on data and the rules. The request can get the required data through data services or other mechanisms if data is not found in the Enterprise Data Warehouse. | TECH597 |
| T-111 | (M) | The rule engine must provide context and explanation of each rule execution. | TECH596 |
| T-112 | (M) | The EDR Business Process Management solution must provide the ability for rule engine to react automatically when events occur. | TECH599 |

d. Business Process Modeling and Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-113 | (M) | The EDR Business Process Management solution must use model-driven process execution (as opposed to code-based execution). | TECH600 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-114 | (M) | The EDR Business Process Management solution must provide capability to visualize, collaborate on, make and track changes, and document business processes and business rules. | TECH85 |
| T-115 | (M) | The EDR Business Process Management solution must provide the ability to define human process steps with visual drill-downs and sublevels. | TECH86 |
| T-116 | (DS) | The EDR Business Process Management solution must provide modeling diagram validation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Domain checks (for noticing if a branch of a process model jumps out to another swimlane and back for one action that could be absorbed into originating swimlane)*<br>☐ *Completion checks (for checking if there are branches on a process model that go nowhere and seem to be missing an ending)*<br>☐ *Warnings on inconsistent patterns (such as looping patterns that never end)* | TECH87 |
| T-117 | (DS) | The EDR Business Process Management solution must provide a customizable Graphical User Interface of processes and rules with the inclusion of graphical format options such as icons, stencils, shape libraries and other customizable options.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH88 |
| T-118 | (M) | The EDR Business Process Management solution must provide support for modeling of roles, resources and organizational units. | TECH89 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-119 | (M) | The EDR Business Process Management solution must provide the ability to assemble and create business services, composites and sub-flows during design. | TECH90 |
| T-120 | (DS) | The EDR Business Process Management solution must provide a user interface composition environment for building 'portlets' that subscribes to Java Specification Request (JSR) 168 and Web Services for Remote Portlets, and portal pages.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH92 |
| T-121 | (M) | The EDR Business Process Management solution must support overview and drilldown maps. | TECH93 |
| T-122 | (MS) | The EDR Business Process Management solution must provide a graphical process designer.<br><br>*Scoring Criteria:*<br>*What features does your graphical process designer provide? Check all that apply (5 points each).*<br>☐ *Flow animation*<br>☐ *Auto line drawing*<br>☐ *Line smoothing*<br>☐ *Drag and drop* | TECH95 |
| T-123 | (M) | The EDR Business Process Management solution must manage the production, promotion and configuration management of process models. | TECH96 |
| T-124 | (M) | The EDR Business Process Management solution must provide the ability to print sections or the entire model over one or multiple pages. | TECH97 |
| T-125 | (M) | The EDR Proposed Solution must provide the ability to create workflow processes. | TECH277 |
| T-126 | (M) | The EDR Proposed Solution must provide a visualization tool to create workflow processes. | TECH576 |

e. Business Activity Monitoring and Performance Measurement

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-127 | (M) | The EDR Business Process Management solution must provide Business Activity Monitoring and reporting capability. | TECH98 |
| T-128 | (MS) | The EDR Business Process Management solution must be able to monitor and analyze Key Performance Indicators.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *Thresholds*<br>☐ *Historical trends*<br>☐ *Correlate problem to root cause*<br>☐ *Real-time events*<br>☐ *Updates in real-time* | TECH99 |
| T-129 | (M) | The EDR Business Process Management solution must provide analysis of work flows with auto discovery for process improvements. | TECH100 |
| T-130 | (M) | The EDR Business Process Management solution must provide the ability to realize and establish thresholds for normal behavior over time. | TECH102 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-131 | (MS) | The EDR Business Process Management solution must provide dashboards.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply* (5 points each*).*<br>☐ *Status indicators*<br>☐ *Counters*<br>☐ *Role-based views*<br>☐ *Graphical Representation*<br>☐ *Dynamic*<br>☐ *Customizable*<br>☐ *Animated*<br>☐ *Interactive*<br>☐ *Key Performance Indicators (KPI) status*<br>☐ *Trend analysis* | TECH105 |
| T-132 | (M) | The EDR Business Process Management solution must provide the ability for setting rules to respond to events and Key Performance Indicators. | TECH106 |
| T-133 | (M) | The EDR Business Process Management solution must provide real-time capture and correlation of transient business event information to metrics that can be used to trigger actions and process flows and/or deduce processes from measurements and event patterns. | TECH598 |

f. System Interfaces and Connectivity

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-134 | (M) | The EDR Business Process Management solution must be able to interface in both real-time and in batch with existing applications and the WASS system now in development.<br><br>*See Section III for current systems.* | TECH109 |
| T-135 | (M) | The EDR Business Process Management solution must integrate with EDR Enterprise Common Services to execute business activities and with data services to provide workflow persistence. | TECH111 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-136 | (M) | The EDR Business Process Management solution must integrate with a new or the existing Enterprise Content Management (ECM) solution and the image content repositories.<br><br>*See Section III for existing ECM and Imaging systems.* | TECH112 |
| T-137 | (M) | The EDR Business Process Management solution must interface with the Enterprise Data Warehouse and Enterprise Operational Data. | TECH113 |
| T-138 | (M) | For each interface, the EDR Business Process Management solution must provide the ability to specify how many retries must be performed, and the interval between retries, before the interface attempt fails. | TECH115 |
| T-139 | (M) | The EDR Business Process Management solution must have the ability to log event failures. | TECH116 |
| T-140 | (M) | The EDR Business Process Management solution must provide the ability to send and receive messages using industry open standard transport protocols including but not limited to Microsoft Message Queuing, Java Message Service, and Simple Object Access Protocol. | TECH117 |
| T-141 | (M) | The EDR Business Process Management solution must provide the ability to create and use web services. | TECH119 |
| T-142 | (M) | The EDR Business Process Management solution must provide open standard based interfacing protocol support including Open Database Connectivity, Java Database Connectivity, Structured Query Language and Hyper-Text Transfer Protocol. | TECH118 |
| T-143 | (M) | The EDR Business Process Management solution must support open standards based system message routing, message queues, transformation and data access. | TECH120 |
| T-144 | (M) | The EDR Business Process Management solution must provide access to event streams. | TECH123 |

g. User Interface

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-145 | (DS) | The EDR Business Process Management Solution must provide a workbench.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Provides a personalization engine that uses at least static attributes to drive behaviors leveraging role profiles.*<br>☐ *Provides a portal mechanism that links 'portlets' to pages based on personalization.*<br>☐ *Provides a separation of business user and IT user interface with wizard-like assists for business users.*<br>☐ *Provides access to customizable shared work lists, calendars and case information including unstructured and semi-structured information to facilitate collaboration.*<br>☐ *Provides thick and thin client access to work queues.*<br>☐ *Provides links to skill inventories, accomplishments and training profiles for internal resources.*<br>☐ *Provides the ability to capture discussions around goals, targets, policies, rules and deadlines.*<br>☐ *Provides collaborative workspaces, such as community solution or chats and virtual team rooms.*<br>☐ *Integrates with collaborative technologies such as e-mail, instant messaging, web conferencing, wikis, blogs, bulletin boards and social networks.* | TECH124 |
| T-146 | (M) | The EDR Business Process Management solution must allow for all business processes and rules to be viewable using a Graphical User Interface. | TECH134 |

h. Process Component Registry/Repository

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-147 | (M) | The EDR Business Process Management solution must have a process component registry. | TECH508 |
| T-148 | (M) | The EDR Business Process Management solution process component registry and repository must be based on open standards so the registry and repository can be replaced with another open standard registry and repository. | TECH146 |
| T-149 | (M) | The EDR Business Process Management solution must provide staging and configuration management capabilities to enable the automatic capture and storage of meta-data content, relationships and transformations, as well as maintenance of the history of those relationships and transformations. | TECH147 |
| T-150 | (M) | The EDR Business Process Management solution must provide a user interface to enable user communication with the repository. | TECH148 |
| T-151 | (MS) | The EDR Business Process Management Solution must provide the ability to define and store queries that can be invoked to generate detailed reports from the process component repository.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH149 |

3. Common Services (SOA)

a. Services Architecture and SOA Infrastructure

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-152 | (M) | The EDR Proposed Solution must comply with and support the State Chief Information Officer's (OCIO) enterprise architecture specifications and initiatives as defined in the California State Enterprise Architecture Program (CEAP).<br><br>*See OCIO's website*<br>http://www.cio.ca.gov/wiki/Enterprise%20Architecture%20Standards.ashx | TECH1 |
| T-153 | (M) | The EDR Proposed Solution for services, Enterprise Service Bus, and Registry must:<br>• Use Simple Object Access Protocol as the standard message format for web service requests.<br>• Comply with open industry standards from the World Wide Web Consortium, Organization for the Advancement of Structured Information Standards, and Web Services Interoperability organizations.<br>• Use the Web Services Description Language and Universal Description, Discovery, and Integration service specifications<br>• Use the WS-* specifications (for example, WS-Security, WS-Reliability, WS-Reliable Messaging, and WS-Addressing)<br>• Use Extensible Markup Language for the exchange of data with external entities<br>• Use Representation State Transfer architecture, where appropriate | TECH3 |
| T-154 | (M) | Services must be built to interoperate with the EDR Business Process Management solution and the rules management interface. | TECH4 |
| T-155 | (M) | The EDR Proposed Solution services must not duplicate functionality of other services unless authorized by FTB. | TECH7 |
| T-156 | (M) | The EDR Proposed Solution's Service Oriented Architecture design tools must be platform independent. | TECH8 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-157 | (M) | The EDR Proposed Solution's services must be capable of being invoked using various programming languages, including COBOL, .NET, and Java. | TECH593 |
| T-158 | (M) | The EDR Proposed Solution must be capable of service development and composition in various programming languages, including .NET and Java. | TECH594 |
| T-159 | (M) | The EDR Proposed Solution's Service Oriented Architecture design must ensure data integrity as data is stored and retrieved or serialized and de-serialized. | TECH9 |

b. Service Registry and Repository

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-160 | (MS) | The EDR Proposed Solution must provide a means for enterprise users to locate, identify and use the available services, along with their underlying documentation, standards and policies for use.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH13 |
| T-161 | (MS) | The EDR Proposed Solution must provide administration capabilities for registering, configuring, and securing services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH14 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-162 | (M) | The Service Registry must have a capability to notify users when changes to a service are planned or completed. | TECH15 |
| T-163 | (M) | The Service Registry must provide a method for allowing multiple service versions. | TECH16 |
| T-164 | (MS) | The Service Registry must provide a single access point for developers to register, discover, and govern services, including governance compliance tests and basic approval processes.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH18 |
| T-165 | (M) | The Service Registry must contain the Service Level Agreements and Operation Level Agreements between consumers and producers of services. | TECH19 |
| T-166 | (M) | The EDR Proposed Solution for services must include the ability to monitor, log, and enforce Service Level Agreements, including the ability to dynamically provision resources to support increased activity. | TECH595 |
| T-167 | (MS) | The Service Registry must contain meta-data that describes how the service is used and meta-data management functionality.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH20 |

c. Enterprise Service Bus

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-168 | (M) | The EDR Proposed Solution must include an Enterprise Service Bus. | TECH21 |
| T-169 | (M) | The Service Registry must interoperate with the Enterprise Service Bus for message request routing. | TECH522 |
| T-170 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for invoking services using synchronous and asynchronous protocols.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH509 |
| T-171 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods to provide system connectivity and message transformation both internally and externally.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH510 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-172 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service addressability, including rules-based, policy-based, and content-based routing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH511 |
| T-173 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for processing message requests, including message queuing, and service aggregation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH512 |
| T-174 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event and process monitoring, logging, and auditing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH513 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-175 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must provide a method for process choreography. Process choreography is defined as the ability to build, manage, and support composite services and present as an aggregate service.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH514 |
| T-176 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service mediation, including standards-based adapters, service mapping, and protocol conversions.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH523 |
| T-177 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event processing including event correlation and pattern matching.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH524 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-178 | (M) | The EDR Proposed Solution must fully integrate the Enterprise Service Bus with the Business Process Management solution. | TECH22 |

d. Service Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-179 | (M) | Services developed from the EDR Proposed Solution must have the capability to interoperate with new or existing FTB services. | TECH24 |
| T-180 | (M) | The EDR Proposed Solution must provide service development tools that include service templates and patterns. | TECH525 |
| T-181 | (M) | Services from the EDR Proposed Solution must provide creation, read, update, and delete capability. | TECH25 |
| T-182 | (M) | The EDR Proposed Solution must include a monitoring, logging, and service tracking solution to track service usage and performance metrics. | TECH31 |

e. Governance

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-183 | (M) | Services in the EDR Proposed Solution must be developed to support FTB Service Oriented Architecture governance standards and policies.<br><br>*See Bidders' Library, SOA Governance Model.* | TECH36 |
| T-184 | (M) | The EDR Proposed Solution must provide Service Oriented Architecture policy management tools. | TECH526 |
| T-185 | (M) | The EDR Proposed Solution must provide Service Oriented Architecture governance tools for the design-time and run-time environments. | TECH527 |
| T-186 | (M) | The EDR Proposed Solution must provide interoperability among Service Oriented Architecture governance products (for example, federation data flow and user interface access must be present). | TECH528 |

f. Taxpayer Folder

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-187 | (M) | The Taxpayer Folder must leverage the enterprise Identity Access Management solution for authentication, authorization, and access management. | TECH38 |
| T-188 | (M) | The EDR Proposed Solution must provide a consolidated, integrated, and single view in the Taxpayer Folder of data sourced from multiple legacy systems with different identifiers. | TECH588 |

g. SOA-based Common Services

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-189 | (M) | The EDR Proposed Solution must provide an SOA-based Contact Service with Address, Name, Phone service capability consistent with Section VI.B – Functional Requirements, Contact Management Requirements. | TECH611 |
| T-190 | (M) | The EDR Proposed Solution must provide an SOA-based Notification Service with functionality consistent with Section VI.B – Functional Requirements, Notification Requirements. | TECH612 |
| T-191 | (M) | The EDR Proposed Solution must provide an SOA-based Locate Service with functionality consistent with Section VI.B – Functional Requirements, Locate Service. | TECH613 |
| T-192 | (M) | The EDR Proposed Solution must provide an SOA-based Self Services with functionality consistent with Section VI.B – Functional Requirements, Taxpayer Folder Requirements, Accessing Self-Services and Internal Tools. | TECH614 |
| T-193 | (M) | The EDR Proposed Solution must provide an SOA-based Data Matching Service consistent with Section VI.B – Functional Requirements, Data Matching. | TECH610 |

4. Data Management

a. Data Architecture and Modeling

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-194 | (DS) | The EDR Proposed Solution must provide a data modeling tool that supports logical data models using Information Engineering notation, physical data models supporting the target Database Management System, and is able to generate object-oriented data models.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply, (3 points each).*<br>☐ *The solution supports logical data models using Information Engineering notation*<br>☐ *The solution provides physical data models that support the target Database Management System*<br>☐ *The solution is able to generate Object-oriented data models* | TECH150 |
| T-195 | (MS) | The EDR Proposed Solution must be architected to capture and store all relevant historical data from transactional systems in order to be able to respond to the needs of the business areas for historical and statistical information.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *The solution captures time sliced to the Millisecond*<br>☐ *The addition of a new data source is configurable without manual changes to systems*<br>☐ *The system architecture includes storage of sufficient space*<br>☐ *The system architecture specifies space allocations that support required response times for inquiries, transactions, and backup and restore operations* | TECH151 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-196 | (M) | The EDR Proposed Solution must be architected using industry best practices for Master Data Management based on a customer centric model.<br><br>*See OMG Modeling and Metadata Specifications at http://www.omg.org/technology/documents/modeling_spec_catalog.htm.* | TECH152 |
| T-197 | (DS) | The EDR Proposed Solution must use Open Standards data solutions wherever those are available and applicable.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution supports the latest release of Structured Query Language (SQL), currently ANSI SQL:2008*<br>☐ *The solution is compliant with Open Database Connectivity (ODBC)* | TECH153 |
| T-198 | (M) | The EDR Proposed Solution must ensure that data retrieval for Online Analytical Processing operations must not impact the Online Transaction Processing operations. | TECH155 |
| T-199 | (DS) | The EDR Proposed Solution must conform to the following FTB Business Intelligence tool preferences:<br>• Use Microsoft Reporting Services or Business Objects for reporting<br>• Use Microsoft Analysis Services or Hyperion Online Analytical Processing servers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution uses Microsoft Reporting Services or Business Objects for reporting*<br>☐ *The solution uses Microsoft Analysis Services or Hyperion Online Analytical Processing servers* | TECH530 |
| T-200 | (M) | The EDR Proposed Solution must use meta data and rules when performing data transformation. | TECH589 |

b. Data Integration and Matching

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-201 | (M) | The EDR Proposed Solution must ensure that data within the scope of EDR is available and accessible when needed and where needed. | TECH156 |
| T-202 | (DS) | The EDR Proposed Solution must follow an “integration” approach by default that would integrate the data in a central repository for Enterprise Data Warehouse, rather than a “federated” approach where data storage could still be left in silo database repositories. The “federated” approach may be followed for specific instances (for example, accessing and displaying notice data from legacy systems).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution follows an “integration” approach that integrates the data in a central repository for Enterprise Data Warehouse* | TECH157 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-203 | (MS) | The EDR Proposed Solution must provide configuration and execution of rules and schemas to identify related data (parties/customers). The configuration and execution rules must include:·<br>• Deterministic matching<br>• Probabilistic matching<br>• Tuning and weighting of matching<br>• Merging<br>• Removing duplications<br>• Linking<br>• Customized matching, merging, linking and deleting duplications<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH531 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-204 | (MS) | The proposed data integration solution must interact with a range of different data structure types.<br><br>*The following are examples of data structure types:*<br>• *Relational databases*<br>• *Legacy and non-relational databases*<br>• *Various file formats (for example, Virtual Storage Access Method (VSAM), and comma, text)*<br>• *Extensible Markup Language*<br>• *Packaged applications*<br>• *Industry standard message formats*<br>• *Message queues*<br>• *Semi-structured and unstructured data*<br>• *Bulk data*<br>• *Batch data*<br>• *Trickle-feed*<br>• *Changed-data capture*<br>• *Event-based*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH532 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-205 | (MS) | The EDR Proposed Solution must provide data to consuming applications, processes and databases in a variety of modes including:<br>• Physical bulk data movement between data repositories<br>• Federation – creation of in-memory federated views from data in disparate data sources<br>• Messaging – message oriented encapsulation and delivery of data<br>• Replication – of data between homogeneous or heterogeneous Database Management Systems and schemas<br>• Batch – data delivery in a scheduled mode<br>• Real-time – streaming data delivery<br>• Event-driven – based on event triggers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH533 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-206 | (MS) | The EDR Proposed Solution must provide functionality for accurate and complete customer data matching, both with internal source data and external source data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies accuracy rates*<br>☐ *The EDR Proposed Solution allows for actions to correct poor accuracy rates*<br>☐ *The EDR Proposed Solution matches Business Entity entities as well as Personal Income Tax (PIT) entities*<br>☐ *The EDR Proposed Solution matching system includes no less than worldwide name standards, U.S. Postal Service data, international address standards, Social Security Number validity checks, email address validity checks, Internet Protocol (IP) address comparisons, and phone number validity checks*<br>☐ *The EDR proposed system is capable of "real-time" operations* | TECH65 |
| T-207 | (M) | The EDR Proposed Solution must replace the existing third party data matching process (Vality) with a process that uses more data, operates more efficiently, increases data matches, and reduces matching errors. | TECH615 |
| T-208 | (M) | The EDR Proposed Solution must, after data is matched to a customer, post this data to shared data spaces (Enterprise Operational Data and Enterprise Data Warehouse) before any other specialized processing of the data is performed. | TECH160 |
| T-209 | (DS) | The EDR Proposed Solution must eliminate point-to-point (system to system) data movement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution minimizes or eliminates point-to-point (system to system) data movement* | TECH161 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-210 | (M) | The EDR Proposed Solution must provide functionality for data cleansing at an enterprise level. | TECH162 |
| T-211 | (MS) | The EDR Proposed Solution must provide Extract Transformation Load capability.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution is configurable, not scripted*<br>☐ *The EDR Proposed Solution can see and show all sources and destinations at FTB*<br>☐ *The EDR Proposed Solution can work with data on all platforms at FTB*<br>☐ *The EDR Proposed Solution is scalable, it will handle current and planned volumes*<br>☐ *The EDR Proposed Solution is capable of real-time performance*<br>☐ *The EDR Proposed Solution's operation will not impact other system processes* | TECH163 |
| T-212 | (M) | The EDR Proposed Solution must provide for the management, consolidation, or movement of data in internal systems to be abstracted by the use of services that maintain consistency for calling applications. | TECH164 |
| T-213 | (M) | The EDR Proposed Solution must retain the records that fail validation edits. | TECH165 |
| T-214 | (M) | The EDR Proposed Solution must have a customer cross-reference feature to automatically, or on-demand, cleanse records when information is missing or invalid. | TECH166 |
| T-215 | (M) | The EDR Proposed Solution must store and use the customer contact information that is contained in the Enterprise Data Warehouse and/or Enterprise Operational Data. | TECH168 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-216 | (MS) | The EDR Proposed Solution must include data receipt and cleansing processes that are designed to capture detail information and produce summary information to identify the system application, the date and time of execution, the number of records processed, the number of records rejected, and the reason rejected. Additional data elements will be identified during analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies the system application*<br>☐ *The EDR Proposed Solution identifies the date and time of execution?*<br>☐ *The EDR Proposed Solution identifies the number of records processed*<br>☐ *The EDR Proposed Solution identifies the number of records rejected*<br>☐ *The EDR Proposed Solution identifies the rejected reason* | TECH169 |
| T-217 | (M) | The EDR Proposed Solution must have the capability to automatically reprocess rejected records after correction. | TECH170 |
| T-218 | (M) | The EDR Proposed Solution must create comprehensive customer identification and association capability to support related processes on the Business Process Management platform. | TECH171 |

c. Data Quality

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-219 | (MS) | The EDR Proposed Solution must provide data profiling solutions for data quality checks that are automated, available on-demand, and enhance ongoing data quality and data profiling, commensurate with the data quality and profiling procedures, standards and policies.<br><br>*See Bidders' Library, EAD Data Management and Delivery.*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH158 |
| T-220 | (MS) | The EDR Proposed Solution must provide data profiling tools and programs to check and improve the quality of data using criteria that includes:<br>• Defining data with meta-data utilizing the central meta-data repository<br>• Monitoring data for quality problems<br>• Correcting data quality problems<br>• Correcting data quality issues<br>• Notifying the users of potential problems<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH159 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-221 | (MS) | The EDR Proposed Solution must be able to correct records through an automated cleansing process. It must include the following features:<br>• Scheduling<br>• Not impact other operations<br>• Logging<br>• Configurable by a business user to change criteria for logging, and scheduling<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH167 |
| T-222 | (MS) | The EDR Proposed Solution must provide analysis of data by the capture of statistics that provide insight into quality, and methods for exposing state of quality.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH534 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-223 | (MS) | The EDR Proposed Solution must provide process flow and a user interface to enable business users to perform data quality related tasks and fulfill data stewardship functions including:<br>• Prebuilt workflows - packaged processes, including steps used to perform common quality tasks (for example, providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing)<br>• Business user interface – user interface in which quality processes and issues are exposed to business users, stewards and others<br>• Extensibility of workflows – customizable user interface and workflow of the resolution process<br>• Interoperability and integration with Business Process Management (BPM) solution and any integrated BPM suite.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH535 |
| T-224 | (MS) | The EDR Proposed Solution must provide multiple deployment options for data quality operations on different hardware platforms and operating systems in use at FTB, within the scope of EDR.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH536 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-225 | (MS) | The EDR Proposed Solution must support data quality in address validation and/or geo-coding for location-related data standardization and cleansing including:<br>• Postal address libraries – vendor provided libraries certified by the U.S. Postal Service<br>• Postal address details – support for address extensions (such as the USPS Zip+4 code look-up service), change of address notification and delivery-point validation<br>• Frequency and mechanism by which updates to postal libraries are delivered and applied<br>• Tag records with geo-coding information (such as latitude and longitude)<br>• Level of precision of geo-coding data in relevant countries (for example, street, block or rooftop)<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH537 |
| T-226 | (M) | The EDR Proposed Solution must capture effective meta-data to identify systemic causes of rejected records and erroneous records. | TECH538 |
| T-227 | (M) | The EDR Proposed Solution must generate alerts of various types (for example, e-mail, page and error message), that are configurable by a system administrator, if monitoring rules have been violated. | TECH539 |
| T-228 | (M) | The EDR Proposed Solution must provide prebuilt and customizable reports that show numbers and types of monitoring rule violations over time. | TECH540 |
| T-229 | (M) | The EDR Proposed Solution must deploy monitoring rules in existing applications and data flows, and as a stand-alone, periodic process. | TECH541 |
| T-230 | (M) | The EDR Proposed Solution must integrate data quality rules and processes with the Business Process Management platform. | TECH542 |

d. Enterprise Data Warehouse

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-231 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is designed and architected as a repository for historical enterprise-wide data. | TECH609 |
| T-232 | (MS) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is architected to have distinct tiers to capture historical data. The tiers must include:<br>• Staging structures, with time-slice information on raw unprocessed data<br>• De-normalized structures for consolidated data stores<br>• High performing data marts<br><br>*See Bidders' Library, EAD Data Management and Delivery*.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The tiers are defined and designed as per the requirement*<br>☐ *The tiers are partitioned*<br>☐ *The meta-data for each tier is comprehensive*<br>☐ *The EDR Proposed Solution design discusses how data mart performance problems will be solved* | TECH173 |
| T-233 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that stores and maintains all business prioritized, required, and captured data to make it available and useable for the enterprise, including but not limited to:<br>• Personal Income Tax (PIT) and Business Entity (BE) paper tax return images and data<br>• PIT and BE e-filed tax return data<br>• Payment images and data<br>• 3rd party data | TECH174 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-234 | (M) | The EDR Proposed Solution must use Change Data Capture or “smart” capture so that only changes are captured into the Enterprise Data Warehouse after the first total capture or “snapshot.” | TECH175 |
| T-235 | (M) | The EDR Proposed Solution must provide a central data store Enterprise Data Warehouse that holds all analytical and historical data, traceable to data sources, that is within the scope of EDR. The central data store must contain all available information (including meta-data) belonging to each entity. | TECH177 |
| T-236 | (M) | The EDR Proposed Solution must accommodate changes in the data stores, when existing sources add, drop, or change data elements, without requiring existing processes to be manually re-coded. | TECH179 |
| T-237 | (M) | The EDR Proposed Solution must provide the flexibility to receive and incorporate new sources of information into the Enterprise Data Warehouse as they are identified or become available. | TECH180 |
| T-238 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is the repository of all information pertaining to a customer, and must provide customer cross-reference capability. | TECH181 |
| T-239 | (M) | The EDR Proposed Solution must retain information that is gathered during data cleansing and data matching processes in the Enterprise Data Warehouse for historical analysis. | TECH182 |
| T-240 | (MS) | The EDR Proposed Solution must provide Database Management System support for Online Analytical Processing database structures for use in business intelligence and analytics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH543 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-241 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional data views.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH544 |
| T-242 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional tables.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH545 |
| T-243 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has incremental updating of table and data views as the data changes.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH546 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-244 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has a tool to help the Database Administrator decide on the type of partitioning to use based on the schema of the database and query statistics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH549 |
| T-245 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has support for large data warehouse database sizes (greater than 50 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH551 |
| T-246 | (M) | The EDR Proposed Solution must provide a data warehouse where the data has a maximum latency of 24 hours. | TECH590 |
| T-247 | (M) | The EDR Proposed Solution must provide a data warehouse with the ability to use a tiered storage solution, to control the storage of data as required by the business. | TECH591 |
| T-248 | (M) | The EDR Proposed Solution must process data by the Master Data Management solution prior to populating the Enterprise Data Warehouse. | TECH592 |

e. Enterprise Operational Data

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-249 | (M) | The EDR Proposed Solution must establish a central Enterprise Operational Data store to make operational Online Transaction Processing data available to the enterprise as required by the business.<br><br>*See RFP Section IV, Base Business Concepts for additional information on the Definition and Architecture of Enterprise Operational Data.* | TECH183 |
| T-250 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that eliminates redundant storage of internal systems data and 3rd party data in each system. | TECH184 |
| T-251 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that is the repository of all enterprise transactional data for the Enterprise Common Services and the new Business Process Management platform. | TECH185 |
| T-252 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that will become the primary source of customer reference data at FTB, and will serve as the FTB customer contact authority. | TECH186 |
| T-253 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of replicating data between instances of the same DBMS with no negative effect on performance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH552 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-254 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Very Large Scale Databases (greater than 5 terabytes) for Online Transaction Processing applications.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH553 |
| T-255 | (MS) | The EDR Proposed Solution must provide a Database Management System that has tools that scale to the anticipated volumes to support Very Large Scale Databases (greater than 5 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH554 |
| T-256 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of heterogeneous DBMS replication.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH555 |

f. General Database Management System

The requirements in this section are common to both Enterprise Data Warehouse and Enterprise Operational Data.

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-257 | (MS) | The EDR Proposed Solution must provide a Database Management System that has an optimizer that employs a plan analyzer to tune the optimization plans and bind them to a specific Structured Query Language statement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH556 |
| T-258 | (MS) | The EDR Proposed Solution must provide a Database Management System that has multiple types of indexes available to tune performance of Structured Query Language statements.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ Functionality *requires customized 3rd party solution* | TECH557 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-259 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has Database Administrator input for manual tuning of the DBMS by changing parameters directly.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH558 |
| T-260 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that contains automatic tuning functions for continuous tuning of the DBMS without Database Administrator intervention.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH559 |
| T-261 | (MS) | The EDR Proposed Solution must provide a Database Management System that has buffer management and can be monitored as well as tunable memory buffer management.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH560 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-262 | (MS) | The EDR Proposed Solution must provide a Database Management System and hardware that stores data structures as a database in-memory, not as buffer storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH561 |
| T-263 | (MS) | The EDR Proposed Solution must provide a Database Management System that has a tool to analyze and prevent "runaway" queries from executing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH562 |
| T-264 | (M) | The EDR Proposed Solution must provide a Database Management System that allows placement of data on specific storage locations. This would include striping data for performance. | TECH563 |
| T-265 | (M) | The EDR Proposed Solution must provide a Database Management System that executes utilities in parallel including:<br>• Backup<br>• Recovery<br>• Free space reclamation<br>• Index rebuild | TECH564 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-266 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH565 |
| T-267 | (DS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL2003 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH566 |
| T-268 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has standards based connectivity to the DBMS. For example, Open Database Connectivity, Java Database Connectivity, and Web Services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH567 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-269 | (DS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that supports XQuery 1.0 W3C Recommendation standard compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts ☐Functionality provided out of the box*<br>*2 pts ☐Functionality provided by 3rd party solution*<br>*1 pt ☐Functionality requires customization to achieve*<br>*.5 pt ☐Functionality requires customized 3rd party solution* | TECH568 |
| T-270 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 user-defined data types.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH569 |
| T-271 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Large Object.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH570 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-272 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports native Extensible Markup Language data storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH571 |
| T-273 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports files that contain other forms of data — not the normal relational or Extensible Markup Language text forms such as audio, video, multimedia and biometric data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH572 |

g. Meta-Data Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-274 | (M) | The EDR Proposed Solution must implement a meta-data repository with the capability to store meta-data information on all the data about system resources including entities, enterprise services, resources, Database Management System names, process owners, and dependencies. | TECH187 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-275 | (MS) | The EDR Proposed Solution must make the meta-data available to the enterprise for both business and IT users with role based access control.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each)?).*<br>☐ *The role based access control includes all meta-data and all users*<br>☐ *The access control is configurable by a business user*<br>☐ *The access control is configurable with a configuration file or equivalent*<br>☐ *The access control is configurable thru the use of a Graphical User Interface that does not require writing program code or macros*<br>☐ *The access control exposes granular and flexible permissions* | TECH188 |
| T-276 | (M) | The EDR Proposed Solution must provide a common meta-data repository for use by both the business users and the IT users that includes meta-data for all data within EDR scope including:<br>• Structured data<br>• Unstructured data<br>• Raw data<br>• Processed data | TECH189 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-277 | (MS) | The EDR Proposed Solution must use International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 11179 as the meta-data standard.<br><br>*See ISO/IEC 11179 online at http://metadata-stds.org/11179/index.html*<br><br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH190 |
| T-278 | (M) | The EDR Proposed Solution must provide reporting capability to produce both standard and custom reports using relevant meta-data including:<br>• Data dictionary<br>• Data redundancy<br>• Data inconsistency<br>• Impact and dependency analysis | TECH192 |
| T-279 | (M) | The Contractor must use the modeling tool(s) to produce all data definition language scripts used for user object creation and alteration. | TECH605 |
| T-280 | (M) | The Contractor must use a standard model of meta-data management, such as Meta-data Object Facility.<br><br>*See OMG Modeling and Metadata Specifications at* http://www.omg.org/technology/documents/modeling_spec_catalog.htm | TECH606 |
| T-281 | (M) | The Contractor must use a standard model of meta-data interchange such as Common Warehouse Meta-data Interchange.<br><br>*See OMG Modeling and Metadata Specifications at* http://www.omg.org/technology/documents/modeling_spec_catalog.htm | TECH607 |

h. Electronic Data Exchange

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-282 | (MS) | The EDR Proposed Solution must provide alerts that communicate success or failure of data exchanges (for example, confirmation of receipt).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The alerts are clear and concise*<br>☐ *The alerts include trouble shooting information*<br>☐ *The alerts are configurable by system administrators (for example, level of detail, alert triggers, and alert frequency)*<br>☐ *A variety of delivery options are included (for example, email, text message, etc)*<br>☐ *The alerts indicate where and when failures occur* | TECH193 |
| T-283 | (MS) | The EDR Proposed Solution's Electronic Data Exchange (EDE) facility must have comprehensive configurable (does not require programming) automated interfaces with other systems, which must include other agencies and 3rd parties, as required by the business.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDE facility follows open standards (not proprietary)*<br>☐ *The EDE facility Graphical User Interface is enabled*<br>☐ *The EDE facility is configurable*<br>☐ *The EDE facility is comprehensive (able to handle any sort of source and destination interface)*<br>☐ *The EDE facility includes a configurable return receipt* | TECH194 |
| T-284 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must generate record counts to validate the completeness of data processed. | TECH195 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-285 | (M) | The EDR Proposed Solution must provide the functionality of Electronic Data Exchange such that all rejected data must:<br>• Be automatically written to a suspense data store in such a way that it facilitates the processing of suspended records<br>• Provide the count of rejected records<br>• Provide the reason (not reason “code”) why it was rejected<br>• Identify what process was running when it was rejected<br>• Have the capability to continue to load<br>• Provide the source and destination systems<br>• Provide the timestamp of rejection | TECH196 |
| T-286 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange with the ability to schedule and track data sends and receipts. | TECH197 |
| T-287 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange which includes encryption that meets FTB standards.<br><br>*See the Bidders’ Library, FTB Information Security Policy*. | TECH573 |
| T-288 | (M) | The EDR Proposed Solution’s Electronic Data Exchange facility must have a catalogue capability that will:<br>• Capture that a file was received<br>• Identify the file provider and the type of file, according to information provided with the file<br>• Capture the date the file was processed | TECH198 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-289 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept records with pre-defined formats and media by the use of specialized, media specific receipt applications including:<br>• CD/DVD ROM<br>• File Transfer Protocol or similar electronic transfer (File Transfer Protocol Secure)<br>• Secure Hypertext Transfer Protocol (HTTP)<br>• Magnetic tape<br>• Web services<br>• Secure Shell (SSH)<br>• SSH File Transfer Protocol (sometimes called Secure File Transfer Protocol) | TECH199 |
| T-290 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept information records whenever they arrive. | TECH200 |
| T-291 | (M) | The EDR Proposed Solution must have the capability to identify and notify designated internal data owners when any external data is received, and to route the data for further processing as required. | TECH201 |
| T-292 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept corrected data records at anytime. | TECH202 |
| T-293 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange facility that has the capability to extract pre-defined entity cross-reference data from the Enterprise Data Warehouse. | TECH203 |
| T-294 | (M) | The EDR Proposed Solution's Electronic Data Exchange with external data sources must have the capability to accommodate changes when existing sources add, change or drop data elements. | TECH204 |
| T-295 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to provide flexibility to receive new sources of information as they are identified or become available. | TECH205 |
| T-296 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to check each record completely and capture all the reasons a record failed a validation check. | TECH206 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-297 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must provide the capability to show information as FTB received it, even after it has been changed. | TECH207 |

i. Data Services and Access Layer

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-298 | (M) | The EDR Proposed Solution must provide data sharing through data services, unless there are validated and verifiable reasons to use other methods or solutions. | TECH208 |
| T-299 | (M) | The EDR Proposed Solution's data services must use open standards based and/or persistent connections to databases for the user and/or application. | TECH209 |
| T-300 | (MS) | The EDR Proposed Solution's data services must be optimized for scalability and performance.<br><br>*See Bidders' Library:*<br>• *Return Filing Plan 2005-2008*<br>• *Scalability Definition*<br>• *Return Filing Plan 2008-2010*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The data service architecture introduces latency of 1 millisecond or less*<br>☐ *The data service architecture supports scaling to the projected volumes* | TECH210 |
| T-301 | (M) | The EDR Proposed Solution's data services must post all data to the Enterprise Operational Data for users to access except when limited by information security policies, regulations, laws, or source data in legacy systems (for example, Internal Revenue Service 1075 or classified taxpayers). | TECH212 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-302 | (MS) | The EDR Proposed Solution must provide data services that use open, industry standards, and protocols, which are non-proprietary and make the services useable by any system at FTB.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution's data services component follows open standards*<br>☐ *The solution's data services component is scalable to projected volumes* | TECH213 |
| T-303 | (M) | The EDR Proposed Solution must provide data services that are described, discoverable and usable by any FTB system that is in the scope of EDR, through a central service registry and/or repository. | TECH214 |
| T-304 | (M) | The EDR Proposed Solution's data services must hide the complexity and implementation of the logical and physical data from the business components. | TECH215 |
| T-305 | (M) | The EDR Proposed Solution's data services must:<br>• Utilize the Business Process Management platform for business rules<br>• Be modular; core functions are not split across multiple services<br>• Not be impacted by an upgrade to any other service<br>• Be able to work with any platform<br>• Not be "black boxes" to FTB technical support, but should be for users | TECH216 |

j. Federated Data Solutions

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-306 | (M) | The EDR Proposed Solution must use a mixture of both Extract Transform Load solutions and federated solutions. | TECH217 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-307 | (M) | The EDR Proposed Solution must have the capability to request, gather, and associate data from non-transactional, unstructured data stores to appropriate customers. | TECH218 |

k. Business Object Layer

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-308 | (M) | The EDR Proposed Solution must have the capability to present a business object layer to the applications for persistence in order to reduce the complexity of internal mechanisms and data structures behind a defined interface. The business object layer must be optimized for scalability to the projected volumes. | TECH219 |
| T-309 | (M) | The EDR Proposed Solution must use a business object layer that encompasses both functions and data to define a business object. | TECH220 |
| T-310 | (M) | The EDR Proposed Solution must use a business object layer that allows for complex entity relationships. | TECH221 |
| T-311 | (M) | The EDR Proposed Solution must use a business object layer that provides a subset of data services functionality that allows for access, integration, transformation, and delivery of trusted data. | TECH222 |

l. Data Audit

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-312 | (M) | The EDR Proposed Solution must maintain an audit trail of all data exchange activity including exchanges between internal databases. The audit trail must include the source of the data down to the data element level (row and column). | TECH223 |
| T-313 | (M) | The data source information must be tracked for reporting purposes through all subsequent uses and processes in the EDR Proposed Solution. | TECH224 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-314 | (M) | The EDR Proposed Solution must maintain an audit trail of all changes made to the required data elements. The audit trail must include the identity of the user, process and the timestamp of the change. | TECH225 |
| T-315 | (M) | The EDR Proposed Solution must record the database user, time (to millisecond time resolution), and date of all inserts, and updates to data rows. | TECH226 |
| T-316 | (M) | The EDR Proposed Solution must not allow the security administrator, database administrator, system administrator, or any user to turn off a data audit, or make unauthorized changes to its settings. | TECH227 |
| T-317 | (M) | The EDR Proposed Solution must provide an audit trail that supports queries that return result sets showing the requested data object state as it was at the specified effective date back to the original data as reported. | TECH228 |
| T-318 | (M) | The EDR Proposed Solution must provide a data access layer that must not allow database administrators or security administrators to bypass the data audit component and the data access layer and make direct changes in the EDR Proposed Solution's databases. | TECH229 |
| T-319 | (M) | The EDR Proposed Solution must provide a data audit component that includes a report to return all database records that have been modified. | TECH230 |
| T-320 | (M) | The EDR Proposed Solution must provide data audit data stores and files that are read-only and do not allow writes except as authorized by the audit application. | TECH231 |
| T-321 | (M) | The EDR Proposed Solution must retain audit logs for the same length of time as required for the data. | TECH574 |
| T-322 | (M) | The EDR Proposed Solution must conform to the FTB security audit logging requirements.<br><br>*See the Bidders' Library, FTB Information Security Policy*. | TECH575 |

m. Data Mining and Analysis

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-323 | (MS) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution provides "trained" mining models (use of the word "trained" means that training and testing datasets have been applied to the data mining solution to deliver validated data mining models)*<br>☐ *The data mining solution does not require tool specific expert level skills to use*<br>☐ *The solution has the ability to automatically find hidden relationships and present them to users* | TECH232 |
| T-324 | (M) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis that operate without adversely affecting the production environment. | TECH585 |
| T-325 | (M) | The EDR Proposed Solution must have the capability to perform probability samplings to support program reviews and audits. | TECH233 |
| T-326 | (M) | The EDR Proposed Solution must provide the facility to identify problems detected during the receipt of records and processing of records, including problem patterns detected by later data mining. The conditions identified during analysis that are to be recorded according to FTB business rules, will be held in the Enterprise Data Warehouse for information provider entities. | TECH235 |
| T-327 | (M) | The EDR Proposed Solution must have the capability to identify trends (for example, customer filing patterns and payment histories) using predictive analysis. | TECH236 |

n. Reporting

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-328 | (M) | The reporting component of the EDR Proposed Solution must have the capability to design, compile, format, and process standard, and ad-hoc reports. | TECH237 |
| T-329 | (M) | The EDR Proposed Solution must use the Enterprise Data Warehouse (EDW) as the source of data for reports unless the required data does not reside in the EDW. | TECH238 |
| T-330 | (M) | The EDR Proposed Solution must support report data retrieval, rendering, and delivery to users with no discernable production impact. | TECH239 |
| T-331 | (M) | The EDR Proposed Solution must allow for report workload isolation and report performance monitoring. | TECH240 |
| T-332 | (M) | The EDR Proposed Solution must provide tools to configure and schedule reports. | TECH241 |
| T-333 | (M) | The EDR Proposed Solution must provide for data driven subscriptions to reports. | TECH242 |

o. Business Intelligence and Performance Measurement

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-334 | (M) | The EDR Proposed Solution must provide data management systems with the ability to gather periodic historical (Time-Slice) information from transactional (Online Transaction Processing) data repositories for analytical, data mining, and reporting purposes. | TECH243 |
| T-335 | (M) | The EDR Proposed Solution must provide the ability to enhance analytical processing capabilities by using strategies such as "de-normalizing" the relational data stores, using multi-dimensional structures, and using data marts. | TECH244 |
| T-336 | (M) | The EDR Proposed Solution must provide the ability for the use of information "dashboards" that are configurable by the business user. | TECH245 |
| T-337 | (M) | The EDR Proposed Solution must have Business Intelligence tools that integrate to the meta-data repositories. | TECH246 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-338 | (M) | The EDR Proposed Solution must transition existing reports from legacy systems to the data warehouse if the data required for the report is located in the Enterprise Data Warehouse. | TECH247 |

5. Infrastructure and Tools

a. Enterprise Architecture and Principles

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-339 | (M) | The EDR Proposed Solution must adhere to the system analysis and design principles specified for FTB.<br><br>*See Bidders' Library, FTB IT Principles.* | TECH249 |
| T-340 | (M) | All web servers included in the EDR Proposed Solution must integrate with existing FTB network infrastructure, and adhere to FTB networking standards. | TECH252 |
| T-341 | (M) | The EDR Proposed Solution must utilize open standard protocols that enable software to be delivered between distributed applications. | TECH253 |
| T-342 | (M) | The EDR Proposed Solution must contain a utility that can identify and repair corrupted data. | TECH256 |
| T-343 | (M) | The EDR Proposed Solution must provide an automated process for purging production system files. | TECH257 |
| T-344 | (M) | The EDR Proposed Solution must use an object-oriented language. | TECH353 |
| T-345 | (M) | The EDR Proposed Solution must integrate with:<br>• Microsoft Exchange<br>• Microsoft Outlook<br>• Outlook Web Access | TECH258 |

b. Network

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-346 | (M) | All new hardware in the EDR Proposed Solution must meet FTB Standards and be certified for use by the FTB Compliance Monitoring Unit prior to being placed into production. | TECH262 |
| T-347 | (M) | Equipment added to the data network Local Area Network/Wide Area Network (LAN/WAN) must comply with the current addressing standards of FTB WAN. IP addresses will be assigned by the FTB LAN/WAN team.<br><br>*See Bidders' Library, FTB Network Configuration Parameters.* | TECH264 |
| T-348 | (M) | In the EDR Proposed Solution all network devices must be visible to FTB monitoring systems. | TECH268 |
| T-349 | (M) | The EDR Proposed Solution must include Quality of Service implementation training, expertise and resources if Quality of Service technology is included in the solution's design. | TECH272 |

c. Tools

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-350 | (M) | The EDR Proposed Solution must provide tools at the server, client, database, application, interface and internet component levels to measure all areas of system and network performance. | TECH260 |
| T-351 | (M) | The EDR Proposed Solution must provide performance-monitoring tools that are configured to proactively monitor system performance. | TECH309 |
| T-352 | (M) | The EDR Proposed Solution must provide design documentation tools that will create consistent documentation (for example, Unified Modeling Language diagrams and flow diagrams). | TECH276 |
| T-353 | (M) | The EDR Proposed Solution must provide automated software documentation for developers that can be exported to an open standard format (for example, Extensible Markup Language). | TECH278 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-354 | (M) | The EDR Proposed Solution must include tools to be used in:<br>• Designing applications<br>• Designing databases<br>• Designing EDR logical diagrams<br>• Reverse engineering<br>• Providing data definitions<br>• Design documentation | TECH279 |
| T-355 | (M) | The EDR Proposed Solution must utilize Clear Quest (FTB's current standard defect tracking tool) for problem and defect tracking, assignment and resolution. | TECH280 |
| T-356 | (M) | The EDR Proposed Solution must interface with industry standard version control tools. The tools must have access control mechanisms and must be role-based to monitor access to changes.<br><br>*See Bidders' Library, FTB Version Control Tools.* | TECH281 |
| T-357 | (M) | The EDR Proposed Solution must interface with industry standard testing tools. The tools must have access control mechanisms. | TECH282 |
| T-358 | (M) | The EDR Proposed Solution software must be documented using self-documenting language features so that documentation can be generated from the source code. | TECH284 |
| T-359 | (M) | The EDR Proposed Solution must fully support the two most recent versions of the following web browsers: Internet Explorer, Firefox, Mozilla, and Safari, at the time the system is moved to production. | TECH360 |
| T-360 | (M) | The EDR Proposed Solution must provide network monitoring and security audit tools that measure performance, availability, and reliability. | TECH315 |
| T-361 | (M) | The EDR Proposed Solution must utilize CA Unicenter to generate help tickets, asset information, and software license tracking. | TECH577 |
| T-362 | (M) | The EDR Proposed Solution must utilize IBM Rational RequisitePro to manage requirements, generate use cases and provide traceability within the application. | TECH578 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-363 | (M) | The EDR Proposed Solution must provide Network Access Control (NAC) technology that will authenticate the end-user and dynamically assign network access rights regardless of physical location within the FTB campus. The NAC must leverage Microsoft Active Directory group membership and work seamlessly with the current CISCO based networking technologies in use at FTB. | TECH579 |
| T-364 | (M) | The EDR Proposed Solution must include a load generating tool to allow full load testing and monitoring to be completed prior to full system implementation. | TECH582 |
| T-365 | (M) | The EDR Proposed Solution and its components must have integrated testing tools and features to test applications, solution components, services, rules, and processes. | TECH587 |

6. Security

a. General Security Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-366 | (M) | The EDR Proposed Solution must capture and store information from and about the 3rd party data from the sources to be able to enforce the data disclosure and security policies as per the local, State and Federal legal restrictions, or contracts with the data sources. | TECH366 |
| T-367 | (M) | Data access controls must have the capability of providing compliance with legal restrictions on data usage or data disclosure to business areas, employees, or additional, system processes. | TECH367 |
| T-368 | (M) | The EDR Proposed Solution must have an Identity and Access Management solution for access controls to include role based access to prevent unauthorized disclosure of sensitive or confidential information. | TECH368 |
| T-369 | (M) | The EDR Proposed Solution must provide a secure data archival service as required by National Institute of Standards Technology (NIST) SP 800-53 Annex 2. | TECH369 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-370 | (M) | The communication and/or exchange of electronic data must be secure and meet required minimum encryption standards specified in Federal Information Processing Standards Publications (FIPS) 140-2 level 2.<br><br>*See Bidders' Library, FIPS PUB 140-2*. | TECH370 |
| T-371 | (M) | The EDR Proposed Solution must conform to all Federal and State regulations for the pairing of a Social Security Number, Federal Employer ID Number, or State Employer ID Number with a name.<br><br>*See Bidders' Library, SSN Laws and Regulations.* | TECH372 |

b. Security and Audit

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-372 | (M) | The EDR Proposed Solution must use EASE for external authentication. | TECH374 |
| T-373 | (M) | Authorization for services must leverage the Identity and Access Management solution's role-based access control model as required by the business. | TECH376 |
| T-374 | (M) | Authorization for services must leverage the Identity and Access Management solution, which will be implemented via code access security that restricts the types of system resources that code can access and the types of privileged operations that the code can perform. | TECH377 |
| T-375 | (M) | All service authorization controlled at the access control layers must leverage the Identity and Access Management solution, which must be implemented with externalized security policies (grants and rules). | TECH378 |
| T-376 | (M) | The authorization facility must leverage the Identity and Access Management solution, which will control access to logical resources (application services and/or transactions and business objects) for all internal and external system users (for example, intranet, web, IVR). | TECH379 |
| T-377 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will analyze all service requests to determine if the client has the "right to execute" the specified request. | TECH380 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-378 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will support mechanisms that allow service providers to determine if service requestors are authorized to use the requested resource. | TECH381 |
| T-379 | (M) | The EDR Proposed Solution must be able to verify that message data has not been changed or damaged in transit, either through accidental or nefarious means and provide audit logging and alerting of such events. | TECH382 |
| T-380 | (M) | The EDR Proposed Solution must be able to ensure that unauthorized entities cannot view or access sensitive and confidential information (all or part of a message) while it is in memory or persisted. | TECH384 |
| T-381 | (M) | The EDR Proposed Solution must be able to detect duplicate messages which may be used in replay attacks and denial of service attacks, and provide audit and alert on such activity. | TECH385 |
| T-382 | (M) | The EDR Proposed Solution must be able to validate messages and message attachments to ensure that they contain appropriate data and do not contain attack vectors (for example, viruses and worms), or compromising message content (for example, Structured Query Language injections) and audit and alert on such activity. | TECH386 |
| T-383 | (M) | The EDR Proposed Solution must provide the ability to audit and alert on all web service interactions. | TECH387 |
| T-384 | (M) | The EDR Proposed Solution must provide monitoring of web services interactions to enable detection of potential security breaches and fraud, and to generate configurable notifications and alerts to authorized individuals or groups. | TECH388 |
| T-385 | (M) | The web services security infrastructure must leverage the Identity and Access Management solution, which will integrate with existing Identity Management systems (EASE). | TECH389 |
| T-386 | (M) | The EDR Proposed Solution must support the ability to establish and recognize trust relationships and to map credentials from one trust domain to another. | TECH390 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-387 | (M) | The EDR Proposed Solution must allow each distinct business domain to configure its own access control settings and participate in a workflow process to negotiate access control policies with its internal and external partners. | TECH391 |
| T-388 | (M) | The EDR Identify and Access Management solution must support single sign-on for each service request. | TECH397 |
| T-389 | (M) | Web services must not force callers of the service to authenticate for each service request. | TECH398 |
| T-390 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will provide authentication and authorization services for all system users. | TECH400 |
| T-391 | (M) | The EDR authentication solution must be able to centrally manage authentication rules for all EDR integrated systems. | TECH404 |
| T-392 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will authenticate using FTB's established security policies for authentication. | TECH405 |
| T-393 | (M) | The EDR Proposed Solution must, at a minimum, provide Federal Information Processing Standards Publications (FIPS) 140-2 level 2 and FTB approved encryption for all data that requires authentication.<br><br>*See Bidders' Library, FIPS PUB 140-2.* | TECH406 |
| T-394 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will provide a single point of revocation for access and authorization for all internal users. | TECH407 |
| T-395 | (M) | The EDR Proposed Solution must provide an audit trail and logging which must meet the Information Security Audit logging requirements and must provide for or, interface with, the enterprise audit logging repository system.<br><br>*See Bidders' Library, FTB Security Audit Log Requirements.* | TECH408 |
| T-396 | (M) | The EDR Proposed Solution must support utilization of client side digital certificates for authentication. | TECH409 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-397 | (M) | The EDR Proposed Solution must include a service tracking module to monitor and log services that are being used, how often and by whom. | TECH410 |
| T-398 | (M) | The EDR Proposed Solution must maintain a transaction log for changes to eligibility information which includes source and reason. | TECH411 |
| T-399 | (M) | The authentication facility must have a configurable option to send notifications to the user for administrator-defined security events. | TECH413 |
| T-400 | (M) | The authentication facility must enforce use of Transport Layer Security and/or Secure Sockets Layer (TLS/SSL) for entire web session and deny service for non-TLS/SSL requests. | TECH415 |
| T-401 | (M) | The authentication facility must support the ability for the user to sign-in (using other authentication factors) and reset their password to a temporary password in the case that they have forgotten their password. | TECH420 |
| T-402 | (M) | Confidential information must be secured by ensuring identification and authentication, audit trails, and system access parameters to limit access only to the information required by the requester's business functions, and authorized by law. | TECH421 |
| T-403 | (M) | The EDR Proposed Solution must include audit trail facilities to permit recording every access to confidential and sensitive information. | TECH422 |
| T-404 | (M) | Confidential information, such as Social Security Number (SSN), must be transmitted only in encrypted form using National Institute of Standards Technology (NIST) and FTB encryption standards. Object schemas must allow an authorized administrator to specify confidential attributes and/or elements, and protection method (encryption, hashing). It also must allow one to specify a short suffix of confidential attribute to be stored as clear text (for example, the last four (4) digits of the SSN).<br><br>*See Bidders' Library, FIPS PUB 140-2.* | TECH424 |
| T-405 | (M) | Confidential information that is encrypted or hashed must specify the encryption algorithm used. | TECH426 |

c. Security Management and Administration

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-406 | (M) | The Business Process Management solution must store authentication credentials in encrypted form for all interfaces, which perform login to an external system. | TECH430 |
| T-407 | (M) | The Business Process Management solution must use an encrypted channel (for example, Transport Layer Security and/or Secure Sockets Layer, Virtual Private Network, Secure File Transfer Protocol) for each interface that transmits or receives confidential or sensitive data (for example, username, password, Social Security Number, address information, payment amounts). | TECH431 |
| T-408 | (M) | The Business Process Management solution must use a signed and/or hashed archival method for each interface that uses confidential or sensitive information. | TECH432 |
| T-409 | (M) | The Business Process Management solution must provide self-security administration with ownership privileges. | TECH433 |
| T-410 | (M) | The Business Process Management solution must provide directory integration, including Lightweight Directory Access Protocol and Active Directory for assigning users to roles and departments and groups. | TECH434 |
| T-411 | (M) | The Business Process Management solution must provide process archiving and deployment across distributed systems. | TECH435 |
| T-412 | (M) | The Business Process Management solution must provide user group administration and role-based access to managerial capabilities. | TECH436 |
| T-413 | (M) | The Business Process Management solution must provide resource and role administration linked to capability profiles. | TECH437 |

d. Data Disclosure, Access Control, and Security

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-414 | (M) | The EDR Proposed Solution must capture and store information from and about the 3rd party data from the sources to be able to enforce the data disclosure and security policies as per the local, State and Federal legal restrictions, or contracts with the data sources. External data sources may also be subject to federal or state legal restrictions governing the use of the data. Data access controls must have the capability of providing compliance with the legal restrictions on data usage or data disclosure to business areas, employees or additional system processes.<br><br>*See Bidders' Library, FTB Confidentiality and Security of Data Policy.* | TECH438 |
| T-415 | (M) | Data access controls must have the capability of providing compliance with legal restrictions on data usage or data disclosure to business areas, employees, or additional system processes. | TECH439 |
| T-416 | (M) | The EDR Proposed Solution must have an Identity and Access Management solution for access controls to include role based access to prevent unauthorized disclosure of sensitive and/or confidential information. | TECH440 |
| T-417 | (M) | The EDR Proposed Solution must provide a data archival service at an appropriately secured location as required by National Institute of Standards Technology (NIST) SP 800-53 Annex 2.<br><br>*See Bidders' Library, NIST SP 800-53 Annex 2.* | TECH441 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-418 | (M) | The EDR Proposed Solution must ensure that the communication and/or exchange of electronic data is secure and meet required standards, including the following:<br>• Internal Revenue Service Publication 1075 “Tax Information Security Guidelines For Federal, State And Local Agencies And Entities”<br>• FTB Information Security Policy<br>• Federal Information Processing Standards Publications (FIPS) 140-2.<br><br>*See Bidders' Library:*<br>• *FIPS PUB 140-2*<br>• *FTB Information Security Policy*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH442 |

e. Security and Identity Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-419 | (M) | The EDR Proposed Solution must conform to FTB’s Identity and Access Management architecture.<br><br>*See Bidders' Library:*<br>• *FTB Information Security Policy*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH443 |
| T-420 | (M) | The EDR Proposed Solution must meet or exceed FTB’s security requirements as described in National Institute of Standards Technology (NIST) SP800-53 Moderate, and Internal Revenue Service publication 1075.<br><br>*See Bidders’ Library:*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH444 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-421 | (M) | The EDR Identity and Access Management solution must be integrated with all of FTB's Service Oriented Architecture infrastructure, so that as new or changed business services are designed, developed and deployed, accesses to them are controlled and audited. This design must allow the business or policy needs to change, so that the security controls will dynamically adapt. | TECH446 |
| T-422 | (M) | The EDR Proposed Solution must specify and implement security from five perspectives:<br>• Identity auditing to include administrator security<br>• Identity administration including user provisioning, role management, resource access administration, and credential management<br>• Identity verification including identity proofing, authentication, authentication infrastructure, single sign-on, and federated identity management<br>• Access management for application security including web access management to provide security as a service, Operating System access management, and authorization management.<br>• Directory technology security services for distributed environment security | TECH447 |
| T-423 | (M) | The EDR Proposed Solution must be designed and implemented to provide "security as a service".<br>• Security as a service delivering security for entities and applications via web services<br>• Security service protection layers must be isolated from application layers and components in such way that compromised application components may not bypass or compromise security infrastructure protection layers or other application layers<br>• The system must be designed and implemented to limit access only to the information required by the requester's business functions<br>• The EDR Proposed Solution must be designed to use the lowest privilege possible | TECH448 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-424 | (M) | The EDR Proposed Solution must have the functionality to provide customized audit trails of activity for auditing violations and be able to export those logs into the FTB Security Audit Logging system for analysis. Successful testing of the audit system must be able to integrate with FTB current security and auditing infrastructure. | TECH450 |
| T-425 | (M) | The EDR Proposed Solution must have the functionality of real-time management that provides a centralized view of who is accessing resources. | TECH452 |
| T-426 | (M) | The EDR Proposed Solution must provide a single sign-on capability. It must also ensure that existing sign-on mechanisms can be leveraged across applications, federated partners, and web services, and can integrate Active Directory with existing security systems. | TECH453 |
| T-427 | (M) | The EDR Proposed Solution must provide integrated federation services that will allow FTB to extend core authentication and authorization services with partners via standards based security. These standards include the Security Assertion Markup Language and Liberty Identity Federation Framework. | TECH454 |
| T-428 | (M) | The EDR Proposed Solution must be capable of routinely monitoring access to the automated system. | TECH457 |
| T-429 | (M) | The EDR Proposed Solution must have the capability to provide an audit trail of all operating system actions and must be maintained both on the automatic console log and on the Security Analysis Audit Log Tool (SAALT). Successful testing of the audit system must be able to integrate with FTB current security and auditing infrastructure. | TECH458 |
| T-430 | (M) | Data maintained within the EDR Proposed Solution must be secured and protected from unauthorized access or modification by user personnel and other systems within the department or external to it. | TECH459 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-431 | (M) | The EDR Proposed Solution must:<br>• Use proxy servers for securing all public facing tax applications.<br>• Operate all servers and server clusters behind a firewall<br>• Register all devices to Domain Name System for forward and reverse lookup capability<br>• Integrate with FTB's current user directory<br>• Have customizable alerting services that allow it to integrate with FTB's current Intrusion Detection System and/or Intrusion Prevention System | TECH460 |
| T-432 | (M) | The EDR Proposed Solution must provide administration tools that support security controls for authentication and access management. | TECH461 |
| T-433 | (M) | The EDR Proposed Solution must provide self-service dynamic provisioning. | TECH601 |
| T-434 | (M) | The EDR Proposed Solution must provide auditing facilities that record the user's ID, Internet Protocol address and other characteristics of the Personal Computer used for registration, and have the capability to use this information as one of the factors for authentication. | TECH602 |
| T-435 | (M) | The EDR Proposed Solution must provide authentication facilities that:<br>• Are capable of multi-factor authentication (use a minimum of two factors, main factor user name and password, second factor computer address or Automatic Number Identification)<br>• When necessary can request responses to challenge/response questions and answers<br>• Use a one-time temporary factor (for example, the system generates temporary password that the user must use and must change for next session)<br>• Secure authentication facilities from attempts to steal or impersonate the session cookie<br>• Use a role-based access control model for authorization<br>• Control access to logical resources (application services/transactions and business objects) for all system users (for example, Intranet, Internet, IVR) | TECH603 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-436 | (M) | The EDR Proposed Solution must provide a configurable option to send notifications to the user for administrator-defined security events. | TECH604 |
| T-437 | (M) | The EDR Proposed Solution must include audit trail facilities to permit recording every access or modification to confidential and sensitive information in accordance with standard audit practices. | TECH464 |
| T-438 | (M) | The EDR Proposed Solution must validate messages and message attachments to ensure they contain appropriate data and do not contain attack vectors such as viruses and worms or compromising message content such as Structured Query Language injections. | TECH529 |
| T-439 | (M) | The EDR Proposed Solution must monitor all interactions to detect potential security breaches and fraud and generate configurable notifications to “security administrators.” | TECH469 |
| T-440 | (M) | The EDR Proposed Solution must ensure that data in motion is encrypted using at least the Federal Information Processing Standards Publications (FIPS) 197 approved 128bit Advanced Encryption Standard (AES) or FTB approved encryption standards – whichever is greater.<br><br>*See Bidders’ Library, FIPS PUB 197.* | TECH471 |
| T-441 | (M) | Application-level authentication not enforced by security infrastructure components must use Web Services Security. | TECH472 |
| T-442 | (M) | The EDR Proposed Solution shall provide role-based restricted view, edit, and action access. | TECH473 |
| T-443 | (M) | The EDR Proposed Solution must be designed and implemented so that access methods enforce application-level authorization controls for services that pass confidential or sensitive data. The system must establish and recognize trust relationships including the mapping of credentials across trust domains. | TECH475 |
| T-444 | (M) | The EDR Proposed Solution must be designed and implemented so that access methods enforce application-level authorization controls for services that pass confidential or sensitive data. | TECH476 |

7. BETS Decoupling

a. BETS Decoupling General Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-445 | (M) | The EDR Proposed Solution must remove INSTALL/1 and DESIGN/1 from BETS. | TECH477 |
| T-446 | (M) | The EDR Proposed Solution must comply with EDR interface standards and provide a new/updated user interface with functionality equivalent to the current BETS online. The new/updated interface shall at minimum include the following:<br>• Event driven web user interface<br>• Applications and screen flow controls<br>• Screen validation and formatting<br>• Session and context management, (for example, the ability to save data between steps of a process)<br>• Error handling (for both online and batch)<br>• Dynamic, context-sensitive help<br>• Suspend and resume facilities that allow users to leave one transaction in progress without losing data, while initiating and accessing other transactions<br>• Fast path facilities to allow experienced users to bypass menus<br><br>*See TM-119 and MRD033 for interface standards requirements*. | TECH478 |
| T-447 | (M) | The EDR Proposed Solution must replace all BETS functionality provided by the FTB user-created Attachmate EXTRA! Macros.<br><br>*See Bidders' Library, BES Macro List.* | TECH479 |

b. BETS Reports

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-448 | (M) | The EDR Proposed Solution must include the capability for users to create ad hoc reports with little or no programming. New reporting processes must meet or exceed current performance guidelines.<br><br>*See T-459 for baseline performance guidelines.* | TECH481 |
| T-449 | (M) | The EDR Proposed Solution must allow online access to selected new ad hoc reports through a dedicated reporting server. | TECH482 |
| T-450 | (M) | The EDR Proposed Solution must continue to use existing mainframe reports written in Report Writer and Natural. | TECH483 |

c. BETS Codes Tables

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-451 | (M) | The EDR Proposed Solution must convert VSAM resident Codes Tables to DB2. | TECH484 |
| T-452 | (M) | The EDR Proposed Solution must create a new online maintenance facility for the DB2 resident Codes Tables. | TECH485 |
| T-453 | (M) | The EDR Proposed Solution must use input/output modules rewritten to access DB2 resident Codes Tables for applications in both online and batch environments. | TECH486 |

d. BETS Testing

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-454 | (M) | The Contractor must replace the existing Test Data Management tool with modern technology that will provide the following functionality:<br>• A tool to simulate loads<br>• Save data extracts to quickly and easily refresh test environments<br>• Ability for testers to maintain and manipulate multiple versions of their own data. Ability for many testers to share limited physical DB2 resources<br>• A tool for testing in a Service Oriented Architecture/Business Process Management environment<br>• Minimize storage footprint of test environments to cut costs<br>• Consolidate data from multiple interrelated applications to create a “production-simulation” test environment that accurately reflects end-to-end business processes automatically deploying data masking (for example, data obfuscation) while maintaining referential integrity needed for testing<br>• Ability to create automated test data<br>• Ability to compare result data to expected data extracts | TECH487 |

e. BETS Development Environment

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-455 | (M) | The EDR Proposed Solution must include a tool for an integrated development environment that can accommodate the language used for the decoupling solution. | TECH488 |
| T-456 | (M) | The EDR Proposed Solution must include diagramming/ documentation tools (for example, Entity Relationship Diagram, design documents, and use cases). | TECH489 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-457 | (M) | The EDR Proposed Solution must create a data dictionary to enforce consistency between data elements across different tables and files. The dictionary must be available in electronic format. | TECH490 |
| T-458 | (M) | The EDR Proposed Solution for Business Entities must interface with ISPW (FTB's configuration management tool), for source control and component management for mainframe resident programs. | TECH491 |

f. BETS Performance and Architecture

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-459 | (M) | The Contractor must establish and document the performance baseline for the current BETS operational environment. | TECH492 |
| T-460 | (M) | The EDR Proposed Solution must meet or exceed the current BETS level of performance (from an end-to-end throughput business function perspective). | TECH493 |
| T-461 | (M) | The EDR Proposed Solution must continue to use the existing batch processes. | TECH494 |
| T-462 | (M) | The EDR Proposed Solution must meet or exceed the current level of availability provided by BETS to its business customers.<br><br>*See Bidders' Library, BETS Service Level Agreement.* | TECH495 |
| T-463 | (M) | The EDR Proposed Solution must use the n-tier architectural model; for example, separate tiers for the presentation, business-logic, and data-access. | TECH496 |
| T-464 | (M) | The EDR Proposed Solution must leverage (reuse) the existing BETS DB2 database model on the mainframe. | TECH497 |
| T-465 | (M) | The EDR Proposed Solution must isolate BETS noticing functionality necessary to support future integration into EDR's noticing and notification Services. | TECH498 |
| T-466 | (M) | The EDR Proposed Solution must isolate BETS contact and address functionality necessary to support future integration into EDR's contact service. | TECH499 |
| T-467 | (M) | The EDR Proposed Solution must provide the coexistence of COBOL and other web services. | TECH500 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-468 | (M) | The EDR Proposed Solution must leverage existing data driven architecture (for example, Codes Tables). | TECH502 |
| T-469 | (M) | The modernized architecture and EDR Proposed Solution must comply with FTB architectural standards for programming languages and platforms wherever applicable. | TECH503 |
| T-470 | (M) | The Contractor must make modifications as required to improve the maintenance interface of the existing Forms Definition Facility *(*FDF) functionality including, at a minimum:<br>• Meet or exceed current FDF functional capability and performance<br>• Provide a user interface to accommodate recurring maintenance activity performed by BETS business analysts<br>• Provide comprehensive documentation and training for the new FDF Architecture<br><br>*See Bidders' Library:*<br>• *FDF and BETS Diagram*<br>• *FDF and VB6*<br>• *FDF Form Tables in DB2*<br>• *FDF Technical Manual*<br>• *Revised FDF User Guide1* | TECH504 |

## D. MANAGEMENT REQUIREMENTS

1. Project Management

### Stage 0 – Ongoing Project Tasks

a. Project Reviews

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-1 | (M) | The Contractor must participate in quarterly; State conducted Management Performance Reviews concerning Contractor Project Management, Technical Management and Benefits Management performance consistent with the EDR requirements and rules. | PM1 |
| PM-2 | (M) | The Contractor must participate in the State's In-Process Reviews consistent with the State's Project Management Plan. Contractor participation must include project status reporting including schedule and variance analysis reporting, risks and issues including resolving issues and taking action items. | PM2 |

b. Contractor Team Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-3 | (M) | The Contractor must implement processes to ensure that all standards and methodologies applicable to the work performed are imposed on all Contractor team members including sub-contractors. | PM3 |

## Stage 1 – Project Initiation and Planning

c. General Project Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-4 | (M) | The Contractor must deliver the contract items specified in the Management Requirement Deliverables (MRD), in accordance with Exhibit XI-B for content, frequency, and format. Submittal dates must be consistent with the Contractor's Software Development Lifecycle and the State-accepted Project Schedule. | PM4 |
| PM-5 | (M) | The Contractor must comply with project management industry standards including: Project Management Institute (PMI), Project Management Body of Knowledge (PMBOK), including the State Information Management Manual Project Oversight Framework, Institute of Electrical and Electronics Engineers (IEEE), the Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM), and Information Technology Infrastructure Library (ITIL) as set forth in the EDR requirements and Management Requirement Deliverables. | PM28 |
| PM-6 | (M) | The Contractor must provide a Project Management Plan (MRD001). The initial Project Management Plan must be submitted with the Bidder's Draft and Final Proposals in accordance with the Deliverable Item Description in Section VI, Exhibit VI-B. | PM29 |
| PM-7 | (M) | The Contractor must manage the project consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM5 |
| PM-8 | (M) | The Contractor must use Microsoft Office Suite, version 2007, for development of project deliverables and correspondence. | PM30 |
| PM-9 | (M) | The Contractor must develop, implement, and monitor all processes and procedures necessary to implement all supporting Project Management plans. | PM6 |
| PM-10 | (M) | The Contractor must manage all project documentation consistent with the State's Project Management Plan. | PM31 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-11 | (M) | The Contractor must store all documents referenced in the Project Management Plan, Technical Management Approach and Business Solution in the project library no later than one month after project start. | PM7 |
| PM-12 | (M) | The Contractor must participate in State-requested meetings as necessary to communicate information, resolve project issues, and support project goals and objectives as described in the State Project Management Plan. | PM8 |
| PM-13 | (M) | All required project records and documentation must be maintained in the FTB EDR project library in electronic format (such as Microsoft Word, Microsoft Excel or editable PDF) or in hardcopy where softcopy is unavailable. | PM32 |

d. Schedule Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-14 | (M) | The Contractor must provide and maintain a Project Schedule (MRD002). The project schedule must be consistent with the State's Project Management Plan and the State-accepted Project Management Plan. The initial Project Schedule must be submitted with the Bidder's Draft and Final Proposals in accordance with the Deliverable Item Description in Section VI, Exhibit VI-C. | PM9 |
| PM-15 | (M) | The Contractor must perform management consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM33 |
| PM-16 | (M) | The Contractor must develop and maintain the Project Schedule in Microsoft Project, version 2007. | PM34 |
| PM-17 | (M) | The Contractor must establish a schedule baseline and must measure and report variance against this baseline. The Contractor must report all schedule variances in a Time and Schedule Variance Report (MRD003).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description*. | PM10 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-18 | (M) | The Contractor must update and provide schedule data consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM11 |
| PM-19 | (M) | The Contractor must participate in project scheduling meetings consistent with the State's Project Management Plan. | PM12 |
| PM-20 | (M) | The Contractor must prepare and maintain a project staffing budget consistent with the Work Breakdown Structure and Project Schedule, including a process to measure variance against the task hours baseline. | PM13 |

e. Risk Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-21 | (M) | The Contractor must provide a Risk Management Plan (MRD070).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description*. | PM35 |
| PM-22 | (M) | The Contractor must participate in risk management consistent with the State's Project Management Plan and the State-accepted Risk Management Plan. Contractor participation must include risk identification, risk assessment, risk mitigation, risk documentation and reporting, and appropriate Contractor representation at risk management meetings. | PM14 |

f. Quality Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-23 | (M) | The Contractor must provide a Quality Management Plan (MRD071).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM37 |
| PM-24 | (M) | The Contractor must perform quality management consistent with the State's Project Management Plan and the State-accepted Quality Management Plan. | PM15 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-25 | (M) | The Contractor must document quality management activities and maintain a library of quality records throughout the life of the project. The Contractor must provide the State immediate access to these records. | PM16 |
| PM-26 | (M) | The Contractor must provide all requested information in response to the State's quality assurance audits, project oversight, and independent validation reviews consistent with the State Project Management Plan and the State-accepted Project Management Plan. | PM17 |

g. Issue and Action Item Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-27 | (M) | The Contractor must manage issues and action items consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM18 |
| PM-28 | (M) | The Contractor must use an issue management tool to log and track issues subject to State review and approval. The Contractor's issue management tool must employ access control mechanisms. The Contractor must provide the State access to the Contractor's issue management data. | PM19 |
| PM-29 | (M) | The Contractor must resolve all issues assigned to the Contractor within the timeframes agreed to by the State. | PM20 |

**Stage 6 – First Year Operations and Closeout**

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-30 | (M) | The Contractor must implement the EDR Proposed Solution in phases with Phase 1 being the development and implementation of the Enterprise Data Warehouse and the PIT business environment of the EDR Solution, and Phase 2 being implementation of the BE business environment integrated with Phase 1 of the EDR Solution. | PM23 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-31 | (M) | The Contractor must provide an Implementation Evaluation Report for each phase of the project (MRD004-1 and MRD 004-2).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM21 |
| PM-32 | (M) | The Contractor must implement Phase 1 of the EDR Proposed Solution for the 2014 tax season no later than January 2014 and such that 2013 PIT tax returns are processed by the Phase 1 system. | PM24 |
| PM-33 | (M) | The Contractor must implement Phase 2 of the EDR Proposed Solution for the 2015 tax season no later than January 2015 and such that 2014 PIT and BE tax returns are processed by the Phase 2 system. | PM25 |
| PM-34 | (M) | The Contractor must implement Phase 1 of the EDR Proposed Solution on the date specified in the State-accepted Project Schedule. | PM26 |
| PM-35 | (M) | The Contractor must implement Phase 2 of the EDR Proposed Solution on the date specified in the State-accepted Project Schedule. | PM27 |
| PM-36 | (M) | The Contractor must provide a Project Closeout Plan (MRD005).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM39 |
| PM-37 | (M) | The Contractor must manage project closeout consistent with the State-accepted Project Closeout Plan. | PM22 |

2. Technical Management

**Stage 0 – Ongoing Project Tasks**

a. Technical Reviews

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-1 | (M) | The Contractor must plan and conduct joint technical reviews consistent with the State-accepted System Engineering Management Plan. Contractor staff with technical knowledge of the deliverables to be reviewed must attend and participate in these reviews. The reviews must be a joint effort by Contractor and State representatives. The State will participate in all technical reviews. The Contractor and State must co-chair the reviews and the Contractor must assure that decisions made as a result of the review are implemented. | TM1 |
| TM-2 | (M) | The Contractor must conduct technical reviews to assess the degree of completion of technical efforts related to major milestones before proceeding with further technical effort as described in the State-accepted System Engineering Management Plan. | TM2 |
| TM-3 | (M) | The Contractor must prepare Technical Review Agendas and must provide the agenda and review materials a minimum of 10 State business days prior to each review. | TM200 |
| TM-4 | (M) | The Contractor must prepare and disseminate Technical Review Minutes. | TM3 |
| TM-5 | (M) | The Contractor must conduct a System Requirements Review (MRE001). The objective of this review is to ascertain the adequacy of the Contractor's efforts in capturing, specifying, and documenting EDR functional and technical requirements. This review must be conducted at a point in time the State determines the system functional and technical requirements are ready for that review, with the process as described in the State-accepted Requirement Management Plan. A successful review is predicated upon the State's determination and acceptance. | TM4 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-6 | (M) | The Contractor must conduct a Logical Database Design Review (MRE002). The objective of this review is to ascertain the adequacy of the Contractor's efforts in defining the logical database design as described in the State-accepted Database Development Plan. This review can be conducted at the point in time the state determines the Logical Database Design is well enough established for that purpose. A successful review is predicated upon the State's determination and acceptance that the Logical Database Model forms a satisfactory basis for proceeding into physical database preliminary design. | TM5 |
| TM-7 | (M) | The Contractor must conduct a System Design Review (MRE003). This review must be conducted to evaluate the optimization, correlation, completeness, and risks associated with the allocated requirements. Also included is a summary review of the system engineering process that produced the allocated technical requirements and of the engineering planning for the next phase of effort with the process as described in the State-accepted System Engineering Management Plan. This review will be conducted when the system definition effort has proceeded to the point where system characteristics are defined and the configuration items are identified. A successful review is predicated upon the State's determination and acceptance that the System and Subsystem Design Description forms a satisfactory basis for proceeding into software architecture design. | TM6 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-8 | (M) | The Contractor must conduct a Physical Database Preliminary Design Review (MRE004). This review must be conducted for the physical database to (1) evaluate the progress, technical adequacy, and risk resolution (on a technical, cost, and schedule basis) of the selected design approach, (2) evaluate the degree of definition and assess the technical risk associated with the selected methods and processes, (3) establish the existence and compatibility of the database requirements and preliminary design, (4) establish the detail design compatibility among the database and software configuration items and (5) evaluate the preliminary version of the operation and support documents. This review will be conducted on an as needed basis, as determined by the State, as database design evolves as described in the State-accepted Database Development Plan. A successful review is predicated upon the State's determination and acceptance that the Database Design Description forms a satisfactory basis for proceeding into physical database critical design. | TM7 |
| TM-9 | (M) | The Contractor must conduct a Software Requirement Review (MRE005). The objective of this review is to ascertain the adequacy of the Contractor's efforts in defining software requirements. This review can be conducted at the point in time the State determines the software requirements are well enough established for that purpose with the process as described in the State-accepted Requirements Management Plan. A successful review is predicated upon the State's determination and acceptance that the Software Requirements Specification forms a satisfactory basis for proceeding into software preliminary design. | TM8 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-10 | (M) | The Contractor must conduct a Physical Database Critical Design Review (MRE006). This review must be conducted for each database before the physical database(s) is created or altered. The purpose of this review will be to (1) determine that the detail design of the database under review satisfies the performance and specification requirements, and (2) assess risk areas (on a technical, cost, and schedule basis). This review will focus on the determination of the acceptability of the detailed design, performance, and test characteristics of the design solution, and on the adequacy of the operation and support documents as described in the State-accepted Database Development Plan. A successful review is predicated upon the State's determination and acceptance that the detailed Database Design Description forms a satisfactory basis for proceeding into software coding. | TM9 |
| TM-11 | (M) | The Contractor must conduct a Software Preliminary Design Review (MRE007). This review must be conducted for each configuration item or aggregate of configuration items, with the process described in the State-accepted Software Development Plan, to (1) evaluate the progress, technical adequacy, and risk resolution (on a technical, cost, and schedule basis) of the selected design approach, (2) determine software design compatibility with EDR functional and technical requirements including performance requirements, and (3) establish the existence and compatibility of the interfaces. For software configuration items, this review will focus on: (1) the evaluation of the progress, consistency, and technical adequacy of the selected top-level design and test approach, (2) compatibility between software requirements and preliminary design, and (3) on the preliminary version of the operation and support documents. A successful review is predicated upon the State's determination and acceptance that the Software Design Description forms a satisfactory basis for proceeding into software critical design. | TM10 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-12 | (M) | The Contractor must conduct a Software Critical Design Review (MRE008). This review must be conducted for each software configuration item, as described in the State-accepted Software Development Plan, when detailed design is essentially complete, as determined and accepted by the State. The purpose of this review will be to (1) determine that the detail design of the configuration item under review satisfies the EDR functional and technical requirements including performance requirements specified, and (2) assess configuration item risk areas (on a technical, cost, and schedule basis). For software configuration items, this review will focus on the determination of the acceptability of the detailed design, performance, and test characteristics of the design solution, and on the adequacy of the operation and support documents. A successful review is predicated upon the State's determination that the Software Detailed Design Description and Model forms a satisfactory basis for proceeding into software coding. | TM11 |
| TM-13 | (M) | The Contractor must conduct a Software Verification Test Readiness Review (MRE009). A review conducted for each software configuration item, or set of software configuration items, with the process as described in the State-accepted Software Development Plan, to determine whether the software test procedures are complete and to assure that the Contractor is prepared for formal software configuration item testing. Software test procedures are evaluated for compliance with software test plans and descriptions, and for adequacy in accomplishing test requirements. The State also reviews the results of informal software testing and any updates to the operation and support documents. A successful review is predicated on the State's determination and acceptance that the Software Verification Test Description forms a satisfactory basis for proceeding into software qualification testing with the exit criteria described in the State-accepted Master Test Plan. | TM12 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-14 | (M) | The Contractor must conduct a System Qualification Test Readiness Review (MRE010). This review must be conducted to assure that (1) system qualification test procedures comply with test plans and descriptions, demonstrate adequacy to accomplish system qualification test requirements, and satisfy system qualification requirements, (2) pretest predictions and information test results (if any) indicate testing confirms satisfaction of system qualification requirements, (3) facilities and procedural manuals, required to accomplish test and evaluation, are available and satisfy their requirements, and (4) required system qualification specifications, baseline, and other supporting documentation are complete and accurate. A successful review is predicated on the State's determination and acceptance that the System Qualification Readiness Review forms a satisfactory basis for proceeding into system qualification testing with the exit criteria defined in the State-accepted Master Test Plan. | TM13 |
| TM-15 | (M) | The Contractor must conduct an Operational Readiness Assessment and Review (MRE011). This review will be conducted for Phase I and Phase II of the project and is intended to determine the status of completion of the specific actions that must be satisfactorily accomplished prior to executing a production go-ahead decision. This review will assess the risk in exercising the go-ahead decision. A successful review is predicated on the State's determination that the State's System Qualification Test Report, and the Contractor's Software Verification Test Report and System Verification Test Report, and the Pre-Implementation Readiness Review(s) form a satisfactory basis for proceeding into production with the process as described in the State-accepted Service Transition Plan. | TM14 |
| TM-16 | (M) | The Contractor must include an analysis of business process reengineering impacts in each technical review. | TM15 |

## Stage 1 – Project Initiation and Planning

b. General Technical Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-17 | (M) | The Contractor must provide a Technical Management Approach (MRD006).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM16 |
| TM-18 | (M) | The Contractor must conduct the Technical Management program consistent with the State-accepted Technical Management Approach. The Technical Management program must be in accordance with IEEE 12207. | TM238 |
| TM-19 | (M) | The Contractor must develop, implement, and monitor all processes and procedures necessary to implement all Technical Management plans. | TM17 |
| TM-20 | (M) | The Contractor must provide a Business Solution in accordance with Deliverable Item Description in Section VI-Exhibit VI-E. | TM239 |
| TM-21 | (M) | The Contractor must provide a Systems Engineering Management Plan (MRD007).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM201 |
| TM-22 | (M) | The Contractor must conduct a System Engineering program consistent with the State-accepted System Engineering Management Plan. | TM18 |
| TM-23 | (M) | The Contractor must provide a Software Development Plan (MRD008).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM240 |
| TM-24 | (M) | The Contractor must conduct a Software Development program in accordance with the State-accepted Software Development Plan. | TM19 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-25 | (M) | The Contractor must develop and implement methods, processes, and procedures to facilitate and implement technical documentation, such as requirement and product specifications, design documents, and test plans and descriptions, that match the 'as built' system or component that is in use. | TM20 |
| TM-26 | (M) | The Contractor must provide an Enterprise Governance Plan (MRD009) for Filing Business Process Management, Data Management and Enterprise Common Services including, but not limited to:<br>• Purpose and scope of the plan<br>• Decisions to support governance<br>• Process for making decisions<br>• Roles, responsibilities and authorities<br>• Approach to transitioning the structure and process to the State<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM22 |
| TM-27 | (M) | The Contractor must perform project governance and implementation consistent with the State-accepted Enterprise Governance Plan. | TM241 |
| TM-28 | (M) | The Contractor must provide an Organizational Change Management Plan (MRD013) to describe the approach to managing the impact of the EDR Proposed Solution on users and current business processes.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM116 |
| TM-29 | (M) | The Contractor must conduct the EDR Project organizational change activities consistent with the State-accepted Organizational Change Management Plan. | TM242 |
| TM-30 | (M) | The Contractor must provide an Organizational Change Management Guide (MRD014) to map the current business processes to the future business processes.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM202 |

c. Configuration Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-31 | (M) | The Contractor must provide and implement an Asset and Configuration Management Plan (MRD010) that describes the standardized methods and procedures to be used for efficient and prompt handling of all changes, ensuring that all changes to service assets and configuration items are recorded as per the plan, and the overall business risk is mitigated.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM191 |
| TM-32 | (M) | The Contractor must perform Asset and Configuration Management consistent with the State-accepted Asset and Configuration Management Plan. | TM203 |
| TM-33 | (M) | The Contractor's Asset and Configuration Management Procedures must ensure that authorized changes are fully tested, approved, and migrated through development into production in a controlled manner. These procedures must be contained in the Asset and Configuration Management Plan. | TM106 |
| TM-34 | (M) | The Contractor must use an integrated information management system to capture and control the technical documentation, technical data, and technical manuals. | TM107 |
| TM-35 | (M) | The Contractor must participate in the State's Change Control Board meetings, and must ensure knowledgeable representation by their technical management staff. | TM108 |
| TM-36 | (M) | The Contractor must manage and have change control procedures and processes in place that monitor, verify and validate changes. | TM192 |

d. Knowledge Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-37 | (M) | The Contractor must provide a Knowledge Management Plan to describe the approach to developing the ability of the State to maintain and operate the EDR Proposed Solution (MRD011).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM204 |
| TM-38 | (M) | The Contractor must conduct a Knowledge Management program consistent with the State-accepted Knowledge Management Plan. | TM109 |
| TM-39 | (M) | The Contractor must provide the State with software development platform and tool training, using the 3rd party vendors' certified trainers, courseware and training materials. | TM110 |
| TM-40 | (M) | The Contractor must provide formal classroom and on-the-job training on the customized usage and implementation of the software development platform and tools. The training must also include the solution, processes and methodologies employed in the project and that match the 'as built' system or component that is in use. The formal classroom training referenced in this paragraph must be repeatable throughout the life of the project. | TM111 |
| TM-41 | (M) | The Contractor must provide appropriate Software Development Tools Training Materials (MRD012), reflecting the customized usage and implementation of software development platform and tools, processes and methodologies. The Contractor-developed training materials must be maintained to reflect the current solution development approach and use of the software development tools.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM112 |
| TM-42 | (M) | The Contractor-provided formal classroom training on the use of software development tools must employ standard training techniques to accommodate various learning processes. | TM113 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-43 | (M) | The Contractor must provide a method for the State to provide feedback on the efficacy of the Knowledge Management program, and a method to verify and review the action taken on the feedback. These procedures must be documented in the Knowledge Management Plan. | TM114 |
| TM-44 | (M) | The Contractor must establish specific, measurable criteria, subject to State review and acceptance, for assessing the effectiveness of the Contractor's Knowledge Management program, and must modify the program to improve areas of weakness. These procedures must be documented in the Knowledge Management Plan. | TM115 |
| TM-45 | (M) | The Contractor must provide a Software User Manual that covers all technical aspects of the EDR Proposed Solution including design, development, maintenance and functions (MRD015).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM117 |
| TM-46 | (M) | The Contractor must provide training to technical staff including technical classroom training and on-the-job training to maximize efficient and effect maintenance and operations consistent with EDR requirements and the State-accepted Knowledge Management Plan. | TM205 |

e. Technical Quality Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-47 | (M) | The Contractor must provide a Technical Quality Plan (MRD016).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM297 |
| TM-48 | (M) | The Contractor shall conduct a Technical Quality program consistent with the State-accepted Technical Quality Plan. | TM23 |

f. Release and Deployment Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-49 | (M) | The Contractor must create release and deployment procedures that outline how release packages are to be built, installed, tested and deployed efficiently, successfully and on schedule, and with minimal impact on production services, operations and support teams, as specified in the State-accepted Asset and Configuration Management Plan. | TM125 |
| TM-50 | (M) | The Contractor must provide a Hardware and Software Installation Plan (MRD017). | TM206 |
| TM-51 | (M) | The Contractor must install all hardware and software consistent with the State-accepted Hardware and Software Installation Plan. | TM129 |
| TM-52 | (M) | The Contractor must purchase all EDR Proposed Solution hardware and software, and provide system documentation consistent with the State-accepted Asset and Configuration Management Plan. | TM207 |
| TM-53 | (M) | The Contractor must provide and install workstation images in accordance with the configuration identified in the State-accepted Hardware and Software Installation Plan. | TM130 |
| TM-54 | (M) | The Contractor must produce Release Notes in accordance with the details in the Hardware and Software Installation Plan. | TM132 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-55 | (M) | The Contractor must install and check the executable software for each installation. Every six months, commencing with the first software delivery, the Contractor must demonstrate, by actual installation execution, that the EDR Proposed Solution can be regenerated (compiled, linked, and loaded into executable software). | TM133 |
| TM-56 | (M) | The Contractor must provide an Implementation Contingency Management Plan (MRD046). The Implementation Contingency Management Plan must clearly describe the criteria, approach, roles and responsibilities to restore service in the event of an implementation failure.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM134 |
| TM-57 | (M) | The EDR Proposed Solution must comply with Asset Management requirements of SIMM 120, SAM 4846, and FTB's Asset Management Policies and Standards. | TM135 |

**Stage 2 – Requirements**

g. Requirements Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-58 | (M) | The Contractor must manage State-accepted requirements in accordance with State-accepted change control procedures. | TM24 |
| TM-59 | (M) | The Contractor must provide a Requirements Management Plan (MRD018).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM25 |
| TM-60 | (M) | The Contractor must manage requirements including traceability consistent with the State-accepted Requirements Management Plan. | TM208 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-61 | (M) | The Contractor must provide a Functional Requirements Traceability Document (MRD019).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM244 |
| TM-62 | (M) | The Contractor must use the EDR functional and technical requirements as the basis for system and software requirement definition and must document traceability between the Contractor's solution and the functional requirements. | TM26 |
| TM-63 | (M) | The Contractor must maintain traceability in the State's requirements management tool, IBM Rational RequisitePro. | TM245 |

h. System & Software Requirements Analysis

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-64 | (M) | The Contractor must conduct working groups with the user community to gain an understanding of user needs. | TM27 |
| TM-65 | (M) | The Contractor must provide a System/Subsystem Specification (MRD020).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM246 |
| TM-66 | (M) | The Contractor must perform a system requirements analysis and document the results consistent with the State-accepted System/Subsystem Specification. | TM28 |
| TM-67 | (M) | The Contractor must provide a Software Requirements Specification (MRD021).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM247 |
| TM-68 | (M) | The Contractor must define and document the software requirements to be met by each software configuration item consistent with the State-accepted Software Requirements Specification. | TM29 |
| TM-69 | (M) | The Contractor must develop the EDR Proposed Solution consistent with the State-accepted System/Subsystem Specification. | TM209 |

## Stage 3 – Design

i. System Architecture Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-70 | (M) | The Contractor must provide a System/Subsystem Design Description (MRD022).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM248 |
| TM-71 | (M) | The Contractor must define and document the architectural design of the system consistent with the State-accepted System/Subsystem Design Description. | TM30 |
| TM-72 | (M) | The Contractor must provide a System Integration Design Description (MRD023).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM249 |
| TM-73 | (M) | The Contractor must perform system integration activities consistent with the State-accepted System Integration Design Description. | TM31 |
| TM-74 | (M) | The Contractor must provide a Technical Infrastructure Plan (MRD024).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM210 |
| TM-75 | (M) | The Contractor must provide identification, description, and rationale for all changes to FTB infrastructure planned to be leveraged, consistent with the State-accepted Technical Infrastructure Plan. | TM250 |
| TM-76 | (M) | The Contractor must plan and conduct all technical infrastructure activities in accordance with the State-accepted Technical Infrastructure Plan. | TM32 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-77 | (M) | The Contractor must provide a System Performance and Capacity Management Plan (MRD025) to document the scope, approach, metrics and baseline for measuring performance and capacity.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM211 |
| TM-78 | (M) | The Contractor must implement system performance and capacity management programs and tasks that ensure that IT capacity always exists, is matched to the current and future needs of the business, and documents management of all capacity and performance related issues consistent with the State-accepted System Performance and Capacity Management Plan. | TM251 |
| TM-79 | (M) | The System Performance and Capacity Management Plan must define and specify Service Level Objectives and Service Level Agreements for system capacity and system performance. | TM252 |
| TM-80 | (M) | The Contractor must perform capacity and performance management consistent with the State-accepted System Performance and Capacity Management Plan. | TM38 |
| TM-81 | (M) | The Contractor must provide a Technical Infrastructure Design Description (MRD068) consistent with the State-accepted Technical Infrastructure Plan. | TM198 |
| TM-82 | (M) | The Contractor must document all EDR Proposed Solution software consistent with the State-accepted Software Version Description. | TM253 |
| TM-83 | (M) | The EDR Base Business Concepts must be incorporated within the Contractor's solution design as the basis for the solution architecture.<br><br>*The EDR Base Business Concepts are outlined in Section IV*. | TM212 |

j. Software Architecture and Detailed Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-84 | (M) | The Contractor must provide a Software Design Description (MRD026).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM254 |
| TM-85 | (M) | The Contractor must define and record the architectural design of each software configuration item consistent with the State-accepted Software Design Description. | TM39 |
| TM-86 | (M) | The Contractor must provide a Software Detailed Design Description and Model (MRD027).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM255 |
| TM-87 | (M) | The Contractor must define and record the detailed design of each software configuration item consistent with the State-accepted Software Detailed Design Description and Model. | TM40 |
| TM-88 | (M) | Where the Contractor leverages FTB infrastructure including input Systems (for example, imaging and scanning, encoders, Electronic Funds Transfer, and e-Gateway), WAN, LAN, external Customer Service Support Center and internal IT Service Desk, as required for EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM33 |
| TM-89 | (M) | The Contractor will actively participate with the State in the development, testing and implementation phases of the Software Development Lifecycle (SDLC) and will be jointly responsible and participate in the Analysis and Design phases of the SDLC for any modifications or changes to the FTB Legacy Systems, as per the EDR Solution and Legacy Systems Integration Plan. | TM292 |
| TM-90 | (M) | The Contractor will actively participate with the State in the analysis, design, testing and implementation of any modifications or changes to the FTB Infrastructure, as per the EDR Solution and Legacy Systems Integration Plan, and the Technical Infrastructure Plan. | TM293 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-91 | (M) | The Contractor must leverage the FTB imaging and scanning and data capture processes to meet the EDR imaging and scanning and data capture requirements, as required for EDR scope. The plans and execution are subject to State review and approval per the EDR Solution and Legacy System Integration Plan. | TM34 |
| TM-92 | (M) | The Contractor must preserve and maintain the content in the Image Repository. | TM294 |
| TM-93 | (M) | The Contractor must maintain data capture fallout rates at a low enough level to complete Key From Image tasks within the data capture resource budget in Section VII.<br><br>*See Exhibit VII-D, State Staff Costs – "Data Capture" resources are included on line 28 as part of "Total Program Staff."* | TM295 |
| TM-94 | (M) | Where the Contractor leverages TI and BETS systems, as required for the EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM35 |
| TM-95 | (M) | The Contractor must maintain the current interface specifications to the legacy systems without any changes, unless approved by State, whenever the EDR Proposed Solution replaces another system, database or application that was having that interface with the legacy system. | TM296 |
| TM-96 | (M) | Where the Contractor leverages the FTB mainframe and LAN as well as the distributed servers, as required for the EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM36 |
| TM-97 | (M) | Where the Contractor leverages or replaces the FTB data exchange systems including SWIFT and IDTS as required for EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM37 |
| TM-98 | (M) | The Contractor must provide a Legacy Systems Interface Design Description and Model (MRD029).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM256 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-99 | (M) | The Contractor must define the required interface specifications for the EDR interface to FTB legacy systems consistent with the State-accepted Legacy Systems Interface Design Description and Model. | TM45 |
| TM-100 | (M) | The Contractor must provide an External Entity Interface Design Description (MRD030).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM46 |
| TM-101 | (M) | The Contractor must conduct all external entity interface design activities consistent with the State-accepted External Entity Design Description. | TM257 |

k. Database Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-102 | (M) | The Contractor must provide a Database Design Description (MRD028).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM258 |
| TM-103 | (M) | The Contractor must document the database design in the State-accepted Database Design Description. | TM41 |
| TM-104 | (M) | The Contractor must provide an Enterprise Data Warehouse and Enterprise Operational Data Store (MRD072) to make available all return, third party and the required legacy system data consistent with EDR requirements. | TM213 |
| TM-105 | (M) | The Contractor must provide a Data Matching Function (MRD073) and a data matching service to improve the quality of data records matched consistent with EDR requirements. | TM214 |

I. Process Design and Service Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-106 | (M) | The Contractor must provide a Business Process Reengineering Plan (MRD031).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM47 |
| TM-107 | (M) | The Contractor must optimize business processes in EDR scope and incorporate new processes, such as modeling for case selection, consistent with the State-accepted Business Process Reengineering Plan. | TM259 |
| TM-108 | (M) | The Contractor must provide a Noticing Function (MRD074) which includes composition, review and approval noticing workflow. | TM215 |
| TM-109 | (M) | The Contractor must provide a Contact Function (MRD075) to provide increased and improved taxpayer contact information including taxpayer name, addresses and telephone numbers. | TM216 |
| TM-110 | (M) | The Contractor must provide a reengineered PIT Return Processing System (MRD076) that includes an Adjustment Business Function. | TM260 |
| TM-111 | (M) | The Contractor must provide a reengineered BE Return Processing System (MRD077). | TM261 |
| TM-112 | (M) | The Contractor must perform Business Process Reengineering of PIT and BE return processing consistent with the State-accepted Business Process Reengineering Plan and Business Process Reengineering Design Description and Model. | TM48 |
| TM-113 | (M) | The Contractor must provide a Business Process Reengineering Design Description and Model (MRD032).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM49 |
| TM-114 | (M) | The Contractor's State-accepted Business Process Reengineering Design Description and Model must include Personal Income Tax and Business Entity return processing activities, fraud detection, and a Modeling Process that conforms to IEEE 12207. It must also be consistent with the State-accepted Business Process Reengineering Plan. | TM262 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-115 | (M) | The Contractor must provide a Modeling Function (MRD078) which includes decision analytics to score and select debtor accounts for Personal Income Tax and Business Entity account resolution for the ARCS system. | TM217 |
| TM-116 | (M) | The Contractor must provide a Taxpayer Folder (MRD079) that consolidates and integrates existing taxpayer information and self-services and provides new taxpayer self-services including return and refund status, withhold at source waiver, address update, and the ability to protest Notices of Proposed Assessment. | TM218 |
| TM-117 | (M) | The Contractor must provide a BETS Decoupling Solution (MRD080). | TM263 |
| TM-118 | (M) | The Contractor must modify the BETS system to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity, and align system more closely with Service Oriented Architecture. | TM220 |

**Stage 4 – Development**

m. System Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-119 | (M) | The Contractor must provide a User Interface Standard (MRD033) that is compliant with the Americans with Disabilities Act.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM51 |
| TM-120 | (M) | The Contractor must adhere to the State-accepted User Interface Standard. | TM264 |
| TM-121 | (M) | The Contractor must provide a Software Product Specification (MRD034).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM52 |
| TM-122 | (M) | The Contractor must generate executable software for the EDR Proposed Solution consistent with the State-accepted Software Product Specification. | TM265 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-123 | (M) | The Contractor must use a project modeling tool(s), employing Unified Modeling Language, to capture, record, verify and version business processes and business rules, and must integrate them into the appropriate specification and design documents. The project modeling tool(s) must employ access control mechanisms. The Contractor must provide the State access to the Contractor's project modeling tool(s). | TM53 |
| TM-124 | (M) | The Contractor must participate in State-managed forms reengineering activities, to include participating in work groups to determine forms needs and achieve user buy-in. | TM54 |
| TM-125 | (M) | The Contractor must use the State-developed draft forms as a basis for forms design and development. | TM55 |

n. Database Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-126 | (M) | The Contractor must provide a Database Development Plan (MRD035).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM56 |
| TM-127 | (M) | The Contractor must conduct all EDR database development activities consistent with the State-accepted Database Development Plan. | TM266 |
| TM-128 | (M) | The Contractor must provide a Database Administration Plan (MRD056).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM267 |
| TM-129 | (M) | The Contractor must conduct all EDR database administration activities consistent with the State-accepted Database Administration Plan. | TM268 |
| TM-130 | (M) | The Contractor must produce legacy system data archive databases as required with the EDR solution and Database Development Plan. | TM58 |
| TM-131 | (M) | The Contractor must configuration manage all scripts (for example, operating system specific environment configuration and alteration script(s), data definition language creation script(s), database configuration alteration script(s)) consistent with the State-accepted Asset Configuration Management Plan and the Technical Change Management Plan. | TM59 |
| TM-132 | (M) | The Contractor must make changes to the database solely through the tool, and must keep all database scripts current as defined in the Database Development Plan. | TM60 |
| TM-133 | (M) | The Contractor must provide a Logical Data Model (MRD036).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM269 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-134 | (M) | The Contractor must provide a Physical Data Model (MRD037).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM270 |
| TM-135 | (M) | Throughout the project life cycle, the Contractor must develop and maintain data models with a minimum of two different perspectives into the system:<br>• A Logical Data Model identifying the business process and information used, and<br>• A Physical Data Model containing sufficient information to describe and create or recreate actual physical database schema. | TM61 |
| TM-136 | (M) | The Contractor must use the modeling tool(s) to capture, record, verify, and version database and system meta-data. | TM62 |
| TM-137 | (M) | The Contractor must identify, plan, process, and load all data in the EDR scope into the new Enterprise Data Warehouse and Enterprise Operational Data Store as specified in the State-accepted Data Conversion Plan. | TM221 |

o. Software Coding

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-138 | (M) | The Contractor must develop and provide software code in accordance with the Contractor's software coding standards as specified in the State-accepted Software Development Plan and the appropriate requirements specifications. | TM63 |
| TM-139 | (M) | The Contractor must use debugging technologies that are capable of automatically detecting, diagnosing and reporting multiple classes of errors. | TM64 |

p. System Integration

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-140 | (M) | The Contractor must provide successful Completion of Legacy System Changes (MRD081) to all legacy systems impacted by the EDR Proposed Solution including interfaces, functionality, and integration. | TM271 |
| TM-141 | (M) | The Contractor must have total system integration responsibility for the EDR Proposed Solution, and in this role must analyze and determine the resolution for any problems involving all system interfaces. | TM65 |
| TM-142 | (M) | The Contractor is solely responsible for the design, integration, system modification, and delivery to make certain that integration requirements are met. | TM66 |
| TM-143 | (M) | The Contractor must provide an EDR Solution and Legacy Systems Integration Plan (MRD038).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM272 |
| TM-144 | (M) | The Contractor must support EDR required legacy system changes including the coordination, planning, design, development, testing and implementation subject to State review and approval as described in the State-accepted EDR Solution and Legacy Systems Integration Plan. | TM222 |
| TM-145 | (M) | The Contractor must plan and conduct all integration activities in accordance with the State-accepted EDR Solution and Legacy Systems Integration Plan. | TM67 |
| TM-146 | (M) | The Contractor must provide all required interfaces to the FTB legacy systems and external entities as described in the State-accepted EDR Solution and Legacy Systems Integration Plan and the Legacy Systems Interface Design Description and Model. | TM223 |
| TM-147 | (M) | The Contractor must integrate and transition existing FTB self-services into the Taxpayer Folder to maximize availability of services consistent with the State-accepted EDR Solution and Legacy Systems Integration Plan and the State-accepted Technical Infrastructure Plan. | TM68 |
| TM-148 | (M) | The Contractor's EDR Proposed Solution must be able to display in the Taxpayer Folder all business required data contained in the Enterprise Data Warehouse and Enterprise Operational Data Store. | TM224 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-149 | (M) | The Contractor must monitor EDR development and participate in implementation activities, including meetings, design reviews, document reviews, interface data mapping sessions, test planning and acceptance testing. | TM69 |
| TM-150 | (M) | The Contractor must maintain and meet all of the data exchange agreements the State has with external entities and agencies. | TM70 |
| TM-151 | (M) | The Contractor must make certain of data integrity in the interfaces by conducting transmission audits, such as record counts and financial balances, and providing reconciliations. | TM71 |
| TM-152 | (M) | The Contractor must, when establishing new interfaces, leverage existing data interchange interfaces where appropriate; use standardized interfaces where possible; and strive to extend interchange reach using evolving standards of universal format for structured documents and data. | TM72 |
| TM-153 | (M) | The Contractor must review any Interagency Agreements and any External Agency Agreements for consistency with the Contractor's requirements and design, and must communicate all issues to the State. | TM73 |
| TM-154 | (M) | The Contractor must develop interfaces with external entities in accordance with the Interagency Agreements and External Agency Agreements. | TM74 |
| TM-155 | (M) | The Contractor must participate in external entity interface definition meetings as requested by the State. | TM75 |

q. Proof of Concept

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-156 | (M) | The Contractor must deliver a Proof of Concept Plan (MRD069). | TM225 |
| TM-157 | (M) | The Contractor must execute a Business Process Management solution, Business Rule Engine and Enterprise Content Management proof of concept consistent with the State-accepted Proof of Concept Plan. | TM194 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-158 | (M) | The Contractor must execute an Enterprise Data Warehouse and Enterprise Operational Data Store proof of concept consistent with the State-accepted Proof of Concept Plan. | TM226 |
| TM-159 | (M) | The Contractor must execute a Service Oriented Architecture proof of concept consistent with the State-accepted Proof of Concept Plan. | TM227 |
| TM-160 | (M) | The Contractor must provide a Proof of Concept Report (MRD039) which includes the proof of concept results for the Business Process Management, Business Rule Engine and Enterprise Content Management, Enterprise Data Warehouse and Enterprise Operational Data Store, and Service Oriented Architecture solutions.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM76 |
| TM-161 | (M) | The Proof of Concept reports must be presented to and accepted by the State before any implementation of the total EDR Proposed Solution or its component solutions consistent with the State-accepted System Engineering Management Plan. | TM77 |

**Stage 5 – Testing**

r. Test Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-162 | (M) | The Contractor must provide a Master Test Plan (MRD040) including the approach to all EDR Proposed Solution testing which includes System Verification Testing and System Qualification testing.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM228 |
| TM-163 | (M) | The Contractor must conduct a testing program consistent with the State-accepted Master Test Plan. | TM78 |
| TM-164 | (M) | The Contractor must provide all EDR test environments that support each type of testing. | TM79 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-165 | (M) | The Contractor must plan, execute and evaluate the following types of tests: unit test, unit integration test, system test, system verification test, security acceptance test and system performance tests. | TM80 |
| TM-166 | (M) | The Contractor must participate in the system qualification test as required by the State consistent with the State-accepted Master Test Plan and the State's System Qualification Test Plan. | TM81 |
| TM-167 | (M) | The Contractor must develop and implement procedures for unit testing in accordance with IEEE/EIA 12207.2 1997 5.3.7 & 5.3.8, and must document the results of unit tests and unit integration tests, which must be available for State review and acceptance. | TM82 |
| TM-168 | (M) | The Contractor must use personnel who are not involved in the development of the software to conduct system and system verification testing. | TM83 |
| TM-169 | (M) | The Contractor must provide a System Verification Test Description (MRD041).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM273 |
| TM-170 | (M) | The Contractor must test the software consistent with the State-accepted System Verification Test Description. | TM84 |
| TM-171 | (M) | Prior to the formal system verification test, the Contractor must conduct a dry run of the System Verification Test Description procedures to ensure that they are complete and accurate and that the system is ready for witnessed testing. The Contractor must update the software test cases and procedures as appropriate. | TM85 |
| TM-172 | (M) | The Contractor must provide a System Verification Test Report (MRD042).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM274 |
| TM-173 | (M) | The Contractor must document the results of the system verification test in a State-accepted System Verification Test Report. | TM86 |
| TM-174 | (M) | The Contractor must use automated tools for testing. | TM87 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-175 | (M) | The Contractor must use de-sensitized production data as opposed to live production data for conducting all tests. | TM88 |
| TM-176 | (M) | The Contractor must include regression testing in system verification and system testing. | TM90 |
| TM-177 | (M) | The Contractor must include system performance testing in system and system verification testing. | TM91 |
| TM-178 | (M) | The Contractor must provide a System Performance Test Description (MRD043).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM275 |
| TM-179 | (M) | The Contractor must test the system consistent with the State-accepted System Performance Test Description. | TM92 |
| TM-180 | (M) | The Contractor must provide a System Qualification Test Report (MRD044). | TM93 |
| TM-181 | (M) | The Contractor must provide the necessary technical support in order for the State to plan, conduct and evaluate system qualification testing (for example, acceptance testing). | TM94 |
| TM-182 | (M) | The Contractor must provide a System Test Report (MRD045).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM96 |
| TM-183 | (M) | The Contractor must participate in the system qualifications test as directed by the State. | TM97 |
| TM-184 | (M) | The Contractor must provide a System Test Description (MRD047).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM98 |

## Stage 6 – Transition

s. Transition Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-185 | (M) | The Contractor must produce and implement an Information Technology Infrastructure Library (ITIL) Version 3 based Service Transition Plan (MRD049) that describes the Contractor's approach to maintaining and operating the EDR Proposed Solution in the transition period during the timeframe following FTB's acceptance of the system qualification test. This plan must specifically describe the management and coordination of the processes, systems and functions of the EDR Proposed Solution or its components (post system qualification testing) until they are moved into the FTB production environment which will conform to ITIL processes, functions, and standards. | TM99 |
| TM-186 | (M) | The Contractor must provide a Software Version Description (MRD048).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM131 |
| TM-187 | (M) | The Contractor must conduct service delivery in accordance with the State-accepted Service Transition Plan. | TM100 |
| TM-188 | (M) | The Contractor must perform transition management and documentation related to the conversion, release, and deployment of the EDR Proposed Solution. | TM229 |
| TM-189 | (M) | The Contractor must provide a Service Level Attainment Report (MRD050).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM276 |
| TM-190 | (M) | The Contractor must gather service level metrics and other relevant information to produce a State-accepted Service Level Attainment Report. | TM101 |
| TM-191 | (M) | The Contractor shall integrate, participate in and improve FTB's Service Asset and Configuration Management (SACM) in the production and post system qualification test environment. | TM105 |

t. Change Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-192 | (M) | The Contractor must provide a Technical Change Management Plan (MRD051).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM277 |
| TM-193 | (M) | The Contractor must implement change management consistent with the State-accepted Technical Change Management Plan that standardizes methods and procedures to be used for efficient and prompt handling of all changes, ensuring that all changes to service assets and configuration items are recorded and the overall business risk is minimized. | TM102 |
| TM-194 | (M) | The Contractor must manage and have change control procedures and processes in place that monitor, verify and validate changes that are placed in FTB's production environment. | TM103 |
| TM-195 | (M) | The project and final program or system must integrate, use and improve FTB's change management procedures, process and organization as specified in FTB's IT Change Management Procedures. | TM104 |

u. Conversion Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-196 | (M) | The Contractor must define conversion requirements and produce a Data Conversion Requirements Document (MRD052). | TM118 |
| TM-197 | (M) | The Contractor must provide a Data Conversion Plan (MRD053).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM119 |
| TM-198 | (M) | The Contractor must plan and conduct all activities associated with loading and converting all impacted system databases to the Enterprise Data Warehouse and Enterprise Operational Data Store consistent with the State-accepted Data Conversion Requirements Document and the State-accepted Data Conversion Plan. | TM121 |
| TM-199 | (M) | The Contractor must produce a Data Conversion Test Plan (MRD054).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM122 |
| TM-200 | (M) | The Contractor must perform data conversion testing consistent with the State-accepted Data Conversion Test Plan. | TM278 |
| TM-201 | (M) | The Contractor must perform data conversion activities consistent with the State-accepted Data Conversion Plan. | TM230 |
| TM-202 | (M) | The Contractor must create backup copies of all extract data required for conversion, which must be delivered to the State. | TM123 |
| TM-203 | (M) | The Contractor must analyze data cleanup needs, support the State data clean-up activities, and produce a Data Cleanup Report (MRD055). | TM124 |
| TM-204 | (M) | The Contractor must transition data loading to the State consistent with the State-accepted System Transition to State Plan. | TM231 |

v. User Training

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-205 | (M) | The Contractor must conduct all training activities following full implementation, and must complete transition of training activities and responsibilities to the State at that time. | TM136 |
| TM-206 | (M) | The Contractor must conduct the new system orientation sessions prior to conducting training classes for all State and Contractor users. | TM232 |
| TM-207 | (M) | The Contractor must include the training of the FTB trainers in the User Training Plan | TM137 |
| TM-208 | (M) | The Contractor must provide a User Training Plan (MRD058).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM279 |
| TM-209 | (M) | The Contractor must provide training on the EDR Proposed Solution and changes to legacy systems to all impacted users consistent with the State-accepted User Training Plan. | TM280 |
| TM-210 | (M) | The Contractor must train a minimum of 12 FTB trainers as part of the State-accepted User Training Plan. | TM281 |
| TM-211 | (M) | The Contractor must perform training consistent with the State-accepted User Training Plan. | TM233 |
| TM-212 | (M) | The Contractor must provide a Training Transition Plan (MRD057).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM282 |
| TM-213 | (M) | The Contractor must transition all EDR Proposed Solution training to FTB consistent with the State-accepted Training Transition Plan. | TM138 |
| TM-214 | (M) | The Contractor must produce comprehensive training materials that reflect the contents and behavior of software releases as specified in the software development tools training materials. Training materials must be versioned and must include document version numbers, training material effective dates and the corresponding software release version number. | TM140 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-215 | (M) | The Contractor must provide training to impacted users of the modified legacy systems consistent with the State-accepted User Training Plan. | TM283 |
| TM-216 | (M) | The Contractor must develop a system training environment that utilizes FTB business scenarios to train FTB staff that will use the EDR Proposed Solution, including the new return processing systems, consistent with the State-accepted User Training Plan. | TM284 |
| TM-217 | (M) | The Contractor must conduct all training classes at FTB central office campus. | TM141 |
| TM-218 | (M) | The Contractor must provide training to EDR Proposed Solution business users to maximize the productivity of the EDR Proposed Solution placed into production consistent with the State-accepted User Training Plan. | TM234 |
| TM-219 | (M) | The Contractor must provide a method for the State to provide feedback on the efficacy of the training program. | TM142 |
| TM-220 | (M) | The Contractor must establish specific, measurable criteria for assessing the effectiveness of the Contractor's training program, and must modify the program to improve areas of weakness. | TM143 |
| TM-221 | (M) | The Contractor must update the training environment concurrent with changes that occur in production. | TM144 |
| TM-222 | (M) | The Contractor must establish and provide a training environment with response times representative of production performance levels and new business processes and rules. | TM145 |
| TM-223 | (M) | The Contractor must populate all required training tables, including, but not limited to, appropriate return and case information, user profiles, and user IDs. | TM146 |
| TM-224 | (M) | The Contractor must make the training environment available from 7am to 6pm Monday through Friday. | TM147 |

## Stage 7 – Operations and Closeout

w. Maintenance and Operations

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-225 | (M) | All Contractor's procedures and processes in relationship to the EDR Proposed Solution in the FTB production environment (post system qualification test) must conform to Information Technology Infrastructure Library (ITIL) v3 standards for service operation and FTB's operational processes, including functions and processes such as access management, service desk, request fulfillment, incident management, and problem management for the Final EDR Proposed Solution. | TM195 |
| TM-226 | (M) | The Contractor must provide a Service Operations Plan (MRD059).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM285 |
| TM-227 | (M) | The Contractor must conduct service operation activities that conform to Information Technology Infrastructure Library (ITIL) Version 3 and are consistent with the State-accepted Service Operations Plan. | TM148 |
| TM-228 | (M) | The Contractor must include the EDR Proposed Solution integration strategy and implementation procedures in the State-accepted Service Operations Plan for the following ITIL processes:<br>1) Incident Management Process<br>2) Event Management Process<br>3) Problem Management Process<br>4) Access Management Process<br>5) Request Fulfillment Process<br>6) Technical Management Process | TM286 |
| TM-229 | (M) | The Contractor must define and specify Service Level Agreements for all services provided consistent with the State-accepted Service Operations Plan. | TM287 |
| TM-230 | (M) | The Contractor must perform all EDR Proposed Solution maintenance including corrective, adaptive, and perfective activities consistent with the State-accepted Service Operations Plan. | TM288 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-231 | (M) | The Contractor must implement and operate the EDR Proposed Solution in a manner and location to enable State employees to manage and oversee the system effectively. | TM149 |
| TM-232 | | The Contractor must provide all maintenance and operations services for the EDR Proposed Solution subject to review, approval and oversight by the State consistent with the EDR requirements and State-accepted Management Requirement Deliverables. | TM235 |
| TM-233 | (M) | Any maintenance and operations services provided by the Contractor for any FTB system or platform, including mainframe, are subject to review, approval, and oversight by the State. | TM150 |
| TM-234 | (M) | The Contractor must provide one full year of enterprise governance planning and consulting services consistent with the State-accepted Enterprise Governance Plan to maximize enterprise decision making consistent with EDR. | TM151 |
| TM-235 | (M) | The Contractor must provide all Maintenance and Operations services from the time any EDR Proposed Solution deliverable is placed into production to the end of the Contract term including the Transition and Warranty Periods consistent with the State-accepted Service Operations Plan. The Warranty Period will begin on the date that the final EDR solution (Phase 1 and Phase 2) is successfully placed into production and accepted by the State. | TM236 |
| TM-236 | (M) | The Contractor must provide a System Transition to State Plan (MRD060).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM153 |
| TM-237 | (M) | The Contractor must transition the EDR Proposed Solution to the State consistent with the State-accepted System Transition to State Plan. | TM289 |
| TM-238 | (M) | The Contractor must involve State personnel in performing all the EDR Proposed Solution related system Maintenance and Operations tasks during the Transition Period, as specified in the System Transition to State Plan, to maximize successful transition to the State at the end of the Transition Period. | TM196 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-239 | (M) | The Contractor must transition Maintenance And Operations of the EDR Proposed Solution to the State consistent with the State-accepted System Transition to State Plan. | TM237 |
| TM-240 | (M) | The Contractor must include the transitioning of impacted FTB legacy systems in the System Transition to State Plan. | TM197 |
| TM-241 | (M) | The Contractor must plan and conduct software and system maintenance consistent with the State-accepted Service Operations Plan. | TM154 |
| TM-242 | (M) | The Contractor must produce a Service Maintenance and Operations Report (MRD061) as specified in the Service Operations Plan.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM155 |
| TM-243 | (M) | The Contractor must produce a Service Operation Manual (MRD062) or manuals as specified in the Service Operations Plan.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM156 |
| TM-244 | (M) | The Contractor must provide the tools at the server, client, database, application, interface and internet component levels to measure all areas of system and network performance. | TM158 |
| TM-245 | (M) | The Contractor must provide on-site maintenance support for the EDR Proposed Solution hardware. | TM159 |
| TM-246 | (M) | The Contractor must maintain a State-approved list of retention periods for all application and operating system files and program versions in a Retention Control Document (MRD063) in accordance with FTB's Data Retention Policy.<br><br>*See Bidders' Library, FTB Data Retention Policies*. | TM161 |
| TM-247 | (M) | The Contractor must perform routine, periodic backups of all system files, data files, application programs and documentation in the EDR scope. | TM162 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-248 | (M) | The Contractor must either leverage FTB's existing Hot Site infrastructure for the EDR Proposed Solution or must provide Hot Site services limited to the EDR Proposed Solution, at the State's option, and subject to State review and approval. | TM163 |
| TM-249 | (M) | The Contractor must provide the EDR Proposed Solution that has both incremental and full back-ups and can be restored to any point of failure consistent with FTB recovery timeframe requirements. | TM164 |
| TM-250 | (M) | For any distributed systems based solution or its components, the Contractor must obtain State review and approval to leverage or enhance FTB back-up systems for distributed systems as described in the State-accepted Technical Infrastructure Plan. | TM165 |
| TM-251 | (M) | The Contractor must store back-ups of the new system files, programs, documentation, and data files, off-site in secure waterproof, earthquake-proof, and fireproof facilities. | TM166 |
| TM-252 | (M) | The Contractor must, on a regular basis, make backup copies of Database Management System tables such that this information is maintained in a form suitable for restoration of all environments using native data import utilities. | TM167 |
| TM-253 | (M) | The Contractor must participate in FTB Hot Site exercises to demonstrate recoverability consistent with FTB recovery timeframe requirements. | TM169 |
| TM-254 | (M) | The Contractor must retain off-site a four years plus 4 months history of the EDR solution database in a form retrievable through automated system recovery and restore procedures. This history must be extended to seven years for Internal Revenue Service-related information. | TM170 |
| TM-255 | (M) | The Contractor must provide a Business Continuity Plan (MRD064).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM171 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-256 | (M) | The State-accepted Business Continuity Plan must clearly identify a process to restore service, identify alternatives to resume business activities, and identify the roles and responsibilities of the individuals to execute the plan. It will support overall business continuity by ensuring that the required IT technical and service facilities (including computer systems, networks, applications, data repositories, telecommunications, environment, technical support and service desk) can be resumed within required and agreed-upon business timeframes. | TM290 |
| TM-257 | (M) | The Business Continuity Plan must include detailed actions to be taken in the event of a natural disaster (for example, fire, water or damage), an event such as a power outage or a disaster resulting from negligence, sabotage, or mob action. The Contractor must conduct all disaster recovery activities, in the event of a disaster, in accordance with the FTB Business Resumption Plan. | TM172 |

x. Problem Resolution Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-258 | (M) | The Contractor must plan and conduct all problem management activities consistent with the problem management process contained in the State-accepted Service Operations Plan to ensure that problems are well documented and related incidents are minimized. | TM174 |
| TM-259 | (M) | The project and final program or system must integrate with and improve FTB's problem management process, which includes all activities needed for a diagnosis of the underlying cause of incidents, and to determine the resolution for those problems. | TM175 |

y. Incident Management Resolution

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-260 | (M) | The Contractor shall participate in and improve FTB's existing incident management process to enable restoration of normal services to the final program or system as quickly as possible, minimizing the impact on the business.<br>• The final program or system must have the ability to detect and resolve incidents to reduce downtime to the business.<br>• The final program or system must have the ability to align IT activity to real-time business priorities.<br>• The process must have the ability to identify potential improvements to services. | TM177 |
| TM-261 | (M) | FTB's IT incident management will provide first-level, second-level, and third-level support to the final program or system. Therefore the Contractor must ensure:<br>• A successful knowledge transfer to first-level, second-level, and third-level IT service desk staff on resolution of incidents relating to the final program or system, including the development of appropriate knowledge documents, including articles, "how to" information, known errors, and work-arounds<br>• Provide first-level, second-level, and third-level IT service desk staff training in order to support incidents with the final program or system<br>• First-level, second-level, and third-level IT service desk staff receive the necessary tools and system accesses to support the identification and resolution of Incidents with the final program or system | TM178 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-262 | (M) | The final program or system must participate in and improve FTB's existing Major Incident Management process to enable restoration of normal services as quickly as possible, minimizing the impact on the business. The Contractor must ensure:<br>• Key roles, resources, and responsibilities within the Major Incident process are assigned to the appropriate second- and third-level staff assigned to support the new program or system<br>• Key second- and third-level staff participate in the planning and updating of the Major Incident process<br>• A "lessons learned" activity is conducted subsequent to each occurrence of a major incident with the new program or system | TM179 |

z. IT Service Desk and Production Support

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-263 | (M) | The Contractor must produce and execute a Service Desk Plan (MRD065).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM180 |
| TM-264 | (M) | The project and final program or system must integrate with, use and improve FTB's Service Operations that includes the Service Desk function and organization. | TM181 |
| TM-265 | (M) | The project and final program or system must integrate with and improve FTB's Request Fulfillment process consistent with the State-accepted Service Operations Plan. | TM182 |
| TM-266 | (M) | The project and final program or system must integrate with and improve FTB's Event Management process, which includes the activities that will be planned to serve as a basis for operational monitoring and control as well as detection and resolution of system generated events. | TM183 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-267 | (M) | FTB's IT service desk operation will rely on specialized second- and third-level technical support areas and staff to help ensure incidents, problems, requests, and change orders are processed correctly and timely. Therefore, the Contractor must ensure:<br>• Second- and third-level support groups are identified and have the knowledge, skills, and ability to support the new program or system<br>• Second- and third-level support groups are incorporated into the IT service desk's existing support process framework and related support systems, including the CA Unicenter Service Desk product<br>• Operating Level Agreements between the IT service desk and its second- and third-level support areas are developed | TM184 |
| TM-268 | (M) | Related to the IT service desk function, the Contractor must provide a customer service needs assessment describing the following, in accordance with the Service Desk Plan:<br>• The anticipated volume of contacts from users requiring IT service desk support<br>• The most common types of contacts and associated resolution information<br>• The number of additional staff the IT service desk will require to support the new program or system and meet level of access (ninety-five percent (95%)) and level of service (80/120) objectives. | TM185 |

aa. Security and Access Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-269 | (M) | The Contractor must provide a Security and Access Management Plan (MRD066).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM291 |
| TM-270 | (M) | The Contractor must conduct security and access management activities related to requesting access, verification, providing rights, monitoring identity status, logging and tracking access and removing and restricting rights consistent with the State-accepted Security and Access Management Plan. | TM187 |
| TM-271 | (M) | The Contractor must establish a specific timetable for conducting risk analysis, and must ensure that special evaluations are performed whenever a significant change to the system's physical security, hardware or operating system software occurs in accordance with the State-accepted Security and Access Management Plan. | TM188 |
| TM-272 | (M) | The Contractor must produce a Security Incident Report (MRD067) whenever the conditions for reporting a security incident as per the State-accepted Security and Access Management Plan are met.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM189 |
| TM-273 | (M) | The Contractor shall participate in and improve FTBs' access management to allow authorized users access to a service, while access of unauthorized users is prevented. The project and final program or system must provide access management process to efficiently and effectively manage users, roles and identities. | TM190 |

**Exhibit VI - A**

## Mandatory Scored and Desirable Scored Response Matrix

Business Process Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-65 | (MS) | The EDR Enterprise Content Management solution must support web content management and publishing capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Authoring*<br>☐ *Template staging*<br>☐ *Viewable web formats*<br>☐ *Syndication capabilities*<br>☐ *Archiving* | TECH143 |
| T-66 | (MS) | The EDR Enterprise Content Management solution must provide content search capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Structured text*<br>☐ *Unstructured text*<br>☐ *Indexes*<br>☐ *Images*<br>☐ *Internal content*<br>☐ *Web content* | TECH144 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-67 | (DS) | The EDR Enterprise Content Management solution must provide links to knowledge management features.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH145 |
| T-97 | (MS) | The rule engine must include the following information: types of rules, categories of rules, relationships to other rules, rule's use of interfaces and rule's use of common services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH70 |
| T-100 | (MS) | The rule engine must have prebuilt rule content.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Mathematical calculations*<br>☐ *Vocabularies*<br>☐ *Multiple rule representations*<br>☐ *Decision tables*<br>☐ *Pseudo-linguistic*<br>☐ *Linguistic with context*<br>☐ *Decision trees* | TECH73 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-109 | (MS) | The rule engine must provide the ability at run time to link scenarios with policies and rules in-flight.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH84 |
| T-116 | (DS) | The EDR Business Process Management solution must provide modeling diagram validation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Domain checks (for noticing if a branch of a process model jumps out to another swimlane and back for one action that could be absorbed into originating swimlane)*<br>☐ *Completion checks (for checking if there are branches on a process model that go nowhere and seem to be missing an ending)*<br>☐ *Warnings on inconsistent patterns (such as looping patterns that never end)* | TECH87 |
| T-117 | (DS) | The EDR Business Process Management solution must provide a customizable Graphical User Interface of processes and rules with the inclusion of graphical format options such as icons, stencils, shape libraries and other customizable options.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH88 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-120 | (DS) | The EDR Business Process Management solution must provide a user interface composition environment for building 'portlets' that subscribes to Java Specification Request (JSR) 168 and Web Services for Remote Portlets, and portal pages.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH92 |
| T-122 | (MS) | The EDR Business Process Management solution must provide a graphical process designer.<br><br>*Scoring Criteria:*<br>*What features does your graphical process designer provide? Check all that apply (5 points each).*<br>☐ *Flow animation*<br>☐ *Auto line drawing*<br>☐ *Line smoothing*<br>☐ *Drag and drop* | TECH95 |
| T-128 | (MS) | The EDR Business Process Management solution must be able to monitor and analyze Key Performance Indicators.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *Thresholds*<br>☐ *Historical trends*<br>☐ *Correlate problem to root cause*<br>☐ *Real-time events*<br>☐ *Updates in real-time* | TECH99 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-131 | (MS) | The EDR Business Process Management solution must provide dashboards.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply* (5 points each*).*<br>☐ *Status indicators*<br>☐ *Counters*<br>☐ *Role-based views*<br>☐ *Graphical Representation*<br>☐ *Dynamic*<br>☐ *Customizable*<br>☐ *Animated*<br>☐ *Interactive*<br>☐ *Key Performance Indicators (KPI) status*<br>☐ *Trend analysis* | TECH105 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-145 | (DS) | The EDR Business Process Management Solution must provide a workbench.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Provides a personalization engine that uses at least static attributes to drive behaviors leveraging role profiles.*<br>☐ *Provides a portal mechanism that links 'portlets' to pages based on personalization.*<br>☐ *Provides a separation of business user and IT user interface with wizard-like assists for business users.*<br>☐ *Provides access to customizable shared work lists, calendars and case information including unstructured and semi-structured information to facilitate collaboration.*<br>☐ *Provides thick and thin client access to work queues.*<br>☐ *Provides links to skill inventories, accomplishments and training profiles for internal resources.*<br>☐ *Provides the ability to capture discussions around goals, targets, policies, rules and deadlines.*<br>☐ *Provides collaborative workspaces, such as community solution or chats and virtual team rooms.*<br>☐ *Integrates with collaborative technologies such as e-mail, instant messaging, web conferencing, wikis, blogs, bulletin boards and social networks.* | TECH124 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-151 | (MS) | The EDR Business Process Management Solution must provide the ability to define and store queries that can be invoked to generate detailed reports from the process component repository.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH149 |

Common Services (SOA)

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-160 | (MS) | The EDR Proposed Solution must provide a means for enterprise users to locate, identify and use the available services, along with their underlying documentation, standards and policies for use.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH13 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-161 | (MS) | The EDR Proposed Solution must provide administration capabilities for registering, configuring, and securing services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH14 |
| T-164 | (MS) | The Service Registry must provide a single access point for developers to register, discover, and govern services, including governance compliance tests and basic approval processes.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH18 |
| T-167 | (MS) | The Service Registry must contain meta-data that describes how the service is used and meta-data management functionality.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH20 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-170 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for invoking services using synchronous and asynchronous protocols.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH509 |
| T-171 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods to provide system connectivity and message transformation both internally and externally.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH510 |
| T-172 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service addressability, including rules-based, policy-based, and content-based routing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH511 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-173 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for processing message requests, including message queuing, and service aggregation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH512 |
| T-174 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event and process monitoring, logging, and auditing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH513 |
| T-175 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must provide a method for process choreography. Process choreography is defined as the ability to build, manage, and support composite services and present as an aggregate service.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH514 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-176 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service mediation, including standards-based adapters, service mapping, and protocol conversions.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH523 |
| T-177 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event processing including event correlation and pattern matching.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH524 |

Data Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-194 | (DS) | The EDR Proposed Solution must provide a data modeling tool that supports logical data models using Information Engineering notation, physical data models supporting the target Database Management System, and is able to generate object-oriented data models.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply, (3 points each).*<br>☐ *The solution supports logical data models using Information Engineering notation*<br>☐ *The solution provides physical data models that support the target Database Management System*<br>☐ *The solution is able to generate Object-oriented data models* | TECH150 |
| T-195 | (MS) | The EDR Proposed Solution must be architected to capture and store all relevant historical data from transactional systems in order to be able to respond to the needs of the business areas for historical and statistical information.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *The solution captures time sliced to the Millisecond*<br>☐ *The addition of a new data source is configurable without manual changes to systems*<br>☐ *The system architecture includes storage of sufficient space*<br>☐ *The system architecture specifies space allocations that support required response times for inquiries, transactions, and backup and restore operations* | TECH151 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-197 | (DS) | The EDR Proposed Solution must use Open Standards data solutions wherever those are available and applicable.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution supports the latest release of Structured Query Language (SQL), currently ANSI SQL:2008*<br>☐ *The solution is compliant with Open Database Connectivity (ODBC)* | TECH153 |
| T-199 | (DS) | The EDR Proposed Solution must conform to the following FTB Business Intelligence tool preferences:<br>• Use Microsoft Reporting Services or Business Objects for reporting<br>• Use Microsoft Analysis Services or Hyperion Online Analytical Processing servers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution uses Microsoft Reporting Services or Business Objects for reporting*<br>☐ *The solution uses Microsoft Analysis Services or Hyperion Online Analytical Processing servers* | TECH530 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-202 | (DS) | The EDR Proposed Solution must follow an "integration" approach by default that would integrate the data in a central repository for Enterprise Data Warehouse, rather than a "federated" approach where data storage could still be left in silo database repositories. The "federated" approach may be followed for specific instances (for example, accessing and displaying notice data from legacy systems).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution follows an "integration" approach that integrates the data in a central repository for Enterprise Data Warehouse* | TECH157 |
| T-203 | (MS) | The EDR Proposed Solution must provide configuration and execution of rules and schemas to identify related data (parties/customers). The configuration and execution rules must include:·<br>• Deterministic matching<br>• Probabilistic matching<br>• Tuning and weighting of matching<br>• Merging<br>• Removing duplications<br>• Linking<br>• Customized matching, merging, linking and deleting duplications<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH531 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-204 | (MS) | The proposed data integration solution must interact with a range of different data structure types.<br><br>*The following are examples of data structure types:*<br>• *Relational databases*<br>• *Legacy and non-relational databases*<br>• *Various file formats (for example, Virtual Storage Access Method (VSAM)**,** and comma, text)*<br>• *Extensible Markup Language*<br>• *Packaged applications*<br>• *Industry standard message formats*<br>• *Message queues*<br>• *Semi-structured and unstructured data*<br>• *Bulk data*<br>• *Batch data*<br>• *Trickle-feed*<br>• *Changed-data capture*<br>• *Event-based*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH532 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-205 | (MS) | The EDR Proposed Solution must provide data to consuming applications, processes and databases in a variety of modes including:<br>• Physical bulk data movement between data repositories<br>• Federation – creation of in-memory federated views from data in disparate data sources<br>• Messaging – message oriented encapsulation and delivery of data<br>• Replication – of data between homogeneous or heterogeneous Database Management Systems and schemas<br>• Batch – data delivery in a scheduled mode<br>• Real-time – streaming data delivery<br>• Event-driven – based on event triggers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH533 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-206 | (MS) | The EDR Proposed Solution must provide functionality for accurate and complete customer data matching, both with internal source data and external source data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies accuracy rates*<br>☐ *The EDR Proposed Solution allows for actions to correct poor accuracy rates*<br>☐ *The EDR Proposed Solution matches Business Entity entities as well as Personal Income Tax (PIT) entities*<br>☐ *The EDR Proposed Solution matching system includes no less than worldwide name standards, U.S. Postal Service data, international address standards, Social Security Number validity checks, email address validity checks, Internet Protocol (IP) address comparisons, and phone number validity checks*<br>☐ *The EDR proposed system is capable of "real-time" operations* | TECH65 |
| T-209 | (DS) | The EDR Proposed Solution must eliminate point-to-point (system to system) data movement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution minimizes or eliminates point-to-point (system to system) data movement* | TECH161 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-211 | (MS) | The EDR Proposed Solution must provide Extract Transformation Load capability.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution is configurable, not scripted*<br>☐ *The EDR Proposed Solution can see and show all sources and destinations at FTB*<br>☐ *The EDR Proposed Solution can work with data on all platforms at FTB*<br>☐ *The EDR Proposed Solution is scalable, it will handle current and planned volumes*<br>☐ *The EDR Proposed Solution is capable of real-time performance*<br>☐ *The EDR Proposed Solution's operation will not impact other system processes* | TECH163 |
| T-216 | (MS) | The EDR Proposed Solution must include data receipt and cleansing processes that are designed to capture detail information and produce summary information to identify the system application, the date and time of execution, the number of records processed, the number of records rejected, and the reason rejected. Additional data elements will be identified during analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies the system application*<br>☐ *The EDR Proposed Solution identifies the date and time of execution?*<br>☐ *The EDR Proposed Solution identifies the number of records processed*<br>☐ *The EDR Proposed Solution identifies the number of records rejected*<br>☐ *The EDR Proposed Solution identifies the rejected reason* | TECH169 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-219 | (MS) | The EDR Proposed Solution must provide data profiling solutions for data quality checks that are automated, available on-demand, and enhance ongoing data quality and data profiling, commensurate with the data quality and profiling procedures, standards and policies.<br><br>*See Bidders' Library, EAD Data Management and Delivery.*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH158 |
| T-220 | (MS) | The EDR Proposed Solution must provide data profiling tools and programs to check and improve the quality of data using criteria that includes:<br>• Defining data with meta-data utilizing the central meta-data repository<br>• Monitoring data for quality problems<br>• Correcting data quality problems<br>• Correcting data quality issues<br>• Notifying the users of potential problems<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH159 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-221 | (MS) | The EDR Proposed Solution must be able to correct records through an automated cleansing process. It must include the following features:<br>• Scheduling<br>• Not impact other operations<br>• Logging<br>• Configurable by a business user to change criteria for logging, and scheduling<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH167 |
| T-222 | (MS) | The EDR Proposed Solution must provide analysis of data by the capture of statistics that provide insight into quality, and methods for exposing state of quality.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH534 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-223 | (MS) | The EDR Proposed Solution must provide process flow and a user interface to enable business users to perform data quality related tasks and fulfill data stewardship functions including:<br>• Prebuilt workflows - packaged processes, including steps used to perform common quality tasks (for example, providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing)<br>• Business user interface – user interface in which quality processes and issues are exposed to business users, stewards and others<br>• Extensibility of workflows – customizable user interface and workflow of the resolution process<br>• Interoperability and integration with Business Process Management (BPM) solution and any integrated BPM suite.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH535 |
| T-224 | (MS) | The EDR Proposed Solution must provide multiple deployment options for data quality operations on different hardware platforms and operating systems in use at FTB, within the scope of EDR.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH536 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-225 | (MS) | The EDR Proposed Solution must support data quality in address validation and/or geo-coding for location-related data standardization and cleansing including:<br>• Postal address libraries – vendor provided libraries certified by the U.S. Postal Service<br>• Postal address details – support for address extensions (such as the USPS Zip+4 code look-up service), change of address notification and delivery-point validation<br>• Frequency and mechanism by which updates to postal libraries are delivered and applied<br>• Tag records with geo-coding information (such as latitude and longitude)<br>• Level of precision of geo-coding data in relevant countries (for example, street, block or rooftop)<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH537 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-232 | (MS) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is architected to have distinct tiers to capture historical data. The tiers must include:<br>• Staging structures, with time-slice information on raw unprocessed data<br>• De-normalized structures for consolidated data stores<br>• High performing data marts<br><br>*See Bidders' Library, EAD Data Management and Delivery*.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The tiers are defined and designed as per the requirement*<br>☐ *The tiers are partitioned*<br>☐ *The meta-data for each tier is comprehensive*<br>☐ *The EDR Proposed Solution design discusses how data mart performance problems will be solved* | TECH173 |
| T-240 | (MS) | The EDR Proposed Solution must provide Database Management System support for Online Analytical Processing database structures for use in business intelligence and analytics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH543 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-241 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional data views.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH544 |
| T-242 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional tables.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH545 |
| T-243 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has incremental updating of table and data views as the data changes.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH546 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-244 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has a tool to help the Database Administrator decide on the type of partitioning to use based on the schema of the database and query statistics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH549 |
| T-245 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has support for large data warehouse database sizes (greater than 50 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH551 |
| T-253 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of replicating data between instances of the same DBMS with no negative effect on performance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH552 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-254 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Very Large Scale Databases (greater than 5 terabytes) for Online Transaction Processing applications.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH553 |
| T-255 | (MS) | The EDR Proposed Solution must provide a Database Management System that has tools that scale to the anticipated volumes to support Very Large Scale Databases (greater than 5 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH554 |
| T-256 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of heterogeneous DBMS replication.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH555 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-257 | (MS) | The EDR Proposed Solution must provide a Database Management System that has an optimizer that employs a plan analyzer to tune the optimization plans and bind them to a specific Structured Query Language statement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH556 |
| T-258 | (MS) | The EDR Proposed Solution must provide a Database Management System that has multiple types of indexes available to tune performance of Structured Query Language statements.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ Functionality *requires customized 3rd party solution* | TECH557 |
| T-259 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has Database Administrator input for manual tuning of the DBMS by changing parameters directly.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH558 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-260 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that contains automatic tuning functions for continuous tuning of the DBMS without Database Administrator intervention.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH559 |
| T-261 | (MS) | The EDR Proposed Solution must provide a Database Management System that has buffer management and can be monitored as well as tunable memory buffer management.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH560 |
| T-262 | (MS) | The EDR Proposed Solution must provide a Database Management System and hardware that stores data structures as a database in-memory, not as buffer storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH561 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-263 | (MS) | The EDR Proposed Solution must provide a Database Management System that has a tool to analyze and prevent "runaway" queries from executing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH562 |
| T-266 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH565 |
| T-267 | (DS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL2003 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH566 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-268 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has standards based connectivity to the DBMS. For example, Open Database Connectivity, Java Database Connectivity, and Web Services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH567 |
| T-269 | (DS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that supports XQuery 1.0 W3C Recommendation standard compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH568 |
| T-270 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 user-defined data types.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH569 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-271 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Large Object.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH570 |
| T-272 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports native Extensible Markup Language data storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH571 |
| T-273 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports files that contain other forms of data — not the normal relational or Extensible Markup Language text forms such as audio, video, multimedia and biometric data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH572 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-275 | (MS) | The EDR Proposed Solution must make the meta-data available to the enterprise for both business and IT users with role based access control.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each)?).*<br>☐ *The role based access control includes all meta-data and all users*<br>☐ *The access control is configurable by a business user*<br>☐ *The access control is configurable with a configuration file or equivalent*<br>☐ *The access control is configurable thru the use of a Graphical User Interface that does not require writing program code or macros*<br>☐ *The access control exposes granular and flexible permissions* | TECH188 |
| T-277 | (MS) | The EDR Proposed Solution must use International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 11179 as the meta-data standard.<br><br>*See ISO/IEC 11179 online at http://metadata-stds.org/11179/index.html*<br><br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH190 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-282 | (MS) | The EDR Proposed Solution must provide alerts that communicate success or failure of data exchanges (for example, confirmation of receipt).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The alerts are clear and concise*<br>☐ *The alerts include trouble shooting information*<br>☐ *The alerts are configurable by system administrators (for example, level of detail, alert triggers, and alert frequency)*<br>☐ *A variety of delivery options are included (for example, email, text message, etc)*<br>☐ *The alerts indicate where and when failures occur* | TECH193 |
| T-283 | (MS) | The EDR Proposed Solution's Electronic Data Exchange (EDE) facility must have comprehensive configurable (does not require programming) automated interfaces with other systems, which must include other agencies and 3rd parties, as required by the business.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDE facility follows open standards (not proprietary)*<br>☐ *The EDE facility Graphical User Interface is enabled*<br>☐ *The EDE facility is configurable*<br>☐ *The EDE facility is comprehensive (able to handle any sort of source and destination interface)*<br>☐ *The EDE facility includes a configurable return receipt* | TECH194 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-300 | (MS) | The EDR Proposed Solution's data services must be optimized for scalability and performance.<br><br>*See Bidders' Library:*<br>• *Return Filing Plan 2005-2008*<br>• *Scalability Definition*<br>• *Return Filing Plan 2008-2010*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The data service architecture introduces latency of 1 millisecond or less*<br>☐ *The data service architecture supports scaling to the projected volumes* | TECH210 |
| T-302 | (MS) | The EDR Proposed Solution must provide data services that use open, industry standards, and protocols, which are non-proprietary and make the services useable by any system at FTB.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution's data services component follows open standards*<br>☐ *The solution's data services component is scalable to projected volumes* | TECH213 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-323 | (MS) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution provides "trained" mining models (use of the word "trained" means that training and testing datasets have been applied to the data mining solution to deliver validated data mining models)*<br>☐ *The data mining solution does not require tool specific expert level skills to use*<br>☐ *The solution has the ability to automatically find hidden relationships and present them to users* | TECH232 |

**Exhibit VI - B.1**

## DELIVERABLE ITEM DESCRIPTION

**1. TITLE:** Project Management Plan (MRD001)

**2. DESCRIPTION/PURPOSE:** The Project Management Plan (PMP) describes the approach to defining, scheduling, and executing project activities and deliverables for the Enterprise Data to Revenue (EDR) Project. This includes identifying, managing, and controlling project human resources, identifying and resolving project issues and risks, monitoring progress and reporting changes in activity, and ensuring effective information flow throughout the organization. This Deliverable Item Description (DID) contains the preparation instructions and content requirements for the PMP.

**3. DID APPROVAL DATE:** *Not applicable*

**4. REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.

- IEEE 1058-1998, Standard for Software Project Management Plans
- IEEE 1490-2003, Adoption of the Project Management Body of Knowledge
- PMBOK - A Guide to the Project Management Body of Knowledge 2003 Edition
- Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM)
- Information Technology Infrastructure Library (ITIL)
- EDR Project Management Plan
- EDR Project Deliverable Item Description for the Technical Management Approach

**5. DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR Project Glossary.

**6. PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the PMP.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the PMP.

a. Title Page or Identifier. The document must include a title page containing,: document number, volume number, date, document title, contract number, Management Requirement Deliverable (MRD) item number, organization for which the document has been prepared, and name and address of the preparing organization.

b. Table of Contents. The PMP must contain a table of contents providing the number, title, and page number of each titled section, figure, table, and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, volume, and date, as applicable.

d. Multiple Sections. Any section in the PMP may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the PMP is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within that activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The document content must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP *Section XI - Contract.*

**6.2 Content Requirements:** The PMP must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the system.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Project Management methodology.

d. Document overview. This section must summarize the contents of the PMP and describe any security or privacy considerations associated with its use.

e. Definitions. This section must provide the definition of those terms used in the PMP whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.

f. Referenced Documents. This section must list the number, title, date and source of all documents referenced in the PMP. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The PMP must contain, at a minimum, the information indicated below.

### 6.3.1 General Project Management

a. Project Organization. This section must provide information concerning the Contractor's project organization and its relationship to the State's project organization.

b. Contractor Organization. This section must visually depict and explain the lines of authority, responsibility, and communication within the Contractor's project organization, including subcontractors. A Contractor organization chart(s) must be provided to a level of detail that management and organizational responsibility for work activities and supporting processes can be discerned. The Contractor organization chart(s) must indicate prime Contractor versus subcontractor entities.

c. Contractor and State Organization. This section must visually depict and explain the lines of authority, responsibility, and communication within the project organization that includes the State, Contractor and subcontractors.

d. Roles and Responsibilities. This section must depict the overall project roles and responsibilities using a Primary Responsibility, Approval Authority, Supporting Responsibility, Information Only (PASI) matrix. The activities and organizational entities in the PASI matrix must conform to the lowest represented level of the Contractor and State organization chart(s) as provided in the above.

e. State and Contractor Teamwork. This section must describe the approach to create an integrated State and Contractor team. It must include:

1. Explanation of the teamwork philosophy as it relates to the various project phases to include the use of one project team (integration of both State and Contractor organizations) and the identification of lines of authority, the plan for co-location of staff, and the use of common management tools.

2. Approach to work collaboratively with the State to determine common goals and objectives and identify and resolve differences, including contractual differences. It must address State involvement in daily activities and decision-making processes, including decisions that may affect contractual obligations.

3. Approach to communicate with the State, to include the approach to meet the State's need for accurate, verifiable, and timely information on all aspects of the project.

f. Project Closeout. – This section must describe the approach to develop and implement a Project Closeout Plan (MRD005).

### 6.3.2 Managerial Process Plans

This section must specify the control mechanisms for scope, cost and schedule, human resource, risk, quality, issue and action item, and communication for the project. Additional details are required for risk

management and quality management in individual plans due after project start.

a. Scope Change Management Plan. This section must describe the approach, methods, and tools used to manage project scope. It must include:
    1. Overview of the project scope change management process, including the integration with schedule control, time control, quality control, and other change control processes. An explanation of the relationship between project scope change management, configuration management, and requirement management activities defined in the Technical Management Approach.
    2. Approach, method, and tools to analyze the impact of proposed changes on existing systems, services, people and processes.
    3. Identification of baseline metrics that support analysis of proposed changes to project scope and the approach to collect the identified metrics.
    4. Identification of Project Scope Change Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

b. Time and Schedule Management Plan. This section must describe the approach, methods, and tools to manage project time and schedule. It must include:
    1. Approach, methods, and tools used to estimate, create and maintain, and monitor the project Work Breakdown Structure (WBS) and Project Schedule. Specify the task, activity, or work product level at which time and schedule must be measured and controlled.
    2. Approach methods and tools used to manage major project milestones, compensation deliverables dependencies and due dates.
    3. Approach, methods, and tools used to establish a schedule baseline, to measure and assess time and schedule variance, and to conduct earned value analysis. Identification of the types of metrics and methods to gather those metrics in accordance with the requirements of the Time and Schedule Variance Report (MRD003).
    4. Approach to prepare and maintain a project staffing budget and baseline consistent with the WBS and Project Schedule, including a process to measure variance against the baseline.
    5. Approach, methods, and tools used to estimate changes in project time and schedule by task, activity, or work product.
    6. Approach and tools used to load and level Contractor project human resources.

7. Approach, methods, and tools used to develop and execute corrective action plans, including reporting, scope changes, and integration of lessons learned.
8. Identification of Time and Schedule Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

c. Human Resource Management Plan. This section must describe the approach to acquire and manage Contractor staff resources. It must include:

1. Approach, methods, and tools used to estimate Contractor staffing needs throughout the life of the project using the Software Development Lifecycle.
2. Identification of the number of Contractor staff, including subcontractors, required by project phase, WBS activities, organizational title and skill classification.
3. Identification and definition of the required knowledge, skills, abilities represented by each skill classification.
4. Identification of resume data for each of the key personnel and participants in the Conflict Resolution Process as required in RFP Section XI. Attachment 3, Section 3.b.iii. The resume data must be provided using the Resume Data Matrix in Exhibit VI-B.2:
   - Name of Company
   - Period of Employment (MM/YY – MM/YY) including number of full time project management months of experience
   - Project Management duties or tasks while employed or contracted – include specific duties or tasks as they relate to the role proposed
   - Education – must be included, if any, as it pertains to the individual's role on the project
   - Certifications – must be included, if any, as it pertains to the individual's role on the project
5. Approach to manage the Contractor and subcontractor staff that contribute work products to the project. The approach must include the method to assign work products to teams and to ensure complete and accurate reporting to the State.
6. Approach to acquire and retain skilled staff, including internal transfers, new hire, subcontracting, training, and other activities.
7. Approach and method to orient and train new staff before they begin work on the project, including training State security and rules of conduct.

8. Approach to identify and mitigate risks, as well as supporting contingency plans, related to staff acquisition and turnover. The approach must include the variance threshold(s) within skill classifications at which corrective action must be taken and the process to communicate staffing risks, mitigation plans, contingency plans and corrective actions to the State.
9. Identification of Human Resource Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

d. Risk Management Plan. This section must provide an overview of the approach to manage project risks. A separate Risk Management Plan (MRD 070) is required post contract award to describe the detailed plan to risk identification, risk assessment, risk mitigation, and risk documentation and reporting. This response must include:

1. Approach to manage project risks.
2. Approach, methods, and tools used to identify and document risks and communicate risks to the State.

e. Quality Management Plan. This section must provide the approach to manage project quality. A separate Quality Management Plan (MRD 071) is required post contract award to describe the detailed plan, methods, and tools used to promote and control project quality. This response must include:

1. Approach, methods, and tools to document quality management activities, to maintain a library of quality records throughout the life of the project, and to make the information available to the state.
2. Description of the relationship and difference between project quality management and technical quality management as described in the Technical Management Approach (MRD006) and Technical Quality Plan (MRD016).
3. Approach to periodically assess the project, determine areas for improvement, and implement improvement plans. It must address specific roles and responsibilities and the approach to implement process improvements without disruption to on-going project activities.
4. Approach to process improvement that supports the development of the Phase 1 and Phase 2 Implementation Evaluation Report in accordance with MRD004.

f. Issue and Action Item Management Plan. This section must describe the approach to manage project issues and action items. It must include:

1. Approach, methods, and tools used to identify, assign, document, track, resolve, and report on project issues and action items.
2. Approach to communicate Contractor project issues and action items to the State.

3. Identification of Issue and Action Item Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

g. Communication Management Plan. This section must describe the approach to manage project communication. It must include:

1. Approach, methods, and tools, to identify communication needs and promote accurate, complete, and timely communication of project information across the project.
2. Identification of required key recurring management and technical meetings, including the purpose, required attendance, and frequency of each meeting. It must indicate which meetings require an agenda and minutes.
3. Approach to report project status and progress data to be collected, including on legacy systems, and how that data must be distributed. The approach must include the Contractor's participation in the State's In-Process Reviews and Management Performance Reviews.
4. Approach, methods and tools to manage project documentation. This section must:
   i. Specify the use of Microsoft Office Suite, version 2007 for the development of project deliverables and correspondence.
   ii. Identify organizational entities responsible for providing input, generating, and reviewing technical and non-technical documents.
   iii. Define the standards to be used project-wide to ensure consistent appearance, and functions of technical and non-technical documents.
   iv. Identify and describe project library processes.
   v. Define document naming, classification and version control processes
5. Identification of Communication Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

### 6.3.3 Supporting Process Plans

This section must describe any additional plans required for supporting processes that span the duration of the project.

**7** **APPENDICES**. Appendices must be added as necessary to incorporate documents cited within the PMP. Each appendix must be referenced in one of the sections of the PMP where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI - B.2**

# Resume Data Matrix

The Bidder must provide the following information for each of the key personnel and participants in the Conflict Resolution process. This information will be used by the State to review and approve the Bidder's replacement of key personnel in the event of staff turnover during the execution of the project. The information is not used for proposal evaluation purposes. All information must be provided in this matrix. Additional information provided will not be considered. Begin with most recent employment.

**Key Personnel or Participant Name:** **Project Role:**

| Name of Company or Customer and Project | Period of Employment (MM/YY-MM/YY) | Number of Full Time Project Management Months of Experience | Brief Description of Project Management Duties while Employed or Contracted |
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| Education | Date Awarded | College or University | Major Field of Study |
|---|---|---|---|
| | | | |
| **Certifications** | **Certification Date** | **Certifying Organization** | |
| | | | |

**Exhibit VI - C**

## DELIVERABLE ITEM DESCRIPTION

**1. TITLE:** Project Schedule (MRD002)

**2. DESCRIPTION/PURPOSE:** The Project Schedule provides a list of the project's key tasks and deliverables with intended start and finish dates, which are estimated in terms of resource requirements, budget and duration, linked by dependencies and schedule. This Deliverable Item Description (DID) contains the preparation instructions and content requirements for the Project Schedule.

**3. DID APPROVAL DATE:** *Not applicable*

**4. REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.

- IEEE 1058-1998, Standard for Software Project Management Plans
- IEEE 1490-2003, Adoption of Project Management Body of Knowledge
- PMBOK - A Guide to the Project Management Body of Knowledge 2003 Edition
- Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM)
- EDR Project Management Plan
- EDR Project Deliverable Item Description for the Project Management Plan

**5. DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR RFP Glossary.

**6. PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements and acceptance criteria for the Project Schedule.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the Project Schedule.

a. Title Page or Identifier. The Project Schedule must include a title page containing, as applicable: document number, volume number, date, document title, contract number , Management Requirement Deliverable (MRD) item number, organization for which the document has been prepared, and name and address of the preparing organization.

b. Table of Contents. The Project Schedule must contain a table of contents providing the number, title and page number of each titled section, figure, table and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, volume, and date, as applicable.

d. Multiple Sections. Any section in the Project Schedule may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the Project Schedule is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within the activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The Project Schedule must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP *Section XI - Contract*.

**6.2 Content Organization:** The Project Schedule must be submitted with a summary that is organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must provide an overview of the Project Schedule.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Project Schedule methodology.

d. Document overview. This section must summarize the contents of the Project Schedule and describe any security or privacy considerations associated with its use.

e. Definitions. This section must provide the definition of those terms used in the Project Schedule whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.

f. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the Project Schedule. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The Project Schedule documentation must, at a minimum:

a. Provide a summary of the Project Schedule in Microsoft Word, version 2007.

b. Provide a Project Schedule developed and maintained in Microsoft Project, version 2007.
c. Provide a Work Breakdown Structure (WBS) that is consistent with the EDR Proposed Solution and includes all major deliverables, project milestones and compensation milestones reflected in the Statement of Work.
d. Provide a Project Schedule that is tied to the WBS.
e. Provide a Project Schedule that supports implementation of the EDR Proposed Solution in phases with Phase 1 being the Personal Income Tax Return Processing System and Phase 2 being the Final EDR Solution, including the Business Entity Return Processing System.
f. Identify all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones, and milestone start and finish dates that support key project deliverables identified in RFP *Section XI – Contract*.
g. Identify tasks and timeframes broken down into manageable segments of 40-80 hour increments.
h. Identify quantity and classification of Contractor human resources assigned to tasks.
i. Utilize a Critical Path methodology with full task dependencies and identify the project's critical path.
j. Be consistent with the Legacy System annual change schedules as documented in the Systems Impacted by EDR document. *See Bidder's Library for Systems Impacted by EDR.*

**7 APPENDICES:** Appendices must be added as necessary to incorporate documents cited within the Project Schedule. Each appendix must be referenced in one of the sections of the Project Schedule where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI – D**

## DELIVERABLE ITEM DESCRIPTION

1. **TITLE:** Technical Management Approach (MRD006)
2. **DESCRIPTION/PURPOSE:** The Technical Management Approach (TMA) describes the system engineering, design, development, and implementation activities for the Enterprise Data to Revenue (EDR). This Deliverable Item Description (DID) contains the preparation instructions for the TMA that is delivered with the Bidder's final proposal and incorporated into the contract.
3. **DID APPROVAL DATE:** Not Applicable
4. **REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.
   - IEEE Std 982.1 – 2005, IEEE Standard Dictionary of Measures of the Software Aspects of Dependability
   - IEEE 1220 – 1998, Standard for the Application and Management of the Systems Engineering Process
   - IEEE Std 982.1 – 2005, IEEE Standard Dictionary of Measures of the Software Aspects of Dependability IEEE 610.12 – 1990, Standard Glossary of Software Engineering Terminology
   - ISO/IEC 10746-1: 1998 (E), Information Technology — Open Distributed Processing — Reference model: Overview
   - IEEE Std 1362-1998, IEEE Guide for Information Technology System Definition – Concept of Operations (ConOps) Document
   - IEEE 1028-2008, Standard for Software Reviews
   - IEEE 1042-1987, IEEE Guide to Software Configuration Management
   - IEEE 12207–1996, Standard for Information Technology – Software Life Cycle Processes
   - IEEE 610.12–1990, IEEE Standard Glossary of Software Engineering Terminology
   - ITIL v3 Service Offerings and Agreements
   - ITIL v3 Service Asset Configuration Management
   - NIST Special Publication 800-64 Revision 2 - Security Considerations in the System Development Life Cycle
5. **DEFINITIONS:** Definitions for terms used within this DID can be found in Section XII.

**6. PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the TMA.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the TMA.

a. Title Page or Identifier. The TMA must include a title page containing: document number, volume number, version indicator, date, document title, name, abbreviation as applicable. In addition, other identifier for the system, subsystem, or item to which the document applies including if applicable the related Management Requirement Deliverable (MRD).

b. Table of Contents. The TMA must contain a table of contents providing the number, title, and page number of each titled section, figure, table, and appendix.

c. Page Numbering/Labeling. Each page must contain a unique page number and display the document number, including version, volume, and date as applicable.

d. Multiple Sections. Any section in the TMA may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the TMA is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within that activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The document content must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP Section XI - Contract.

**6.2 Content Organization:** The TMA must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the system.
b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the TMA methodology.
d. Document Overview. This section must summarize the contents of the TMA and must describe any security or privacy considerations associated with its use.
e. Definitions. This section must provide the definition of those terms used in the TMA whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.
f. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the TMA. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The TMA must contain, at a minimum, the information indicated below.

a. **Overview of Technical Management Approach**: This section must summarize the methods and approaches for planning, managing, executing, and controlling software development activities. It must provide a summary or overview of the required work in order to establish the context for and the coordination of the approaches, methodologies, and plans described in later sections. It must identify major technical deliverables and summarize the technical objectives related to success of the project.
b. **Requirements Management:** The purpose of the requirements management approach is to describe how approved and baseline requirements will be stored, managed, and linked to each other using project approved requirements management tools. This approach must describes how traceability from business to system, system to software requirements, and requirements to code and test scripts are established and maintained to confirm that business requirements are satisfied by code and have been successfully tested. This approach discusses how the project controls the process of identifying, analyzing, and implementing changes to the requirements, reports on requirements, identifies and manages resources related to requirements management, and also provides user training on requirements management. The requirements management approach must include the following:

1. An overview and methodology for requirements management of:
    1. Functional requirements
    2. System requirements
    3. Software requirements
2. A description of requirements management for:
    1. Submission of new or changed requirements
    2. Standards and criteria for quality requirements
    3. Requirement categorization
    4. Criticality assessment and establishment of timeframes
    5. Impact assessment on requirement changes
    6. Reconciliation of requirements

7. Approval of new or changed requirements
8. Tracking of decision rationale and supporting documentation
9. Transition to baseline requirements
10. Requirements management master process flow chart

3. A description of requirements traceability backwards, forward, and through for:
    1. Goals
    2. Functional requirements
    3. System requirements
    4. Sequence diagrams
    5. Classes
    6. Design
    7. Code
    8. Use case
    9. Testing
    10. Defects and problems
    11. Mined business rules
4. A description of the specialized requirements management tools to be used.
5. A description of the relationships and dependencies between requirements management and other MRD plans, activities, and deliverables.
6. A description of the use cases for the requirements management process.
7. A description of roles and responsibilities for both Contractor and State staff involved in requirements management.
8. A description of the methodology for:
    1. Communication with impacted staff including project, program, Contractor and State
    2. Reporting on requirements

c. **Software Development**: The purpose of the software development approach is to provide insight to all the activities related to software development. This description includes details of the tools, procedures and methodologies that will be used by the EDR development team to support the design and construction of the EDR application. This section must describe the approach, methods and tools for software development throughout the project life cycle. The software development approach must include the following:

1. A description of the following software development lifecycle components:
    1. A software development lifecycle model (for example: waterfall model, spiral model, evolutionary prototyping model)
    2. Software development major milestones
    3. Milestone dependencies
    4. Software release schedule
    5. Integration of software development activities with the project schedule and other plans
    6. Software development process improvement

2. A description of the relationship and dependencies between software development and other MRD plans, activities, and deliverables.
3. A description of the roles and responsibilities for both Contractor and State staff involved in software development.
4. A description of the utilization of open-standards design, development, testing, and documentation technologies.
5. A description of how to achieve software quality through the use of rigorous and standardized processes and tools.
6. A description of how the process models will work within a heterogeneous software and hardware environment.
7. A description of the strategies for integration with system documentation tools and artifacts for TI and BETS legacy systems.
8. A description of the following architecture components:
    1. Software development environment and tools for architecture
    2. Automated testing tools for architecture
    3. Management of the hardware and software resource requirements for architecture
    4. Architectural services and components
9. A description of the following software development activities:
    1. Establishment of a software development environment
    2. Software design methodology
    3. Database design methodology
    4. Software coding
    5. Software testing
    6. Software documentation
    7. Software transition planning
    8. Software configuration management
    9. Communication
    10. Reporting
10. A description of the tools that enable Asset and Configuration Management.
11. A description of the methodology for maintaining Technical Quality including integration with other processes.
12. A description of how the Proof of Concept will validate the EDR Proposed EDR solution.

d. **Business Process Reengineering:** The approach is the detail description of how the Business Process Reengineering must be developed and implemented. Business Process Reengineering (BPR) is an approach aimed at improvements by means of elevating efficiency and effectiveness of the business process within the scope of EDR business requirement that exist across the enterprise. The key to the BPR approach is to look at the business

processes from a "clean slate" perspective and determine how to best construct processes to meet business requirements. The Business Process Reengineering approach must include the following:

1. A description of how to establish quality through the use of rigorous and standardized processes.
2. A description of the discovery and documentation of embedded and manual business rules and processes.
3. A description of the Business Process Reengineering schedule and its integration with other project milestones and activities.
4. A description of the relationships and dependencies between Business Process Reengineering and other MRD plans and deliverables.
5. A description of the methods to achieve diversity and inclusion of State, Contractor and other human resources in the reengineering process.
6. A description of the strategies for incorporating organizational change management and user involvement.
7. A description of the strategies for optimizing business processes.
8. A description of the roles and responsibilities for both Contractor and State staff involved in Business Process Reengineering.
9. A description of the establishment of enterprise governance for the EDR Proposed Solution.
10. A description of the methods to enable organizational change management.

**e.** **Database Development:** The database development approach describes the methodology for all activities performed during design and development of the EDR databases. It includes a discussion of the general approach to database development activities, information on the schedule of database activities, and the organization and personnel involved with database design, and build activities. It includes a discussion on how the use of metadata, data integration, and data modeling must be integrated into the solution. The database development approach must include the following:

1. A description of the following database development lifecycle components:
    1. A database development lifecycle model
    2. Database development plan's major milestones and dependencies
    3. Deliverables within the database development plan
    4. Risk and contingency management, including rollback and roll forward database recovery
    5. A proposed database development schedule
    6. Utilization of database development standards
    7. Integration of database development activities with the project schedule and other plans
2. A description of the following architecture components:

1. Requirements and constraints on the EDR Proposed Solution databases
2. Traceability to requirements
3. Use of a logical data model
4. Use of a physical data model
5. Database architecture
6. Database development tools
7. Documentation tools and artifacts
8. Database security, authorization and encryption rules
9. Automation from design to implementation

3. A description of the following data quality assurance mechanisms:
    1. Data quality assurance profiling
    2. Automated data quality checks
    3. Database change control process and procedures
    4. Database security, authorization, and encryption rules
    5. Record locking and deadlocks
    6. Database Backups – hot backups versus cold backups
    7. Database development standards
    8. Standards and practices for database use
4. A description of the following detailed database development activities:
    1. Database testing including performance testing
    2. Establishing and managing multiple environments, including development, testing, production simulation, production and training
    3. Database configuration management
    4. Database change requests and corrective action
    5. Joint technical and management reviews
    6. Process improvement
    7. Coordination with application development activities and staff
5. A description of database development activities for the following impacted legacy systems:
    1. TI
    2. BETS
    3. ECAIR
    4. E-Gateway
    5. SBRB
6. A description of the relationships and dependencies between database development and other MRD plans, activities and deliverables.
7. A description of the integration of State staff during design, development, testing and maintenance of the database.
8. A description of the methodology used to achieve data quality through the use of rigorous and standardized processes.

9. A description of the utilization of modern design, development, testing, and documentation technologies.
10. A description of the roles and responsibilities for both Contractor and State staff involved in database development.
11. A description and details of the resource requirements.
12. A description of the use of automation in data conversion and identification of the tools used for that purpose.
13. A description of a method to maximize the use of automation in data conversion testing and identification of the tools used for that purpose.

**f.** **Legacy Systems Integration:** The legacy systems integration approach must provide a description of the methodology for the integration of the EDR Proposed Solution with the FTB legacy systems, including but not limited to TI, BETS, ARCS, INC, input systems, call centers, IVR, and Help Desk. This approach describes the framework for the creation, documentation, implementation, and communication of the technical architecture. In addition this approach describes the integrated solution, the activities for the integration, roles and responsibilities, deliverables, audits and controls, and performance requirements. The legacy systems integration approach must include the following:

1. A methodology for system analysis of legacy systems including management of scope and the requirements associated with legacy systems.
2. A description of the integration strategies that takes into account all the FTB Legacy Systems as referenced in the MRD Remarks Matrix for LSIP.
3. A methodology and strategies used for identification of the legacy system components and systems to be leveraged and identification of what will be modified.
4. A description of how to integrate the EDR Proposed Solution with existing Legacy Systems so business functions may continue during transition.
5. A description of risk and contingency management and proposed rollback scenarios.
6. A description of the roles and responsibilities for both Contractor and State staff involved in legacy systems integration, including Maintenance and Operations roles and responsibilities.
7. A description of the validation whether legacy systems and their components fall within or outside of the scope of EDR including a preliminary description of those already identified.
8. A description of the relationships and dependencies between the LSIP and other MRD plans, activities and deliverables.

9. A description of the ways the EDR development and transition schedule will align with the legacy system related on-going Maintenance and Operations schedules including the annual change schedule.

**g.** **<u>Testing:</u>** The testing approach must describe the types of testing that will be executed, how testing concepts will be applied to the project, testing prerequisites, the project's approach to testing with external entities, resource and schedule constraints, and how the project will make use of automation during test processes. The testing approach must describe the following:

1. A description of the following technical components:
    1. Description of automated testing tools
    2. Testing documentation tools and artifacts
    3. Test data development approach
    4. Test environment specifications
2. A description of the following testing processes:
    1. Use case testing process
    2. Test script development process
    3. Test approval process
    4. Regression testing process
    5. Requirements traceability within the testing process
    6. Test results and test reporting process
    7. Defect tracking process
3. A description of the detailed testing for all phases of development and transition including:
    1. Unit testing
    2. Unit integrations testing
    3. Usability testing
    4. System testing
    5. System performance testing
    6. System verification testing
    7. System qualification testing
4. A description of the following security testing methodologies:
    1. Confidentiality,
    2. Integrity,
    3. Authentication,
    4. Authorization,
    5. Availability,
    6. Non-repudiation
5. A description of the relationships and dependencies between testing and other MRD plans, activities and deliverables.
6. A description of how to achieve software quality through the use of rigorous and standardized processes.

7. A description of the utilization of comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development.
8. A description of test data development.
9. A description of how testing will be achieved for all phases of development and transition.
10. A description of the roles and responsibilities for both Contractor and State staff involved in the testing the EDR Proposed Solution.

**h.** **Knowledge Management:** The approach to knowledge management describes how the vendor intends to conduct, assess, and report knowledge transfer activities. It presents the approach and methodology for providing skills and knowledge development opportunities to the State staff involved with the EDR Proposed Solution. The knowledge management approach must include the following:

1. A description of how the technical staff will be trained on all components and aspects of the EDR Proposed Solution.
2. A description of the metrics utilized to measure staff progress in achieving the requisite knowledge, skills, and abilities directly related to the EDR Proposed Solution.
3. A description of the roles and responsibilities for both Contractor and State staff involved in knowledge management.
4. A methodology to establishing knowledge transfer requirements which must include requirements for formal training, informal training, and on-the-job training.
5. A description of the tools used to deliver training.
6. A description of the relationships and dependencies between knowledge management and other MRD plans, activities and deliverables.
7. Specific EDR Proposed Solution training topics.
8. A description of the methods to establish a staff Knowledge, Skills, Abilities (KSA) baseline and knowledge management objectives.
9. A methodology for formal training.

**i.** **Service Transition:** The service transition approach describes the methodology to identify necessary activities, as well as the roles and responsibilities to transition the EDR Proposed Solution to the FTB production environment post systems qualification test acceptance. It describes the processes to ensure the EDR Proposed Solution is functional and operational using ITIL standards. The service transition approach must include the following:

1. A description of a comprehensive governance process that includes the following service transition components:
    1. Service transition management for EDR Proposed Solution
    2. Integration of schedules with other project milestones and activities
    3. Process to identify and manage all configuration items
    4. Governance rigor
2. A description of the relationships and dependencies between service transition and other MRD plans, activities and deliverables.
3. A description of the roles and responsibilities for both Contractor and State staff involved in service transition.
4. A description of the integration and improvement of existing FTB service transition processes.
5. A description of following resource requirements:
    1. Technical resource requirements including hardware and software
    2. Infrastructure resource requirements including workspace
6. A description of the implementation of technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented and documented using FTB's change management system of record.
7. A description of the transitioning of user training to the State.
8. A description of the methods for training the business users based on their new roles and responsibilities.
9. A description of the knowledge management activities for the transition of system knowledge to the State.

**j.** **Service Operations:** The service operations approach describes an adherence to ITIL Version 3 standards to develop, integrate, and execute the service operations processes. It includes the approach to providing system and service maintenance including corrective, adaptive, perfective, remedial and preventive maintenance of all deliverables placed into production including all system hardware and software. The service operations approach must include the following:

1. A description of a comprehensive governance process that includes the following as service operations components:
    1. Service operations of EDR Proposed Solution
    2. Integration of schedules with other project milestones and activities
    3. Process to identify and manage all configuration items
    4. Governance rigor
2. A description of implementing an ITIL based service operations environment.
3. A strategy for achieving timely maintenance activities for the EDR Proposed Solution.
4. A description of the roles and responsibilities of the Contractor and State staff for involved in service operations.
5. A description of the integration and improvement of existing FTB service operation processes.
6. A description of the relationships and dependencies between service operation and other MRD plans, activities and deliverables.
7. A methodology used to facilitate business continuity if an unplanned event occurs.
8. A description of the methods to enable FTB's IT Service Desk to process incidents caused by the EDR Proposed Solution.
9. A strategy to enable security and access controls to solution components by users and customers.

**Exhibit VI – E**

## DELIVERABLE ITEM DESCRIPTION

1. **TITLE:** EDR Proposed Solution
2. **DESCRIPTION/PURPOSE:** The EDR Proposed Solution describes the Bidder's proposed solution for the Enterprise Data to Revenue (EDR) Project, as well as the technical considerations leading to the Business Solution. This Deliverable Item Description (DID) contains the preparation instructions for the EDR Proposed Solution that is delivered with the Bidder's final proposal and incorporated into the contract.
3. **DID APPROVAL DATE:** *Not Applicable*
4. **REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.
   - IEEE 1220 – 1998, Standard for the Application and Management of the Systems Engineering Process
   - IEEE 982.1 – 2005, IEEE Standard Dictionary of Measures to Produce Reliable Software
   - IEEE 610.12 – 1990, Standard Glossary of Software Engineering Terminology
   - ISO/IEC 10746-1: 1998 (E), Information Technology — Open Distributed Processing — Reference model: Overview
   - IEEE Std 1362-1998, IEEE Guide for Information Technology System Definition – Concept of Operations (ConOps) Document
   - IEEE 1028-1997, Standard for Software Reviews
   - IEEE 1042-1987, IEEE Guide to Software Configuration Management
   - IEEE 12207-1996, Standard for Information Technology –Software Life Cycle Processes
   - ITIL v3 Service Offerings and Agreements
   - ITIL v3 Service Asset Configuration Management
   - NIST Special Publication 800-64 Revision 2 – Security Considerations in the System Development Life Cycle
5. **DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR RFP Glossary.
6. **PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the Business Solution.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the Business Solution.

a. Title Page or Identifier. The EDR Proposed Solution must include a title page containing: document number, volume number, version indicator, date, document title, name, abbreviation as applicable. In addition, other identifiers for the system, subsystem or item to which the document applies including if applicable the related EDR Management Requirement Deliverable (MRD).

b. Table of Contents. The EDR Proposed Solution must contain a table of contents providing the number, title and page number of each titled section, figure, table and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, including version, volume, and date as applicable.

d. Multiple Sections. Any section in the Business Solution may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the EDR Proposed Solution is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within the activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The Business Solution must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP Section XI - Contract.

**6.2 Content Organization:** The EDR Proposed Solution must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the EDR Proposed Solution.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Final EDR Solution.

d. Document Overview. This section must summarize the contents of the Business Solution and describe any security or privacy considerations associated with its use.

e. General Overview. This section must describe the general characteristics of the EDR Proposed Solution and provide a summary of any information that contains significant technology or Commercial-Off-the-Shelf (COTS) components.

f. Definitions. This section must provide definitions of those terms used in the EDR Proposed Solution whose meaning must be derived in context or that may be specific to the Bidder. The definitions cannot conflict in any way with State definitions used in this RFP.

g. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the EDR Proposed Solution. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The Final EDR Solution must contain, at a minimum, the information indicated below

a. EDR Proposed Solution Design. This section must introduce the Bidder's proposed design for the EDR Proposed Solution.

b. Architectural Overview. This section must summarize at a comprehensive level the architectural framework for the EDR Proposed Solution described in more detail in later sections. The summary must provide an explanation of the concepts and how the model is to be interpreted and applied.

c. EDR Proposed Solution Architecture. This section must represent the EDR Proposed Solution architecture described in terms of key architecture viewpoints indicated below in items 6.3.c.1-8. These viewpoints must be presented using diagrams and any supporting narrative the Bidder deems necessary to facilitate understanding. Each viewpoint must be an independent view of the EDR Proposed Solution based on the architecture category. All viewpoints should be architecturally consistent and should simplify the reasoning behind the EDR Proposed Solution. The viewpoints must constitute a model of the requirements, functions, services, base business concepts, Strategic Business Problems and legacy systems interfaces. Each viewpoint must identify and explain related items in other viewpoints. If the EDR Proposed Solution is dependent on, or otherwise makes use of FTB legacy systems, infrastructure, or a component of such system(s) the Bidder must identify the system(s) or component within these viewpoints using the same architectural model described in the Architectural Overview in section 6.3.b above.

1. Architectural Advancement. The Bidder must provide a narrative of their Proposed Solution from the viewpoint of advancing FTB's overall enterprise

architecture. Specifically focusing on the EDR Strategic Business Problems, purpose, scope, policies, and major system components. This viewpoint must include the Bidder's view and interpretation of requirements, structure and constraints. The narrative must at a minimum address EDR Requirements FUNC57, TECH477, TECH443, TECH479, and TECH503.

2. System Integration – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of system integration focusing on how the solution integrates into FTB's existing infrastructure and legacy systems. The narrative must at a minimum address EDR Requirements TECH356, TECH117, TECH118, TECH3, and TECH443.
3. Data Management and Delivery (DMD) – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of DMD including components that encapsulate all FTB information resources (for example structured and unstructured data, tax declaration, and third party data). The narrative must at a minimum address EDR Requirements FUNC58, FUNC194, FUNC255, FUNC260, FUNC487, TECH343, TECH160, TECH171, TECH187, TECH208, and FUNC160.
4. Business Process Management (BPM) – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of BPM identifying significant opportunities that are achievable by automating and integrating business processes internally, as well as, with external parties (for example third party data providers). The narrative must at a minimum address EDR Requirements FUNC57, FUNC15, TECH584, TECH64, TECH599, and TECH479.
5. Service Oriented Architecture (SOA) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of SOA identifying strategies for implementing the three basic types of enterprise-wide services: common business services, the common infrastructure services, and common information or data services. The narrative must at a minimum address EDR Requirements FUNC229, FUNC236, FUNC372, FUNC481, TECH21, TECH36, and TECH497.
6. Identity and Access Management (IAM) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of IAM including how the solution will provide FTB security as a business service, and a method to ensure all individuals and services are properly authenticated, authorized and audited when accessing application services. The narrative must at a minimum address EDR Requirement TECH38.
7. Enterprise Content Management (ECM) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution including strategies, and technologies that will be employed to manage documents and content across FTB's enterprise. The view point should address all current and future departmental ECM needs while also being a scalable, portable, and dynamic. The narrative must at a minimum address EDR Requirements

FUNC1, FUNC150, FUNC151, FUNC338, FUNC251, FUNC534, FUNC514, FUNC515, FUNC516, FUNC517, FUNC338, and TECH135.

8. Governance Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution including the hierarchy, structure, and policies by which FTB's systems, services, and processes are operated, regulated, and controlled. With the goal of providing strategic direction; ensuring that enterprise objectives are achieved; and assuring risks are managed appropriately. The narrative must at a minimum address EDR Requirements. This narrative must at a minimum address EDR Requirements TM22, TECH36 and TECH527-528.

d. Business Problem Viewpoint. This section must represent the Bidder's EDR Proposed Solution from the business problem viewpoint. For each of the six Strategic Business Problems identified in Section III of the EDR RFP, the Bidder must describe and explain their understanding of the Strategic Business Problems, their solution to the problems, and business case.

The EDR Proposed Solution business problem viewpoint must be organized to include a section for each of the six Strategic Business Problems with each section clearly identified. Each section must have the following specific contents:

1. Strategic Business Problem description, scope and business impact.
2. Solution to Strategic Business Problem description including:
    - 2.1. Business solution components including people and process changes to current FTB environment
    - 2.2. Technology solution components including technology changes to current FTB environment
3. Solution business case including:
    - 3.1. How business solution solves the problem
        - 3.1.1. Reference to Strategic Business Problem description
        - 3.1.2. Identify System of Work and processes addressed (See Section III or the EDR RFP for existing System of Work and processes)
    - 3.2. How business solution will be implemented
        - 3.2.1. Strategy, how and when
    - 3.3. How technology solution solves the problem
        - 3.3.1. Reference to description

3.3.2. Identify System of Work and processes addressed (See Section III or the EDR RFP for existing System of Work and processes)

3.4. How technology solution will be implemented

3.4.1. Strategy, how and when

3.5. How business and technology solution components are integrated and work together

3.6. How business and technology solution will produce revenue benefits consistent with the performance measures in Section VII (do not include dollar amounts)

**7** **APPENDICES:** Appendices must be added as necessary to incorporate documents cited within the EDR Proposed Solution. Each appendix must be referenced in one of the sections of the Project Schedule where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI – F**

## Requirements to Deliverables Matrix

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-1 | FUNC58 | X | X | | X | X | X | X | X | X | | | |
| F-2 | FUNC1 | X | X | | X | X | X | X | X | X | | | |
| F-3 | FUNC2 | X | X | | X | X | X | X | X | X | | | |
| F-4 | FUNC3 | X | X | | X | X | X | X | X | X | | | |
| F-5 | FUNC4 | X | X | | X | X | X | X | X | X | | | |
| F-6 | FUNC5 | X | X | | X | X | X | X | X | X | | | |
| F-7 | FUNC6 | X | X | | X | X | X | X | X | X | | | |
| F-8 | FUNC7 | X | X | | X | X | X | X | X | X | | | |
| F-9 | FUNC8 | X | X | | X | X | X | X | X | X | | | |
| F-10 | FUNC9 | X | X | | X | X | X | X | X | X | | | |
| F-11 | FUNC10 | X | X | | X | X | X | X | X | X | | | |
| F-12 | FUNC11 | X | X | | X | X | X | X | X | X | | | |
| F-13 | FUNC12 | X | X | | X | X | X | X | X | X | | | |
| F-14 | FUNC13 | X | X | | X | X | X | X | X | X | | | |
| F-15 | FUNC14 | X | X | | X | X | X | X | X | X | | | |
| F-16 | FUNC33 | X | X | | | X | | X | X | | | | |
| F-17 | FUNC34 | X | X | | | X | | X | X | | | | |
| F-18 | FUNC35 | X | X | | | X | | X | X | | | | |
| F-19 | FUNC25 | X | X | | X | X | X | X | X | X | | | |
| F-20 | FUNC15 | X | X | | X | X | X | X | X | X | | | |
| F-21 | FUNC16 | X | X | | X | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-22 | FUNC17 | X | X | | X | X | X | X | X | X | | | |
| F-23 | FUNC18 | X | X | | X | X | X | X | X | X | | | |
| F-24 | FUNC19 | X | X | | X | X | X | X | X | X | | | |
| F-25 | FUNC20 | X | X | | X | X | X | X | X | X | | | |
| F-26 | FUNC21 | X | X | | X | X | X | X | X | X | | | |
| F-27 | FUNC23 | X | X | | X | X | X | X | X | X | | | |
| F-28 | FUNC24 | X | X | | X | X | X | X | X | X | | | |
| F-29 | FUNC26 | X | X | | | X | X | X | X | X | | | |
| F-30 | FUNC27 | X | X | | | X | X | X | X | X | | | |
| F-31 | FUNC28 | X | X | | X | X | X | X | X | X | | | |
| F-32 | FUNC29 | X | X | | X | X | X | X | X | X | | | |
| F-33 | FUNC22 | X | X | | X | X | X | X | X | X | | | |
| F-34 | FUNC30 | X | X | | X | X | X | X | X | X | | | |
| F-35 | FUNC31 | X | X | | | X | | X | X | | | | |
| F-36 | FUNC545 | X | X | | | X | | X | X | | | | |
| F-37 | FUNC32 | X | X | | | | | X | X | | | | |
| F-38 | FUNC36 | X | X | | | | | X | X | | | | |
| F-39 | FUNC37 | X | X | | | | | X | X | | | | |
| F-40 | FUNC38 | X | X | | | | | X | X | | | | |
| F-41 | FUNC39 | X | X | | | | | X | X | | | | |
| F-42 | FUNC40 | X | X | | | | | X | X | | | | |
| F-43 | FUNC41 | X | X | | | | | X | X | | | | |
| F-44 | FUNC42 | X | X | | | | | X | X | | | | |
| F-45 | FUNC43 | X | X | | | | | X | X | | | | |
| F-46 | FUNC44 | X | X | | | | | X | X | | | | |
| F-47 | FUNC45 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-48 | FUNC46 | X | X | | | | | X | X | | | | |
| F-49 | FUNC47 | X | X | | | | | X | X | | | | |
| F-50 | FUNC48 | X | X | | | | | X | X | | | | |
| F-51 | FUNC49 | X | X | | | | | X | X | | | | |
| F-52 | FUNC50 | X | X | | | | | X | X | | | | |
| F-53 | FUNC51 | X | X | | | | | X | X | | | | |
| F-54 | FUNC52 | X | X | | | | | X | X | | | | |
| F-55 | FUNC56 | X | X | | | X | X | X | X | X | | | |
| F-56 | FUNC524 | X | X | | | X | X | X | X | X | | | |
| F-57 | FUNC54 | X | X | | | X | X | X | X | X | | | |
| F-58 | FUNC55 | X | X | | | X | X | X | X | X | | | |
| F-59 | FUNC57 | X | X | | | X | | X | X | X | | | |
| F-60 | FUNC296 | X | X | | | | | X | X | | | | |
| F-61 | FUNC59 | X | X | | | | | X | X | | | | |
| F-62 | FUNC60 | X | X | | | | | X | X | | | | |
| F-63 | FUNC61 | X | | | | | | X | | | | | |
| F-64 | FUNC62 | | X | | | | | | X | | | | |
| F-65 | FUNC63 | X | | | | | | X | | | | | |
| F-66 | FUNC64 | X | X | | | | | X | X | | | | |
| F-67 | FUNC65 | X | X | | | | | X | X | | | | |
| F-68 | FUNC66 | X | X | | | | | X | X | | | | |
| F-69 | FUNC67 | X | X | | | | | X | X | | | | |
| F-70 | FUNC68 | X | X | | | | | X | X | | | | |
| F-71 | FUNC69 | X | X | | | | | X | X | | | | |
| F-72 | FUNC70 | X | X | | | | | X | X | | | | |
| F-73 | FUNC71 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-74 | FUNC72 | X | X | | | | | X | X | | | | |
| F-75 | FUNC73 | X | X | | | | | X | X | | | | |
| F-76 | FUNC74 | X | X | | | | | X | X | | | | |
| F-77 | FUNC173 | X | X | | | | | X | X | | | | |
| F-78 | FUNC75 | X | X | | | | | X | X | | | | |
| F-79 | FUNC76 | X | X | | | | | X | X | | | | |
| F-80 | FUNC77 | X | X | | | | | X | X | | | | |
| F-81 | FUNC78 | X | X | | | | | X | X | | | | |
| F-82 | FUNC79 | X | X | | | | | X | X | | | | |
| F-83 | FUNC80 | X | X | | | | | X | X | | | | |
| F-84 | FUNC81 | X | X | | | | | X | X | | | | |
| F-85 | FUNC82 | X | X | | | | | X | X | | | | |
| F-86 | FUNC83 | X | X | | | | | X | X | | | | |
| F-87 | FUNC84 | X | X | | | | | X | X | | | | |
| F-88 | FUNC86 | X | X | | | | | X | X | | | | |
| F-89 | FUNC87 | X | X | | | | | X | X | | | | |
| F-90 | FUNC88 | X | X | | | | | X | X | | | | |
| F-91 | FUNC541 | X | X | | | | | X | X | | | | |
| F-92 | FUNC89 | X | X | | | | | X | X | | X | | |
| F-93 | FUNC90 | X | X | | | | | X | X | | | | |
| F-94 | FUNC91 | X | X | | | | | X | X | | | | |
| F-95 | FUNC92 | X | X | | | | | X | X | | | | |
| F-96 | FUNC93 | X | X | | | | | X | X | | | | |
| F-97 | FUNC94 | X | X | | | | | X | X | | | | |
| F-98 | FUNC95 | X | X | | | | | X | X | | | | |
| F-99 | FUNC96 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-100 | FUNC97 | X | X | | | | | X | X | | | | |
| F-101 | FUNC98 | X | X | | | | | X | X | | | | |
| F-102 | FUNC99 | X | X | | | | | X | X | | | | |
| F-103 | FUNC100 | X | X | | | | | X | X | | | | |
| F-104 | FUNC101 | X | X | | | | | X | X | | | | |
| F-105 | FUNC102 | X | X | | | | | X | X | | | | |
| F-106 | FUNC103 | X | X | | | | | X | X | | | | |
| F-107 | FUNC104 | X | X | | | | | X | X | | | | |
| F-108 | FUNC105 | X | X | | | | | X | X | | | | |
| F-109 | FUNC106 | X | X | | | | | X | X | | | | |
| F-110 | FUNC107 | X | X | | | | | X | X | | | | |
| F-111 | FUNC108 | X | X | | | | | X | X | | | | |
| F-112 | FUNC109 | X | X | | | | | X | X | | | | |
| F-113 | FUNC110 | X | X | | | | | X | X | | | | |
| F-114 | FUNC111 | X | X | | | | | X | X | | | | |
| F-115 | FUNC112 | X | X | | | | | X | X | | | | |
| F-116 | FUNC113 | X | X | | | | | X | X | | | | |
| F-117 | FUNC114 | X | X | | | | | X | X | | | | |
| F-118 | FUNC115 | X | X | | | | | X | X | | | | |
| F-119 | FUNC85 | X | X | | | | | X | X | | | | |
| F-120 | FUNC116 | X | X | | | | | X | X | | | | |
| F-121 | FUNC117 | X | X | | | | | X | X | | | | |
| F-122 | FUNC118 | X | X | | | | | X | X | | | | |
| F-123 | FUNC119 | X | X | | | | | X | X | | | | |
| F-124 | FUNC120 | X | X | | | | | X | X | | | | |
| F-125 | FUNC121 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-126 | FUNC122 | X | X | | | | | X | X | | | | |
| F-127 | FUNC123 | X | X | | | | | X | X | | | | |
| F-128 | FUNC124 | X | X | | | | | X | X | | | | |
| F-129 | FUNC125 | X | X | | | | | X | X | | | | |
| F-130 | FUNC126 | X | X | | | | | X | X | | | | |
| F-131 | FUNC127 | X | X | | | | | X | X | | | | |
| F-132 | FUNC128 | X | X | | | | | X | X | | | | |
| F-133 | FUNC129 | X | X | | | | | X | X | | | | |
| F-134 | FUNC130 | X | X | | | | | X | X | | | | |
| F-135 | FUNC131 | X | X | | | | | X | X | | | | |
| F-136 | FUNC132 | X | X | | | | | X | X | | | | |
| F-137 | FUNC133 | X | X | | | | | X | X | | | | |
| F-138 | FUNC134 | X | X | | | | | X | X | | | | |
| F-139 | FUNC135 | X | X | | | | | X | X | | | | |
| F-140 | FUNC136 | X | X | | | | | X | X | | | | |
| F-141 | FUNC137 | X | X | | | | | X | X | | | | |
| F-142 | FUNC138 | X | X | | | | | X | X | | | | |
| F-143 | FUNC519 | X | X | | | | | X | X | | | | |
| F-144 | FUNC139 | X | X | | | | | X | X | | | | |
| F-145 | FUNC140 | X | X | | | | | X | X | | | | |
| F-146 | FUNC141 | X | X | | | | | X | X | | | | |
| F-147 | FUNC142 | X | X | | | | | X | X | | | | |
| F-148 | FUNC144 | X | | | | | | X | | | | | |
| F-149 | FUNC145 | X | | | | | | X | | | | | |
| F-150 | FUNC146 | X | X | | | | | X | X | | | | |
| F-151 | FUNC147 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-152 | FUNC148 | X | X | | | | | X | X | | | | |
| F-153 | FUNC361 | X | X | | | X | | X | X | | | | |
| F-154 | FUNC150 | X | | | | X | | X | X | | | | |
| F-155 | FUNC151 | X | | | | | | X | | | | | |
| F-156 | FUNC152 | X | | | | | | X | | | | | |
| F-157 | FUNC153 | X | | | | | | X | | | | | |
| F-158 | FUNC154 | X | X | | | | | X | | | | | |
| F-159 | FUNC155 | X | | | | | | | | | | | |
| F-160 | FUNC156 | X | | | | | | X | | | | | |
| F-161 | FUNC157 | X | | | | | | X | | | | | |
| F-162 | FUNC158 | X | | | | X | | X | | | | | |
| F-163 | FUNC159 | X | | | | | | X | | | | | |
| F-164 | FUNC160 | X | | | | | | X | | | | | |
| F-165 | FUNC161 | X | | | | | | X | | | | | |
| F-166 | FUNC162 | X | | | | | | X | | | | | |
| F-167 | FUNC163 | X | | | | | | X | | | | | |
| F-168 | FUNC164 | X | | | | | | X | | | X | | |
| F-169 | FUNC165 | X | | | | | | X | | | | | |
| F-170 | FUNC166 | X | | | | | | | | | X | | |
| F-171 | FUNC167 | X | | | | | | X | | | | | |
| F-172 | FUNC168 | X | | | | | | X | | | | | |
| F-173 | FUNC169 | X | | | | | | X | | | | | |
| F-174 | FUNC170 | X | | | | | | | | | X | | |
| F-175 | FUNC171 | X | | | | | | X | | | | | |
| F-176 | FUNC172 | X | | | | | | X | | | | | |
| F-177 | FUNC174 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-178 | FUNC175 | X | X | | | | | X | X | | | | |
| F-179 | FUNC176 | X | X | | | | | X | X | | | | |
| F-180 | FUNC177 | X | X | | | | | X | X | | X | | |
| F-181 | FUNC178 | X | X | | | | | X | X | | | | |
| F-182 | FUNC179 | X | X | | | | | X | X | | | | |
| F-183 | FUNC180 | X | X | | | | | X | X | | | | |
| F-184 | FUNC181 | X | X | | | | | X | X | | | | |
| F-185 | FUNC182 | X | X | | | | | X | X | | | | |
| F-186 | FUNC183 | X | X | | | | | X | X | | | | |
| F-187 | FUNC184 | X | X | | | | | X | X | | | | |
| F-188 | FUNC185 | X | X | | | | | X | X | | | | |
| F-189 | FUNC186 | X | X | | | | | X | X | | | | |
| F-190 | FUNC187 | X | X | | | | | X | X | | | | |
| F-191 | FUNC188 | X | X | | | | | X | X | | | | |
| F-192 | FUNC189 | X | X | | | | | X | X | | | | |
| F-193 | FUNC190 | X | X | | | | | X | X | | | | |
| F-194 | FUNC191 | X | | | | | | X | | | | | |
| F-195 | FUNC192 | X | X | | | | | X | X | | | | |
| F-196 | FUNC522 | X | X | | | | | X | X | | | | |
| F-197 | FUNC193 | X | | | | | X | | | | | | |
| F-198 | FUNC194 | X | | | | | X | | | | | | |
| F-199 | FUNC195 | X | | | | | X | | | | | | |
| F-200 | FUNC196 | X | | | | | X | | | | | | |
| F-201 | FUNC197 | X | | | | | X | | | | | | |
| F-202 | FUNC198 | X | | | | | X | | | | | | |
| F-203 | FUNC199 | X | | | | | X | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-204 | FUNC200 | X | | | | | X | | | | | | |
| F-205 | FUNC201 | X | | | | | X | | | | | | |
| F-206 | FUNC202 | X | | | | | X | | | | | | |
| F-207 | FUNC203 | X | | | | | X | | | | | | |
| F-208 | FUNC204 | X | | | | | X | | | | | | |
| F-209 | FUNC205 | X | | | X | | X | | | | | | |
| F-210 | FUNC523 | X | | | | | X | | | | | | |
| F-211 | FUNC206 | X | | | | | X | | | | | | |
| F-212 | FUNC207 | X | | | | | X | | | | | | |
| F-213 | FUNC467 | X | | | | | X | | | | | | X |
| F-214 | FUNC208 | X | | | | | X | | | | | | |
| F-215 | FUNC209 | X | | | | | X | | | | | | |
| F-216 | FUNC210 | X | | | | | X | | | | | | |
| F-217 | FUNC211 | X | | | | | X | | | | | | |
| F-218 | FUNC212 | X | | | | | X | | | | | | |
| F-219 | FUNC213 | X | | | | | X | | | | | | |
| F-220 | FUNC214 | X | | | X | | X | | | | | | |
| F-221 | FUNC215 | X | | | | | X | | | | | | |
| F-222 | FUNC460 | X | | | | | X | | | | | | |
| F-223 | FUNC463 | X | | | | | X | | | | | | |
| F-224 | FUNC216 | X | | | | | X | | | | | | |
| F-225 | FUNC217 | X | | | | | X | | | | | | |
| F-226 | FUNC218 | X | | | | | X | | | | | | |
| F-227 | FUNC219 | X | | | | | X | | | | | | |
| F-228 | FUNC220 | X | | | | | X | | | | | | |
| F-229 | FUNC221 | X | | | | | X | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-230 | FUNC222 | X | | | | | X | | | | | | |
| F-231 | FUNC223 | X | | | | | X | | | | | | |
| F-232 | FUNC224 | X | | | | | X | | | | | | |
| F-233 | FUNC225 | X | | | | | X | | | | | | |
| F-234 | FUNC226 | X | | | | | X | | | | | | |
| F-235 | FUNC229 | X | | | | | X | | | | | | |
| F-236 | FUNC464 | X | | | | | X | | | | | | |
| F-237 | FUNC230 | X | | | | | X | | | | | | |
| F-238 | FUNC231 | X | | | | | X | | | | | | |
| F-239 | FUNC468 | X | | | | | X | | | | | | |
| F-240 | FUNC227 | X | | | | | X | | | | | | |
| F-241 | FUNC228 | X | | | | | X | | | | | | |
| F-242 | FUNC232 | X | | | | | X | | | | | | |
| F-243 | FUNC469 | X | | | | | X | | | | | | X |
| F-244 | FUNC297 | X | X | | | X | | X | X | | X | | |
| F-245 | FUNC298 | X | X | | | X | | X | X | | | | X |
| F-246 | FUNC301 | X | X | | | X | | X | X | | | | |
| F-247 | FUNC300 | X | | | | X | | | | | | | |
| F-248 | FUNC302 | X | X | | | X | | X | X | | | | |
| F-249 | FUNC303 | X | X | | | X | | X | X | | | | |
| F-250 | FUNC304 | X | X | | | X | | X | X | | | | |
| F-251 | FUNC305 | X | X | | | X | | X | X | | | | |
| F-252 | FUNC306 | X | X | | | X | | X | X | | | | |
| F-253 | FUNC307 | X | X | | | X | | X | X | | | | |
| F-254 | FUNC308 | X | X | | | X | | X | X | | | | |
| F-255 | FUNC309 | X | X | | | X | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-256 | FUNC310 | X | | | | X | | | | | | | |
| F-257 | FUNC311 | X | | | | X | | | | | | | |
| F-258 | FUNC312 | X | | | | X | | | | | | | |
| F-259 | FUNC525 | | X | | | X | | | X | | | | |
| F-260 | FUNC314 | X | | | | X | | | | | | | |
| F-261 | FUNC313 | X | X | | | X | | X | X | | | | |
| F-262 | FUNC315 | X | X | | | X | | X | X | | | | |
| F-263 | FUNC316 | X | | | | X | | | | | | | |
| F-264 | FUNC317 | X | | | | X | | | | | | | |
| F-265 | FUNC318 | X | | | | X | | | | | | | |
| F-266 | FUNC319 | X | | | | X | | | | | | | |
| F-267 | FUNC320 | X | | | | X | | | | | | | |
| F-268 | FUNC321 | X | | | | X | | | | | | | |
| F-269 | FUNC322 | X | | | | X | | | | | | | |
| F-270 | FUNC323 | X | | | | X | | | | | | | |
| F-271 | FUNC324 | X | X | | | X | | X | X | | | | |
| F-272 | FUNC325 | X | | | | X | | | | | | | |
| F-273 | FUNC526 | X | | | | | X | | | | | | |
| F-274 | FUNC326 | X | | | | X | | | | | | | |
| F-275 | FUNC327 | X | | | | X | | | | | | | |
| F-276 | FUNC328 | X | | | | X | | | | | | | |
| F-277 | FUNC329 | X | | | | X | | | | | | | |
| F-278 | FUNC330 | X | | | | X | | | | | | | |
| F-279 | FUNC331 | X | | | | X | | | | | | | |
| F-280 | FUNC332 | X | | | | X | | | | | | | |
| F-281 | FUNC333 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-282 | FUNC334 | X | | | | X | | | | | | | |
| F-283 | FUNC335 | X | | | | X | | | | | | | |
| F-284 | FUNC336 | X | | | | X | | | | | | | |
| F-285 | FUNC337 | X | | | | X | | | | | | | |
| F-286 | FUNC338 | X | | | | X | | | | | | | |
| F-287 | FUNC339 | X | | | | X | | | | | | | |
| F-288 | FUNC340 | X | | | | X | | | | | | | |
| F-289 | FUNC341 | X | | | | X | | | | | | | |
| F-290 | FUNC344 | X | | | | X | | | | | | | |
| F-291 | FUNC345 | X | | | | X | | | | | | | |
| F-292 | FUNC346 | X | | | | X | | | | | | | |
| F-293 | FUNC347 | X | | | | X | | | | | | | |
| F-294 | FUNC348 | X | | | | X | | | | | | | |
| F-295 | FUNC349 | X | | | | X | | | | | | | |
| F-296 | FUNC350 | X | | | | X | | | | | | | |
| F-297 | FUNC351 | X | | | | X | | | | | | | |
| F-298 | FUNC352 | X | | | | X | | | | | | | |
| F-299 | FUNC353 | X | | | | X | | | | | | | |
| F-300 | FUNC354 | X | X | | | X | | X | X | | | | |
| F-301 | FUNC355 | X | | | | X | | | | | | | |
| F-302 | FUNC356 | X | | | | X | | | | | | | |
| F-303 | FUNC357 | X | | | | X | | | | | | | |
| F-304 | FUNC358 | X | | | | X | | | | | | | |
| F-305 | FUNC359 | X | | | | X | | | | | | | |
| F-306 | FUNC342 | X | | | | X | | | | | | | |
| F-307 | FUNC362 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-308 | FUNC363 | X | | | | X | | | | | X | | |
| F-309 | FUNC542 | X | | | | X | | | | | X | | |
| F-310 | FUNC364 | X | | | | X | | | | | | | |
| F-311 | FUNC343 | X | | | | X | | | | | | | |
| F-312 | FUNC365 | X | | | | X | | | | | | | |
| F-313 | FUNC366 | X | | | | X | | | | | | | |
| F-314 | FUNC367 | X | | | | X | | | | | | | |
| F-315 | FUNC368 | X | | | | X | | | | | | | |
| F-316 | FUNC369 | X | | | | X | | | | | | | |
| F-317 | FUNC470 | X | X | | | X | | X | X | | | | |
| F-318 | FUNC370 | X | | | | X | | | | | | | |
| F-319 | FUNC371 | X | | | | X | | | | | | | |
| F-320 | FUNC233 | X | | | | | X | | | | | | |
| F-321 | FUNC234 | X | | | | | X | | | | | | |
| F-322 | FUNC235 | X | | | | | X | | | | | | |
| F-323 | FUNC527 | X | | | | X | | | | | | | |
| F-324 | FUNC236 | X | | | | | | | | | X | | |
| F-325 | FUNC237 | X | | | | | | | | | X | | |
| F-326 | FUNC540 | X | | | | | | | | | X | | |
| F-327 | FUNC238 | X | | | | | | | | | X | | |
| F-328 | FUNC239 | X | | | | X | | | | | | | |
| F-329 | FUNC240 | X | | | | X | | | | | | | |
| F-330 | FUNC241 | X | | | | X | | | | | | | |
| F-331 | FUNC242 | X | | | | X | | | | | | | |
| F-332 | FUNC243 | X | | | | X | | | | | | | |
| F-333 | FUNC244 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-334 | FUNC245 | X | | | | X | | | | | | | |
| F-335 | FUNC246 | X | | | | X | | | | | | | |
| F-336 | FUNC528 | X | | | | X | | | | | | | |
| F-337 | FUNC247 | X | | | | X | | | | | | | |
| F-338 | FUNC248 | X | | | | X | | | | | | | |
| F-339 | FUNC249 | X | | | | X | | | | | | | |
| F-340 | FUNC465 | X | | | | X | | | | | | | |
| F-341 | FUNC250 | X | | | | X | | | | | | | |
| F-342 | FUNC372 | X | | | | | | | | | X | | |
| F-343 | FUNC373 | X | | | | | | | | | X | | |
| F-344 | FUNC374 | X | | | | | | | | | X | | |
| F-345 | FUNC375 | X | | | | | | | | | X | | |
| F-346 | FUNC376 | X | | | | | | | | | X | | |
| F-347 | FUNC377 | X | | | | | | | | | X | | |
| F-348 | FUNC378 | X | | | | | | | | | X | | |
| F-349 | FUNC379 | X | | | | | | | | | X | | |
| F-350 | FUNC380 | X | | | | | | | | | X | | |
| F-351 | FUNC426 | X | | | | | | | | | X | | |
| F-352 | FUNC381 | X | | | | | | | | | X | | |
| F-353 | FUNC427 | X | | | | | | | | | X | | |
| F-354 | FUNC428 | X | | | | | | | | | X | | |
| F-355 | FUNC382 | X | | | | | | | | | X | | |
| F-356 | FUNC383 | X | | | | | | | | | X | | |
| F-357 | FUNC384 | X | | | | | | | | | X | | |
| F-358 | FUNC385 | X | | | | | | | | | X | | |
| F-359 | FUNC386 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-360 | FUNC387 | X | | | | | | | | | X | | |
| F-361 | FUNC388 | X | | | | | | | | | X | | |
| F-362 | FUNC391 | X | | | | | | | | | X | | |
| F-363 | FUNC393 | X | | | | | | | | | X | | |
| F-364 | FUNC394 | X | | | | | | | | | X | | |
| F-365 | FUNC395 | X | | | | | | | | | X | | |
| F-366 | FUNC396 | X | | | | | | | | | X | | |
| F-367 | FUNC397 | X | | | | | | | | | X | | |
| F-368 | FUNC398 | X | | | | | | | | | X | | |
| F-369 | FUNC399 | X | | | | | | | | | X | | |
| F-370 | FUNC529 | X | | | | | | | | | X | | |
| F-371 | FUNC530 | X | | | | | | | | | X | | |
| F-372 | FUNC400 | X | | | | | | | | | X | | |
| F-373 | FUNC401 | X | | | | | | | | | X | | |
| F-374 | FUNC402 | X | | | | | | | | | X | | |
| F-375 | FUNC403 | X | | | | | | | | | X | | |
| F-376 | FUNC404 | X | | | | | | | | | X | | |
| F-377 | FUNC405 | X | | | | | | | | | X | | |
| F-378 | FUNC406 | X | | | | | | | | | X | | |
| F-379 | FUNC407 | X | | | | | | | | | X | | |
| F-380 | FUNC408 | X | | | | | | | | | X | | |
| F-381 | FUNC409 | X | | | | | | | | | X | | |
| F-382 | FUNC410 | X | | | | | | | | | X | | |
| F-383 | FUNC411 | X | | | | | | | | | X | | |
| F-384 | FUNC412 | X | | | | | | | | | X | | |
| F-385 | FUNC413 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-386 | FUNC414 | X | | | | | | | | | X | | |
| F-387 | FUNC415 | X | | | | | | | | | X | | |
| F-388 | FUNC416 | X | | | | | | | | | X | | |
| F-389 | FUNC417 | X | | | | | | | | | X | | |
| F-390 | FUNC418 | X | | | | | | | | | X | | |
| F-391 | FUNC420 | X | | | | | | | | | X | | |
| F-392 | FUNC421 | X | | | | | | | | | X | | |
| F-393 | FUNC419 | X | | | | | | | | | X | | |
| F-394 | FUNC423 | X | | | | | | | | | X | | |
| F-395 | FUNC424 | X | | | | | | | | | X | | |
| F-396 | FUNC425 | X | | | | | | | | | X | | |
| F-397 | FUNC422 | X | | | | | | | | | X | | |
| F-398 | FUNC429 | X | | | | | | | | | X | | |
| F-399 | FUNC430 | X | | | | | | | | | X | | |
| F-400 | FUNC431 | X | | | | | | | | | X | | |
| F-401 | FUNC432 | X | | | | | | | | | X | | |
| F-402 | FUNC433 | X | | | | | | | | | X | | |
| F-403 | FUNC434 | X | | | | | | | | | X | | |
| F-404 | FUNC435 | X | | | | | | | | | X | | |
| F-405 | FUNC436 | X | | | | | | | | | X | | |
| F-406 | FUNC437 | X | | | | | | | | | X | | |
| F-407 | FUNC438 | X | | | | | | | | | X | | |
| F-408 | FUNC439 | X | | | | | | | | | X | | |
| F-409 | FUNC443 | X | | | | | | | | | X | | |
| F-410 | FUNC445 | X | | | | | | | | | X | | |
| F-411 | FUNC446 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-412 | FUNC531 | X | | | | | | | | | X | | |
| F-413 | FUNC450 | X | | | | | | | | | X | | |
| F-414 | FUNC451 | X | | | | | | | | | X | | |
| F-415 | FUNC452 | X | | | | | | | | | X | | |
| F-416 | FUNC453 | X | | | | | | | | | X | | |
| F-417 | FUNC455 | X | | | | | | | | | X | | |
| F-418 | FUNC454 | X | | | | | | | | | X | | |
| F-419 | FUNC456 | X | | | | | | | | | X | | |
| F-420 | FUNC457 | X | | | | | | | | | X | | |
| F-421 | FUNC458 | X | | | | | | | | | X | | |
| F-422 | FUNC459 | X | | | | | | | | | X | | |
| F-423 | FUNC520 | X | | | | | | | | | X | | |
| F-424 | FUNC461 | X | | | | | X | | | | X | | |
| F-425 | FUNC462 | X | | | | | | | | | X | | |
| F-426 | FUNC518 | X | | | | | X | | | | X | | |
| F-427 | FUNC471 | X | | X | X | X | X | X | X | X | X | | |
| F-428 | FUNC472 | X | | X | X | X | X | X | X | X | X | | |
| F-429 | FUNC473 | X | | X | X | X | X | X | X | X | X | | |
| F-430 | FUNC474 | X | | X | X | X | X | X | X | X | X | | |
| F-431 | FUNC475 | X | | X | X | X | X | X | X | X | X | | |
| F-432 | FUNC476 | X | | X | X | X | X | X | X | X | X | | |
| F-433 | FUNC251 | X | | X | | | | X | X | | | | |
| F-434 | FUNC252 | X | | X | | | | X | X | | | | |
| F-435 | FUNC253 | X | | X | | | | X | X | | | | |
| F-436 | FUNC254 | X | | X | | | | X | X | | X | | |
| F-437 | FUNC255 | X | | X | X | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-438 | FUNC257 | X | | X | X | | | | | | | | |
| F-439 | FUNC258 | X | | X | X | | | | | | | | |
| F-440 | FUNC259 | X | | X | X | | | | | | | | |
| F-441 | FUNC260 | X | | X | | | | | | | | | |
| F-442 | FUNC466 | X | | X | | | | | | | | | |
| F-443 | FUNC261 | X | | X | | | | | | | | | |
| F-444 | FUNC262 | X | | X | | | | | | | | | |
| F-445 | FUNC263 | X | | X | | | | | | | | | |
| F-446 | FUNC264 | X | | X | | | | | | | | | |
| F-447 | FUNC265 | X | | X | | | | | | | | | |
| F-448 | FUNC266 | X | | X | | | | | | | | | |
| F-449 | FUNC267 | X | | | | | | | | X | | | |
| F-450 | FUNC268 | X | | | | | | | | X | | | |
| F-451 | FUNC269 | X | | | | | | | | X | | | |
| F-452 | FUNC270 | X | | | | | | | | X | | | |
| F-453 | FUNC271 | X | | | | | | | | X | | | |
| F-454 | FUNC272 | X | | | | | | | | X | | | |
| F-455 | FUNC273 | X | | | | | | | | X | | | |
| F-456 | FUNC274 | X | | X | | | | | | | | | |
| F-457 | FUNC275 | X | | X | | | | | | | | | |
| F-458 | FUNC276 | X | | X | | | | | | | | | |
| F-459 | FUNC277 | X | | X | | | | | | | | | |
| F-460 | FUNC278 | X | | X | | | | | | | | | |
| F-461 | FUNC279 | X | | X | | | | | | | | | |
| F-462 | FUNC280 | X | | X | | | | | | | | | |
| F-463 | FUNC281 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-464 | FUNC282 | X | | X | | | | | | | | | |
| F-465 | FUNC283 | X | | X | | | | | | | | | |
| F-466 | FUNC284 | X | | X | | | | | | | | | |
| F-467 | FUNC285 | X | | X | | | | | | | | | |
| F-468 | FUNC286 | X | | X | | | | | | | | | |
| F-469 | FUNC287 | X | | X | | | | | | | | | |
| F-470 | FUNC288 | X | | X | | | | | | | | | |
| F-471 | FUNC289 | X | | X | | | | | | | | | |
| F-472 | FUNC290 | X | | X | | | | | | | | | |
| F-473 | FUNC291 | X | | X | | | | | | | | | |
| F-474 | FUNC292 | X | | X | | X | | | | | | | |
| F-475 | FUNC293 | X | | X | | | X | | | | | | |
| F-476 | FUNC294 | X | | X | | | | | | | | | |
| F-477 | FUNC295 | X | | X | | | | | | | | | |
| F-478 | FUNC477 | X | | X | | | | | | | | | |
| F-479 | FUNC478 | X | | X | | | | | | | | | |
| F-480 | FUNC481 | | X | | | | | | | | | | X |
| F-481 | FUNC482 | | X | | | | | | | | | | X |
| F-482 | FUNC483 | | X | | | | | | | | | | X |
| F-483 | FUNC484 | X | | | | | | | | | | | X |
| F-484 | FUNC485 | X | | | | | | | | | | | X |
| F-485 | FUNC532 | | X | | | | | | | | | | X |
| F-486 | FUNC487 | X | | | | | | | | | | | X |
| F-487 | FUNC488 | X | | | | | | | | | | | X |
| F-488 | FUNC489 | X | | | | | | | | | | | X |
| F-489 | FUNC490 | X | | | | | | | | | | | X |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-490 | FUNC491 | X | | | | | | | | | | | X |
| F-491 | FUNC493 | X | | | | | | | | | | | X |
| F-492 | FUNC494 | X | | | | | | | | | | | X |
| F-493 | FUNC495 | X | | | | | | | | | | | X |
| F-494 | FUNC496 | X | | | | | | | | | | | X |
| F-495 | FUNC521 | X | | | | | | | | | | | X |
| F-496 | FUNC497 | X | | | | | | | | | | | X |
| F-497 | FUNC498 | X | | | | | | | | | | | X |
| F-498 | FUNC499 | X | | | | | | | | | | | X |
| F-499 | FUNC500 | X | | | | | | | | | | | X |
| F-500 | FUNC501 | X | | | | | | | | | | | X |
| F-501 | FUNC502 | X | | | | | | | | | | | X |
| F-502 | FUNC503 | X | | | | | | | | | | | X |
| F-503 | FUNC504 | X | | | | | | | | | | | X |
| F-504 | FUNC505 | X | | | | | | | | | | | X |
| F-505 | FUNC506 | X | | | | | | | | | | | X |
| F-506 | FUNC507 | X | | | | | | | | | | | X |
| F-507 | FUNC508 | X | | | | | | | | | | | X |
| F-508 | FUNC509 | X | | | | | | | | | | | X |
| F-509 | FUNC510 | X | | | X | | | | | | | | X |
| F-510 | FUNC511 | X | | | | | | | | | | | X |
| F-511 | FUNC512 | X | | | | | | | | | | | X |
| F-512 | FUNC513 | X | | | | | | | | | | | X |
| F-513 | FUNC533 | X | | | | | | | | | | | X |
| F-514 | FUNC534 | X | | | | | | | | | | | X |
| F-515 | FUNC514 | X | | | | | | | | | | | X |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-516 | FUNC515 | | X | | | | | | | | | | X |
| F-517 | FUNC516 | | X | | | | | | | | | | X |
| F-518 | FUNC517 | X | | | | | | | | | | | X |
| F-519 | FUNC543 | | X | | | | | | | | | | X |
| F-520 | FUNC544 | X | | | | | | | | | | | X |
| F-521 | FUNC535 | X | | | | | | | | | | | X |
| F-522 | FUNC536 | X | | | | | | | | | | | X |
| F-523 | FUNC537 | X | X | | | | | | | | | | X |
| F-524 | FUNC538 | X | X | | | | | | | | | | X |
| F-525 | FUNC539 | X | | | | | | | | | | | X |
| T-1 | TECH616 | X | X | X | | | | X | X | | X | | |
| T-2 | TECH583 | X | | | | | | X | X | | | | |
| T-3 | TECH506 | X | | X | X | X | X | X | X | X | X | | |
| T-4 | TECH355 | X | X | X | X | X | X | X | X | X | X | | |
| T-5 | TECH356 | X | X | X | X | X | X | X | X | X | X | | |
| T-6 | TECH358 | X | X | X | X | X | X | X | X | X | X | | |
| T-7 | TECH359 | X | X | X | X | X | X | X | X | X | X | | |
| T-8 | TECH362 | X | | X | X | X | X | X | X | X | X | | |
| T-9 | TECH586 | X | | X | X | X | X | X | X | X | X | | |
| T-10 | TECH28 | X | X | X | | | | X | X | | | | |
| T-11 | TECH287 | X | | X | | | | | | | | | |
| T-12 | TECH288 | X | | X | | | | | | | | | |
| T-13 | TECH291 | X | | X | | | | X | X | | | | |
| T-14 | TECH293 | X | | X | | | | | | | | | |
| T-15 | TECH296 | X | | X | | | | | | | | | |
| T-16 | TECH298 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-17 | TECH305 | X | X | X | | | | | | | | | |
| T-18 | TECH306 | X | X | X | | | | X | X | | | | |
| T-19 | TECH310 | X | X | X | | | | | | | | | |
| T-20 | TECH311 | X | X | X | | | | | | | | | |
| T-21 | TECH312 | X | | X | | | | | | | | | |
| T-22 | TECH259 | X | | X | X | X | X | X | X | X | X | | |
| T-23 | TECH316 | X | | X | X | X | X | X | X | X | X | | |
| T-24 | TECH515 | X | | X | | | | X | X | | | | |
| T-25 | TECH516 | X | | X | X | X | X | X | X | X | X | | |
| T-26 | TECH517 | X | | X | X | X | X | X | X | X | X | | |
| T-27 | TECH518 | X | | X | X | X | X | X | X | X | X | | |
| T-28 | TECH248 | X | | X | X | X | X | X | X | X | X | | |
| T-29 | TECH547 | X | | X | | | | | | | | | |
| T-30 | TECH548 | X | | X | | | | | | | | | |
| T-31 | TECH318 | X | | X | X | X | X | X | X | X | X | | |
| T-32 | TECH321 | X | | X | X | X | X | X | X | X | X | | |
| T-33 | TECH323 | X | | X | X | X | X | X | X | X | X | | |
| T-34 | TECH324 | X | | X | X | X | X | X | X | X | X | | |
| T-35 | TECH325 | X | | X | X | X | X | X | X | X | X | | |
| T-36 | TECH326 | X | | X | X | X | X | X | X | X | X | | |
| T-37 | TECH327 | X | | X | X | X | X | X | X | X | X | | |
| T-38 | TECH328 | X | | X | X | X | X | X | X | X | X | | X |
| T-39 | TECH329 | X | | X | X | X | X | X | X | X | X | | |
| T-40 | TECH330 | X | | X | X | X | X | X | X | X | X | | |
| T-41 | TECH331 | X | | X | X | X | X | X | X | X | X | | |
| T-42 | TECH333 | X | | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-43 | TECH334 | X | | X | X | X | X | X | X | X | X | | |
| T-44 | TECH335 | X | | X | X | X | X | X | X | X | X | | |
| T-45 | TECH336 | X | | X | X | X | X | X | X | X | X | | |
| T-46 | TECH363 | X | | X | | | | X | X | | | | |
| T-47 | TECH364 | X | | X | X | X | X | X | X | X | X | | |
| T-48 | TECH337 | X | | X | X | X | X | X | X | X | X | | |
| T-49 | TECH338 | X | | X | X | X | X | X | X | X | X | | |
| T-50 | TECH339 | X | | X | X | X | X | X | X | X | X | | |
| T-51 | TECH29 | X | | X | X | X | X | X | X | X | X | | |
| T-52 | TECH32 | X | X | X | X | X | X | X | X | X | X | | |
| T-53 | TECH33 | X | X | X | X | X | X | X | X | X | X | | |
| T-54 | TECH35 | X | X | X | X | X | X | X | X | X | X | | |
| T-55 | TECH34 | X | X | X | X | X | X | X | X | X | X | | |
| T-56 | TECH342 | X | | X | X | X | X | X | X | X | X | | |
| T-57 | TECH550 | X | | X | | | | | | | | | |
| T-58 | TECH135 | X | | | | | | X | X | | | | |
| T-59 | TECH136 | X | | | | | | X | X | | | | |
| T-60 | TECH137 | X | | | | | | X | X | | | | |
| T-61 | TECH138 | X | | | | | | X | X | | X | | |
| T-62 | TECH139 | X | | | | X | | | | | | | |
| T-63 | TECH140 | X | | | | | | X | X | | X | | |
| T-64 | TECH142 | X | | | | | | X | X | | X | | |
| T-65 | TECH143 | X | | | | | | X | X | | X | | |
| T-66 | TECH144 | X | | | | | | | | | X | | |
| T-67 | TECH145 | X | | | | | | | | | X | | |
| T-68 | TECH343 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-69 | TECH581 | X | | X | X | X | X | X | X | X | X | | |
| T-70 | TECH42 | X | | | | X | X | X | X | X | | | |
| T-71 | TECH43 | X | | | | X | X | X | X | X | | | X |
| T-72 | TECH44 | X | | | | X | X | X | X | X | | | |
| T-73 | TECH45 | X | | | | X | X | X | X | X | | | |
| T-74 | TECH46 | X | | | | X | X | X | X | X | | | |
| T-75 | TECH47 | X | | | | X | X | X | X | X | | | |
| T-76 | TECH48 | X | | | | X | X | X | X | X | | | |
| T-77 | TECH49 | X | | | | X | X | X | X | X | | | |
| T-78 | TECH50 | X | | | | X | X | X | X | X | | | |
| T-79 | TECH51 | X | | | | X | X | X | X | X | | | |
| T-80 | TECH52 | X | | | | X | X | X | X | X | | | |
| T-81 | TECH53 | X | | | | X | X | X | X | X | | | |
| T-82 | TECH54 | X | | | | X | X | X | X | X | | | |
| T-83 | TECH55 | X | | | | X | X | X | X | X | | | |
| T-84 | TECH56 | X | | | | X | X | X | X | X | | | |
| T-85 | TECH57 | X | | | | X | X | X | X | X | | | |
| T-86 | TECH58 | X | | | | X | X | X | X | X | | | |
| T-87 | TECH59 | X | | | | X | X | X | X | X | | | |
| T-88 | TECH60 | X | | | | X | X | X | X | X | | | |
| T-89 | TECH61 | X | | | | X | X | X | X | X | | | |
| T-90 | TECH62 | X | | | | X | X | X | X | X | | | |
| T-91 | TECH584 | X | | | | X | X | X | X | X | | | |
| T-92 | TECH64 | X | | | | X | X | X | X | X | | | |
| T-93 | TECH66 | X | | | | X | X | X | X | X | | | |
| T-94 | TECH67 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-95 | TECH68 | X | | | | X | X | X | X | X | | | |
| T-96 | TECH69 | X | | | | X | X | X | X | X | | | |
| T-97 | TECH70 | X | | | | X | X | X | X | X | | | |
| T-98 | TECH71 | X | | | | X | X | X | X | X | | | |
| T-99 | TECH72 | X | | | | X | X | X | X | X | | | |
| T-100 | TECH73 | X | | | | X | X | X | X | X | | | |
| T-101 | TECH74 | X | | | | X | X | X | X | X | | | |
| T-102 | TECH75 | X | | | | X | X | X | X | X | | | |
| T-103 | TECH76 | X | | | | X | X | X | X | X | | | |
| T-104 | TECH77 | X | | | | X | X | X | X | X | | | |
| T-105 | TECH79 | X | | | | X | X | X | X | X | | | |
| T-106 | TECH81 | X | | | | X | X | X | X | X | | | |
| T-107 | TECH82 | X | | | | X | X | X | X | X | | | |
| T-108 | TECH83 | X | | | | X | X | X | X | X | | | |
| T-109 | TECH84 | X | | | | X | X | X | X | X | | | |
| T-110 | TECH597 | X | | | | X | X | X | X | X | | | |
| T-111 | TECH596 | X | | | | X | X | X | X | X | | | |
| T-112 | TECH599 | X | | | | X | X | X | X | X | | | |
| T-113 | TECH600 | X | | | | X | X | X | X | X | | | |
| T-114 | TECH85 | X | | | | X | X | X | X | X | | | |
| T-115 | TECH86 | X | | | | X | X | X | X | X | | | |
| T-116 | TECH87 | X | | | | X | X | X | X | X | | | |
| T-117 | TECH88 | X | | | | X | X | X | X | X | | | |
| T-118 | TECH89 | X | | | | X | X | X | X | X | | | |
| T-119 | TECH90 | X | | | | X | X | X | X | X | | | |
| T-120 | TECH92 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-121 | TECH93 | X | | | | X | X | X | X | X | | | |
| T-122 | TECH95 | X | | | | X | X | X | X | X | | | |
| T-123 | TECH96 | X | | | | X | X | X | X | X | | | |
| T-124 | TECH97 | X | | | | X | X | X | X | X | | | |
| T-125 | TECH277 | X | | | | X | X | X | X | X | | | |
| T-126 | TECH576 | X | | | | X | X | X | X | X | | | |
| T-127 | TECH98 | X | | | | X | X | X | X | X | | | |
| T-128 | TECH99 | X | | | | X | X | X | X | X | | | |
| T-129 | TECH100 | X | | | | X | X | X | X | X | | | |
| T-130 | TECH102 | X | | | | X | X | X | X | X | | | |
| T-131 | TECH105 | X | | | | X | X | X | X | X | | | |
| T-132 | TECH106 | X | | | | X | X | X | X | X | | | |
| T-133 | TECH598 | X | | | | X | X | X | X | X | | | |
| T-134 | TECH109 | X | | | | X | X | X | X | X | | | |
| T-135 | TECH111 | X | | | | X | X | X | X | X | | | |
| T-136 | TECH112 | X | | | | X | X | X | X | X | | | |
| T-137 | TECH113 | X | | | | X | X | X | X | X | | | |
| T-138 | TECH115 | X | | | | X | X | X | X | X | | | |
| T-139 | TECH116 | X | | | | X | X | X | X | X | | | |
| T-140 | TECH117 | X | | | | X | X | X | X | X | | | |
| T-141 | TECH119 | X | | | | X | X | X | X | X | | | |
| T-142 | TECH118 | X | | | | X | X | X | X | X | | | |
| T-143 | TECH120 | X | | | | X | X | X | X | X | | | |
| T-144 | TECH123 | X | | | | X | X | X | X | X | | | |
| T-145 | TECH124 | X | | | | X | X | X | X | X | | | |
| T-146 | TECH134 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-147 | TECH508 | X | | | | X | X | X | X | X | | | |
| T-148 | TECH146 | X | | | | X | X | X | X | X | | | |
| T-149 | TECH147 | X | | | | X | X | X | X | X | | | |
| T-150 | TECH148 | X | | | | X | X | X | X | X | | | |
| T-151 | TECH149 | X | | | | X | X | X | X | X | | | |
| T-152 | TECH1 | X | | | X | X | X | | | | X | | |
| T-153 | TECH3 | X | | | X | X | X | | | | X | | |
| T-154 | TECH4 | X | | | X | X | X | | | | X | | |
| T-155 | TECH7 | X | | | X | X | X | | | | X | | |
| T-156 | TECH8 | X | | | X | X | X | | | | X | | |
| T-157 | TECH593 | X | | | X | X | X | | | | X | | |
| T-158 | TECH594 | X | | | X | X | X | | | | X | | |
| T-159 | TECH9 | X | | | X | X | X | | | | X | | |
| T-160 | TECH13 | X | | | X | X | X | | | | X | | |
| T-161 | TECH14 | X | | | X | X | X | | | | X | | |
| T-162 | TECH15 | X | | | X | X | X | | | | X | | |
| T-163 | TECH16 | X | | | X | X | X | | | | X | | |
| T-164 | TECH18 | X | | | X | X | X | | | | X | | |
| T-165 | TECH19 | X | | | X | X | X | | | | X | | |
| T-166 | TECH595 | X | | | X | X | X | | | | X | | |
| T-167 | TECH20 | X | | | X | X | X | | | | X | | |
| T-168 | TECH21 | X | | | X | X | X | | | | X | | |
| T-169 | TECH522 | X | | | X | X | X | | | | X | | |
| T-170 | TECH509 | X | | | X | X | X | | | | X | | |
| T-171 | TECH510 | X | | | X | X | X | | | | X | | |
| T-172 | TECH511 | X | | | X | X | X | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-173 | TECH512 | X | | | X | X | X | | | | X | | |
| T-174 | TECH513 | X | | | X | X | X | | | | X | | X |
| T-175 | TECH514 | X | | | X | X | X | | | | X | | X |
| T-176 | TECH523 | X | | | X | X | X | | | | X | | |
| T-177 | TECH524 | X | | | X | X | X | | | | X | | |
| T-178 | TECH22 | X | | | X | X | X | | | | X | | |
| T-179 | TECH24 | X | | | X | X | X | | | | X | | X |
| T-180 | TECH525 | X | | | X | X | X | | | | | | |
| T-181 | TECH25 | X | | | X | X | X | | | | X | | |
| T-182 | TECH31 | X | | | X | X | X | | | | X | | |
| T-183 | TECH36 | X | | | X | X | X | | | | X | | |
| T-184 | TECH526 | X | | | X | X | X | | | | X | | |
| T-185 | TECH527 | X | | | X | X | X | | | | X | | |
| T-186 | TECH528 | X | | | X | X | X | | | | X | | |
| T-187 | TECH38 | X | | | | | | | | | X | | |
| T-188 | TECH588 | X | | | | | | | | | X | | |
| T-189 | TECH611 | X | | | | | X | | | | | | |
| T-190 | TECH612 | X | | | | X | | | | | | | |
| T-191 | TECH613 | X | | | | | X | | | | | | |
| T-192 | TECH614 | X | | | | | | | | | X | | |
| T-193 | TECH610 | X | | | X | | | | | | | | |
| T-194 | TECH150 | X | | X | | | | | | | | | |
| T-195 | TECH151 | X | | X | | | | | | | | | |
| T-196 | TECH152 | X | | X | | | | | | | | | |
| T-197 | TECH153 | X | | X | | | | | | | | | |
| T-198 | TECH155 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-199 | TECH530 | X | | X | | | | | | | | | |
| T-200 | TECH589 | X | | X | | | | | | | | | |
| T-201 | TECH156 | X | | X | | | | | | | | | |
| T-202 | TECH157 | X | | X | | | | | | | | | |
| T-203 | TECH531 | X | | | X | | | | | | | | |
| T-204 | TECH532 | X | | | X | | | | | | | | |
| T-205 | TECH533 | X | | X | | | | | | | | | |
| T-206 | TECH65 | X | | | X | | | | | | | | |
| T-207 | TECH615 | X | | | X | | | | | | | | |
| T-208 | TECH160 | X | | X | X | | | | | | | | |
| T-209 | TECH161 | X | | X | X | | | | | | | | |
| T-210 | TECH162 | X | | X | X | | | | | | | | |
| T-211 | TECH163 | X | | X | X | | | | | | | | |
| T-212 | TECH164 | X | | X | X | | | | | | | | |
| T-213 | TECH165 | X | | X | X | | | | | | | | |
| T-214 | TECH166 | X | | X | X | | | | | | | | |
| T-215 | TECH168 | X | | X | X | | | | | | | | |
| T-216 | TECH169 | X | | X | X | | | | | | | | |
| T-217 | TECH170 | X | | X | X | | | | | | | | |
| T-218 | TECH171 | X | | X | X | | | | | | | | |
| T-219 | TECH158 | X | | X | | | | | | | | | |
| T-220 | TECH159 | X | | X | | | | | | | | | |
| T-221 | TECH167 | X | | X | | | | | | | | | |
| T-222 | TECH534 | X | | X | | | | | | | | | |
| T-223 | TECH535 | X | | X | | | | | | | | | |
| T-224 | TECH536 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-225 | TECH537 | X | | X | | | | | | | | | |
| T-226 | TECH538 | X | | X | | | | | | | | | |
| T-227 | TECH539 | X | | X | | | | | | | | | |
| T-228 | TECH540 | X | | X | | | | | | | | | |
| T-229 | TECH541 | X | | X | | | | | | | | | |
| T-230 | TECH542 | X | | X | | | | | | | | | |
| T-231 | TECH609 | X | | X | | | | | | | | | |
| T-232 | TECH173 | X | | X | | | | | | | | | |
| T-233 | TECH174 | X | | X | | | | | | | | | |
| T-234 | TECH175 | X | | X | | | | | | | | | |
| T-235 | TECH177 | X | | X | | | | | | | | | |
| T-236 | TECH179 | X | | X | | | | | | | | | |
| T-237 | TECH180 | X | | X | | | | | | | | | |
| T-238 | TECH181 | X | | X | | | | | | | | | |
| T-239 | TECH182 | X | | X | | | | | | | | | |
| T-240 | TECH543 | X | | X | | | | | | | | | |
| T-241 | TECH544 | X | | X | | | | | | | | | |
| T-242 | TECH545 | X | | X | | | | | | | | | |
| T-243 | TECH546 | X | | X | | | | | | | | | |
| T-244 | TECH549 | X | | X | | | | | | | | | |
| T-245 | TECH551 | X | | X | | | | | | | | | |
| T-246 | TECH590 | X | | X | | | | | | | | | |
| T-247 | TECH591 | X | | X | | | | | | | | | |
| T-248 | TECH592 | X | | X | | | | | | | | | |
| T-249 | TECH183 | X | | X | | | | | | | | | |
| T-250 | TECH184 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-251 | TECH185 | X | | X | | | | | | | | | |
| T-252 | TECH186 | X | | X | | | | | | | | | |
| T-253 | TECH552 | X | | X | | | | | | | | | |
| T-254 | TECH553 | X | | X | | | | | | | | | |
| T-255 | TECH554 | X | | X | | | | | | | | | |
| T-256 | TECH555 | X | | X | | | | | | | | | |
| T-257 | TECH556 | X | | X | | | | | | | | | |
| T-258 | TECH557 | X | | X | | | | | | | | | |
| T-259 | TECH558 | X | | X | | | | | | | | | |
| T-260 | TECH559 | X | | X | | | | | | | | | |
| T-261 | TECH560 | X | | X | | | | | | | | | |
| T-262 | TECH561 | X | | X | | | | | | | | | |
| T-263 | TECH562 | X | | X | | | | | | | | | |
| T-264 | TECH563 | X | | X | | | | | | | | | |
| T-265 | TECH564 | X | | X | | | | | | | | | |
| T-266 | TECH565 | X | | X | | | | | | | | | |
| T-267 | TECH566 | X | | X | | | | | | | | | |
| T-268 | TECH567 | X | | X | | | | | | | | | |
| T-269 | TECH568 | X | | X | | | | | | | | | |
| T-270 | TECH569 | X | | X | | | | | | | | | |
| T-271 | TECH570 | X | | X | | | | | | | | | |
| T-272 | TECH571 | X | | X | | | | | | | | | |
| T-273 | TECH572 | X | | X | | | | | | | | | |
| T-274 | TECH187 | X | | X | | | | | | | | | |
| T-275 | TECH188 | X | | X | | | | | | | | | |
| T-276 | TECH189 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-277 | TECH190 | X | | X | | | | | | | | | |
| T-278 | TECH192 | X | | X | | | | | | | | | |
| T-279 | TECH605 | X | | X | | | | | | | | | |
| T-280 | TECH606 | X | | X | | | | | | | | | |
| T-281 | TECH607 | X | | X | | | | | | | | | |
| T-282 | TECH193 | X | | X | | | | | | | | | |
| T-283 | TECH194 | X | | X | | | | | | | | | |
| T-284 | TECH195 | X | | X | | | | | | | | | |
| T-285 | TECH196 | X | | X | | | | | | | | | |
| T-286 | TECH197 | X | | X | | | | | | | | | |
| T-287 | TECH573 | X | | X | | | | | | | | | |
| T-288 | TECH198 | X | | X | | | | | | | | | |
| T-289 | TECH199 | X | | X | | | | | | | | | |
| T-290 | TECH200 | X | | X | | | | | | | | | |
| T-291 | TECH201 | X | | X | | | | | | | | | |
| T-292 | TECH202 | X | | X | | | | | | | | | |
| T-293 | TECH203 | X | | X | | | | | | | | | |
| T-294 | TECH204 | X | | X | | | | | | | | | |
| T-295 | TECH205 | X | | X | | | | | | | | | |
| T-296 | TECH206 | X | | X | | | | | | | | | |
| T-297 | TECH207 | X | | X | | | | | | | | | |
| T-298 | TECH208 | X | | X | | | | X | X | | | | |
| T-299 | TECH209 | X | | X | | | | X | X | | | | |
| T-300 | TECH210 | X | | X | | | | X | X | | | | |
| T-301 | TECH212 | X | | X | | | | X | X | | | | |
| T-302 | TECH213 | X | | X | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-303 | TECH214 | X | | X | | | | X | X | | | | |
| T-304 | TECH215 | X | | X | | | | X | X | | | | |
| T-305 | TECH216 | X | | X | | | | X | X | | | | |
| T-306 | TECH217 | X | | X | | | | | | | | | |
| T-307 | TECH218 | X | | X | | | | | | | | | |
| T-308 | TECH219 | X | | X | | | | X | X | | | | |
| T-309 | TECH220 | X | | X | | | | X | X | | | | |
| T-310 | TECH221 | X | | X | | | | X | X | | | | |
| T-311 | TECH222 | X | | X | | | | X | X | | | | |
| T-312 | TECH223 | X | | X | | | | X | X | | | | |
| T-313 | TECH224 | X | | X | | | | X | X | | | | |
| T-314 | TECH225 | X | | X | | | | X | X | | | | |
| T-315 | TECH226 | X | | X | | | | X | X | | | | |
| T-316 | TECH227 | X | | X | | | | X | X | | | | |
| T-317 | TECH228 | X | | X | | | | X | X | | | | |
| T-318 | TECH229 | X | | X | | | | X | X | | | | |
| T-319 | TECH230 | X | | X | | | | X | X | | | | |
| T-320 | TECH231 | X | | X | | | | X | X | | | | |
| T-321 | TECH574 | X | | X | | X | X | | | | | | |
| T-322 | TECH575 | X | | X | | X | X | | | | | | |
| T-323 | TECH232 | X | | X | | | | | | | | | |
| T-324 | TECH585 | X | | X | | | | | | | | | |
| T-325 | TECH233 | X | | X | | | | | | | | | |
| T-326 | TECH235 | X | | X | | | | | | | | | |
| T-327 | TECH236 | X | | X | | | | | | | | | |
| T-328 | TECH237 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-329 | TECH238 | X | | X | | | | | | | | | |
| T-330 | TECH239 | X | | X | | | | | | | | | |
| T-331 | TECH240 | X | | X | | | | | | | | | |
| T-332 | TECH241 | X | | X | | | | | | | | | |
| T-333 | TECH242 | X | | X | | | | | | | | | |
| T-334 | TECH243 | X | | X | | | | | | | | | |
| T-335 | TECH244 | X | | X | | | | | | | | | |
| T-336 | TECH245 | X | | X | | | | | | | | | |
| T-337 | TECH246 | X | | X | | | | | | | | | |
| T-338 | TECH247 | X | | X | | | | | | | | | X |
| T-339 | TECH249 | X | | X | X | X | X | X | X | X | X | | |
| T-340 | TECH252 | X | | X | X | X | X | X | X | X | X | | X |
| T-341 | TECH253 | X | | X | X | X | X | X | X | X | X | | |
| T-342 | TECH256 | X | | X | X | X | X | X | X | X | X | | |
| T-343 | TECH257 | X | | X | X | X | X | X | X | X | X | | |
| T-344 | TECH353 | X | X | X | X | X | X | X | X | X | X | | |
| T-345 | TECH258 | X | | X | X | X | X | X | X | X | X | | X |
| T-346 | TECH262 | X | X | X | X | X | X | X | X | X | X | | |
| T-347 | TECH264 | X | X | X | X | X | X | X | X | X | X | | |
| T-348 | TECH268 | X | X | X | X | X | X | X | X | X | X | | |
| T-349 | TECH272 | X | X | X | X | X | X | X | X | X | X | | |
| T-350 | TECH260 | X | X | X | X | X | X | X | X | X | X | | |
| T-351 | TECH309 | X | X | X | X | X | X | X | X | X | X | | |
| T-352 | TECH276 | X | X | X | X | X | X | X | X | X | X | | |
| T-353 | TECH278 | X | X | X | X | X | X | X | X | X | X | | |
| T-354 | TECH279 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-355 | TECH280 | X | X | X | X | X | X | X | X | X | X | | |
| T-356 | TECH281 | X | X | X | X | X | X | X | X | X | X | | |
| T-357 | TECH282 | X | X | X | X | X | X | X | X | X | X | | |
| T-358 | TECH284 | X | X | X | X | X | X | X | X | X | X | | |
| T-359 | TECH360 | X | X | X | X | X | X | X | X | X | X | | |
| T-360 | TECH315 | X | X | X | X | X | X | X | X | X | X | | |
| T-361 | TECH577 | X | X | X | X | X | X | X | X | X | X | | |
| T-362 | TECH578 | X | X | X | X | X | X | X | X | X | X | | |
| T-363 | TECH579 | X | X | X | X | X | X | X | X | X | X | | |
| T-364 | TECH582 | X | X | X | X | X | X | X | X | X | X | | |
| T-365 | TECH587 | X | X | X | X | X | X | X | X | X | X | | |
| T-366 | TECH366 | X | | X | | | | | | | | | |
| T-367 | TECH367 | X | X | X | X | X | X | X | X | X | X | | |
| T-368 | TECH368 | X | X | X | X | X | X | X | X | X | X | | |
| T-369 | TECH369 | X | X | X | X | X | X | X | X | X | X | | |
| T-370 | TECH370 | X | X | X | X | X | X | X | X | X | X | | |
| T-371 | TECH372 | X | X | X | X | X | X | X | X | X | X | | |
| T-372 | TECH374 | X | | | | | | | | | X | | |
| T-373 | TECH376 | X | X | X | X | X | X | X | X | X | X | | |
| T-374 | TECH377 | X | X | X | X | X | X | X | X | X | X | | |
| T-375 | TECH378 | X | X | X | X | X | X | X | X | X | X | | |
| T-376 | TECH379 | X | X | X | X | X | X | X | X | X | X | | |
| T-377 | TECH380 | X | X | X | X | X | X | X | X | X | X | | |
| T-378 | TECH381 | X | X | X | X | X | X | X | X | X | X | | |
| T-379 | TECH382 | X | X | X | X | X | X | X | X | X | X | | |
| T-380 | TECH384 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-381 | TECH385 | X | X | X | X | X | X | X | X | X | X | | |
| T-382 | TECH386 | X | X | X | X | X | X | X | X | X | X | | |
| T-383 | TECH387 | X | X | X | X | X | X | X | X | X | X | | |
| T-384 | TECH388 | X | X | X | X | X | X | X | X | X | X | | |
| T-385 | TECH389 | X | X | X | X | X | X | X | X | X | X | | X |
| T-386 | TECH390 | X | X | X | X | X | X | X | X | X | X | | |
| T-387 | TECH391 | X | X | X | X | X | X | X | X | X | X | | |
| T-388 | TECH397 | X | X | X | X | X | X | X | X | X | | | X |
| T-389 | TECH398 | X | X | X | X | X | X | X | X | X | X | | |
| T-390 | TECH400 | X | X | X | X | X | X | X | X | X | X | | |
| T-391 | TECH404 | X | X | X | X | X | X | X | X | X | X | | |
| T-392 | TECH405 | X | X | X | X | X | X | X | X | X | X | | |
| T-393 | TECH406 | X | X | X | X | X | X | X | X | X | X | | |
| T-394 | TECH407 | X | X | X | X | X | X | X | X | X | X | | |
| T-395 | TECH408 | X | X | X | X | X | X | X | X | X | X | | |
| T-396 | TECH409 | X | X | X | X | X | X | X | X | X | X | | |
| T-397 | TECH410 | X | X | X | X | X | X | X | X | X | X | | |
| T-398 | TECH411 | X | X | X | X | X | X | X | X | X | X | | |
| T-399 | TECH413 | X | X | X | X | X | X | X | X | X | X | | |
| T-400 | TECH415 | X | X | X | X | X | X | X | X | X | X | | |
| T-401 | TECH420 | X | X | X | X | X | X | X | X | X | X | | |
| T-402 | TECH421 | X | X | X | X | X | X | X | X | X | X | | |
| T-403 | TECH422 | X | X | X | X | X | X | X | X | X | X | | |
| T-404 | TECH424 | X | X | X | X | X | X | X | X | X | X | | |
| T-405 | TECH426 | X | X | X | X | X | X | X | X | X | X | | |
| T-406 | TECH430 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-407 | TECH431 | X | | | | X | X | X | X | X | | | |
| T-408 | TECH432 | X | | | | X | X | X | X | X | | | |
| T-409 | TECH433 | X | | | | X | X | X | X | X | | | |
| T-410 | TECH434 | X | | | | X | X | X | X | X | | | |
| T-411 | TECH435 | X | | | | X | X | X | X | X | | | |
| T-412 | TECH436 | X | | | | X | X | X | X | X | | | |
| T-413 | TECH437 | X | | | | X | X | X | X | X | | | |
| T-414 | TECH438 | X | | X | | | | | | | | | |
| T-415 | TECH439 | X | X | X | X | X | X | X | X | X | X | | |
| T-416 | TECH440 | X | X | X | X | X | X | X | X | X | X | | |
| T-417 | TECH441 | X | X | X | X | X | X | X | X | X | X | | |
| T-418 | TECH442 | X | X | X | X | X | X | X | X | X | X | | |
| T-419 | TECH443 | X | X | X | X | X | X | X | X | X | X | | |
| T-420 | TECH444 | X | X | X | X | X | X | X | X | X | X | | |
| T-421 | TECH446 | X | | | X | X | X | | | | X | | |
| T-422 | TECH447 | X | X | X | X | X | X | X | X | X | X | | |
| T-423 | TECH448 | X | X | X | X | X | X | X | X | X | X | | |
| T-424 | TECH450 | X | X | X | X | X | X | X | X | X | X | | |
| T-425 | TECH452 | X | X | X | X | X | X | X | X | X | X | | |
| T-426 | TECH453 | X | X | X | X | X | X | X | X | X | X | | X |
| T-427 | TECH454 | X | X | X | X | X | X | X | X | X | X | | |
| T-428 | TECH457 | X | X | X | X | X | X | X | X | X | X | | |
| T-429 | TECH458 | X | X | X | X | X | X | X | X | X | X | | |
| T-430 | TECH459 | X | X | X | X | X | X | X | X | X | X | | |
| T-431 | TECH460 | X | X | X | X | X | X | X | X | X | X | | |
| T-432 | TECH461 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-433 | TECH601 | X | X | X | X | X | X | X | X | X | X | | |
| T-434 | TECH602 | X | X | X | X | X | X | X | X | X | X | | |
| T-435 | TECH603 | X | X | X | X | X | X | X | X | X | X | | |
| T-436 | TECH604 | X | X | X | X | X | X | X | X | X | X | | |
| T-437 | TECH464 | X | X | X | X | X | X | X | X | X | X | | |
| T-438 | TECH529 | X | X | X | X | X | X | X | X | X | X | | |
| T-439 | TECH469 | X | X | X | X | X | X | X | X | X | X | | |
| T-440 | TECH471 | X | X | X | X | X | X | X | X | X | X | | |
| T-441 | TECH472 | X | X | X | X | X | X | X | X | X | X | | |
| T-442 | TECH473 | X | X | X | X | X | X | X | X | X | X | | |
| T-443 | TECH475 | X | X | X | X | X | X | X | X | X | X | | |
| T-444 | TECH476 | X | X | X | X | X | X | X | X | X | X | | |
| T-445 | TECH477 | | X | | | | | | | | | X | |
| T-446 | TECH478 | | X | | | | | | | | | X | |
| T-447 | TECH479 | | X | | | | | | | | | X | |
| T-448 | TECH481 | | X | | | | | | | | | X | |
| T-449 | TECH482 | | X | | | | | | | | | X | |
| T-450 | TECH483 | | X | | | | | | | | | X | |
| T-451 | TECH484 | | X | | | | | | | | | X | |
| T-452 | TECH485 | | X | | | | | | | | | X | |
| T-453 | TECH486 | | X | | | | | | | | | X | |
| T-454 | TECH487 | | X | | | | | | | | | X | |
| T-455 | TECH488 | | X | | | | | | | | | X | |
| T-456 | TECH489 | | X | | | | | | | | | X | |
| T-457 | TECH490 | | X | | | | | | | | | X | |
| T-458 | TECH491 | | X | | | | | | | | | X | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-459 | TECH492 | | X | | | | | | | | | X | |
| T-460 | TECH493 | | X | | | | | | | | | X | |
| T-461 | TECH494 | | X | | | | | | | | | X | |
| T-462 | TECH495 | | X | | | | | | | | | X | |
| T-463 | TECH496 | | X | | | | | | | | | X | |
| T-464 | TECH497 | | X | | | | | | | | | X | |
| T-465 | TECH498 | | X | | | | | | | | | X | |
| T-466 | TECH499 | | X | | | | | | | | | X | |
| T-467 | TECH500 | | X | | | | | | | | | X | |
| T-468 | TECH502 | | X | | | | | | | | | X | |
| T-469 | TECH503 | | X | | | | | | | | | X | |
| T-470 | TECH504 | | X | | | | | | | | | X | |
| PM-1 | PM1 | X | X | | | | | | | | | | |
| PM-2 | PM2 | X | X | | | | | | | | | | |
| PM-3 | PM3 | X | X | | | | | | | | | | |
| PM-4 | PM4 | X | X | X | X | X | X | X | X | X | X | X | X |
| PM-5 | PM28 | X | X | | | | | | | | | | |
| PM-6 | PM29 | X | | | | | | | | | | | |
| PM-7 | PM5 | X | X | | | | | | | | | | |
| PM-8 | PM30 | X | X | | | | | | | | | | |
| PM-9 | PM6 | X | X | | | | | | | | | | |
| PM-10 | PM31 | X | X | | | | | | | | | | |
| PM-11 | PM7 | X | | | | | | | | | | | |
| PM-12 | PM8 | X | X | | | | | | | | | | |
| PM-13 | PM32 | X | X | | | | | | | | | | |
| PM-14 | PM9 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| PM-15 | PM33 | X | X | | | | | | | | | | |
| PM-16 | PM34 | X | X | | | | | | | | | | |
| PM-17 | PM10 | X | X | | | | | | | | | | |
| PM-18 | PM11 | X | X | | | | | | | | | | |
| PM-19 | PM12 | X | X | | | | | | | | | | |
| PM-20 | PM13 | X | X | | | | | | | | | | |
| PM-21 | PM35 | X | | | | | | | | | | | |
| PM-22 | PM14 | X | X | | | | | | | | | | |
| PM-23 | PM37 | X | | | | | | | | | | | |
| PM-24 | PM15 | X | X | | | | | | | | | | |
| PM-25 | PM16 | X | X | | | | | | | | | | |
| PM-26 | PM17 | X | X | | | | | | | | | | |
| PM-27 | PM18 | X | X | | | | | | | | | | |
| PM-28 | PM19 | X | X | | | | | | | | | | |
| PM-29 | PM20 | X | X | | | | | | | | | | |
| PM-30 | PM23 | X | X | | | | | X | X | | | | |
| PM-31 | PM21 | X | X | | | | | | | | | | |
| PM-32 | PM24 | X | | | | | | X | | | | | |
| PM-33 | PM25 | | X | | | | | | X | | | | |
| PM-34 | PM26 | X | | | | | | X | | | | | |
| PM-35 | PM27 | | X | | | | | | X | | | | |
| PM-36 | PM39 | | X | | | | | | | | | | |
| PM-37 | PM22 | | X | | | | | | | | | | |
| TM-1 | TM1 | X | X | | | | | | | | | | |
| TM-2 | TM2 | X | X | | | | | | | | | | |
| TM-3 | TM200 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-4 | TM3 | X | | | | | | | | | | | |
| TM-5 | TM4 | X | | | | | | | | | | | |
| TM-6 | TM5 | X | | | | | | | | | | | |
| TM-7 | TM6 | X | | | | | | | | | | | |
| TM-8 | TM7 | X | | X | | | | | | | | | |
| TM-9 | TM8 | X | | | | | | | | | | | |
| TM-10 | TM9 | X | | X | | | | | | | | | |
| TM-11 | TM10 | X | | | | | | | | | | | |
| TM-12 | TM11 | X | | | | | | | | | | | |
| TM-13 | TM12 | X | | | | | | | | | | | |
| TM-14 | TM13 | X | | | | | | | | | | | |
| TM-15 | TM14 | X | | | | | | | | | | | |
| TM-16 | TM15 | X | | | | | | | | | | | |
| TM-17 | TM16 | X | | | | | | | | | | | |
| TM-18 | TM238 | X | X | | | | | | | | | | |
| TM-19 | TM17 | X | X | | | | | | | | | | |
| TM-20 | TM239 | X | X | | | | | | | | | | |
| TM-21 | TM201 | X | | | | | | | | | | | |
| TM-22 | TM18 | X | X | | | | | | | | | | |
| TM-23 | TM240 | X | | | | | | | | | | | |
| TM-24 | TM19 | X | X | | | | | | | | | | |
| TM-25 | TM20 | X | X | | | | | | | | | | |
| TM-26 | TM22 | X | | | | | | | | | | | |
| TM-27 | TM241 | X | X | | | | | | | | | | |
| TM-28 | TM116 | X | | | | | | | | | | | |
| TM-29 | TM242 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-30 | TM202 | X | | | | | | | | | | | |
| TM-31 | TM191 | X | | | | | | | | | | | |
| TM-32 | TM203 | X | X | | | | | | | | | | |
| TM-33 | TM106 | X | | | | | | | | | | | |
| TM-34 | TM107 | X | X | | | | | | | | | | |
| TM-35 | TM108 | X | X | | | | | | | X | | | |
| TM-36 | TM192 | X | X | | | | | | | | | | |
| TM-37 | TM204 | X | | | | | | | | | | | |
| TM-38 | TM109 | X | | | | | | | | | | | |
| TM-39 | TM110 | X | | | | | | | | | | | |
| TM-40 | TM111 | X | | | | | | | | | | | |
| TM-41 | TM112 | X | | | | | | | | | | | |
| TM-42 | TM113 | X | | | | | | | | | | | |
| TM-43 | TM114 | X | | | | | | | | | | | |
| TM-44 | TM115 | X | | | | | | | | | | | |
| TM-45 | TM117 | X | | | | | | | | | | | |
| TM-46 | TM205 | X | | | | | | | | | | | |
| TM-47 | TM297 | X | | | | | | | | | | | |
| TM-48 | TM23 | X | X | | | | | | | | | | |
| TM-49 | TM125 | X | | | | | | | | | | | |
| TM-50 | TM206 | X | | | | | | | | | | | |
| TM-51 | TM129 | X | X | | | | | | | | | | |
| TM-52 | TM207 | X | X | | | | | | | | | | |
| TM-53 | TM130 | X | X | | | | | | | | | | |
| TM-54 | TM132 | X | X | | | | | | | | | | |
| TM-55 | TM133 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-56 | TM134 | X | | | | | | | | | | | |
| TM-57 | TM135 | X | X | | | | | | | | | | |
| TM-58 | TM24 | X | X | | | | | | | | | | |
| TM-59 | TM25 | X | | | | | | | | | | | |
| TM-60 | TM208 | X | X | | | | | | | | | | |
| TM-61 | TM244 | X | | | | | | | | | | | |
| TM-62 | TM26 | X | X | | | | | | | | | | |
| TM-63 | TM245 | X | X | | | | | | | | | | |
| TM-64 | TM27 | X | X | | | | | | | | | | |
| TM-65 | TM246 | X | X | | | | | | | | | | |
| TM-66 | TM28 | X | X | | | | | | | | | | |
| TM-67 | TM247 | X | X | | | | | | | | | | |
| TM-68 | TM29 | X | X | | | | | | | | | | |
| TM-69 | TM209 | X | X | | | | | | | | | | |
| TM-70 | TM248 | X | | | | | | | | | | | |
| TM-71 | TM30 | X | | | | | | | | | | | |
| TM-72 | TM249 | X | | | | | | | | | | | |
| TM-73 | TM31 | X | X | | | | | | | | | | |
| TM-74 | TM210 | X | | | | | | | | | | | |
| TM-75 | TM250 | X | | | | | | | | | | | |
| TM-76 | TM32 | X | X | | | | | | | | | | |
| TM-77 | TM211 | X | | | | | | | | | | | |
| TM-78 | TM251 | X | X | | | | | | | | | | |
| TM-79 | TM252 | X | X | | | | | | | | | | |
| TM-80 | TM38 | X | X | | | | | | | | | | |
| TM-81 | TM198 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-82 | TM253 | X | X | | | | | | | | | | |
| TM-83 | TM212 | X | | | | | | | | | | | |
| TM-84 | TM254 | X | | | | | | | | | | | |
| TM-85 | TM39 | X | X | | | | | | | | | | |
| TM-86 | TM255 | X | | | | | | | | | | | |
| TM-87 | TM40 | X | X | | | | | | | | | | |
| TM-88 | TM33 | X | X | | | | | | | | | | X |
| TM-89 | TM292 | X | X | | | | | | | | | | X |
| TM-90 | TM293 | X | X | | | | | | | | | | X |
| TM-91 | TM34 | X | X | | | | | X | X | | | | X |
| TM-92 | TM294 | X | X | | | | | | | | | | X |
| TM-93 | TM295 | X | X | | | | | | | | | | |
| TM-94 | TM35 | X | X | | | | | | | | | | X |
| TM-95 | TM296 | X | X | | | | | | | | | | X |
| TM-96 | TM36 | X | X | | | | | | | | | | X |
| TM-97 | TM37 | X | X | | | | | | | | | | X |
| TM-98 | TM256 | X | | | | | | | | | | | X |
| TM-99 | TM45 | X | | | | | | | | | | | X |
| TM-100 | TM46 | X | | | | | | | | | | | |
| TM-101 | TM257 | X | X | | | | | | | | | | |
| TM-102 | TM258 | X | | | | | | | | | | | |
| TM-103 | TM41 | X | | | | | | | | | | | |
| TM-104 | TM213 | X | | X | | | | | | | | | |
| TM-105 | TM214 | X | | | X | | | | | | | | |
| TM-106 | TM47 | X | | | | | | | | | | | |
| TM-107 | TM259 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-108 | TM215 | X | | | | X | | | | | | | |
| TM-109 | TM216 | X | | | | | X | | | | | | |
| TM-110 | TM260 | X | | | | | | X | | | | | |
| TM-111 | TM261 | | X | | | | | | X | | | | |
| TM-112 | TM48 | X | X | | | | | X | X | | | | |
| TM-113 | TM49 | X | | | | | | | | | | | |
| TM-114 | TM262 | X | | | | | | X | X | | | | |
| TM-115 | TM217 | X | | | | | | | | X | | | |
| TM-116 | TM218 | X | | | | | | | | | X | | |
| TM-117 | TM263 | | X | | | | | | | | | X | |
| TM-118 | TM220 | | X | | | | | | | | | X | |
| TM-119 | TM51 | X | | | | | | | | | | | |
| TM-120 | TM264 | X | X | | | | | | | | | | |
| TM-121 | TM52 | X | | | | | | | | | | | |
| TM-122 | TM265 | X | X | | | | | | | | | | |
| TM-123 | TM53 | X | X | | | | | | | | | | |
| TM-124 | TM54 | X | X | | | | | | | | | | |
| TM-125 | TM55 | X | X | | | | | | | | | | |
| TM-126 | TM56 | X | | | | | | | | | | | |
| TM-127 | TM266 | X | X | | | | | | | | | | |
| TM-128 | TM267 | X | | | | | | | | | | | |
| TM-129 | TM268 | X | X | | | | | | | | | | |
| TM-130 | TM58 | X | X | | | | | | | | | | |
| TM-131 | TM59 | X | X | | | | | | | | | | |
| TM-132 | TM60 | X | X | | | | | | | | | | |
| TM-133 | TM269 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-134 | TM270 | X | | | | | | | | | | | |
| TM-135 | TM61 | X | X | | | | | | | | | | |
| TM-136 | TM62 | X | X | | | | | | | | | | |
| TM-137 | TM221 | X | | X | | | | | | | | | |
| TM-138 | TM63 | X | X | | | | | | | | | | |
| TM-139 | TM64 | X | X | | | | | | | | | | |
| TM-140 | TM271 | | X | | | | | | | | | | X |
| TM-141 | TM65 | X | X | | | | | | | | | | |
| TM-142 | TM66 | X | X | | | | | | | | | | |
| TM-143 | TM272 | X | | | | | | | | | | | X |
| TM-144 | TM222 | X | X | | | | | | | | | | X |
| TM-145 | TM67 | X | X | | | | | | | | | | X |
| TM-146 | TM223 | X | X | | | | | | | | | | X |
| TM-147 | TM68 | X | | | | | | | | | X | | |
| TM-148 | TM224 | X | | | | | | | | | X | | |
| TM-149 | TM69 | X | X | | | | | | | | | | |
| TM-150 | TM70 | X | | | | | | | | | | | |
| TM-151 | TM71 | X | X | | | | | | | | | | |
| TM-152 | TM72 | X | X | | | | | | | | | | |
| TM-153 | TM73 | X | | | | | | | | | | | |
| TM-154 | TM74 | X | | | | | | | | | | | |
| TM-155 | TM75 | X | | | | | | | | | | | |
| TM-156 | TM225 | X | | | | | | | | | | | |
| TM-157 | TM194 | X | | | | | | | | | | | |
| TM-158 | TM226 | X | | X | | | | | | | | | |
| TM-159 | TM227 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-160 | TM76 | X | | | | | | | | | | | |
| TM-161 | TM77 | X | | | | | | | | | | | |
| TM-162 | TM228 | X | | | | | | | | | | | |
| TM-163 | TM78 | X | X | | | | | | | | | | |
| TM-164 | TM79 | X | X | | | | | | | | | | |
| TM-165 | TM80 | X | X | | | | | | | | | | |
| TM-166 | TM81 | X | X | | | | | | | | | | |
| TM-167 | TM82 | X | X | | | | | | | | | | |
| TM-168 | TM83 | X | X | | | | | | | | | | |
| TM-169 | TM273 | X | | | | | | | | | | | |
| TM-170 | TM84 | X | X | | | | | | | | | | |
| TM-171 | TM85 | X | X | | | | | | | | | | |
| TM-172 | TM274 | X | X | | | | | | | | | | |
| TM-173 | TM86 | X | X | | | | | | | | | | |
| TM-174 | TM87 | X | X | | | | | | | | | | |
| TM-175 | TM88 | X | X | | | | | | | | | | |
| TM-176 | TM90 | X | X | | | | | | | | | | |
| TM-177 | TM91 | X | X | | | | | | | | | | |
| TM-178 | TM275 | X | X | | | | | | | | | | |
| TM-179 | TM92 | X | X | | | | | | | | | | |
| TM-180 | TM93 | X | X | | | | | | | | | | |
| TM-181 | TM94 | X | X | | | | | | | | | | |
| TM-182 | TM96 | X | X | | | | | | | | | | |
| TM-183 | TM97 | X | X | | | | | | | | | | |
| TM-184 | TM98 | X | X | | | | | | | | | | |
| TM-185 | TM99 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-186 | TM131 | X | | | | | | | | | | | |
| TM-187 | TM100 | X | X | | | | | | | | | | |
| TM-188 | TM229 | X | X | | | | | | | | | | |
| TM-189 | TM276 | X | | | | | | | | | | | |
| TM-190 | TM101 | X | | | | | | | | | | | |
| TM-191 | TM105 | X | | | | | | | | | | | |
| TM-192 | TM277 | X | | | | | | | | | | | |
| TM-193 | TM102 | X | X | | | | | | | | | | |
| TM-194 | TM103 | X | X | | | | | | | | | | |
| TM-195 | TM104 | X | X | | | | | | | | | | |
| TM-196 | TM118 | X | | X | | | | | | | | | |
| TM-197 | TM119 | X | | X | | | | | | | | | |
| TM-198 | TM121 | X | | X | | | | | | | | | |
| TM-199 | TM122 | X | | X | | | | | | | | | |
| TM-200 | TM278 | X | | X | | | | | | | | | |
| TM-201 | TM230 | X | | X | | | | | | | | | |
| TM-202 | TM123 | X | | X | | | | | | | | | |
| TM-203 | TM124 | X | | X | | | | | | | | | |
| TM-204 | TM231 | X | | X | | | | | | | | | |
| TM-205 | TM136 | X | X | | | | | | | | | | |
| TM-206 | TM232 | X | X | | | | | | | | | | |
| TM-207 | TM137 | X | | | | | | | | | | | |
| TM-208 | TM279 | X | | | | | | | | | | | |
| TM-209 | TM280 | X | X | | | | | | | | | | X |
| TM-210 | TM281 | X | X | | | | | | | | | | |
| TM-211 | TM233 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-212 | TM282 | X | | | | | | | | | | | |
| TM-213 | TM138 | X | X | | | | | | | | | | |
| TM-214 | TM140 | X | X | | | | | | | | | | |
| TM-215 | TM283 | X | X | | | | | | | | | | |
| TM-216 | TM284 | X | | | | | | | | | | | |
| TM-217 | TM141 | X | X | | | | | | | | | | |
| TM-218 | TM234 | X | X | | | | | | | | | | |
| TM-219 | TM142 | X | | | | | | | | | | | |
| TM-220 | TM143 | X | | | | | | | | | | | |
| TM-221 | TM144 | X | X | | | | | | | | | | |
| TM-222 | TM145 | X | | | | | | | | | | | |
| TM-223 | TM146 | X | X | | | | | X | | | | | |
| TM-224 | TM147 | X | X | | | | | | | | | | |
| TM-225 | TM195 | | X | | | | | | | | | | |
| TM-226 | TM285 | | X | | | | | | | | | | |
| TM-227 | TM148 | | X | | | | | | | | | | |
| TM-228 | TM286 | | X | | | | | | | | | | |
| TM-229 | TM287 | | X | | | | | | | | | | |
| TM-230 | TM288 | | X | | | | | | | | | | |
| TM-231 | TM149 | | X | | | | | | | | | | |
| TM-232 | TM235 | | X | | | | | | | | | | |
| TM-233 | TM150 | | | X | X | X | X | X | X | X | X | | |
| TM-234 | TM151 | X | | | | | | | | | | | |
| TM-235 | TM236 | | X | | | | | | | | | | |
| TM-236 | TM153 | | X | | | | | | | | | | |
| TM-237 | TM289 | | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-238 | TM196 | | X | | | | | | | | | | |
| TM-239 | TM237 | | X | | | | | | | | | | |
| TM-240 | TM197 | | X | | | | | | | | | | X |
| TM-241 | TM154 | | X | | | | | | | | | | |
| TM-242 | TM155 | X | X | | | | | | | | | | |
| TM-243 | TM156 | X | | | | | | | | | | | |
| TM-244 | TM158 | X | X | | | | | | | | | | |
| TM-245 | TM159 | X | X | | | | | | | | | | |
| TM-246 | TM161 | X | X | | | | | | | | | | |
| TM-247 | TM162 | X | X | | | | | | | | | | |
| TM-248 | TM163 | X | X | | | | | | | | | | |
| TM-249 | TM164 | X | X | | | | | | | | | | |
| TM-250 | TM165 | X | X | | | | | | | | | | |
| TM-251 | TM166 | X | X | | | | | | | | | | |
| TM-252 | TM167 | X | X | | | | | | | | | | |
| TM-253 | TM169 | X | X | | | | | | | | | | |
| TM-254 | TM170 | X | X | | | | | | | | | | |
| TM-255 | TM171 | X | | | | | | | | | | | |
| TM-256 | TM290 | X | | | | | | | | | | | |
| TM-257 | TM172 | X | | | | | | | | | | | |
| TM-258 | TM174 | X | X | | | | | | | | | | |
| TM-259 | TM175 | X | X | | | | | | | | | | X |
| TM-260 | TM177 | | X | | | | | | | | | | |
| TM-261 | TM178 | | X | | | | | | | | | | |
| TM-262 | TM179 | | X | | | | | | | | | | |
| TM-263 | TM180 | | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-264 | TM181 | | X | | | | | | | | | | |
| TM-265 | TM182 | | X | | | | | | | | | | |
| TM-266 | TM183 | | X | | | | | | | | | | |
| TM-267 | TM184 | | X | | | | | | | | | | |
| TM-268 | TM185 | | X | | | | | | | | | | |
| TM-269 | TM291 | X | | | | | | | | | | | |
| TM-270 | TM187 | X | X | | | | | | | | | | |
| TM-271 | TM188 | X | X | | | | | | | | | | |
| TM-272 | TM189 | X | X | | | | | | | | | | |
| TM-273 | TM190 | X | | | | | | | | | | | |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION VI
Requirements

November 2, 2009

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# VI. REQUIREMENTS

## A. INTRODUCTION

1. Requirements Overview and Background

This section provides:

- An overview of Section VI subsections.
- General State and project requirements information.

a. Section VI.B – Functional Requirements

This section contains the business-oriented Functional Requirements that the Enterprise Data to Revenue (EDR) Proposed Solution must meet. This is the largest of the requirements sections, and includes over 500 specific requirements grouped into the following categories:

- **Business Rules and Business Process Requirements** – requirements related to business rules and business processes that are governed and modifiable by users.
- **Return Processing Requirements** – requirements related to processing tax returns and payments, including case management functions.
- **Correspondence Requirements** – requirements related to the capture, storage and retrieval of inbound and outbound correspondence.
- **Contact Management Requirements** – requirements related to creation, validation, and update of entity and contact information including services to locate better contact information.
- **Notification Requirements** – requirements related to creating and sending correspondence and notices including calculation of adjustments and management of taxpayer rights in regards to notices.
- **Taxpayer Folder Requirements** – requirements related to data and services provided to internal and external users through a common “Taxpayer Folder” interface.
- **Operation Level and Service Level Agreements** – requirements related to management and reporting on operation and service agreements with EDR customers.
- **Data Requirements** – requirements related to data capture, matching, storage, and availability including data mining and reporting needs.
- **Legacy System Function Changes** – requirements for functional changes to legacy systems to implement EDR.

b. Section VI.C – Technology Objectives and Requirements

This section contains the Technical Requirements and constraints. The Technical Requirements in this section apply to many of the same topics as the Functional

Requirements, but the focus is on the technologies used rather than the functionality provided. Technical Requirements categories include:

- Global Technical Requirements
- Business Process Management
- Common Services (SOA)
- Data Management
- Infrastructure and Tools
- Security
- BETS Decoupling

c. Section VI.D – Management Requirements

This section consists of the requirements for management plans, management activities, staffing requirements and other administrative tasks that will be required to manage the EDR project and system.

d. Exhibit VI-F – Requirements to Deliverables Matrix

This matrix lists all the requirements and shows the applicable project phase(s) and compensation deliverable(s) for each.

2. General State Requirement Guidelines

This section contains the detailed requirements pertaining to the proposed system as described in Section IV. See Section II, Section V, and Section VIII, for other requirements that must be met in order to be considered responsive to this Request for Proposal (RFP).

The State has determined that it is best to define its own needs, desired operating objectives, and desired operating environment. The State will not tailor these needs to fit a solution a Bidder may have available; rather, the Bidder shall propose to meet the State's needs as defined in this RFP.

Many of the requirements may be stated in terms of hardware or software alone; however, this does not preclude the Bidder from proposing a satisfactory solution to these requirements with a combination of hardware and software. Some requirements may refer to current workloads that are defined in Section III and to projected workloads that are defined in Section IV. All requirements will be classified into three categories as follows:

**Refer to Section IX.E.6.c for scoring criteria and descriptions of each of the scoring categories.**

**Mandatory Pass/Fail (M)**

All requirements listed with an **(M)** are **Mandatory Pass/Fail**.

**Mandatory Scored (MS)**

All requirements listed with an **(MS)** are **Mandatory Scored** and scored on a point's basis.

**Desirable Scored (DS)**

All requirements listed with a **(DS)** are **Desirable Scored** where the Bidder may or may not respond to the requirement. Where the Bidder responds, a Desirable Scored requirement is scored on a points basis.

**Scored (S)**

Section VI exhibits listed with an **(S)** are **Scored** where the Bidder will be scored based upon the response to the following exhibits:

Exhibit VI – B: Project Management Plan Deliverable Item Description
Exhibit VI – C: Project Schedule Deliverable Item Description
Exhibit VI – D: Technical Management Approach Deliverable Item Description
Exhibit VI – E: EDR Proposed Solution Deliverable Item Description

3. System References

Throughout this section, requirements make reference to existing Franchise Tax Board (FTB) systems, databases and projects. For the sake of brevity, acronyms are used in reference to the following. A complete list of acronyms can be found in the Acronym Library.

- ADCORR – Administrative Correspondence System
- ARCS – Account Receivable Collections System
- BCORR – Bank & Corporation Correspondence
- BETS – Business Entity Transaction System
- BIDS – Business Intelligence Data System
- CP2000 – IRS Computer Paragraph 2000
- CDTS – Corporation Document Tracking System
- EASE – External Authentication for Secure E-Services
- ECAIR – Enterprise Customer Asset Income and Return
- ECOM – Electronic Communication System

- EIDB – Employment Information Database
- FEDSTARII – Federal State Automated Report System II
- HOH – Head of Household
- IDAX – Image Delivery Application Expansion
- IDTS – Internal Data Transfer Service
- INC – Integrated Non-filer Compliance
- IVR – Interactive Voice Response System
- PASS – Professional Audit Support System
- PAWS – Personal Audit Workstation System
- PIT RV – Personal Income Tax Return Validation
- SBRD – State Business Return Database (including processes that produce the Ownership Hierarchy & Owner Interest data for PASS)
- STARS – Select Tax Returns for Automated Audit
- STRATA – the collection scoring component of ARCS
- SWIFT -- Secure Web and Internet File Transfer
- TEBI – Tax Exempt Bond Interest
- TI – Taxpayer Information System
- WASS – Withhold At Source System

## B. FUNCTIONAL REQUIREMENTS

All Functional Requirements are Mandatory (M).

1. Business Rules and Business Process Requirements

FTB needs a flexible, dynamic solution governed by business rules supporting automated business processes. In the Functional Requirements, all references to business rules or business processes mean those rules and processes that are governed and modifiable by users.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-1 | All automated processes in the EDR Proposed Solution that are managed by business rules and processes must be developed and maintained in accordance with Sections VI.B.1 (functional) and VI.C.2 (technical). | FUNC58 |

a. Version Control

Version control requirements apply to both business rules and business processes.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-2 | The EDR Proposed Solution must provide a version control feature that stores the history of every change made to draft and production rules and processes. | FUNC1 |
| F-3 | The version control feature must allow users to return to earlier versions of rule sets or processes. | FUNC2 |
| F-4 | The version control feature must provide the ability to generate reports that contain detailed listings of changed business rules and processes. | FUNC3 |
| F-5 | The EDR Proposed Solution must provide the ability to enforce the governance process related to maintaining and managing rules, templates, standard language (for example, paragraphs and letters) and processes. | FUNC4 |

b. Simulation

Simulation requirements apply to both business rules and business processes.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-6 | The EDR Proposed Solution must provide the ability to simulate all business rules and processes in a production simulation environment. | FUNC5 |
| F-7 | The EDR Proposed Solution must provide the ability to simulate and model the business and system impact of rule and process changes in a production simulation environment. | FUNC6 |
| F-8 | The EDR Proposed Solution must provide the ability to create an impact analysis for a potential rule or process changes in terms of what other business rules, processes or objects are affected. | FUNC7 |
| F-9 | The simulation and modeling of rule and process changes for testing purposes must not impact the production environment. | FUNC8 |
| F-10 | The EDR Proposed Solution must have the ability to migrate a simulation rule into production without having to recreate it. | FUNC9 |
| F-11 | The EDR Proposed Solution must have the ability to migrate a rule or process change into production in real-time. | FUNC10 |
| F-12 | The EDR Proposed Solution must have the ability to save draft production rules and processes for future use. | FUNC11 |
| F-13 | The EDR Proposed Solution must have the ability to create and simulate multiple variations of a rule, rule set or process, and compare the simulation results. | FUNC12 |
| F-14 | The EDR Proposed Solution must have the ability to run simulations against a specified universe of historical data or current inventory. | FUNC13 |
| F-15 | The EDR Proposed Solution must have the ability to generate a random sample of simulation results with detailed data. FTB needs the ability to specify which detailed data is necessary to evaluate the simulation results. | FUNC14 |

c. Monitoring and Tracking

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-16 | The EDR Proposed Solution must provide a quality review process to continually validate return and payment processing system performance including correspondence and noticing. | FUNC33 |
| F-17 | The EDR Proposed Solution must track workload metrics through the validation process, including:<br>• Processing statistics<br>• Error (fallout) statistics<br>• Correction statistics<br>• Revenue statistics<br>• User statistics<br>• User access<br>• Manual overrides<br>• Reviewer statistics<br>• Historical comparisons | FUNC34 |
| F-18 | The EDR Proposed Solution must display current operating conditions in each workload queue, including number of operators logged in, operator status, current production rate, and inventory levels. | FUNC35 |
| F-19 | The EDR Proposed Solution must provide the ability to evaluate business rules based on statistical tracking to date, reports, and data mining, as well as statistics from other systems. | FUNC25 |

d. Business Rules

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-20 | The EDR Proposed Solution must provide the ability to monitor, design, simulate, analyze and manage business rules. | FUNC15 |
| F-21 | The EDR Proposed Solution must provide the ability to run rule sets concurrently in order to increase throughput, decrease processing time, or both. | FUNC16 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-22 | The EDR Proposed Solution must provide the ability to establish a hierarchy of rules governing the priority of rules. For example, if a fraud business rule is met, the hierarchy of rules would determine whether the return should be sent directly to a fraud work queue or continue processing. | FUNC17 |
| F-23 | The EDR Proposed Solution must have the ability to select and apply a specific rule set based on:<br>• Taxable year and tax form<br>• Tax schedules<br>• Process year<br>• Received date and time<br>• Effective date and time | FUNC18 |
| F-24 | The EDR Proposed Solution must provide the ability to make rules-based decisions using any data available to it, including:<br>• Its own internal database<br>• External systems with which it has interfaces<br>• Data entered by FTB staff or customers<br>• Data in the Enterprise Data Warehouse<br>• Data calculated from these sources | FUNC19 |
| F-25 | The EDR Proposed Solution must support rules needed to comply with all applicable tax laws, FTB policies and FTB operational procedures, and provide the flexibility to adapt to changes in any of these. | FUNC20 |
| F-26 | The EDR Proposed Solution must have the ability to automatically request additional information, and make multiple passes through the rule sets once necessary data is supplied. For example, when new withholding data is received from Employment Development Department, the EDR Proposed Solution would rerun related rules for pending returns. | FUNC21 |
| | **Business Rules Creation and Changes** | |
| F-27 | The EDR Proposed Solution must provide the ability to create, change, remove, and version control business rules. | FUNC23 |
| F-28 | The EDR Proposed Solution must provide the ability to change a rule without having to change underlying processing steps. | FUNC24 |
| F-29 | The EDR Proposed Solution must allow business personnel, without programming or database management knowledge, to create, update, review, and apply the business rules. | FUNC26 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-30 | The EDR Proposed Solution must support the use of reusable rule templates containing place holder positions for parameters to be entered. | FUNC27 |
| F-31 | The EDR Proposed Solution must provide the ability to create complex business rules including:<br>• Nested decision trees<br>• Math calculations<br>• Date and time calculations<br>• Complex expressions and formulas<br>• Assertions and constraints<br>• Comparisons to other data records | FUNC28 |
| F-32 | The EDR Proposed Solution must provide the ability to make a rule active or inactive and track the dates when the rule was in use. | FUNC29 |
| F-33 | When a rule is changed, the EDR Proposed Solution must provide the ability to reprocess pending returns (including cases in return processing work queues) and returns that have completed processing, which now may need to move to a fraud work queue in the case management component, or be referred to audit, collections, or investigation system of work based on the rule change. | FUNC22 |
| F-34 | The EDR Proposed Solution must provide the ability to search for active and inactive rules by rule, rule type, related rules, related data elements, user, change date, active or inactive date, taxable year, word or phrase. | FUNC30 |
| | **Template Creation and Changes** | |
| F-35 | The EDR Proposed Solution must provide the ability to create and update correspondence and notice templates, forms and instructions, and standard language (for example, paragraphs and letters) to meet business needs. The number of forms is subject to Business Process Reengineering. | FUNC31 |
| F-36 | The EDR Proposed Solution must provide ability to design, modify, and manage PIT and BE tax forms and notices to improve the efficiency and effectiveness of communications, and make changes consistent with the outcome of Business Process Reengineering. | FUNC545 |

e. Business Processes

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-37 | The EDR Proposed Solution must provide Business Process Management functions to monitor, design, change, analyze, simulate and optimize the return filing and return validation processes. | FUNC32 |
| | **Routing to Work Queues** | |
| F-38 | The EDR Proposed Solution must provide the ability to manage work flows and work queues based on user roles and authorization levels. | FUNC36 |
| F-39 | The EDR Proposed Solution must have the ability to route work to work queues as determined by business rules. | FUNC37 |
| F-40 | The EDR Proposed Solution must assign work to individual staff members or functional groups based on staff role, skill sets, availability, and priority. | FUNC38 |
| F-41 | The EDR Proposed Solution must allow authorized users to add or remove work queues. | FUNC39 |
| F-42 | The EDR Proposed Solution must allow authorized users to assign staff to and remove staff from work queues and work groups. | FUNC40 |
| F-43 | The EDR Proposed Solution must allow authorized users to associate staff with one or more work queues. | FUNC41 |
| F-44 | The EDR Proposed Solution must have the ability for authorized users to view current staff assignments including authorization, roles and work queues. | FUNC42 |
| F-45 | The EDR Proposed Solution must have the ability to manage multiple work queues concurrently. | FUNC43 |
| F-46 | The EDR Proposed Solution must monitor the work queues and send alerts based on hierarchy, reroute work, escalate work, or perform other tasks based on business rules and conditions. | FUNC44 |
| F-47 | The EDR Proposed Solution must provide the ability to identify exceptions, escalations, and special handling items and route to work queues for resolution based on business rules. | FUNC45 |
| F-48 | The EDR Proposed Solution must allow authorized users to mark an account as an exception and route it to a work queue or user for resolution based on business rules. | FUNC46 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-49 | The EDR Proposed Solution must allow authorized users to manually override automatic workflow management functionality including:<br>• Workflow steps<br>• Routing rules<br>• Escalations and alerts<br>• Prioritization rules<br>• Assignment of workloads, work queues or users<br>• Exception thresholds<br>• Activities to be generated at a particular process step | FUNC47 |
| F-50 | The EDR Proposed Solution must allow authorized users to route work to another work queue based on preset routing conditions. | FUNC48 |
| F-51 | The EDR Proposed Solution must allow authorized users to reallocate workloads across workflows and work queues. | FUNC49 |
| F-52 | The EDR Proposed Solution must provide the ability to freeze a work queue to prevent automatic or manual removal of cases. | FUNC50 |
| F-53 | The EDR Proposed Solution must monitor work queues and apply business rules (for example, routing and rerouting) in real-time. | FUNC51 |
| | **Ticklers** | |
| F-54 | The EDR Proposed Solution must provide the ability to set options for follow up on a specified date including the ability to generate reminders or route the work to a workflow. | FUNC52 |
| | **Business Process Documentation and Changes** | |
| F-55 | The EDR Proposed Solution must provide the ability to change business processes without having to recreate the related business rules. | FUNC56 |
| F-56 | The EDR Proposed Solution must allow business personnel, without programming or database management knowledge, to create, update, review, and apply the business processes. | FUNC524 |
| F-57 | The EDR Proposed Solution must provide the ability to produce visual representations, document, and track changes to the business process workflows. | FUNC54 |
| F-58 | The EDR Proposed Solution must provide the ability to model business processes including manual and automated tasks. | FUNC55 |

2. Return Processing Requirements

Return processing refers to any steps needed to perfect a return so it can be posted in the accounting systems. These steps include receiving, imaging, data capture, data validation, data matching, storage, banking, fraud detection, correspondence, noticing, and transmittal.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-59 | The EDR Proposed Solution must include a business configurable workflow and case management system that automates and integrates the reengineered Return Filing and Validation business processes including receiving, imaging, data capture, validation, duplicate matching, fraud, routing, storage, banking, correspondence, and noticing.<br><br>*Refer to the EDR Management Requirements, Section VI.D, for the scope of business process reengineering.* | FUNC57 |

a. Processing Tax Returns

In the following requirements, any reference to “tax returns” applies to all forms processed by FTB, including Personal Income Tax and Business Entity tax returns, fiduciary returns, information returns, schedules, withholding forms and credit applications.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-60 | The EDR Proposed Solution must process all tax returns regardless of filing method. | FUNC296 |
| F-61 | The EDR Proposed Solution must be capable of processing tax returns, including amended returns, for the current taxable year and a minimum of the previous five taxable years. | FUNC59 |
| F-62 | The EDR Proposed Solution must be capable of processing tax returns, including amended returns, for any older taxable year for which complete rules do not exist in the system. This will require minimal processing rules sufficient to accept a return and post it to TI or BETS. | FUNC60 |
| F-63 | The EDR Proposed Solution must process Personal Income Tax returns, including fiduciary returns, beginning with processing year 2014. | FUNC61 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-64 | The EDR Proposed Solution must process Business Entity tax returns beginning with processing year 2015. | FUNC62 |
| F-65 | The EDR Proposed Solution must process information returns and withholding forms beginning with processing year 2014. | FUNC63 |
| F-66 | The EDR Proposed Solution must be capable of processing tax returns individually and as part of a batch. | FUNC64 |
| F-67 | The EDR Proposed Solution must capture and retain a complete legal copy of each tax return as it was filed by the taxpayer. | FUNC65 |
| F-68 | The EDR Proposed Solution must capture and retain all corrections made to a tax return during return processing. | FUNC66 |
| F-69 | The EDR Proposed Solution must be able to derive missing return data, illegible return data, or both from historical return and third party data, based on business rules and data availability. | FUNC67 |
| F-70 | The EDR Proposed Solution must provide the ability to compare tax return data as filed to any related Filing Enforcement notice. | FUNC68 |
| F-71 | The EDR Proposed Solution must provide the ability to compare tax return data as filed to other pro forma returns including, but not limited to, ReadyReturn.<br><br>*Information about ReadyReturn can be found at http://www.ftb.ca.gov/readyReturn/index.asp* | FUNC69 |
| F-72 | The EDR Proposed Solution must rely on e-Gateway pre-validation rules that determine whether an electronically filed tax return meets minimum filing requirements.<br><br>*See Bidders' Library, E-File Prevalidation Information.* | FUNC70 |
| F-73 | The EDR Proposed Solution must be able to identify duplicate returns (for example, a paper tax return received after the taxpayer has already filed electronically). | FUNC71 |
| F-74 | The EDR Proposed Solution must include delivery validation rules that reject tax returns and correspondence that were not intended for FTB (for example, Internal Revenue Service forms delivered to FTB). | FUNC72 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-75 | The EDR Proposed Solution must store both the actual date a tax return was received by FTB, and the effective date of receipt. For paper-filed tax returns the date actually received may not be the same as the date the return data was captured electronically, and it must be distinguished from the effective date (for example, postmark date). | FUNC73 |
| F-76 | The EDR Proposed Solution must assign a unique identifier (for example, Document Locater Number) to every tax return. | FUNC74 |
| F-77 | If FTB receives correspondence that contains multiple returns, multiple payments, or both. The EDR Proposed Solution must provide the ability to separate and process each return and payment. For example, correspondence may include copies of tax returns, “live” tax returns that require processing, returns for separate years or taxpayers, federal returns, and payments. | FUNC173 |
| F-78 | The EDR Proposed Solution must match entity information from a tax return to data in the system to determine if the entity already exists in the accounting systems (BETS and TI). | FUNC75 |
| F-79 | If a tax return cannot be matched to an existing entity, the EDR Proposed Solution must automatically route the tax return to the process for creating an entity. New entities may be automatically created only under limited circumstances; in many cases, the decision to create a new entity will require manual intervention. | FUNC76 |
| F-80 | The EDR Proposed Solution must compare the address on a tax return to the address of record to determine if the address of record should be updated. Addresses may be automatically updated only under limited circumstances; in many cases, the decision to update an address will require manual intervention. | FUNC77 |
| F-81 | When the address on a tax return does not match the address of record, the EDR Proposed Solution must automatically route the tax return to the process for updating the address. | FUNC78 |
| F-82 | The EDR Proposed Solution must identify tax returns with errors by performing calculations and comparisons using Priority 1 tax return data, FTB enterprise data, and third party data.<br><br>*See the Bidders’ Library:*<br>• *Priority 1 Data*<br>• *Current Third Party Data* | FUNC79 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-83 | The EDR Proposed Solution must identify tax returns with payment discrepancies by comparing reported payments and credits to FTB payment records and third party data. | FUNC80 |
| F-84 | When the EDR Proposed Solution identifies an error or discrepancy, it must automatically route the tax return to a work queue for resolution based on business rules. | FUNC81 |
| F-85 | The EDR Proposed Solution must provide the ability to prioritize and assign workloads based on factors including staff availability, skill sets and exception issues. | FUNC82 |
| F-86 | The EDR Proposed Solution must identify tax returns with potential fraud discrepancies based on business rules using enterprise data. | FUNC83 |
| F-87 | When potential fraud is identified, the EDR Proposed Solution must automatically route the tax return to the EDR's case management component or the process for fraud referrals. | FUNC84 |
| F-88 | The EDR Proposed Solution must provide the ability to group multiple tax return records by common characteristics. For example, to identify, track and resolve tax returns with common fraud characteristics such as the same tax preparer and issue. | FUNC86 |
| F-89 | The EDR Proposed Solution must provide the ability to remove a tax return from a work queue, batch, or both and process it on a priority basis. | FUNC87 |

b. Processing Payments

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-90 | The EDR Proposed Solution must integrate reengineered payment processing methods with existing payment processing hardware and software.<br><br>*See Bidders' Library, Imaging Hardware and Software.* | FUNC88 |
| F-91 | The EDR Proposed Solution must ensure payments are deposited on the same day as received, consistent with current banking procedures. For example, all physical payments must leave the building by 1:30 PM, Pacific Time, for bank deposit. | FUNC541 |
| F-92 | Payments made online must enter the payment processing workflow for association to a taxpayer or other entity. | FUNC89 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-93 | Credit card payments must enter the payment processing workflow for association to a taxpayer or other entity. | FUNC90 |
| F-94 | The EDR Proposed Solution must rely on existing pre-validation rules that determine whether an electronic payment is valid. | FUNC91 |
| F-95 | The EDR Proposed Solution must include delivery validation rules that reject payments that were not intended for FTB (for example, utility bills and Internal Revenue Service payments). | FUNC92 |
| F-96 | The EDR Proposed Solution must be able to identify potential duplicate electronic payments (for example, when an electronic payment is sent multiple times). | FUNC93 |
| F-97 | The EDR Proposed Solution must electronically capture all documents received with a payment so they can be used to correctly associate payments to a taxpayer or other entity. | FUNC94 |
| F-98 | The EDR Proposed Solution must associate all documents received with a payment to the payment and to the taxpayer or other entity for which the payment was made. | FUNC95 |
| F-99 | For direct debit payments, the EDR Proposed Solution must capture all electronic payment information from the financial institution. Legal and policy decisions will determine how bank routing information can be used. | FUNC96 |
| F-100 | The EDR Proposed Solution must store the actual date a payment was received by FTB and the effective date based on business rules. | FUNC97 |
| F-101 | The EDR Proposed Solution must assign payments a unique identifier for tracking and viewing purposes. | FUNC98 |
| F-102 | The EDR Proposed Solution must match entity information from a payment or payment information to data in the system to determine if the entity already exists in the accounting systems (BETS and TI). | FUNC99 |
| F-103 | When the EDR Proposed Solution cannot immediately associate a payment to a taxpayer or other entity, it must automatically route that case to a work queue for resolution based on business rules. | FUNC100 |
| F-104 | The EDR Proposed Solution must provide the ability to deposit, process, and track valid FTB payments received even if the payment cannot be immediately associated to a taxpayer or other entity. | FUNC101 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-105 | The EDR Proposed Solution must compare the address on a payment or payment information to the address of record to determine if the address of record should be updated. | FUNC102 |
| F-106 | When the address on a payment or payment information does not match the address of record, the EDR Proposed Solution must automatically route the payment record to the process for updating the address. | FUNC103 |
| F-107 | The EDR Proposed Solution must determine whether a payment is valid (for example, must be U.S. currency). | FUNC104 |
| F-108 | The EDR Proposed Solution must use business rules to determine how to apply a payment. For example, applying payments from a garnishment or lien to the taxable years listed on the garnishment or lien, applying payments based on taxpayer instructions, and applying payments to the oldest balance due first. | FUNC105 |
| F-109 | If a payment cannot be automatically processed using business rules, the EDR Proposed Solution must automatically route that payment and payment information to a work queue for resolution based on business rules. | FUNC106 |
| F-110 | The EDR Proposed Solution must be able to return payments to the sender when they are invalid or cannot be associated to a taxpayer or other entity. | FUNC107 |
| F-111 | The EDR Proposed Solution must be capable of processing payments individually and as part of a batch. | FUNC108 |
| F-112 | The EDR Proposed Solution must provide the ability to remove a payment from a work queue, batch, or both and process it on a priority basis. | FUNC109 |

c. Case Management

As a result of return processing, payment processing, or fraud detection, some tax returns will “fall out” and require additional levels of work. This document uses the term “case” to distinguish the information associated with fall out work from the tax return data record. For example, to start working on a tax return the user would create a case.

All the functional requirements related to working a case are included in this section and collectively referenced as the “case management component.”

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-113 | The EDR Proposed Solution must provide a case management component to document and resolve return processing exceptions, payment processing exceptions, potential fraud cases and Business Entity claim tracking. | FUNC110 |
| F-114 | When tax returns, payments, or claims are routed to work queues, the EDR Proposed Solution must provide the ability to create a case or reroute it to another work queue. | FUNC111 |
| F-115 | The EDR Proposed Solution must provide the ability to create cases by selecting tax returns, payments, and claims from work queues. | FUNC112 |
| F-116 | The EDR Proposed Solution must provide the ability to reopen a case that was resolved to perform additional post-processing work. | FUNC113 |
| F-117 | The EDR Proposed Solution must provide the ability to identify, select, and route cases based on the results of post-processing queries against the Enterprise Data Warehouse. | FUNC114 |
| F-118 | The EDR Proposed Solution must provide the ability to identify, select, and route cases based on the results of data mining in the Enterprise Data Warehouse. | FUNC115 |
| F-119 | The EDR Proposed Solution must provide the ability to manually create cases (for example, based on employee referral during return processing). | FUNC85 |
| F-120 | The EDR Proposed Solution must include the ability to create and send correspondence to taxpayers and third parties from the case management component. | FUNC116 |
| F-121 | The EDR case management component must provide the ability to create cases based on the results of queries against the Enterprise Data Warehouse. | FUNC117 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-122 | The EDR case management component must provide the ability to send correspondence using EDR's notification processes or by printing locally. | FUNC118 |
| F-123 | The EDR case management component must provide the ability to send bulk mailings to multiple entities including the ability to populate data for each entity. For example, send the same letter to returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or returns where the taxpayer and CDC provider have the same address. | FUNC119 |
| F-124 | The EDR case management component must include the ability to record actions taken on the case including, the actor, the date, the action taken, and comments. | FUNC120 |
| F-125 | The EDR case management component must include the ability to initiate EDR's notification processes. | FUNC121 |
| F-126 | The EDR case management component must include the ability to view and compare data from all sources contained within the Enterprise Data Warehouse. | FUNC122 |
| F-127 | The EDR case management component must allow users to retrieve data matching the open case with a single action (for example, key-stroke or button-click). | FUNC123 |
| F-128 | The EDR case management component must include review and release functions at the task, work product and case levels. For example, a return may need review at multiple steps during return processing based on rules (routine, complex, "over $10K"). | FUNC124 |
| F-129 | The EDR case management component must allow reviewers to provide electronic comments to a user on a specific case. | FUNC125 |
| F-130 | The EDR case management component must manage review levels and workflow based on business rules. | FUNC126 |
| F-131 | The EDR case management component must allow an authorized user to change the level of review required for a specific user. | FUNC127 |
| F-132 | The EDR case management component must provide the ability for a user to request review on a specific case. | FUNC128 |
| F-133 | The EDR case management component must allow users to retrieve a case they released from their work queue within a specified time period governed by business rules. For example, to self-correct errors. | FUNC129 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-134 | The EDR Proposed Solution must provide real-time resumption of business rules whenever a Personal Income Tax or Business Entity return or payment processing change is made. | FUNC130 |
| F-135 | The EDR Proposed Solution must provide the ability to resolve any return processing exceptions and finish processing the return while retaining the same return as a potential fraud case. | FUNC131 |
| F-136 | The EDR Proposed Solution must provide the ability to interrupt return processing based on business rules (for example, fraud, waiting for fourth quarter withholding from the Employment Development Department, and policy decisions). Interruption rules must allow a complete stop to processing, or a bypass of certain rules. | FUNC132 |
| F-137 | The EDR Proposed Solution must provide the ability to complete return processing and place a hold on issuing a refund. | FUNC133 |
| F-138 | The EDR Proposed Solution must allow users to place processing holds on single tax returns or on multiple returns based on business rules. | FUNC134 |
| F-139 | The EDR Proposed Solution must provide the ability to apply the same change to multiple tax returns or payments at the same time. For example, make changes to returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address. | FUNC135 |
| F-140 | The EDR Proposed Solution must combine multiple tax returns, multiple payments, or both for a single entity into a single case. | FUNC136 |
| F-141 | The EDR Proposed Solution must combine related Limited Liability Company (LLC) returns (for example, LLC Series) into a single case. | FUNC137 |
| F-142 | The EDR Proposed Solution must provide the ability to group multiple tax return or payment records by common characteristics. For example, group returns that meet specified criteria, such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address, into a single case. | FUNC138 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-143 | The EDR Proposed Solution must provide the ability to review and release multiple tax return or payment records at the same time. For example, release returns that meet specified criteria such as questionable Child and Dependent Care (CDC) claims, or taxpayer and CDC provider have the same address. | FUNC519 |
| F-144 | The EDR Proposed Solution must provide the ability to distinguish between FTB errors and taxpayer errors. | FUNC139 |
| F-145 | The EDR Proposed Solution must track metrics on corrections made including the total number of events by taxable year, type of correction, and amount corrected. | FUNC140 |
| F-146 | The EDR Proposed Solution must provide the ability to refer cases to external workgroups including, Legal, Investigations, Audit, Advocates Office, and Frivolous Activity Non-filer (FAN) with a referral reason. Case management functions for external workgroups is outside of EDR scope, but users need the ability to make referrals. | FUNC141 |
| F-147 | When a tax return or payment is validated, the EDR Proposed Solution must automatically close the case and open the next item in the work queue. | FUNC142 |

3. Correspondence Requirements

In Functional Requirements the term “notice” refers to any FTB communication that constitutes due process, denotes the official final action of a case, or provides taxpayers with other legal rights. Types of notices include Notice of Proposed Assessment, Return Information Notice, Statement of Tax Due, and Final Notice Before Levy. The term “correspondence” refers to any other FTB written communication during the course of resolving an issue or case.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-148 | The EDR Proposed Solution must integrate with the reengineered FTB business processes for mail handling and archiving correspondence. | FUNC144 |
| F-149 | The EDR Proposed Solution must integrate reengineered processes with enterprise scanning hardware and software.<br><br>*See Bidders’ Library, Imaging Hardware and Software* | FUNC145 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-150 | The EDR Proposed Solution must integrate with EDR's notification processes to track and associate correspondence and protests to their related notices. | FUNC146 |
| F-151 | The EDR Proposed Solution must integrate correspondence with the EDR case management component. | FUNC147 |
| F-152 | The EDR Proposed Solution must support automated management of FTB data retention policies.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC148 |
| F-153 | The EDR Proposed Solution must provide the ability to retain selected correspondence beyond the normal retention period.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC361 |

a. Capturing and Storing Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-154 | The EDR Proposed Solution must support the transformation of paper correspondence to electronic format. | FUNC150 |
| F-155 | The EDR Proposed Solution must provide the ability to capture and store multiple content types such that the files could be viewed (or listened to) by FTB staff. For example, FTB currently receives PDF, Word documents, Excel spreadsheets, images (TIFF and jpg.), emails, faxes (received by machine or Faxination), WordPerfect, QuickBooks, Turbo Tax, Quicken, Visio, Access, audio files (MP3), and video files (.avi, and .mov). | FUNC151 |
| F-156 | The EDR Proposed Solution must provide the ability to capture and store correspondence received on compact disks, flash drives, hard drives, and diskettes. | FUNC152 |
| F-157 | The EDR Proposed Solution must provide scanning of all inbound tax-related paper correspondence including attachments. | FUNC153 |
| F-158 | The EDR Proposed Solution must capture and store electronic copies of all correspondence generated through the EDR case management component.<br><br>*See Taxpayer Folder requirements in Section VI.B.6 for corresponding display requirements*. | FUNC154 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-159 | The EDR Proposed Solution must capture and store electronic copies of all correspondence generated through the INC system's case management.<br><br>*See Taxpayer Folder requirements in Section VI.B.6 for corresponding display requirements*. | FUNC155 |
| F-160 | The EDR Proposed Solution must be able to provide visual representations of electronic and paper correspondence. | FUNC156 |
| F-161 | The EDR Proposed Solution must ensure that all tax-related correspondence received is retrievable and printable for future reference. | FUNC157 |
| F-162 | The EDR Proposed Solution must capture and store electronic copies of all correspondence sent through EDR's notification processes. | FUNC158 |
| F-163 | The EDR Proposed Solution must provide the ability to store correspondence translations generated by FTB. For example, FTB employs bilingual individuals who perform translations of individual correspondence as needed. | FUNC159 |

b. Handling Inbound Correspondence

Requirements for sending correspondence are included in the Notification Process Requirements.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-164 | The EDR Proposed Solution must associate correspondence with an entity such as a taxpayer, a context such as a return validation case or document, and other forms of classifications such as categories and types. | FUNC160 |
| F-165 | When FTB identifies an incorrect association or correspondence to an entity, the EDR Proposed Solution must provide the ability to correct the association and maintain the history as an audit trail. | FUNC161 |
| F-166 | When a correspondence association is corrected, the EDR Proposed Solution must identify potential unauthorized access or disclosure that may have occurred. | FUNC162 |
| F-167 | The EDR Proposed Solution must have a resolution process when correspondence cannot be automatically associated with an entity. | FUNC163 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-168 | The EDR Proposed Solution must provide a review function before FTB posts inbound correspondence to the Taxpayer Folder. | FUNC164 |
| F-169 | The EDR Proposed Solution must assign a unique identifier (for example, Document Locator Number) to every piece of correspondence received. | FUNC165 |
| F-170 | The EDR Proposed Solution must associate correspondence received via the Taxpayer Folder with the related taxpayer, related return validation case, or both. | FUNC166 |
| F-171 | The EDR Proposed Solution must provide the ability to notify a FTB staff person or work group that correspondence has been received based on business rules. More than one FTB staff person may need this notification. | FUNC167 |
| F-172 | The EDR Proposed Solution must provide the ability to route electronic copies of correspondence to a work queue or staff person based on business rules. | FUNC168 |
| F-173 | The EDR Proposed Solution must record the date and time correspondence was received by FTB. | FUNC169 |
| F-174 | The EDR Proposed Solution must include validation rules that ensure electronic correspondence sent from external users to FTB via the Taxpayer Folder meets minimum requirements. | FUNC170 |
| F-175 | The EDR Proposed Solution must include delivery validation rules that reject correspondence that was not intended for FTB (for example, Internal Revenue Service correspondence delivered to FTB). | FUNC171 |
| F-176 | If a single piece of correspondence is determined to be two or more separate pieces, the EDR Proposed Solution must provide the ability to split the record into unique records that can be tracked and routed separately. | FUNC172 |
| F-177 | If correspondence that is split contains a tax return or payment, the EDR Proposed Solution must provide the ability to route it to the correct process flow. For example, correspondence may include copies of tax returns, “live” tax returns that require processing, returns for separate years or taxpayers, federal returns, and payments. | FUNC174 |

4. Contact Management Requirements

a. Creating New Entities

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-178 | The EDR Proposed Solution must provide the ability to automatically create new entities based on business rules in the return processing workflow when the confidence level is at an established level. | FUNC175 |
| F-179 | The EDR Proposed Solution must prevent automated creation of a new entity with an incorrect Business Entity ID or Social Security Number. | FUNC176 |
| F-180 | The EDR Proposed Solution must provide the ability for internal users to manually create new entities through the Taxpayer Folder and the return processing user interface. For example, users handling taxpayer phone calls, correspondence and Filing Enforcement cases will create new entities through the Taxpayer Folder, while users working payment and return processing exceptions will use the return processing user interface. | FUNC177 |
| F-181 | The EDR Proposed Solution must allow users to enter comments when manually creating an entity. | FUNC178 |
| F-182 | To create a new entity, the EDR Proposed Solution must require data that is compatible with, but not limited to, BETS and TI system requirements. For example, EDR will capture the complete trust name, but it must be truncated when posted to TI. | FUNC179 |
| F-183 | The EDR Proposed Solution must validate that no matching entity currently exists. | FUNC180 |
| F-184 | The EDR Proposed Solution must ensure that every entity has a unique primary identifier. | FUNC181 |
| F-185 | The EDR Proposed Solution must alert users to potential matching entities or duplicates. | FUNC182 |
| F-186 | When the EDR Proposed Solution has identified potential matches, it must provide users with the option to select one of them instead of creating a new entity. | FUNC183 |
| F-187 | The EDR Proposed Solution must make new entity records available to the return processing workflow and the Enterprise Data Warehouse in real-time. | FUNC184 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-188 | The EDR Proposed Solution must provide the ability to review new entities. | FUNC185 |
| F-189 | The EDR Proposed Solution must allow a pending new entity to be routed to an auditor for clarification of data (for example, determination of whether the entity is a Limited Liability Company or a Limited Liability Partnership, or determination of the applicable BETS system class code). | FUNC186 |

b. Managing ID Numbers

FTB deals with a variety of ID numbers including Social Security Number (SSN), California Corporation Number (CCN), and Federal Employer Identification Number (FEIN).

Currently when an ID number (for example, SSN, CCN) is already in use, the accounting systems assign a Taxpayer ID (TPID) for FTB use. As a result, a taxpayer's account may not be under their valid SSN (or CCN) and another taxpayer's information may be under their SSN (or CCN). This also complicates FTB's ability to match records. The following requirements are intended to improve data quality in the area of taxpayer IDs.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-190 | The EDR Proposed Solution must keep a record of aliases used by an entity including names and taxpayer IDs. | FUNC187 |
| F-191 | The EDR Proposed Solution must provide the ability for internal users to change a taxpayer's primary entity ID to the verified, correct ID (for example, Social Security Number, California Corporation Number, or Federal Employer ID Number). | FUNC188 |
| F-192 | When a taxpayer's primary entity ID is changed, the EDR Proposed Solution must automatically record the previous primary ID as an alias for that taxpayer. | FUNC189 |
| F-193 | If a taxpayer's verified, correct ID (for example, Social Security Number (SSN), California Corporation Number, Federal Employer ID Number) is already in use by another entity, the EDR Proposed Solution must replace the other entity's primary ID with an FTB ID, and keep the incorrectly used ID (for example, SSN) as an alias for the other (incorrect) entity. | FUNC190 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-194 | The EDR Proposed Solution must distinguish valid Federal Employer ID Numbers (FEIN) from valid Social Security Numbers (SSN) even if a valid SSN has the same number. For example, FEINs are the same length as SSNs (9 digits) and a valid FEIN can coincidentally be the same as a valid SSN. TI contains entities with both types of ID. Currently, if TI already has an account with the number, a TPID is issued and there is no way to identify that the FEIN is valid. | FUNC191 |
| F-195 | The EDR Proposed Solution for handling aliases and changes in ID must not require any change to the BETS or TI systems. | FUNC192 |
| F-196 | The EDR Proposed Solution for handling aliases and changes in ID must provide the ability to review and approve ID changes. | FUNC522 |
| F-197 | The EDR Proposed Solution must allow users to search for ID of any type or length from a single location (the Taxpayer Folder). For example, different types of entities and IDs are in different systems. Users need to be able to search for an ID to determine which system(s) contain records for that entity. | FUNC193 |

c. Storing Contact Information

References to “related third parties” include any third party with an established relationship to a taxpayer for a specific taxable year. Currently this could include: spouse, registered domestic partner, power of attorney, third party designee, tax professional, subsidiaries, partners in a partnership, employer, payer, limited liability company members, group return members, assumer or transferee, or withhold agent. As business develops and changes, there may be additional types of related third parties.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-198 | The EDR Proposed Solution must create one system of record that stores and manages contact information and taxpayer preferences including:<br>• Taxpayer Name (including prior names and aliases)<br>• “Care of” information (for example, fiduciary information such as trustee, executor, and guardian)<br>• Identification numbers (including prior, incorrect, or both)<br>• ID Type (the BETS or TI systems currently include the following ID types: SSN, FTBID, TPID, CA Corp ID, FEIN, BEAN, SEIN, SOSP, SOSL, ITIN, P/C, Temp and Unknown)<br>• Physical address<br>• Mailing address<br>• Private mail box<br>• Phone numbers (for example, home, work, and cell)<br>• E-mail address<br>• Contact and delivery preferences<br>• Source of information<br>• Returned mail indicator | FUNC194 |
| F-199 | For taxpayer name, the EDR Proposed Solution must provide two lines of 35 characters each (for a total of 70 characters) to accommodate extended entries (for example, for estates, trusts, Doing Business As, and group returns). | FUNC195 |
| F-200 | The EDR Proposed Solution must link to addresses for related third parties. | FUNC196 |
| F-201 | The EDR Proposed Solution must capture and record detailed address and contact information, automatically and manually. | FUNC197 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-202 | The EDR Proposed Solution must be able to store multiple addresses for a single entity. | FUNC198 |
| F-203 | The EDR Proposed Solution must automatically and manually document related third party contact information. | FUNC199 |
| F-204 | The EDR Proposed Solution must make new and updated addresses available in real- time. | FUNC200 |
| F-205 | The EDR Proposed Solution must automatically capture and store contact information received as part of the EDR workflows, including return processing, payment processing, and correspondence processing. | FUNC201 |
| F-206 | The EDR Proposed Solution must store contact history including valid begin and end dates, past addresses, status and source information. | FUNC202 |
| F-207 | The EDR Proposed Solution must provide a view that identifies related third parties and their association to the taxpayer. | FUNC203 |
| F-208 | The EDR Proposed Solution must have the capability to store foreign addresses. | FUNC204 |
| F-209 | The EDR Proposed Solution must match taxpayer addresses to property tax records in the Enterprise Data Warehouse and display ownership data, including owner, county and property value. | FUNC205 |
| F-210 | The EDR Proposed Solution must provide the ability to set contact indicators for circumstances including disaster areas and deployment to a combat zone. | FUNC523 |
| F-211 | The EDR Proposed Solution must provide the ability to apply disaster area indicators down to the delivery point (specific street address) based on the designated county or zip code. | FUNC206 |
| F-212 | The EDR Proposed Solution must provide the ability to designate a valid begin and end date for informational indicators. | FUNC207 |
| F-213 | The EDR Proposed Solution must interface with the TI and BETS systems to provide them with the most current address based on business rules. | FUNC467 |

d. Validating Contact Information

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-214 | When an address is created manually, the EDR Proposed Solution must require the user to complete the minimum standard fields for contact and address information before continuing, and prompt the user for optional information. | FUNC208 |
| F-215 | The EDR Proposed Solution must apply business edit rules as information is entered into the system (for example, the zip code must have five digits plus four) either by external interfaces or users. | FUNC209 |
| F-216 | The EDR Proposed Solution must validate U.S. addresses using U.S. Postal Service data. | FUNC210 |
| F-217 | Where a country has standardized addresses, the EDR Proposed Solution must provide validation rules for foreign addresses. | FUNC211 |
| F-218 | The EDR Proposed Solution must allow for the addition of contact information including addresses new to the U.S. Postal Service system and foreign addresses. | FUNC212 |
| F-219 | The EDR Proposed Solution must automatically update telephone area codes and zip codes when FTB receives new area code and zip code data. | FUNC213 |
| F-220 | The EDR Proposed Solution must standardize address information received from third party sources and match it to FTB entity information. | FUNC214 |

e. Updating Contact Information

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-221 | The EDR Proposed Solution must provide the ability to update contact information including all items listed in F-198 (FUNC194). | FUNC215 |
| F-222 | The EDR Proposed Solution must allow external users to select different contact preferences for different types of communication (for example, receive bills by email, but continue to receive paper notices). Some contact preferences may be subject to additional policies and procedures (for example, email contact would require the taxpayer to accept FTB terms and conditions). | FUNC460 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-223 | The EDR Proposed Solution must require that the taxpayer provide an email address if they specify email as the preferred delivery method. | FUNC463 |
| F-224 | The EDR Proposed Solution must limit address updates to current addresses. FTB will be storing address history, but the update function is only needed on current records. | FUNC216 |
| F-225 | The EDR Proposed Solution must store the history of contact information updates including a date and time stamp, user or system, source, and reason for each update. Some information must not be viewable by external users (for example, internal user and system information). | FUNC217 |
| F-226 | The EDR Proposed Solution must prevent multiple users from updating contact information at the same time and provide the updating user's contact information. | FUNC218 |
| F-227 | The EDR Proposed Solution must allow multiple individuals to view contact information (for example, the same customer screen) at the same time. | FUNC219 |
| F-228 | The EDR Proposed Solution must provide the ability to request additional contact information from the Locate service. | FUNC220 |
| F-229 | The EDR Proposed Solution must update contact information based on information received from the Locate service. | FUNC221 |
| F-230 | When an address is incorrect (for example, returned mail), the EDR Proposed Solution must provide the ability to perform automated address searches using the Locate function to add or change addresses before printing and mailing of subsequent correspondence or notices. Business rules will determine when the Locate function is used. For example, notices that require due process are subject to legal constraints governing address and delivery method. | FUNC222 |
| F-231 | The EDR Proposed Solution must provide the ability to manually and automatically add a forwarding address from the National Change of Address Service (NCOA) or returned mail with forwarding contact information. | FUNC223 |

f. Handling Returned or Undeliverable Communications

The following requirements apply to communications sent by any delivery method including U.S. Postal Service, email, text message, and fax.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-232 | The EDR Proposed Solution must provide the ability to identify when communication sent to a specific address has been returned or is undeliverable. | FUNC224 |
| F-233 | Based on business rules set when correspondence is created, the EDR Proposed Solution must provide the ability to take specific action on returned or undeliverable communications. For example, a rule may be set to notify a user when communication is returned or undeliverable, or to have the case management system take a next action. | FUNC225 |
| F-234 | The EDR Proposed Solution must provide the ability for internal users to manually indicate invalid contact information. | FUNC226 |

g. Locate Service

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-235 | The EDR Proposed Solution must provide a Locate service with the ability to send requests for entity, contact or related third party information to third parties including Employment Development Department, Board of Equalization, Internal Revenue Service, Department of Motor Vehicles, the Secretary of State, occupational licensing boards (Consumer Affairs), and vendors. | FUNC229 |
| F-236 | The EDR Locate service must be able to categorize the different kinds of information needed (for example, address, Social Security Number, and Date of Birth) and request information from the most suitable partners and vendors based on business rules and information needs. | FUNC464 |
| F-237 | The EDR Locate service must be able to select from available vendors and partners based on business rules including the vendor or partner's reliability, validity and age of information. | FUNC230 |
| F-238 | The EDR Locate service must be able to determine the data and format that is required by the locate vendor or partner and format and adjust the locate request based on those requirements. | FUNC231 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-239 | The EDR Locate service must record the execution date of the vendor or partner contact information request and whether or not the request was successful. | FUNC468 |
| F-240 | The EDR Proposed Solution must determine the best address and next best address based on business rules. | FUNC227 |
| F-241 | The EDR Proposed Solution must use all available address data in the Enterprise Data Warehouse to determine the best address. | FUNC228 |
| F-242 | The EDR Proposed Solution must automatically receive updates from third parties as they receive new information and share it with FTB (for example, new employer addresses from the Employment Development Department). This proactive approach to locating new addresses will require FTB to establish data sharing interagency agreements. | FUNC232 |
| F-243 | The EDR Locate service must interface with the ARCS system to:<br>• Allow ARCS to request better addresses<br>• Send better addresses to ARCS<br><br>The ARCS system will continue to get and store the most current address from the TI and BETS systems (TI and BETS will get it from EDR Contact services). When the ARCS system address results in returned mail, ARCS will interface with the EDR Locate service to get a better address. Business rules will determine what actions or results are needed. The ARCS system will use addresses from the EDR Locate service to populate and send its notices, but will continue to rely on the TI and BETS systems for stored addresses. | FUNC469 |

5. Notification Requirements

In Functional Requirements the term “notice” refers to any FTB communication that constitutes due process, denotes the official final action of a case, or provides taxpayers with other legal rights. Notices include Notice of Proposed Assessment, Return Information Notice, Statement of Tax Due, and Final Notice Before Levy. The term “correspondence” refers to any other FTB written communication during the course of resolving an issue or case.

a. Making Return Adjustments

Return adjustments refer to any adjustments made to any tax return or its related liability at any point in time. These requirements are not limited to return validation adjustments; they include subsequent action by other FTB areas including Audit, Legal and Collections. The functions described in this section refer to the replacement of the PAWS user interface. PAWS is the current Personal Income Tax noticing system.

The BETS system will continue to issue and finalize Business Entity (BE) Notices of Proposed Assessment as it does currently. For BE notices, the functionality below is limited to making return adjustments needed for Return Information Notices and Statements of Tax Due issued during the return validation process.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-244 | The EDR Proposed Solution must include a return adjustment process that is integrated with the EDR case management component and also available to internal customers through the Taxpayer Folder. | FUNC297 |
| F-245 | The EDR return adjustment process must interface with EDR’s notification processes which will send the related notices. | FUNC298 |
| F-246 | The EDR return adjustment process must automatically accept return validation changes released from EDR’s case management component. | FUNC301 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-247 | For users outside the Return Validation area, the EDR return adjustment process must provide the ability to automatically populate the return adjustment process with return or account information, including:<br>• Taxable income<br>• Tax credits (refundable and nonrefundable)<br>• Tax liability<br>• Previously assessed tax liability<br>• Penalties<br>• Interest<br>• Withhold tax (from the WASS system)<br>• Non-resident apportionment percentage<br>• Payments (including withhold credits and estimate transfers)<br>• Fees (filing enforcement, lien, installment agreement, and collection cost recovery)<br>• Refunds issued<br>• Overpayment credits transferred<br><br>Not all data will apply to every template or notice type. | FUNC300 |
| F-248 | The EDR return adjustment process must provide the ability to validate or override any automatically populated account data. | FUNC302 |
| F-249 | The EDR return adjustment process must accommodate a minimum of 15-digit numbers for dollar amounts. Currently the PAWS application limits dollar amount to ten digits. This is not sufficient. | FUNC303 |
| F-250 | The EDR return adjustment process must correctly calculate tax, penalties, interest, credits, and other adjustments as defined by the California Revenue and Taxation Code, and defining case law. Tax law changes frequently include special handling for specific taxable years including amnesty programs and special interest rates. | FUNC304 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-251 | The EDR return adjustment process must calculate adjustments to Personal Income Tax and Business Entity liability including adjustments to:<br>• Income<br>• Limitations and phase outs (for example, itemized deductions, and exemption credits)<br>• Tax (including excess State Disability Insurance (SDI), use tax, Alternative Minimum Tax (AMT), annual tax, non-consenting non-resident members (NCNR) tax, withhold tax from the WASS system, and Limited Liability Company fees)<br>• Penalties<br>• Interest (including “2% interest”, interest recapture, suspension, abatement, and Avon interest)<br>• Credits (refundable and non-refundable)<br>• Credit and loss carryovers<br>• Application of payments (including suspense and offsets)<br>• Fees (including filing enforcement, lien, installment agreement, and collections cost recovery)<br>• Filing status<br>• Residency status<br>• Non-resident apportionment percentage<br>• Non-liable spouse<br>• Amended or corrected documents (for example, W-2 C) | FUNC305 |
| F-252 | The EDR return adjustment process must provide the ability to accommodate up to 100 adjustments of any type to a single return or taxpayer (for example, allow adjustments to income and filing status in the same notice). Currently the PAWS application limits income adjustments to ten items. This is not sufficient. | FUNC306 |
| F-253 | The EDR return adjustment process must have the ability to view return adjustments online or print a draft. | FUNC307 |
| F-254 | The EDR return adjustment process must have the ability to modify return adjustments during the review process. | FUNC308 |
| F-255 | The EDR Proposed Solution must provide the ability to set business rules and govern the review process (for example, based on balance due, staff characteristics, or notice type). | FUNC309 |

b. Notification Process

The BETS system will continue to send Business Entity (BE) Notices of Proposed Assessment as it does currently. For BE, the functionality below is limited to sending Return Information Notices and Statements of Tax Due issued during the return validation process, and sending validation-related correspondence.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-256 | The EDR Proposed Solution must provide enterprise notification processes that create notices and send notices and other outbound correspondence. | FUNC310 |
| F-257 | The EDR Proposed Solution must use business rules to create and send notices and correspondence including selection of:<br>• Notice type<br>• Template<br>• Taxable year<br>• Recipients and address type (for example, postal, email)<br>• Explanatory paragraphs and enclosures<br>• Mail preferences (for example, mail date, number of copies, print location, and special handling)<br>• Tracking information (for example, user, business area, and revenue codes)<br>• Fields to populate | FUNC311 |
| F-258 | The EDR Proposed Solution must replace current processes used to create, review, format, print, store, retrieve, view and finalize Personal Income Tax (PIT) notices and validation-related correspondence. The State will retire the PAWS user interface that is currently used to create PIT notices. In addition, some users will be transitioned off the ADCORR correspondence system. | FUNC312 |

c. Creating Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-259 | The EDR Proposed Solution must replace current processes used to create, review, format, print, store, retrieve, view and finalize Business Entity (BE) Return Information Notices, Statements of Tax Due, and validation-related correspondence. EDR's notification processes will not include BE Notices of Proposed Assessment. | FUNC525 |
| F-260 | The EDR Proposed Solution must have the ability to manually create notices, correspondence, and mailing inserts. | FUNC314 |
| F-261 | The EDR Proposed Solution must have the ability to automatically create notices and correspondence (including inserts) from the EDR case management system, and notices from the INC and automated audit systems. Creating correspondence is limited to the EDR case management component. | FUNC313 |
| F-262 | The EDR Proposed Solution must associate notices and correspondence to the taxpayer and taxable year, and Return Validation case with which they are associated. | FUNC315 |
| F-263 | The EDR Proposed Solution must provide the ability to use business rules to determine the notice type, template and pre-defined language to produce the required notice, correspondence and inserts. | FUNC316 |
| F-264 | The EDR Proposed Solution must provide templates that include standard headers, footers, and language. | FUNC317 |
| F-265 | The EDR Proposed Solution must provide the ability for users to modify standard language included in templates. | FUNC318 |
| F-266 | The EDR Proposed Solution must provide the ability to produce notices and correspondence up to 100 pages in length. | FUNC319 |
| F-267 | The EDR Proposed Solution must allow users to search the text of available pre-defined language to select paragraphs to insert in the notice or correspondence. | FUNC320 |
| F-268 | The EDR Proposed Solution must allow users to modify standard paragraphs that are inserted into the notice or correspondence. | FUNC321 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-269 | The EDR Proposed Solution must provide the ability to automatically populate standard correspondence and notices with taxpayer demographic information including:<br>• Name (including extended names for estates, trusts, Doing Business As, and group returns)<br>• Mailing address<br>• Taxpayer ID (must be FTB ID for Personal Income Tax taxpayers)<br>• Non-liable spouse format<br>• “Care of” information<br>• “Cc” information | FUNC322 |
| F-270 | The EDR Proposed Solution must provide the ability to automatically populate standard correspondence and notices with FTB information, including:<br>• Contact information<br>• Tracking information (for example, payroll unit code, revenue code, issue code, and maker)<br>• Dates (for example, respond by, protest, appeal, interest, and payment due) | FUNC323 |
| F-271 | The EDR Proposed Solution must provide the ability to automatically populate return processing notices with return line items as filed and as corrected. | FUNC324 |
| F-272 | The EDR Proposed Solution must have the ability to select multiple recipients based on relationships stored in EDR’s contact management component (for example, stakeholders, assumers, and power of attorney). | FUNC325 |
| F-273 | The EDR Proposed Solution must enforce third party authorization based on power of attorney and third party designee data. | FUNC526 |
| F-274 | The EDR Proposed Solution must have the ability to select addresses from the contact management component based on business rules (for example, home as well as business). | FUNC326 |
| F-275 | The EDR Proposed Solution must have the ability to issue, update and consolidate multiple taxable years on one notice or piece of correspondence. | FUNC327 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-276 | The EDR Proposed Solution must have the ability to create or change multiple notices or pieces of correspondence at the same time, including notices or correspondence to multiple taxpayers and notices or correspondence for multiple taxable years. | FUNC328 |
| F-277 | The EDR Proposed Solution must have the ability to recognize the partial and non-liable spouse (P-NLS and NLS) indicators on the TI system and correctly handle related notices. For example, for joint taxable years, if partial innocent spouse relief is allowed to one spouse, separate notices must be issued to each spouse. The notice showing the balance due for the "innocent" spouse would be reduced pursuant to the allowed relief; however, the notice showing the balance due for the other spouse would reflect the entire liability. In addition, even though joint filers for that taxable year, the notices are not provided to the other spouse. | FUNC329 |
| F-278 | The EDR Proposed Solution must have the ability to send attachments (for example, tax return, a certain page of a tax return, and schedules) with notices or correspondence in a format that matches the delivery method (for example, electronic or paper). | FUNC330 |
| F-279 | The EDR Proposed Solution must provide data entry validation when notices or correspondence are created (for example, alert user of duplicate notice, or statute of limitations). | FUNC331 |
| F-280 | The EDR Proposed Solution must have the ability to input permanent comments and temporary notes when creating a notice. | FUNC332 |
| F-281 | The EDR Proposed Solution must have the ability to populate FTB ID on all Personal Income Tax notices and correspondence (per SB25).<br><br>*See Bidders' Library, SB25 SSN Privacy.* | FUNC333 |
| F-282 | The EDR Proposed Solution must provide the ability to specify rules for processing responses to individual notices or pieces of correspondence, including routing to a work queue, notifying a staff person, or applying a set of rules. | FUNC334 |
| F-283 | The EDR Proposed Solution must provide the ability to specify rules for processing returned mail, including routing to a work queue, notifying a staff person, or applying a set of rules. | FUNC335 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-284 | The EDR Proposed Solution must provide basic word processing features including word wrap, spell check, grammar check, copy, cut, paste, and tables. | FUNC336 |
| F-285 | The EDR Proposed Solution must have the ability to initiate notices or correspondence and enter a later mail date to "delay" the send date (for example, to allow for review). | FUNC337 |

d. Reviewing Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-286 | The EDR Proposed Solution must have the ability to view notices or correspondence online or print a draft prior to sending. | FUNC338 |
| F-287 | The EDR Proposed Solution must have the ability to modify notices or correspondence after it is created, but prior to sending. | FUNC339 |
| F-288 | The EDR Proposed Solution must provide the ability to set business rules and govern the review process (for example, based on balance due, staff characteristics, or notice type). | FUNC340 |

e. Sending Notices or Correspondence

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-289 | The EDR Proposed Solution must assign unique identifiers (for example, Document Locator Number) to all correspondence, notices, statements, forms, and other documents sent via EDR's notification processes. | FUNC341 |
| F-290 | Before sending correspondence or notices, the EDR Proposed Solution must verify:<br>• FTB ID number<br>• Balance<br>• Address<br>• Name<br>• Payments and credits<br>• Calculation of tax, interest and penalties<br>• Returns received<br>• Other adjustment data | FUNC344 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-291 | The EDR Proposed Solution must communicate with EDR's contact management component to obtain the best address consistent with business rules. | FUNC345 |
| F-292 | The EDR Proposed Solution must allow authorized users the ability to suppress the sending of outgoing correspondence, notices, statements, or forms, to groups, individuals, or both, due to customer characteristics or special circumstances based on business rules (for example, military personnel in a combat zone or holiday moratorium). | FUNC346 |
| F-293 | The EDR Proposed Solution must provide the ability to prevent sending notices to addresses located in a disaster area based on information in EDR's contact management component. | FUNC347 |
| F-294 | The EDR Proposed Solution must provide information to users that a notice cannot go to a disaster area, or is delayed for a holiday moratorium until a certain date. | FUNC348 |
| F-295 | When the send notification function is automatically suppressed, the EDR Proposed Solution must provide the ability to manually override the suppression. | FUNC349 |
| F-296 | The EDR Proposed Solution must provide the ability to automatically or manually adjust the mailing schedule and throttle correspondence and notices (for example, a large backlog due to a staff shortage). | FUNC350 |
| F-297 | The EDR Proposed Solution must have the ability to have a list of inserts automatically added to the bottom of the notice. | FUNC351 |
| F-298 | The EDR Proposed Solution must have the ability to use EDR's notification processes to send items to an assumer or transferee. | FUNC352 |
| F-299 | The EDR Proposed Solution must have the ability to make a tax change or adjustment against an assumer or transferee in lieu of a dissolved corporation. | FUNC353 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-300 | The EDR Proposed Solution must provide the ability to send the following types of notices:<br>• Personal Income Tax (PIT) and Business Entity (BE) Return Information Notices<br>• PIT and BE Statements of Tax Due<br>• PIT Notices of Proposed Assessment<br>• PIT Notices of Action (Affirmation, Withdrawal or Revision)<br>• PIT Notices of Determination on Appeal<br>• PIT Notices of Determination on Interest Abatement<br>• PIT Claim Denials (including Partial Claim Denials)<br>• PIT Notices of Proposed Over Assessments (including offsets)<br>• PIT Notices of Revision (Withdrawal or Revision)<br>• PIT Notice of Proposed Assessment<br>• Notices of Proposed Assessment Carryover Adjustment (credit and loss carryover adjustments)<br><br>PIT notices include notices from EDR's case management component, entered through the user interface, received from the INC system, and received from the Audit applications. | FUNC354 |
| F-301 | The EDR Proposed Solution must provide the ability to issue a notice with a zero balance. | FUNC355 |
| F-302 | The EDR Proposed Solution must correlate related documents into a single mailing. For example, a notice and any attachments must be sent in a single envelope. | FUNC356 |
| F-303 | The EDR Proposed Solution must identify accounts that require special handling both automatically and manually based on business rules. For example, users may specify that correspondence be sent by certified mail. | FUNC357 |
| F-304 | The EDR Proposed Solution must automatically capture and store correspondence, notices, statements and forms sent to taxpayers through EDR's notification processes. | FUNC358 |
| F-305 | The EDR Proposed Solution must record the date and time notices and correspondence are sent. | FUNC359 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-306 | The EDR Proposed Solution must provide the ability to send notification to taxpayers (for example, correspondence, notices, statements, and forms), both automatically and manually. Business rules and policy will define confidentiality and security requirements. | FUNC342 |
| F-307 | The EDR Proposed Solution must have the ability to send correspondence electronically based on delivery preferences (for example, email, and text message). | FUNC362 |
| F-308 | When correspondence is sent electronically, the EDR Proposed Solution must provide the ability to send a notification to the taxpayer's email or text address that a message, document, or both, is waiting to be viewed in the Taxpayer Folder. | FUNC363 |
| F-309 | When correspondence is sent electronically, the EDR Proposed Solution must display the date and time that the notice or correspondence was viewed in the Taxpayer Folder. | FUNC542 |
| F-310 | The EDR Proposed Solution must have the ability to fax with a cover sheet. | FUNC364 |
| F-311 | The EDR Proposed Solution must permit authorized users to deactivate email, fax and text message capability for specific document types, specific customers, specific customer groups, or globally in order to meet confidentiality requirements or for other business reasons based on business rules. | FUNC343 |
| F-312 | The EDR Proposed Solution must provide the ability to send print jobs to FTB's print and mail room including notices, correspondence and inserts that require special handling. | FUNC365 |
| F-313 | The EDR Proposed Solution must record a notice failure and request reprint without sending a duplicate transaction to the accounting system (for example, notice was torn). | FUNC366 |
| F-314 | The EDR Proposed Solution must provide the ability for authorized FTB personnel to cancel printing of any notice or correspondence that has been submitted to FTB's print and mail room. The system must also inform the user if the cancellation was successful. | FUNC367 |
| F-315 | When a print job is cancelled, the EDR Proposed Solution must also cancel any related accounting transaction. | FUNC368 |
| F-316 | The EDR Proposed Solution must provide the ability to print notices to the local printer, bypassing the mailroom. | FUNC369 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-317 | The EDR Proposed Solution must provide the ability to send Return Information Notice and Statement of Tax Due explanations to the State Controller's Office to be printed on the related refund warrant.<br><br>*See the related external interface requirement in Section VI.B.8.d*. | FUNC470 |
| F-318 | When returned mail is received, the EDR Proposed Solution must provide the ability to modify the address and reissue correspondence. | FUNC370 |
| F-319 | When returned mail is received, the EDR Proposed Solution must provide the ability to send a copy of the notice with a cover letter to a new or modified address without duplicating the accounting transaction or impacting the finalization process (if applicable). | FUNC371 |

f. Post Proposed Assessment Process

Protests will either be filed online, or received from the Correspondence Management process after they are imaged and stored. Business rules and workflows will determine how correspondence is identified as a protest and routed to the correct work group.

The BETS system will continue to issue and finalize Business Entity (BE) notices as it does currently. For BE notices, the functionality below is limited to the ability to file and validate an online protest and send the protest information to a BE work group based on business rules.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General** | |
| F-320 | The EDR Proposed Solution must develop and implement a business configurable Post Proposed Assessment Process that provides logic and rules for determining valid protests and finalizing notices. | FUNC233 |
| F-321 | The EDR Proposed Solution must provide the ability to identify and take the next action in the post proposed assessment process based on business rules. | FUNC234 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-322 | The EDR Proposed Solution must provide the ability for an internal user to acknowledge an appeal filed with the Board of Equalization (BOE) for a deficiency (notice), claim denial, notice of determination on interest abatement, or notice of proposed adjustment of carryover amount notice of action. | FUNC235 |
| F-323 | When a user acknowledges an appeal, the EDR Proposed Solution must provide the TI system with all information needed to properly record the appeal and subsequent actions. | FUNC527 |
| | **Filing a Protest Online** | |
| F-324 | The EDR Proposed Solution must allow the taxpayer or authorized representative to file Personal Income Tax and Business Entity protests online via the Taxpayer Folder. | FUNC236 |
| F-325 | The EDR Proposed Solution must allow the taxpayer or authorized representative to withdraw Personal Income Tax and Business Entity protests online via the Taxpayer Folder. | FUNC237 |
| F-326 | The EDR Proposed Solution must record the date that an online protest is filed or withdrawn. | FUNC540 |
| F-327 | The EDR Proposed Solution must allow external users to “attach” additional documentation to the online protest.<br><br>*See Section VI.B.6.a for functional requirements related to uploading documents.* | FUNC238 |
| | **Matching and Validating Protests** | |
| F-328 | The EDR Proposed Solution must match filed protests to the related Notice of Proposed Assessment or other notice that gives protest rights. | FUNC239 |
| F-329 | In addition to the Notice of Proposed Assessment (NPA) under protest, the EDR Proposed Solution must match a protest to other related notices. For example: Notice of Proposed Overassessment, Notice of Proposed Adjusted Carryover Amount, NPAs for other years, other NPAs for same year, and NPAs to pass-through entities and owners. | FUNC240 |
| F-330 | The EDR Proposed Solution must determine whether a protest was filed within the protest period. | FUNC241 |
| F-331 | The EDR Proposed Solution must provide the ability to treat untimely or invalid protests as correspondence. | FUNC242 |
| F-332 | The EDR Proposed Solution must verify that a protest is valid based on business rules or route it to the appropriate business area for verification. | FUNC243 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-333 | The EDR Proposed Solution must have the ability to automatically record a valid Personal Income Tax (PIT) protest and to manually record a valid PIT protest in EDR's notification processes. | FUNC244 |
| F-334 | The EDR Proposed Solution must interface with the TI system to transmit Personal Income Tax protest information. | FUNC245 |
| F-335 | The EDR Proposed Solution must provide TI with all information needed to properly record the Personal Income Tax protest and subsequent actions. | FUNC246 |
| F-336 | The EDR Proposed Solution must route Business Entity (BE) protests to a BE work unit based on business rules. | FUNC528 |
| | **Finalizing Notices**<br>*The following requirements for finalizing notices are limited to Personal Income Tax notices, including notices originating with the INC system or any of the Audit applications that interface with EDR for sending notices*. | |
| F-337 | The EDR Proposed Solution must have the ability to calculate the legal timeframe and automatically send the next notice based on business rules or finalized assessment. | FUNC247 |
| F-338 | The EDR Proposed Solution must provide the ability to modify, reissue or withdraw a notice, including post-proposed assessment notices. | FUNC248 |
| F-339 | The EDR Proposed Solution must have the ability to modify data from the original notice for subsequent actions, including post-proposed assessment notices. | FUNC249 |
| F-340 | When a valid protest is identified, the EDR Proposed Solution must provide the ability to "un-finalize" Notices of Proposed Assessment and post proposed assessment notices that have finalized and place them in a protest or appeal status. | FUNC465 |
| F-341 | The EDR Proposed Solution must interface with the TI system to:<br>• Issue post-proposed assessment notices<br>• Finalize notices<br>• "Un-finalize" notices<br>• Modify, reissue or withdraw a notice, including post-proposed assessment notices<br>• Make accounting adjustments as a result of Board of Equalization decisions on an appeal or claim denial | FUNC250 |

6. Taxpayer Folder Requirements

References to “related third parties” include any third party with an established relationship to a taxpayer for a specific taxable year. Currently this could include: spouse, registered domestic partner, power of attorney, third party designee, tax professional, subsidiaries, partners in a partnership, employer, payer, limited liability company members, group return members, assumer or transferee, or withhold agent. As business develops and changes, there may be additional types of related third parties.

When the resulting EDR contract begins, external authentication will already be in place, implemented by the EASE project. The following functionality will be provided by EASE:

- Provide users with the option to recognize the computer in use in the future (similar to online banking options, including cautions not to opt in if the computer is not secure)
- If the user opts not to recognize the computer in use in future sessions, leave no residue of the application, credentials, or data on the device from which it was accessed (for example, cookies and application shells)
- Provide a single sign-on function that will enable a user to log-in once to access applications and Web services that the user has permission to use without the need to enter multiple user IDs and passwords
- Prevent multiple log-in to the same external account
- Allow a customer to register for an online account
- Prompt the customer to establish a personal profile and preferences
- Notify the taxpayer or customer via U.S. Postal Service that an account was established or deactivated
- Allow a taxpayer or customer to deactivate their online access
- Prevent a taxpayer or customer with an existing username and password from creating a duplicate username and password

a. General Functionality

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-342 | The EDR Proposed Solution must provide a common internal and external access point (commonly referred to as a “Taxpayer Folder”). | FUNC372 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-343 | Based on authorization rules, the Taxpayer Folder must provide information to external users, including:<br>• Taxpayers<br>• Tax Professionals<br>• Staff from tax agencies including Board of Equalization (BOE), Employment Development Department (EDD) and Internal Revenue Service (IRS) | FUNC373 |
| F-344 | Based on authorization rules, all information available to external users through the Taxpayer Folder must also be available to FTB staff in the same format. FTB staff will have access to additional information not presented to external users. | FUNC374 |
| F-345 | In common views, the Taxpayer Folder must visually identify any information that is not viewable by external users to prevent accidental disclosure. | FUNC375 |
| F-346 | The Taxpayer Folder must provide internal displays customized by job function or task. These displays will present the information, layout, options, and tools applicable to the particular job function or task. | FUNC376 |
| F-347 | The Taxpayer Folder must provide the ability to assign individual internal and external users to multiple roles and multiple tasks. | FUNC377 |
| F-348 | The EDR Proposed Solution must allow internal users to customize the layout of the Taxpayer Folder, including the ability to rearrange and hide components. | FUNC378 |
| F-349 | The Taxpayer Folder must provide the ability for users to obtain a printable version of any data or document accessed through it. | FUNC379 |
| F-350 | The Taxpayer Folder must provide the ability for internal users to generate and save a PDF from any printable view. | FUNC380 |
| F-351 | The Taxpayer Folder must have a method of receiving and sending data electronically (for example, email, fax, and text message). | FUNC426 |
| F-352 | The Taxpayer Folder must provide the ability for users to upload or post documents including Word, Excel, and PDF files. | FUNC381 |
| F-353 | The Taxpayer Folder must provide internal users with the ability to upload a single message or document to multiple accounts in a single transaction. For example, communication about a joint return or liability would be sent to both taxpayers. | FUNC427 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-354 | If an external user uploads a document related to a joint taxable year, the Taxpayer Folder must provide that user with the option to share that document with the related taxpayer. | FUNC428 |
| F-355 | The Taxpayer Folder must provide the option for FTB to designate internally generated documents as read-only or modifiable. | FUNC382 |
| F-356 | The Taxpayer Folder must record the date, time, and version when a document is uploaded by a user. | FUNC383 |
| F-357 | The Taxpayer Folder must provide the ability for users to download documents including questionnaires, forms, Excel spreadsheets, Microsoft Word, Visio, PDF, QuickBooks, TurboTax, Access, WordPerfect, and faxes. | FUNC384 |
| F-358 | The Taxpayer Folder must record the date, time, and version when a document is downloaded by a user. | FUNC385 |
| F-359 | The Taxpayer Folder must provide information on recent account activity including but not limited to:<br>• LiveChat conversations<br>• Phone calls to FTB's external Customer Service Support Center<br>• Taxpayer Folder access<br>• Taxpayer actions<br>• System transactions<br><br>Not all activity or details will be available to external users. | FUNC386 |
| F-360 | The Taxpayer Folder must be accessible by authorized FTB users in the central office, remote sites, districts, and localities within data level security constraints. | FUNC387 |
| F-361 | The Taxpayer Folder must be accessible by external users from FTB's public website. | FUNC388 |
| F-362 | The Taxpayer Folder must have session timeouts when the idle time limit has been exceeded. This must include separate time limits for internal users on remote sessions and for external users. | FUNC391 |

b. Viewing Data

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-363 | For external users, the Taxpayer Folder must provide access to information currently displayed in My FTB Account including, but not limited to:<br>• Estimated tax payments<br>• Recent payments applied to a balance due<br>• Your total current balance due<br>• A summary of balance due by taxable year<br>• California wage and withholding information<br>• FTB-issued 1099-G and 1099-INT information<br>• Non wage withholding information (WASS 8/2010)<br>• Frequently Asked Questions (FAQs) | FUNC393 |
| F-364 | The Taxpayer Folder must provide access to electronic images of all tax return data, including Homeowner and Renter Assistance claims, regardless of filing method. | FUNC394 |
| F-365 | The Taxpayer Folder must provide access to all payment data regardless of payment method including images when available. | FUNC395 |
| F-366 | The Taxpayer Folder must provide the ability for external users to set preferences about what information may be shared with the other taxpayer on a Married-Filing-Joint return or joint liability. | FUNC396 |
| F-367 | The Taxpayer Folder must provide the ability to redact or hide confidential information from unauthorized users. | FUNC397 |
| F-368 | The Taxpayer Folder must provide internal users with view-only access to third party data in the Enterprise Data Warehouse.<br><br>*See Bidders' Library, Current Third Party Data* | FUNC398 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-369 | The Taxpayer Folder must provide real-time, view-only access to Personal Income Tax and Business Entity taxpayer accounting records from the TI and BETS systems including:<br>• Business entity type including class code<br>• FTB status and status date (BETS)<br>• TP Status (TI – bankruptcy and under investigation; BETS bankruptcy)<br>• Returns filed or missing<br>• Secretary of State status and status date (BETS)<br>• Other systems with open accounts for the same taxpayer and taxable year (ARCS, INC, PASS)<br>• Notices issued<br>• Taxable year balance summary (taxable year liability to balance due)<br>• Payments including method and date<br>• Withholding Information including WASS<br>• Account or taxable year hold or suppression<br>• “2% Interest” (BETS)<br>• Mandatory e-pay requirement (for taxpayer)<br>• Liens filed<br>• Comments | FUNC399 |
| F-370 | The Taxpayer Folder must provide view-only access to WASS system Comments. | FUNC529 |
| F-371 | The Taxpayer Folder must provide view-only access to INC system Notes. | FUNC530 |
| F-372 | The Taxpayer Folder must not display pending accounting transactions to external users; instead they should receive notice that activity is pending on the account. | FUNC400 |
| F-373 | The Taxpayer Folder must provide view-only access to images of all notices created through the new notification processes. | FUNC401 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-374 | The Taxpayer Folder must provide view-only access to notices created through legacy systems including INC system Notice of Proposed Assessments, BETS system notices, ARCS system notices (for example, Income Tax Due, Past, Official, Delinquent, Final, Lien, and Levy) and WASS system notices (Withhold Information Notice, Waiver Determination Notice, and Reduced Waiver Determination) issued in the current year and preceding four years. Display of historic notices is subject to FTB's data retention policy.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC402 |
| F-375 | The Taxpayer Folder must provide view-only access to notices in the Notice Display File (NDF) that were sent prior to implementation of the solution, whether or not they are finalized. Display of historic notices is subject to FTB's data retention policy.<br><br>*See Bidders' Library, FTB Data Retention Policies* | FUNC403 |
| F-376 | The Taxpayer Folder must provide view-only access to images of final notices created manually prior to implementation of the solution, including Notice of Proposed Assessments and Post Notice of Proposed Assessments. | FUNC404 |
| F-377 | EDR notice images retrieved through the Taxpayer Folder must exactly match the documents sent to taxpayers. | FUNC405 |
| F-378 | The Taxpayer Folder must provide view-only access to EDR case management and INC system correspondence sent using the notification component. | FUNC406 |
| F-379 | The Taxpayer Folder must provide view-only access to correspondence created using ADCORR, BCORR and ECOM in the current and four prior years. | FUNC407 |
| F-380 | The Taxpayer Folder must provide view-only access to correspondence received from the taxpayer or a third party. | FUNC408 |
| F-381 | The Taxpayer Folder must provide the ability to limit access to correspondence to internal users. For example, information received from a third party could be associated with the Taxpayer Folder account, but not viewable by the taxpayer. | FUNC409 |
| F-382 | The Taxpayer Folder must provide view-only access to a taxpayer's related third parties. | FUNC410 |
| F-383 | Information about related third parties must be specific to a taxable year. | FUNC411 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-384 | For external users, information about a spouse or registered domestic partner must be limited to information as filed on a joint return (for example, it must not display that person's current address if it's different from the address on the joint return, and payment images on the joint liability must not show personal or bank information). | FUNC412 |
| F-385 | For internal users, information about a spouse or registered domestic partner must include access to the spouse on a Married Filing Separate return. | FUNC413 |
| F-386 | The Taxpayer Folder must provide access to demographic information included in EDR's contact management component. | FUNC414 |
| F-387 | The Taxpayer Folder must provide internal users with context sensitive access to FTB's external Customer Service Support Center reference materials collectively referred to as the "Rack." | FUNC415 |
| F-388 | The Taxpayer Folder must provide internal users with single sign-on and internal authorization to FTB systems and services including:<br>• TI<br>• BETS<br>• INC<br>• PASS<br>• ARCS | FUNC416 |
| F-389 | The Taxpayer Folder must provide internal users with links to all web-based systems included in the single sign-on. | FUNC417 |
| F-390 | The Taxpayer Folder must provide internal users with links to external agencies including Department of Motor Vehicles, Employment Development Department, Board of Equalization, and Secretary of State. | FUNC418 |
| | **Search and Presentation** | |
| F-391 | The Taxpayer Folder must provide the ability to search by word, phrase, and other criteria. | FUNC420 |
| F-392 | The Taxpayer Folder must allow multiple criteria to be specified in a single query or search (for example, search by Driver's License number, Social Security Number, and address). | FUNC421 |
| F-393 | All search results must be limited to information that the user is authorized to know. | FUNC419 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-394 | A search of the Taxpayer Folder must return all matching results, including images, that the user is authorized to view. | FUNC423 |
| F-395 | For internal users, the Taxpayer Folder must provide the ability to search, retrieve, and present information on multiple accounts, records, or both that share a common identifier based on business rules, access rights and permissions. | FUNC424 |
| F-396 | The Taxpayer Folder must allow users to sort or group search results by common characteristics (for example, date or record type). | FUNC425 |
| F-397 | The internal Taxpayer Folder search feature (used to search enterprise data) must clearly be distinguished from external search engines (used to search the internet). | FUNC422 |

c. Accessing Self-Services and Internal Tools

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General Requirements** | |
| F-398 | The Taxpayer Folder must provide validation rules on all transactions that identify errors and provide immediate user feedback including an error message and possible corrective actions. | FUNC429 |
| | **Links** | |
| F-399 | The Taxpayer Folder must have the capability to link to other areas of the FTB website. | FUNC430 |
| F-400 | The Taxpayer Folder must notify a user when they are leaving the secured portion of the Taxpayer Folder. | FUNC431 |
| F-401 | If an external user leaves the Taxpayer Folder, the EDR Proposed Solution must require them to log back on when they return (for example, back button would not reopen the secured Taxpayer Folder). | FUNC432 |
| F-402 | The EDR Proposed Solution must leverage, integrate, and transition My FTB Account information and capabilities into the Taxpayer Folder including:<br>• Register for self services (currently “Get your CSN”)<br>• Pay Online (Web Pay)<br>• Pay by Credit Card<br>Apply for installment agreements | FUNC433 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-403 | The EDR Proposed Solution must leverage, integrate, and transition other existing taxpayer self-services into the Taxpayer Folder including:<br>• Apply for an extension<br>• Report noncompliance<br>• Taxpayer Data Access Import (Project pending)<br>• Check refund status<br>• Obtain forms and instructions<br>• Ask tax question by email<br>• Head of Household information and questionnaire<br>• Calculate the right amount of tax<br>• Get an email reminder to file<br>• ReadyReturn<br>• CalFile | FUNC434 |
| F-404 | The EDR Proposed Solution must leverage, integrate, and transition existing Filing Enforcement self-services into the Taxpayer Folder, including:<br>• Order forms<br>• Delay case (currently allowed three times)<br>• Obtain FAQ's<br>• Close an account (must meet specific criteria)<br>• Fill out a questionnaire<br>• Send an e-mail to Filing Enforcement inbox<br>• Select preferred method of correspondence (subject to due process requirements)<br>• Link to FTB payment options<br>• E-mail reminder to file | FUNC435 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-405 | The Taxpayer Folder must provide access to new, integrated self-services, including:<br>• Check return received and refund status<br>• Protest a Notice of Proposed Assessment<br>• Establish and update a Power of Attorney<br>• Update contact information and preferences (for example, name, mailing address, e-mail address, telephone number)<br>• Calculate tax, penalties and interest<br>• Calculate refund amount or balance due<br>• Request a Withhold at Source Waiver<br>• Submit a Social Security Number correction | FUNC436 |
| F-406 | The Taxpayer Folder must provide internal users a link to other FTB tools, including:<br>• Search taxpayer and non-filer information<br>• Add new entity<br>• Request locate service<br>• Create and send notices | FUNC437 |
| F-407 | The Taxpayer Folder must provide ready access to common productivity tools and job aids including:<br>• State Calendar<br>• Glossary of terms, abbreviations, and definitions<br>• Quick reference public telephone number list<br>• List of bilingual contacts (internal users only)<br>• Form 1020 to look up paragraph codes<br>• Links to commonly used reference tools (internal users only)<br>• Help feature<br>• Training feature (“How To” training) | FUNC438 |
| F-408 | The Taxpayer Folder must provide internal users with access to an external search engine. The external search engine link must clearly be distinguished from the internal search feature. | FUNC439 |
| | **Single Sign-On** | |
| | **Register for Taxpayer Folder Self-service**<br>*The following requirements are needed in addition to the EASE functionality.* | |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-409 | The Taxpayer Folder must allow a customer to reach non-confidential self services without registering for an online account. | FUNC443 |
| F-410 | The Taxpayer Folder must allow the customer to select a language preference. | FUNC445 |
| F-411 | As required by the Dymally-Alatorre Bilingual Services Act (California Government Code sections 7290-99), the Taxpayer Folder display must support English and other non-English languages including Spanish, Chinese, Korean, Russian and Vietnamese.<br><br>*See Bidders' Library, Dymally-Alatorre Bilingual Services Act.* | FUNC446 |
| F-412 | The Taxpayer Folder must allow FTB staff to deactivate a taxpayer or customer's online access to the Taxpayer Folder. | FUNC531 |
| | **Check Return Received And Refund Status** | |
| F-413 | The Taxpayer Folder must provide information about the current processing status of a tax return and estimated completion timeframe. | FUNC450 |
| F-414 | The Taxpayer Folder must provide information about the current processing status of a tax refund and estimated completion timeframe. | FUNC451 |
| F-415 | The Taxpayer Folder must provide FAQs about return processing by return type. | FUNC452 |
| F-416 | The Taxpayer Folder must provide information about taxable year and agency offsets applied to the taxpayer. | FUNC453 |
| | **Protest a Notice of Proposed Assessment**<br>*Requirements for filing a protest online are included in the Post Proposed Assessment requirements in Section VI.B.5.f.* | |
| | **Establish and Update Power of Attorney** | |
| F-417 | The Taxpayer Folder must provide the ability to establish a Power of Attorney (POA) or third party designee online. | FUNC455 |
| F-418 | The Taxpayer Folder must ensure that the taxpayer provides all required information for establishing a Power of Attorney (POA). | FUNC454 |
| F-419 | The Taxpayer Folder must ensure that the taxpayer provides all required information for establishing a third party designee. | FUNC456 |
| F-420 | The Taxpayer Folder must provide the ability to revoke an established Power of Attorney or third party designee. | FUNC457 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-421 | The Taxpayer Folder must provide the ability to update an established Power of Attorney or third party designee. | FUNC458 |
| F-422 | The Taxpayer Folder must provide that when a Power of Attorney or third party designee is added, revoked, or changed their access rights would be automatically updated. | FUNC459 |
| | **Request a Withhold at Source Waiver** | |
| F-423 | The Taxpayer Folder must provide the ability to file a Withhold at Source Waiver. | FUNC520 |
| | **Update Contact Information** | |
| F-424 | The Taxpayer Folder must integrate with EDR's contact management component to provide the ability to update contact information.<br><br>*See detailed requirements in Section VI.B.4.e.* | FUNC461 |
| F-425 | When an external user changes their address or online user profile, the Taxpayer Folder must automatically send notification of the changes to both the taxpayer's new and old addresses using their preferred delivery method. | FUNC462 |
| F-426 | The Taxpayer Folder must allow taxpayers to submit a Social Security Number change (for example, to replace a previously used identifier) subject to FTB review and approval. | FUNC518 |

7. Operation Level and Service Level Agreements

Once the EDR Proposed Solution is known, FTB will develop Service Level Agreements and Operational Level Agreements with internal customers.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-427 | The EDR Proposed Solution must provide the ability to store, specify, monitor and enforce Service Level Agreements between consumers and producers of services. | FUNC471 |
| F-428 | The EDR Proposed Solution must provide the ability to support Service Level Agreements, and supporting Operating Level Agreements, that document the business performance requirements. | FUNC472 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-429 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the business capacity requirements. | FUNC473 |
| F-430 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on business availability requirements. | FUNC474 |
| F-431 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the number of security violations. | FUNC475 |
| F-432 | The EDR Proposed Solution must provide the ability to support Service Level Agreement and Operating Level Agreement metrics based on the number of errors. | FUNC476 |

8. Data Requirements

In the following requirements, any reference to processing “tax returns” applies to all forms processed by FTB, including Personal Income Tax and Business Entity tax returns, fiduciary returns, information returns, schedules, withholding forms and credit applications.

a. Data Capture

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-433 | The EDR Proposed Solution must image all tax return data and payments, including all schedules and attachments. | FUNC251 |
| F-434 | The EDR Proposed Solution must data capture all Priority 1 data.<br><br>*See Bidders’ Library, Priority 1 Data.* | FUNC252 |
| F-435 | For data capture, the EDR Proposed Solution must provide keying prompts based on entities of record. | FUNC253 |
| F-436 | The EDR Proposed Solution must make all tax returns available for viewing in the Taxpayer Folder. | FUNC254 |

b. Data Matching

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-437 | The EDR Proposed Solution must provide a data matching process that will enable FTB to match tax returns and other tax declaration records. | FUNC255 |
| F-438 | The EDR data matching process must perform a series of simple and complex matches to associate returns and income records to taxpayers. | FUNC257 |
| F-439 | The EDR data matching process must provide the ability to use new data as it becomes available. | FUNC258 |
| F-440 | The EDR data matching process must filter out income records of filers and send only non-filer records to the INC system. | FUNC259 |

c. Data Storage and Availability

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-441 | The EDR Proposed Solution must provide an Enterprise Data Warehouse to make data available to the enterprise as required by the business. | FUNC260 |
| F-442 | The Enterprise Data Warehouse must make all Priority 1 data available to PASS modeling.<br><br>*See the Bidders' Library, Priority 1 Data*. | FUNC466 |
| F-443 | The Enterprise Data Warehouse must provide access to data from the BETS, TI, WASS and INC legacy systems. | FUNC261 |
| F-444 | The EDR Proposed Solution must store and retain enterprise data including:<br>• Personal Income Tax (PIT) and Business Entity (BE) paper tax return images and data<br>• PIT and BE e-filed tax return data<br>• Return processing transactional data<br>• Fraud data<br>• Payment images and data<br>• Correspondence images and data<br>• Third party data<br>• Non-liable and partially non-liable spouse data<br>• Power of Attorney data | FUNC262 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-445 | The EDR Proposed Solution must capture all the required ongoing transactional data, including source information, from the transactional systems BETS, TI, WASS and INC per established business rules. | FUNC263 |

d. Data for External Agencies

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-446 | The EDR Proposed Solution must provide the ability to maintain, establish, or both, external interfaces. | FUNC264 |
| F-447 | The EDR Proposed Solution must provide the ability to send refund transactions to the State Controller's Office including any Return Information Notice adjustment explanations. | FUNC265 |
| F-448 | The EDR Proposed Solution must produce data files currently sent to external entities from data sources that EDR will replace.<br><br>*See Bidders' Library, Interagency Data Exchanged.* | FUNC266 |

e. Modeling

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-449 | The EDR Proposed Solution must provide a modeling process to replace Personal Income Tax and Business Entity STRATA with improved capabilities. | FUNC267 |
| F-450 | The EDR modeling process must use business rules to score collection risk and yield on accounts. | FUNC268 |
| F-451 | The EDR modeling process must use business rules to identify the most effective collection enforcement actions. | FUNC269 |
| F-452 | The EDR Proposed Solution must remove invalid data from STRATA. | FUNC270 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-453 | The EDR modeling process must include additional data not currently available to STRATA including:<br>• Third party income data<br>• Third party asset data<br>• Taxpayer data<br>• Debtor data (for example, behavior data and contact data)<br>• Debt data (for example, amount, source, and age)<br>• Expanded return data | FUNC271 |
| F-454 | The EDR modeling process must provide event driven modeling using business rules. | FUNC272 |
| F-455 | The EDR modeling process must interface with ARCS which will take action based on EDR modeling process scores. | FUNC273 |

f. Reports

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **General** | |
| F-456 | The EDR Proposed Solution must enable tracking and measurement of workflow effectiveness and efficiency. | FUNC274 |
| F-457 | The EDR Proposed Solution must provide scalable management information reporting that includes the ability to create reports and measure effectiveness. | FUNC275 |
| F-458 | The EDR Proposed Solution must provide business intelligence and reporting that allows FTB to:<br>• Manage workflow and work queries<br>• Manage resources<br>• Manage skills of staff around processing needs<br>• Plan, including long term resource needs<br>• Ascertain trends (taxpayer error, problems with tax returns, issues)<br>• Track revenue impacts<br>• Make projections based on past trends (including revenue projections)<br>• Create random samples | FUNC276 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **Report Functionality** | |
| F-459 | The EDR Proposed Solution must allow authorized users to view a summary of key performance and productivity indicators, with the ability to drill down to the team and individual staff member level. | FUNC277 |
| F-460 | The EDR Proposed Solution must produce standard reports in an electronic format, with the ability to print any view. | FUNC278 |
| F-461 | The EDR Proposed Solution must allow users to customize standard reports to meet individual needs, including the addition or subtraction of data elements. | FUNC279 |
| F-462 | The EDR Proposed Solution must provide management information reports that allow changes to parameters, including timeframes. | FUNC280 |
| F-463 | The EDR Proposed Solution must provide both standard reports and the ability to run ad hoc queries. | FUNC281 |
| F-464 | The EDR Proposed Solution must allow authorized users to modify the standard published reports including layout, font, headers, and board members with the option to change previously published versions. | FUNC282 |
| F-465 | The EDR Proposed Solution must allow for standard reports to be available in a common area with access governed by authorization rights. | FUNC283 |
| F-466 | The EDR Proposed Solution must allow individual users to save a report that is customized or filtered to their specifications, with the option to save it with static data or refresh the data. | FUNC284 |
| F-467 | The EDR Proposed Solution must provide the ability to export data to perform additional functions including but not limited to generating graphs and charts, manipulating data in standard spreadsheets and databases, and interfacing with the case management component. | FUNC285 |
| F-468 | The EDR Proposed Solution must provide on-demand reports. | FUNC286 |
| F-469 | The EDR Proposed Solution must maintain standard, static EDR reports up to ten years. For example, high-level summary reports will be needed for ten years, workload summary reports will be needed for three to five years, and user productivity reports will be needed for one to two years. | FUNC287 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | **Report Content** | |
| F-470 | The EDR Proposed Solution must provide real-time workflow tracking summary metrics. | FUNC288 |
| F-471 | The EDR Proposed Solution must compare real-time performance levels to metrics. | FUNC289 |
| F-472 | The EDR Proposed Solution must track workflow execution across system of work boundaries so that the full lifecycle and trend analysis can be performed by business intelligence. | FUNC290 |
| F-473 | The EDR Proposed Solution must provide return processing, payment processing, and fraud reports that measure production statistics and metrics including:<br>• Return fallout rate<br>• Payment fallout rate<br>• Fallout reasons<br>• Type of actions taken<br>• Volumes processed<br>• Processing time<br>• Notices sent<br>• Payments received (associated with notice type)<br>• Amount billed (broken down between tax, penalty and interest)<br>• Amount refunded (broken down between tax, penalty and interest)<br>• Count and dollar amount of pending refund returns (by item and type of return)<br>• Amount of tax increase or decrease by specific adjustment (even when there are multiple adjustments per return)<br>• Bad address (returned mail)<br>• Processing errors, including scanning errors and keying errors, identified and corrected post-processing<br>• Stats on corrections due to FTB error versus taxpayer error<br>• Stats on corrections by form and line (forms design process improvement)<br>• Processing costs (by return type, resolution, and action taken)<br>• Interest broken down from original due date to filing date and from filing date to action date (amended | FUNC291 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| | return)<br>• Taxpayer<br>• Tax preparer<br>• Software Providers<br>• Issue<br>• Daily cashiering<br><br>The number of reports is subject to Business Process Reengineering. | |
| F-474 | The EDR Proposed Solution must provide notification reports that measure production statistics and metrics including:<br>• Volumes<br>• Pending notices<br>• Types<br>• Revenue<br><br>The number of reports is subject to Business Process Reengineering. | FUNC292 |
| F-475 | The EDR Proposed Solution must provide contact management reports that measure returned mail statistics including:<br>• Returned mail rates by workload<br>• Returned mail rates by notice type<br><br>The number of reports is subject to Business Process Reengineering. | FUNC293 |
| F-476 | The EDR Proposed Solution must provide reports to measure business rule effectiveness. | FUNC294 |
| F-477 | The EDR Proposed Solution must measure all performance benefits needed to carry out the Prime Solution Provider Compensation Model as stated in the Section VII. | FUNC295 |
| F-478 | The EDR Proposed Solution must provide the capability to report on a services' ability to meet the established Service Level Agreements and supporting Operational Level Agreements. | FUNC477 |
| F-479 | The EDR Proposed Solution must be able to tie service and operational-level goals to specific users or groups. | FUNC478 |

9. Legacy System Function Changes

The State performed a legacy systems impact analysis to determine the scope of legacy system changes based on the EDR Proposed Solution.

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-480 | With State support, modify BETS, including interfaces, to accept Business Entity adjustments from the EDR Proposed Solution and issue related notices to the taxpayer. | FUNC481 |
| F-481 | Maintain BETS' ability to issue notices and manage them through finalization. | FUNC482 |
| F-482 | Modify BETS to prevent posting adjustments that duplicate those received from the EDR Proposed Solution, and prevent the issuance of duplicate notices. | FUNC483 |
| F-483 | Modify BETS, including interfaces, to work with the EDR modeling process instead of STRATA. | FUNC484 |
| F-484 | Modify BETS to use the EDR contact management component. | FUNC485 |
| F-485 | The Contractor shall use the Micro Focus Modernization Workbench automated Knowledge Mining and Abstraction tool to fully document BETS and to extract business rules for use by EDR project activities. | FUNC532 |
| F-486 | Modify TI, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC487 |
| F-487 | Modify TI, including interfaces, to work with ARCS and the EDR modeling process instead of STRATA. | FUNC488 |
| F-488 | Modify the TI-to-ARCS case management interface to use the EDR modeling process. | FUNC489 |
| F-489 | Modify TI to remove the functions that create and send current Personal Income Tax notices. | FUNC490 |
| F-490 | The Contractor will support the State decommission of TI user online address and name update functions. | FUNC491 |
| F-491 | Modify ARCS, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC493 |
| F-492 | Modify ARCS case management to use the EDR modeling process and route cases scored by the EDR process to the existing ARCS voluntary and involuntary noticing processes and take actions based on EDR modeling scores. | FUNC494 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-493 | Modify ARCS case management to use the EDR contact management component, including best address feature, with ARCS voluntary and involuntary noticing process workflows. | FUNC495 |
| F-494 | Maintain the ARCS Payer File address interface for involuntary notices. | FUNC496 |
| F-495 | Modify the Payer File to incorporate contact information for ARCS levies and liens. | FUNC521 |
| F-496 | Maintain the ARCS County Clerk Address for liens. | FUNC497 |
| F-497 | Maintain the ARCS interface with BETS and TI to receive return addresses for voluntary and involuntary notices. | FUNC498 |
| F-498 | Modify the INC system, including interfaces, to support and work with the EDR Proposed Solution including common services. | FUNC499 |
| F-499 | Modify the INC system's filing enforcement modeling to use all business required Enterprise Data Warehouse data. | FUNC500 |
| F-500 | Modify the INC system's case management functions to create and assign cases selected by the modified INC modeling for the existing INC filing enforcement noticing workflow. | FUNC501 |
| F-501 | Modify the INC system and develop interfaces to use the EDR contact management component. | FUNC502 |
| F-502 | Maintain the INC system interface with the BETS and TI systems to receive return addresses. | FUNC503 |
| F-503 | Maintain the INC system's case management address feature. | FUNC504 |
| F-504 | Maintain the current interface specifications for filing enforcement data sent to the INC system. | FUNC505 |
| F-505 | Modify the PASS system's modeling functions to use all business required Enterprise Data Warehouse data. | FUNC506 |
| F-506 | Modify the PASS system's case management functions to create and assign cases selected by modified PASS modeling for existing audit workflows. | FUNC507 |
| F-507 | Modify the PASS system's modeling functions to include Personal Income Tax Audit modeling. | FUNC508 |
| F-508 | Modify HOH, CP2000, STARS, and FEDSTARII to interface with the EDR return processing systems to make adjustments and send notices. | FUNC509 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-509 | Replace, expand, or leverage the simple entity match process on the mainframe, including interfaces, to work with the EDR return processing systems for matching purposes. | FUNC510 |
| F-510 | The Contractor will support the State decommission of Personal Income Tax and Business Entity STRATA and their interfaces with the Payer File, INC, and EIDB. | FUNC511 |
| F-511 | Migrate data from ECAIR to the Enterprise Data Warehouse. The Contractor must support State retirement of ECAIR. | FUNC512 |
| F-512 | Transition the BIDS reporting systems (Processing Summary, Management Information System (MIS), and PIT Return Data Mart) to the Enterprise Data Warehouse. The Contractor must support the State decommission of these reporting systems. | FUNC513 |
| F-513 | Transition the functionality and data from SBRD and the PASS-related source databases to the Enterprise Data Warehouse. The Contractor must support State retirement of SBRD and the PASS-related source databases. | FUNC533 |
| F-514 | The Contractor must support State retirement of the PAWS user interface. | FUNC534 |
| F-515 | The Contractor must support State retirement of E-View (Personal Income Tax returns). | FUNC514 |
| F-516 | The Contractor must support State retirement of B-View (Business Entity returns). | FUNC515 |
| F-517 | The Contractor must support State retirement of IDAX display. | FUNC516 |
| F-518 | The Contractor must support State retirement of e-file mainframe display and print. | FUNC517 |
| F-519 | The Contractor must support State retirement of the CDTS. | FUNC543 |
| F-520 | The Contractor must support State retirement of the PIT RV system. PIT RV is part of the TI system. | FUNC544 |
| F-521 | Maintain access to source data for the HOH, STARS, CP2000, FEDSTARII, and TEBI modeling or selection processes. | FUNC535 |
| F-522 | The EDR Proposed Solution must make taxpayer self services accessible via the IVR system. | FUNC536 |
| F-523 | When a legacy system is modified, that systems' training, testing, and development environments must be modified to match the modified production environment. | FUNC537 |

| Number | Requirement | State and Contractor Use |
|---|---|---|
| F-524 | Ensure all data in the Enterprise Data Warehouse is available for the Bank & Corporation Statistical Sample and the Personal Income Tax Statistical Sample. If additional information is needed for the samples, that information will be keyed. | FUNC538 |
| F-525 | Ensure Employment Development Department data currently received and stored in EIDB continues to be available as quickly as or more quickly than the current process and available to be used for wage withholding verification. | FUNC539 |

In summary the Contractor must support the State retirement or decommission of the following systems consistent with the EDR Requirements:

- PIT RV
- PAWS User Interface
- BETS Install 1
- BETS Design 1
- ECAIR
- BIDS Process Summary System
- BIDS Management Information System
- BIDS PIT Return Data Mart System
- My FTB Account
- IDAX
- E-View
- B-View
- Mainframe File and Print
- SBRD
- STRATA
- CDTS

## C. TECHNOLOGY OBJECTIVES AND REQUIREMENTS

1. Global Technical Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-1 | (M) | The EDR Proposed Solution must support 8,000 concurrent internal users and an unlimited number of external users. | TECH616 |
| T-2 | (M) | The EDR Proposed Solution provider must create five-year growth projections, utilizing FTB historical statistics, beginning with the implementation of Phase I of the solution. | TECH583 |
| T-3 | (M) | The EDR Proposed Solution hardware and operating system, including parts or components that are replaceable or upgradeable, must be commercially available through multiple resellers or vendors. | TECH506 |
| T-4 | (M) | Secure protocols that prevent network analysis must be implemented in accordance with FTB telecommunication standards and policies. | TECH355 |
| T-5 | (M) | Proposed infrastructure enhancements including network provided by the Contractor must adhere to FTB standards. | TECH356 |
| T-6 | (M) | The EDR Proposed Solution must comply with the “New Server” minimum requirements as specified in the FTB Server Baseline.<br><br>*See Bidders’ Library, FTB Server Baseline.* | TECH358 |
| T-7 | (M) | The EDR Proposed Solution must be designed to and utilize virtualization technology for hardware, operating system and application. | TECH359 |
| T-8 | (M) | The EDR Proposed Solution must provide “stateless” business services. | TECH362 |
| T-9 | (M) | The EDR Proposed Solution and its components must not be based on a Pre-Built System that contains embedded business processes, rules, policies and procedures. | TECH586 |

a. Performance

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-10 | (M) | The EDR Proposed Solution must provide processing capabilities and scale to handle the peak daily volumes of information and internally generated data that will be processed and stored for five years after implementation without degrading performance. | TECH28 |
| T-11 | (M) | The EDR Proposed Solution's performance must provide:<br>• *Internal users with access to requested information in the Taxpayer Folder within one second (measured from the time the request is submitted on the web-site to when the data is completely shown on the user's screen)<br>• *The ability to sustain sub three millisecond response times to retrieve a single row of data from any table (measured from the time the database management system receives the request to the time the database management system sends the results)<br>• *A sub one-second-response time for all Online Transaction Processing (measured from the time the transaction is submitted (manual or system generated request) to the time the transaction is completed)<br>• *A sub one second response time for all system user interfaces. (measured from the user interface perspective and user's experience)<br><br>* With the exception of legacy systems availability and response time. | TECH287 |
| T-12 | (M) | The EDR Proposed Solution must provide report data retrieval, rendering, and delivery to users with no decrease in the EDR Proposed Solution's system performance levels. | TECH288 |
| T-13 | (M) | The EDR Proposed Solution must maintain the same levels of performance when running back-end (including batch processing) processes. | TECH291 |
| T-14 | (M) | The EDR Proposed Solution must provide a reporting function for performance and report execution throughput and user concurrency load and levels. | TECH293 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-15 | (M) | The EDR Proposed Solution must provide all storage resources related to EDR project scope. | TECH296 |
| T-16 | (M) | The EDR Proposed Solution must provide additional FTB storage resources (fabric and storage) associated with obtaining and storing data “from” existing FTB business process or legacy systems so that the capacity of the existing enterprise infrastructure is not adversely impacted. | TECH298 |
| T-17 | (M) | The EDR Proposed Solution must provide storage technology infrastructure to support projected growth for at least five years after implementation. | TECH305 |
| T-18 | (M) | The EDR Proposed Solution must logically separate production and development storage environments. | TECH306 |
| T-19 | (M) | The EDR proposed software design must have the ability to handle increased load through the addition of hardware resources (vertical or horizontal scaling) without modifying the software design. | TECH310 |
| T-20 | (M) | The EDR Proposed Solution’s infrastructure, including network resource and bandwidth capacity, must support projected growth for at least five years after implementation and must not impede future FTB expansion of network capacity and services. | TECH311 |
| T-21 | (M) | The EDR Proposed Solution must store image and electronic data on Write-Once Read-Only or equivalent technology. | TECH312 |
| T-22 | (M) | The EDR Proposed Solution must include enhancements to the existing Wide Area Network (WAN) infrastructure to prevent the aggregate throughput of those WAN links from exceeding the bandwidth capacity at our central office. The baseline and utilization statistics must be monitored and made available. | TECH259 |
| T-23 | (M) | The EDR Proposed Solution must be able to measure and report on network and application performance (down to the application level). | TECH316 |
| T-24 | (M) | The EDR Proposed Solution must ensure the user reporting environment availability is equal to the Online Transaction Processing environment. Neither environment may consume resources at the expense of the other. | TECH515 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-25 | (M) | The EDR Proposed Solution must identify each potential point of failure that could result in a service outage for users and provide a redundant or highly-available component that includes automatic detection and failover mechanisms. | TECH516 |
| T-26 | (M) | The EDR Proposed Solution must have the ability to restore all interrupted application sessions to the most recent completed transaction. | TECH517 |
| T-27 | (M) | The EDR Proposed Solution must maintain web server session state data “out-of-process” while maintaining the web servers in a load balanced configuration. | TECH518 |
| T-28 | (M) | The EDR Proposed Solution hardware and software must be modular and have the ability to be expanded to support new functionality for a period of five years following solution implementation. | TECH248 |
| T-29 | (M) | The EDR Proposed Solution must provide a Database Management System that can parallelize a query to run on multiple Central Processing Units at the same time to increase performance. | TECH547 |
| T-30 | (M) | The EDR Proposed Solution must provide a data warehouse Database Management System that has partitioning specifically for data warehouse performance. | TECH548 |

b. Retention, Backup and Recovery

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-31 | (M) | The EDR Proposed Solution must be capable of incremental and full backup and recovery of EDR data to prevent loss of process state or data in the event of any catastrophic failure. | TECH318 |
| T-32 | (M) | The EDR Proposed Solution must provide synchronized recovery of interdependent databases, tables, and data-stores. | TECH321 |
| T-33 | (M) | The EDR Proposed Solution must provide the ability to conduct unattended backup and restore operations. | TECH323 |
| T-34 | (M) | The EDR Proposed Solution must have the capability to perform complete recovery to a customer specified point in time. | TECH324 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-35 | (M) | The EDR Proposed Solution must provide a restoration process that does not make a system, server, data store, or storage device Logical Unit Number unavailable for longer than six hours. | TECH325 |
| T-36 | (M) | The EDR Proposed Solution must have the ability to complete all backup operations without user impact within a defined maintenance window. | TECH326 |
| T-37 | (M) | The EDR Proposed Solution must provide virtual tape storage technology in conjunction with backup, recovery, archiving or support of online and batch processing. | TECH327 |
| T-38 | (M) | The EDR Proposed Solution must provide additional tape storage technology associated with obtaining and storing data “from” existing FTB business process or legacy systems. | TECH328 |
| T-39 | (M) | The EDR Proposed Solution must adhere to FTB policy regulations for retention, archiving, purging and deletion of taxpayer data.<br><br>*See Bidders’ Library, FTB Data Retention Policies.* | TECH329 |
| T-40 | (M) | The EDR Proposed Solution’s backup and recovery process must utilize disk pooling and virtual tape. | TECH330 |
| T-41 | (M) | The EDR Proposed Solution must provide an onsite backup and recovery solution. | TECH331 |
| T-42 | (M) | The EDR Proposed Solution must utilize National Institute of Standards Technology (NIST) SP 140-2 approved encryption protection for any offsite archival storage.<br><br>*See Bidders’ Library, FIPS PUB140-2*. | TECH333 |
| T-43 | (M) | The EDR Proposed Solution must provide recovery and re-start capabilities for operator errors, data errors and/or hardware and software failures. | TECH334 |
| T-44 | (M) | The EDR Proposed Solution must provide automated recovery and restore capability in case of system malfunction or failure. | TECH335 |
| T-45 | (M) | The EDR Proposed Solution must provide backup functionality that will not impair the daily processing of business data. | TECH336 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-46 | (M) | Image data in the EDR Proposed Solution must be replicated at offsite location or separate on campus location with capability of moving to offsite location. | TECH363 |
| T-47 | (M) | The EDR Proposed Solution must utilize remote mirroring and offline backups. | TECH364 |

c. Continuity, System Availability and Monitoring

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-48 | (M) | The software and hardware shall provide failover and fault tolerance, and the ability to continue processing with the remaining systems in the event of a failure of one or more systems or components. | TECH337 |
| T-49 | (M) | The EDR Proposed Solution and its components must support high availability with a minimum ninety-nine point eight percent (99.8 %*). Uptime is to include:<br>• Maintenance without downtime<br>• Load balancing<br>• Redundant connections to the network<br><br>* With the exception of legacy systems availability and response time. | TECH338 |
| T-50 | (M) | The EDR Proposed Solution must provide operational recovery (within specified timeframe) and the ability to recover and restore any and all databases in the event of a natural or technical disaster. Restore must be able to synchronize data across databases. | TECH339 |
| T-51 | (M) | All services in the EDR Proposed Solution and all underlying infrastructure must provide the availability necessary to meet the performance requirements in Section VI.C.1.a. | TECH29 |
| T-52 | (M) | All services in the EDR Proposed Solution must integrate with FTB approved enterprise system management and monitoring tools. | TECH32 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-53 | (M) | The EDR Proposed Solution must monitor and log service activity and transactions for statistical reporting, including:<br>• Online response times<br>• Batch processing times<br>• Incidents (including duration)<br>• Errors<br>• Logs | TECH33 |
| T-54 | (M) | The EDR Proposed Solution must send real-time alerts based on user-defined thresholds specified for a specific consumer-provider relationship (contract) for all services. | TECH35 |
| T-55 | (M) | The EDR Proposed Solution must log and alert users of errors, and display with reference information for subsequent analysis. | TECH34 |
| T-56 | (M) | The EDR Proposed Solution must provide accurate and detailed information to help FTB staff identify processing problems. The information must be user configurable and contain reference information for analysis. | TECH342 |
| T-57 | (M) | The EDR Proposed Solution must provide a data warehouse Database Management System with a bulk loading utility to support twenty-four hours per day and seven days per week (24/7) environments with small or no window for loading data. | TECH550 |

2. Business Process Management

The Business Process Management (BPM) solution must conform to FTB's BPM architecture guidelines, principles, and governance model.

a. Enterprise Content Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-58 | (M) | The EDR Enterprise Content Management solution must be based on Service Oriented Architecture (SOA) and interoperable with FTB's SOA infrastructure. | TECH135 |
| T-59 | (M) | The EDR Enterprise Content Management solution must support the delivery and sharing of unstructured content across the enterprise via services. | TECH136 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-60 | (M) | The EDR Enterprise Content Management solution must integrate with FTB's scanning processes for uploading scanned images via services. | TECH137 |
| T-61 | (M) | The EDR Enterprise Content Management solution must work with the following content types: PDF, all Microsoft Office Products, TIFF images, emails, faxes, and audio and video files. | TECH138 |
| T-62 | (M) | The EDR Enterprise Content Management solution must store noticing templates, template versions, and template variations of the noticing process per Functional Requirements (Section VI.B.5.c). | TECH139 |
| T-63 | (M) | The EDR Enterprise Content Management solution must provide the ability to present unstructured electronic content visually. | TECH140 |
| T-64 | (M) | The EDR Enterprise Content Management solution must support folders, creation of compound documents, text indexing of content created and document linking. | TECH142 |
| T-65 | (MS) | The EDR Enterprise Content Management solution must support web content management and publishing capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Authoring*<br>☐ *Template staging*<br>☐ *Viewable web formats*<br>☐ *Syndication capabilities*<br>☐ *Archiving* | TECH143 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-66 | (MS) | The EDR Enterprise Content Management solution must provide content search capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Structured text*<br>☐ *Unstructured text*<br>☐ *Indexes*<br>☐ *Images*<br>☐ *Internal content*<br>☐ *Web content* | TECH144 |
| T-67 | (DS) | The EDR Enterprise Content Management solution must provide links to knowledge management features.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH145 |
| T-68 | (M) | The EDR Proposed Solution must be able to associate structured data with unstructured content (for example, Enterprise Content Management (ECM) system repository, and email). The ECM repository must include at a minimum all scanned paper images and perfected Optical Character Recognition data. | TECH343 |
| T-69 | (M) | The EDR Enterprise Content Management solution must integrate with the Business Process Management solution. | TECH581 |

b. BPM Engine and Architecture

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-70 | (M) | The EDR Business Process Management solution must support and interact with design and runtime registries and repositories including service registries. | TECH42 |
| T-71 | (M) | The EDR Business Process Management solution must interoperate with FTB application platforms, data sources and services that are included in the EDR Proposed Solution. | TECH43 |
| T-72 | (M) | The EDR Business Process Management solution must not use proprietary software or systems, except for components that use open standards to interoperate and interface and are commercially available through multiple resellers or vendors. | TECH44 |
| T-73 | (M) | The EDR Business Process Management solution must use industry standard Business Process Modeling Notation (BPMN).<br><br>*See BPMN standards online at http://www.omg.org/spec/BPMN/1.2/* | TECH45 |
| T-74 | (M) | The EDR Business Process Management (BPM) solution must conform to open standards and have the ability to import and export data and meta-data of business rules, processes and execution results to other open standards based BPM solutions. | TECH46 |
| T-75 | (M) | The EDR Business Process Management solution must be able to provide business processes as reusable components and services based on Service Oriented Architecture. | TECH47 |
| T-76 | (M) | The EDR Business Process Management (BPM) solution must leverage a Commercial Off The Shelf BPM suite. | TECH48 |
| T-77 | (M) | The EDR Business Process Management solution must provide escalation capabilities for tasks and events. | TECH49 |
| T-78 | (M) | The EDR Business Process Management solution must provide the ability to modify, terminate, and suspend in-flight processes. | TECH50 |
| T-79 | (M) | The EDR Business Process Management solution must provide the ability to have multiple versions of the same processes running simultaneously. | TECH51 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-80 | (M) | The EDR Business Process Management solution must provide the ability for orchestrating services and processes (composites and sub-flows) in execution mode. | TECH52 |
| T-81 | (M) | The EDR Business Process Management solution must provide an integrated log that records changes to the state of the resources being coordinated including people, structured and unstructured data, semi-structured information content, rules, and goals. | TECH53 |
| T-82 | (M) | The EDR Business Process Management solution must support industry standard Business Process Execution Language. | TECH54 |
| T-83 | (M) | The EDR Business Process Management solution must support process execution and state management for events that potentially span hours, days, months or years. | TECH55 |
| T-84 | (M) | The EDR Business Process Management solution must support processes distributed across platforms. | TECH56 |
| T-85 | (M) | The EDR Business Process Management solution must support a continuum of timers (including sub-seconds, seconds, minutes, hours and days) to wait for state updates from resources. | TECH57 |
| T-86 | (M) | The EDR Business Process Management solution must provide the ability to schedule future events, steps, sub-processes and process execution. | TECH58 |
| T-87 | (M) | The EDR Business Process Management solution must provide the ability to receive, recognize and execute rules based on real-time events. | TECH59 |
| T-88 | (M) | The EDR Business Process Management solution must provide the ability to execute a programmed action in real-time. | TECH60 |
| T-89 | (M) | The EDR Business Process Management solution must start and run asynchronous event-driven processes based on business rules. | TECH61 |
| T-90 | (M) | The EDR Business Process Management solution must archive all error logs and message logs based on a configurable “number of days” parameter and automatically delete messages after expiration of retention period. | TECH62 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-91 | (M) | The EDR Business Process Management solution must conform to open standards and have the ability to import data and meta-data of business rules, processes and execution results from open standard Knowledge Mining and Abstraction tools and Enterprise Application Modernization tools. | TECH584 |

c. Business Rule Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-92 | (M) | The EDR rule engine must includes a rule repository, must be an independently accessed and managed component of the Business Process Management solution. Manage includes the following functions: create, edit, execute, delete, monitor and access rules. | TECH64 |
| T-93 | (M) | The EDR rule engine must conform to open standards and have the ability to port data and meta-data of business rules, processes and execution results to other open standards based Business Rules Management System solutions. | TECH66 |
| T-94 | (M) | The EDR Business Process Management solution must be able to integrate and interoperate with independent, external rule engines. | TECH67 |
| T-95 | (M) | Rules within the EDR rule engine must be available to be used as services for driving external workflow and modeling. | TECH68 |
| T-96 | (M) | The EDR Business Process Management solution must provide a centralized rule repository for storage and management of all types of business and workflow rules. | TECH69 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-97 | (MS) | The rule engine must include the following information: types of rules, categories of rules, relationships to other rules, rule's use of interfaces and rule's use of common services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH70 |
| T-98 | (M) | The rule engine must provide an audit trail for each rule transaction in an open standard and accessible format. | TECH71 |
| T-99 | (M) | The rule engine must provide an electronic workflow management facility that is used to guide a rule set change request through a business rule governance process. | TECH72 |
| T-100 | (MS) | The rule engine must have prebuilt rule content.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Mathematical calculations*<br>☐ *Vocabularies*<br>☐ *Multiple rule representations*<br>☐ *Decision tables*<br>☐ *Pseudo-linguistic*<br>☐ *Linguistic with context*<br>☐ *Decision trees* | TECH73 |
| T-101 | (M) | The rule engine must support rule groupings. | TECH74 |
| T-102 | (M) | The rule engine must provide rule inheritance. | TECH75 |
| T-103 | (M) | The rule engine must provide rule checks such as consistency, rule collision, rule overlap, and rule "underlap". | TECH76 |
| T-104 | (M) | The rule engine must provide the ability to visualize rule firing sequences. | TECH77 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-105 | (M) | The rule engine must associate rules to owners and stewards, organizations, policies, procedures and organizational management capabilities. | TECH79 |
| T-106 | (M) | The rule engine must provide the ability to rerun rules from a point that has passed. | TECH81 |
| T-107 | (M) | The rule engine must provide ability to enter new rules to become effective on a future date. | TECH82 |
| T-108 | (M) | The rule engine must provide rule and release versioning with rollback. | TECH83 |
| T-109 | (MS) | The rule engine must provide the ability at run time to link scenarios with policies and rules in-flight.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH84 |
| T-110 | (M) | The rule engine must be able to support automatic request of additional information based on data and the rules. The request can get the required data through data services or other mechanisms if data is not found in the Enterprise Data Warehouse. | TECH597 |
| T-111 | (M) | The rule engine must provide context and explanation of each rule execution. | TECH596 |
| T-112 | (M) | The EDR Business Process Management solution must provide the ability for rule engine to react automatically when events occur. | TECH599 |

d. Business Process Modeling and Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-113 | (M) | The EDR Business Process Management solution must use model-driven process execution (as opposed to code-based execution). | TECH600 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-114 | (M) | The EDR Business Process Management solution must provide capability to visualize, collaborate on, make and track changes, and document business processes and business rules. | TECH85 |
| T-115 | (M) | The EDR Business Process Management solution must provide the ability to define human process steps with visual drill-downs and sublevels. | TECH86 |
| T-116 | (DS) | The EDR Business Process Management solution must provide modeling diagram validation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Domain checks (for noticing if a branch of a process model jumps out to another swimlane and back for one action that could be absorbed into originating swimlane)*<br>☐ *Completion checks (for checking if there are branches on a process model that go nowhere and seem to be missing an ending)*<br>☐ *Warnings on inconsistent patterns (such as looping patterns that never end)* | TECH87 |
| T-117 | (DS) | The EDR Business Process Management solution must provide a customizable Graphical User Interface of processes and rules with the inclusion of graphical format options such as icons, stencils, shape libraries and other customizable options.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH88 |
| T-118 | (M) | The EDR Business Process Management solution must provide support for modeling of roles, resources and organizational units. | TECH89 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-119 | (M) | The EDR Business Process Management solution must provide the ability to assemble and create business services, composites and sub-flows during design. | TECH90 |
| T-120 | (DS) | The EDR Business Process Management solution must provide a user interface composition environment for building 'portlets' that subscribes to Java Specification Request (JSR) 168 and Web Services for Remote Portlets, and portal pages.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH92 |
| T-121 | (M) | The EDR Business Process Management solution must support overview and drilldown maps. | TECH93 |
| T-122 | (MS) | The EDR Business Process Management solution must provide a graphical process designer.<br><br>*Scoring Criteria:*<br>*What features does your graphical process designer provide? Check all that apply (5 points each).*<br>☐ *Flow animation*<br>☐ *Auto line drawing*<br>☐ *Line smoothing*<br>☐ *Drag and drop* | TECH95 |
| T-123 | (M) | The EDR Business Process Management solution must manage the production, promotion and configuration management of process models. | TECH96 |
| T-124 | (M) | The EDR Business Process Management solution must provide the ability to print sections or the entire model over one or multiple pages. | TECH97 |
| T-125 | (M) | The EDR Proposed Solution must provide the ability to create workflow processes. | TECH277 |
| T-126 | (M) | The EDR Proposed Solution must provide a visualization tool to create workflow processes. | TECH576 |

e. Business Activity Monitoring and Performance Measurement

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-127 | (M) | The EDR Business Process Management solution must provide Business Activity Monitoring and reporting capability. | TECH98 |
| T-128 | (MS) | The EDR Business Process Management solution must be able to monitor and analyze Key Performance Indicators.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *Thresholds*<br>☐ *Historical trends*<br>☐ *Correlate problem to root cause*<br>☐ *Real-time events*<br>☐ *Updates in real-time* | TECH99 |
| T-129 | (M) | The EDR Business Process Management solution must provide analysis of work flows with auto discovery for process improvements. | TECH100 |
| T-130 | (M) | The EDR Business Process Management solution must provide the ability to realize and establish thresholds for normal behavior over time. | TECH102 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-131 | (MS) | The EDR Business Process Management solution must provide dashboards.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply* (5 points each*).*<br>☐ *Status indicators*<br>☐ *Counters*<br>☐ *Role-based views*<br>☐ *Graphical Representation*<br>☐ *Dynamic*<br>☐ *Customizable*<br>☐ *Animated*<br>☐ *Interactive*<br>☐ *Key Performance Indicators (KPI) status*<br>☐ *Trend analysis* | TECH105 |
| T-132 | (M) | The EDR Business Process Management solution must provide the ability for setting rules to respond to events and Key Performance Indicators. | TECH106 |
| T-133 | (M) | The EDR Business Process Management solution must provide real-time capture and correlation of transient business event information to metrics that can be used to trigger actions and process flows and/or deduce processes from measurements and event patterns. | TECH598 |

f. System Interfaces and Connectivity

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-134 | (M) | The EDR Business Process Management solution must be able to interface in both real-time and in batch with existing applications and the WASS system now in development.<br><br>*See Section III for current systems.* | TECH109 |
| T-135 | (M) | The EDR Business Process Management solution must integrate with EDR Enterprise Common Services to execute business activities and with data services to provide workflow persistence. | TECH111 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-136 | (M) | The EDR Business Process Management solution must integrate with a new or the existing Enterprise Content Management (ECM) solution and the image content repositories.<br><br>*See Section III for existing ECM and Imaging systems.* | TECH112 |
| T-137 | (M) | The EDR Business Process Management solution must interface with the Enterprise Data Warehouse and Enterprise Operational Data. | TECH113 |
| T-138 | (M) | For each interface, the EDR Business Process Management solution must provide the ability to specify how many retries must be performed, and the interval between retries, before the interface attempt fails. | TECH115 |
| T-139 | (M) | The EDR Business Process Management solution must have the ability to log event failures. | TECH116 |
| T-140 | (M) | The EDR Business Process Management solution must provide the ability to send and receive messages using industry open standard transport protocols including but not limited to Microsoft Message Queuing, Java Message Service, and Simple Object Access Protocol. | TECH117 |
| T-141 | (M) | The EDR Business Process Management solution must provide the ability to create and use web services. | TECH119 |
| T-142 | (M) | The EDR Business Process Management solution must provide open standard based interfacing protocol support including Open Database Connectivity, Java Database Connectivity, Structured Query Language and Hyper-Text Transfer Protocol. | TECH118 |
| T-143 | (M) | The EDR Business Process Management solution must support open standards based system message routing, message queues, transformation and data access. | TECH120 |
| T-144 | (M) | The EDR Business Process Management solution must provide access to event streams. | TECH123 |

g. User Interface

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-145 | (DS) | The EDR Business Process Management Solution must provide a workbench.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Provides a personalization engine that uses at least static attributes to drive behaviors leveraging role profiles.*<br>☐ *Provides a portal mechanism that links 'portlets' to pages based on personalization.*<br>☐ *Provides a separation of business user and IT user interface with wizard-like assists for business users.*<br>☐ *Provides access to customizable shared work lists, calendars and case information including unstructured and semi-structured information to facilitate collaboration.*<br>☐ *Provides thick and thin client access to work queues.*<br>☐ *Provides links to skill inventories, accomplishments and training profiles for internal resources.*<br>☐ *Provides the ability to capture discussions around goals, targets, policies, rules and deadlines.*<br>☐ *Provides collaborative workspaces, such as community solution or chats and virtual team rooms.*<br>☐ *Integrates with collaborative technologies such as e-mail, instant messaging, web conferencing, wikis, blogs, bulletin boards and social networks.* | TECH124 |
| T-146 | (M) | The EDR Business Process Management solution must allow for all business processes and rules to be viewable using a Graphical User Interface. | TECH134 |

h. Process Component Registry/Repository

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-147 | (M) | The EDR Business Process Management solution must have a process component registry. | TECH508 |
| T-148 | (M) | The EDR Business Process Management solution process component registry and repository must be based on open standards so the registry and repository can be replaced with another open standard registry and repository. | TECH146 |
| T-149 | (M) | The EDR Business Process Management solution must provide staging and configuration management capabilities to enable the automatic capture and storage of meta-data content, relationships and transformations, as well as maintenance of the history of those relationships and transformations. | TECH147 |
| T-150 | (M) | The EDR Business Process Management solution must provide a user interface to enable user communication with the repository. | TECH148 |
| T-151 | (MS) | The EDR Business Process Management Solution must provide the ability to define and store queries that can be invoked to generate detailed reports from the process component repository.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH149 |

3. Common Services (SOA)

a. Services Architecture and SOA Infrastructure

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-152 | (M) | The EDR Proposed Solution must comply with and support the State Chief Information Officer's (OCIO) enterprise architecture specifications and initiatives as defined in the California State Enterprise Architecture Program (CEAP).<br><br>*See OCIO's website*<br>http://www.cio.ca.gov/wiki/Enterprise%20Architecture%20Standards.ashx | TECH1 |
| T-153 | (M) | The EDR Proposed Solution for services, Enterprise Service Bus, and Registry must:<br>• Use Simple Object Access Protocol as the standard message format for web service requests.<br>• Comply with open industry standards from the World Wide Web Consortium, Organization for the Advancement of Structured Information Standards, and Web Services Interoperability organizations.<br>• Use the Web Services Description Language and Universal Description, Discovery, and Integration service specifications<br>• Use the WS-* specifications (for example, WS-Security, WS-Reliability, WS-Reliable Messaging, and WS-Addressing)<br>• Use Extensible Markup Language for the exchange of data with external entities<br>• Use Representation State Transfer architecture, where appropriate | TECH3 |
| T-154 | (M) | Services must be built to interoperate with the EDR Business Process Management solution and the rules management interface. | TECH4 |
| T-155 | (M) | The EDR Proposed Solution services must not duplicate functionality of other services unless authorized by FTB. | TECH7 |
| T-156 | (M) | The EDR Proposed Solution's Service Oriented Architecture design tools must be platform independent. | TECH8 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-157 | (M) | The EDR Proposed Solution's services must be capable of being invoked using various programming languages, including COBOL, .NET, and Java. | TECH593 |
| T-158 | (M) | The EDR Proposed Solution must be capable of service development and composition in various programming languages, including .NET and Java. | TECH594 |
| T-159 | (M) | The EDR Proposed Solution's Service Oriented Architecture design must ensure data integrity as data is stored and retrieved or serialized and de-serialized. | TECH9 |

b. Service Registry and Repository

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-160 | (MS) | The EDR Proposed Solution must provide a means for enterprise users to locate, identify and use the available services, along with their underlying documentation, standards and policies for use.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH13 |
| T-161 | (MS) | The EDR Proposed Solution must provide administration capabilities for registering, configuring, and securing services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH14 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-162 | (M) | The Service Registry must have a capability to notify users when changes to a service are planned or completed. | TECH15 |
| T-163 | (M) | The Service Registry must provide a method for allowing multiple service versions. | TECH16 |
| T-164 | (MS) | The Service Registry must provide a single access point for developers to register, discover, and govern services, including governance compliance tests and basic approval processes.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH18 |
| T-165 | (M) | The Service Registry must contain the Service Level Agreements and Operation Level Agreements between consumers and producers of services. | TECH19 |
| T-166 | (M) | The EDR Proposed Solution for services must include the ability to monitor, log, and enforce Service Level Agreements, including the ability to dynamically provision resources to support increased activity. | TECH595 |
| T-167 | (MS) | The Service Registry must contain meta-data that describes how the service is used and meta-data management functionality.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH20 |

c. Enterprise Service Bus

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-168 | (M) | The EDR Proposed Solution must include an Enterprise Service Bus. | TECH21 |
| T-169 | (M) | The Service Registry must interoperate with the Enterprise Service Bus for message request routing. | TECH522 |
| T-170 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for invoking services using synchronous and asynchronous protocols.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH509 |
| T-171 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods to provide system connectivity and message transformation both internally and externally.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH510 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-172 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service addressability, including rules-based, policy-based, and content-based routing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH511 |
| T-173 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for processing message requests, including message queuing, and service aggregation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH512 |
| T-174 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event and process monitoring, logging, and auditing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH513 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-175 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must provide a method for process choreography. Process choreography is defined as the ability to build, manage, and support composite services and present as an aggregate service.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH514 |
| T-176 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service mediation, including standards-based adapters, service mapping, and protocol conversions.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH523 |
| T-177 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event processing including event correlation and pattern matching.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH524 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-178 | (M) | The EDR Proposed Solution must fully integrate the Enterprise Service Bus with the Business Process Management solution. | TECH22 |

d. Service Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-179 | (M) | Services developed from the EDR Proposed Solution must have the capability to interoperate with new or existing FTB services. | TECH24 |
| T-180 | (M) | The EDR Proposed Solution must provide service development tools that include service templates and patterns. | TECH525 |
| T-181 | (M) | Services from the EDR Proposed Solution must provide creation, read, update, and delete capability. | TECH25 |
| T-182 | (M) | The EDR Proposed Solution must include a monitoring, logging, and service tracking solution to track service usage and performance metrics. | TECH31 |

e. Governance

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-183 | (M) | Services in the EDR Proposed Solution must be developed to support FTB Service Oriented Architecture governance standards and policies.<br><br>*See Bidders' Library, SOA Governance Model.* | TECH36 |
| T-184 | (M) | The EDR Proposed Solution must provide Service Oriented Architecture policy management tools. | TECH526 |
| T-185 | (M) | The EDR Proposed Solution must provide Service Oriented Architecture governance tools for the design-time and run-time environments. | TECH527 |
| T-186 | (M) | The EDR Proposed Solution must provide interoperability among Service Oriented Architecture governance products (for example, federation data flow and user interface access must be present). | TECH528 |

f. Taxpayer Folder

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-187 | (M) | The Taxpayer Folder must leverage the enterprise Identity Access Management solution for authentication, authorization, and access management. | TECH38 |
| T-188 | (M) | The EDR Proposed Solution must provide a consolidated, integrated, and single view in the Taxpayer Folder of data sourced from multiple legacy systems with different identifiers. | TECH588 |

g. SOA-based Common Services

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-189 | (M) | The EDR Proposed Solution must provide an SOA-based Contact Service with Address, Name, Phone service capability consistent with Section VI.B – Functional Requirements, Contact Management Requirements. | TECH611 |
| T-190 | (M) | The EDR Proposed Solution must provide an SOA-based Notification Service with functionality consistent with Section VI.B – Functional Requirements, Notification Requirements. | TECH612 |
| T-191 | (M) | The EDR Proposed Solution must provide an SOA-based Locate Service with functionality consistent with Section VI.B – Functional Requirements, Locate Service. | TECH613 |
| T-192 | (M) | The EDR Proposed Solution must provide an SOA-based Self Services with functionality consistent with Section VI.B – Functional Requirements, Taxpayer Folder Requirements, Accessing Self-Services and Internal Tools. | TECH614 |
| T-193 | (M) | The EDR Proposed Solution must provide an SOA-based Data Matching Service consistent with Section VI.B – Functional Requirements, Data Matching. | TECH610 |

4. Data Management

a. Data Architecture and Modeling

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-194 | (DS) | The EDR Proposed Solution must provide a data modeling tool that supports logical data models using Information Engineering notation, physical data models supporting the target Database Management System, and is able to generate object-oriented data models.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply, (3 points each).*<br>☐ *The solution supports logical data models using Information Engineering notation*<br>☐ *The solution provides physical data models that support the target Database Management System*<br>☐ *The solution is able to generate Object-oriented data models* | TECH150 |
| T-195 | (MS) | The EDR Proposed Solution must be architected to capture and store all relevant historical data from transactional systems in order to be able to respond to the needs of the business areas for historical and statistical information.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *The solution captures time sliced to the Millisecond*<br>☐ *The addition of a new data source is configurable without manual changes to systems*<br>☐ *The system architecture includes storage of sufficient space*<br>☐ *The system architecture specifies space allocations that support required response times for inquiries, transactions, and backup and restore operations* | TECH151 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-196 | (M) | The EDR Proposed Solution must be architected using industry best practices for Master Data Management based on a customer centric model.<br><br>*See OMG Modeling and Metadata Specifications at http://www.omg.org/technology/documents/modeling_spec_catalog.htm.* | TECH152 |
| T-197 | (DS) | The EDR Proposed Solution must use Open Standards data solutions wherever those are available and applicable.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution supports the latest release of Structured Query Language (SQL), currently ANSI SQL:2008*<br>☐ *The solution is compliant with Open Database Connectivity (ODBC)* | TECH153 |
| T-198 | (M) | The EDR Proposed Solution must ensure that data retrieval for Online Analytical Processing operations must not impact the Online Transaction Processing operations. | TECH155 |
| T-199 | (DS) | The EDR Proposed Solution must conform to the following FTB Business Intelligence tool preferences:<br>• Use Microsoft Reporting Services or Business Objects for reporting<br>• Use Microsoft Analysis Services or Hyperion Online Analytical Processing servers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution uses Microsoft Reporting Services or Business Objects for reporting*<br>☐ *The solution uses Microsoft Analysis Services or Hyperion Online Analytical Processing servers* | TECH530 |
| T-200 | (M) | The EDR Proposed Solution must use meta data and rules when performing data transformation. | TECH589 |

b. Data Integration and Matching

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-201 | (M) | The EDR Proposed Solution must ensure that data within the scope of EDR is available and accessible when needed and where needed. | TECH156 |
| T-202 | (DS) | The EDR Proposed Solution must follow an “integration” approach by default that would integrate the data in a central repository for Enterprise Data Warehouse, rather than a “federated” approach where data storage could still be left in silo database repositories. The “federated” approach may be followed for specific instances (for example, accessing and displaying notice data from legacy systems).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution follows an “integration” approach that integrates the data in a central repository for Enterprise Data Warehouse* | TECH157 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-203 | (MS) | The EDR Proposed Solution must provide configuration and execution of rules and schemas to identify related data (parties/customers). The configuration and execution rules must include:·<br>• Deterministic matching<br>• Probabilistic matching<br>• Tuning and weighting of matching<br>• Merging<br>• Removing duplications<br>• Linking<br>• Customized matching, merging, linking and deleting duplications<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH531 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-204 | (MS) | The proposed data integration solution must interact with a range of different data structure types.<br><br>*The following are examples of data structure types:*<br>• *Relational databases*<br>• *Legacy and non-relational databases*<br>• *Various file formats (for example, Virtual Storage Access Method (VSAM), and comma, text)*<br>• *Extensible Markup Language*<br>• *Packaged applications*<br>• *Industry standard message formats*<br>• *Message queues*<br>• *Semi-structured and unstructured data*<br>• *Bulk data*<br>• *Batch data*<br>• *Trickle-feed*<br>• *Changed-data capture*<br>• *Event-based*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH532 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-205 | (MS) | The EDR Proposed Solution must provide data to consuming applications, processes and databases in a variety of modes including:<br>• Physical bulk data movement between data repositories<br>• Federation – creation of in-memory federated views from data in disparate data sources<br>• Messaging – message oriented encapsulation and delivery of data<br>• Replication – of data between homogeneous or heterogeneous Database Management Systems and schemas<br>• Batch – data delivery in a scheduled mode<br>• Real-time – streaming data delivery<br>• Event-driven – based on event triggers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH533 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-206 | (MS) | The EDR Proposed Solution must provide functionality for accurate and complete customer data matching, both with internal source data and external source data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies accuracy rates*<br>☐ *The EDR Proposed Solution allows for actions to correct poor accuracy rates*<br>☐ *The EDR Proposed Solution matches Business Entity entities as well as Personal Income Tax (PIT) entities*<br>☐ *The EDR Proposed Solution matching system includes no less than worldwide name standards, U.S. Postal Service data, international address standards, Social Security Number validity checks, email address validity checks, Internet Protocol (IP) address comparisons, and phone number validity checks*<br>☐ *The EDR proposed system is capable of "real-time" operations* | TECH65 |
| T-207 | (M) | The EDR Proposed Solution must replace the existing third party data matching process (Vality) with a process that uses more data, operates more efficiently, increases data matches, and reduces matching errors. | TECH615 |
| T-208 | (M) | The EDR Proposed Solution must, after data is matched to a customer, post this data to shared data spaces (Enterprise Operational Data and Enterprise Data Warehouse) before any other specialized processing of the data is performed. | TECH160 |
| T-209 | (DS) | The EDR Proposed Solution must eliminate point-to-point (system to system) data movement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution minimizes or eliminates point-to-point (system to system) data movement* | TECH161 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-210 | (M) | The EDR Proposed Solution must provide functionality for data cleansing at an enterprise level. | TECH162 |
| T-211 | (MS) | The EDR Proposed Solution must provide Extract Transformation Load capability.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution is configurable, not scripted*<br>☐ *The EDR Proposed Solution can see and show all sources and destinations at FTB*<br>☐ *The EDR Proposed Solution can work with data on all platforms at FTB*<br>☐ *The EDR Proposed Solution is scalable, it will handle current and planned volumes*<br>☐ *The EDR Proposed Solution is capable of real-time performance*<br>☐ *The EDR Proposed Solution's operation will not impact other system processes* | TECH163 |
| T-212 | (M) | The EDR Proposed Solution must provide for the management, consolidation, or movement of data in internal systems to be abstracted by the use of services that maintain consistency for calling applications. | TECH164 |
| T-213 | (M) | The EDR Proposed Solution must retain the records that fail validation edits. | TECH165 |
| T-214 | (M) | The EDR Proposed Solution must have a customer cross-reference feature to automatically, or on-demand, cleanse records when information is missing or invalid. | TECH166 |
| T-215 | (M) | The EDR Proposed Solution must store and use the customer contact information that is contained in the Enterprise Data Warehouse and/or Enterprise Operational Data. | TECH168 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-216 | (MS) | The EDR Proposed Solution must include data receipt and cleansing processes that are designed to capture detail information and produce summary information to identify the system application, the date and time of execution, the number of records processed, the number of records rejected, and the reason rejected. Additional data elements will be identified during analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies the system application*<br>☐ *The EDR Proposed Solution identifies the date and time of execution?*<br>☐ *The EDR Proposed Solution identifies the number of records processed*<br>☐ *The EDR Proposed Solution identifies the number of records rejected*<br>☐ *The EDR Proposed Solution identifies the rejected reason* | TECH169 |
| T-217 | (M) | The EDR Proposed Solution must have the capability to automatically reprocess rejected records after correction. | TECH170 |
| T-218 | (M) | The EDR Proposed Solution must create comprehensive customer identification and association capability to support related processes on the Business Process Management platform. | TECH171 |

c. Data Quality

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-219 | (MS) | The EDR Proposed Solution must provide data profiling solutions for data quality checks that are automated, available on-demand, and enhance ongoing data quality and data profiling, commensurate with the data quality and profiling procedures, standards and policies.<br><br>*See Bidders' Library, EAD Data Management and Delivery.*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH158 |
| T-220 | (MS) | The EDR Proposed Solution must provide data profiling tools and programs to check and improve the quality of data using criteria that includes:<br>• Defining data with meta-data utilizing the central meta-data repository<br>• Monitoring data for quality problems<br>• Correcting data quality problems<br>• Correcting data quality issues<br>• Notifying the users of potential problems<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH159 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-221 | (MS) | The EDR Proposed Solution must be able to correct records through an automated cleansing process. It must include the following features:<br>• Scheduling<br>• Not impact other operations<br>• Logging<br>• Configurable by a business user to change criteria for logging, and scheduling<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH167 |
| T-222 | (MS) | The EDR Proposed Solution must provide analysis of data by the capture of statistics that provide insight into quality, and methods for exposing state of quality.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH534 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-223 | (MS) | The EDR Proposed Solution must provide process flow and a user interface to enable business users to perform data quality related tasks and fulfill data stewardship functions including:<br>• Prebuilt workflows - packaged processes, including steps used to perform common quality tasks (for example, providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing)<br>• Business user interface – user interface in which quality processes and issues are exposed to business users, stewards and others<br>• Extensibility of workflows – customizable user interface and workflow of the resolution process<br>• Interoperability and integration with Business Process Management (BPM) solution and any integrated BPM suite.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH535 |
| T-224 | (MS) | The EDR Proposed Solution must provide multiple deployment options for data quality operations on different hardware platforms and operating systems in use at FTB, within the scope of EDR.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH536 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-225 | (MS) | The EDR Proposed Solution must support data quality in address validation and/or geo-coding for location-related data standardization and cleansing including:<br>• Postal address libraries – vendor provided libraries certified by the U.S. Postal Service<br>• Postal address details – support for address extensions (such as the USPS Zip+4 code look-up service), change of address notification and delivery-point validation<br>• Frequency and mechanism by which updates to postal libraries are delivered and applied<br>• Tag records with geo-coding information (such as latitude and longitude)<br>• Level of precision of geo-coding data in relevant countries (for example, street, block or rooftop)<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH537 |
| T-226 | (M) | The EDR Proposed Solution must capture effective meta-data to identify systemic causes of rejected records and erroneous records. | TECH538 |
| T-227 | (M) | The EDR Proposed Solution must generate alerts of various types (for example, e-mail, page and error message), that are configurable by a system administrator, if monitoring rules have been violated. | TECH539 |
| T-228 | (M) | The EDR Proposed Solution must provide prebuilt and customizable reports that show numbers and types of monitoring rule violations over time. | TECH540 |
| T-229 | (M) | The EDR Proposed Solution must deploy monitoring rules in existing applications and data flows, and as a stand-alone, periodic process. | TECH541 |
| T-230 | (M) | The EDR Proposed Solution must integrate data quality rules and processes with the Business Process Management platform. | TECH542 |

d. Enterprise Data Warehouse

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-231 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is designed and architected as a repository for historical enterprise-wide data. | TECH609 |
| T-232 | (MS) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is architected to have distinct tiers to capture historical data. The tiers must include:<br>• Staging structures, with time-slice information on raw unprocessed data<br>• De-normalized structures for consolidated data stores<br>• High performing data marts<br><br>*See Bidders' Library, EAD Data Management and Delivery*.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The tiers are defined and designed as per the requirement*<br>☐ *The tiers are partitioned*<br>☐ *The meta-data for each tier is comprehensive*<br>☐ *The EDR Proposed Solution design discusses how data mart performance problems will be solved* | TECH173 |
| T-233 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that stores and maintains all business prioritized, required, and captured data to make it available and useable for the enterprise, including but not limited to:<br>• Personal Income Tax (PIT) and Business Entity (BE) paper tax return images and data<br>• PIT and BE e-filed tax return data<br>• Payment images and data<br>• 3rd party data | TECH174 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-234 | (M) | The EDR Proposed Solution must use Change Data Capture or “smart” capture so that only changes are captured into the Enterprise Data Warehouse after the first total capture or “snapshot.” | TECH175 |
| T-235 | (M) | The EDR Proposed Solution must provide a central data store Enterprise Data Warehouse that holds all analytical and historical data, traceable to data sources, that is within the scope of EDR. The central data store must contain all available information (including meta-data) belonging to each entity. | TECH177 |
| T-236 | (M) | The EDR Proposed Solution must accommodate changes in the data stores, when existing sources add, drop, or change data elements, without requiring existing processes to be manually re-coded. | TECH179 |
| T-237 | (M) | The EDR Proposed Solution must provide the flexibility to receive and incorporate new sources of information into the Enterprise Data Warehouse as they are identified or become available. | TECH180 |
| T-238 | (M) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is the repository of all information pertaining to a customer, and must provide customer cross-reference capability. | TECH181 |
| T-239 | (M) | The EDR Proposed Solution must retain information that is gathered during data cleansing and data matching processes in the Enterprise Data Warehouse for historical analysis. | TECH182 |
| T-240 | (MS) | The EDR Proposed Solution must provide Database Management System support for Online Analytical Processing database structures for use in business intelligence and analytics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH543 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-241 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional data views.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH544 |
| T-242 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional tables.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH545 |
| T-243 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has incremental updating of table and data views as the data changes.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH546 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-244 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has a tool to help the Database Administrator decide on the type of partitioning to use based on the schema of the database and query statistics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH549 |
| T-245 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has support for large data warehouse database sizes (greater than 50 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH551 |
| T-246 | (M) | The EDR Proposed Solution must provide a data warehouse where the data has a maximum latency of 24 hours. | TECH590 |
| T-247 | (M) | The EDR Proposed Solution must provide a data warehouse with the ability to use a tiered storage solution, to control the storage of data as required by the business. | TECH591 |
| T-248 | (M) | The EDR Proposed Solution must process data by the Master Data Management solution prior to populating the Enterprise Data Warehouse. | TECH592 |

e. Enterprise Operational Data

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-249 | (M) | The EDR Proposed Solution must establish a central Enterprise Operational Data store to make operational Online Transaction Processing data available to the enterprise as required by the business.<br><br>*See RFP Section IV, Base Business Concepts for additional information on the Definition and Architecture of Enterprise Operational Data.* | TECH183 |
| T-250 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that eliminates redundant storage of internal systems data and 3rd party data in each system. | TECH184 |
| T-251 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that is the repository of all enterprise transactional data for the Enterprise Common Services and the new Business Process Management platform. | TECH185 |
| T-252 | (M) | The EDR Proposed Solution must provide an Enterprise Operational Data store that will become the primary source of customer reference data at FTB, and will serve as the FTB customer contact authority. | TECH186 |
| T-253 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of replicating data between instances of the same DBMS with no negative effect on performance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐ Functionality provided out of the box*<br>*3 pts ☐ Functionality provided by 3rd party solution*<br>*2 pts ☐ Functionality requires customization to achieve*<br>*1 pt ☐ Functionality requires customized 3rd party solution* | TECH552 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-254 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Very Large Scale Databases (greater than 5 terabytes) for Online Transaction Processing applications.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH553 |
| T-255 | (MS) | The EDR Proposed Solution must provide a Database Management System that has tools that scale to the anticipated volumes to support Very Large Scale Databases (greater than 5 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH554 |
| T-256 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of heterogeneous DBMS replication.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH555 |

f. General Database Management System

The requirements in this section are common to both Enterprise Data Warehouse and Enterprise Operational Data.

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-257 | (MS) | The EDR Proposed Solution must provide a Database Management System that has an optimizer that employs a plan analyzer to tune the optimization plans and bind them to a specific Structured Query Language statement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH556 |
| T-258 | (MS) | The EDR Proposed Solution must provide a Database Management System that has multiple types of indexes available to tune performance of Structured Query Language statements.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ Functionality *requires customized 3rd party solution* | TECH557 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-259 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has Database Administrator input for manual tuning of the DBMS by changing parameters directly.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH558 |
| T-260 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that contains automatic tuning functions for continuous tuning of the DBMS without Database Administrator intervention.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH559 |
| T-261 | (MS) | The EDR Proposed Solution must provide a Database Management System that has buffer management and can be monitored as well as tunable memory buffer management.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH560 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-262 | (MS) | The EDR Proposed Solution must provide a Database Management System and hardware that stores data structures as a database in-memory, not as buffer storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH561 |
| T-263 | (MS) | The EDR Proposed Solution must provide a Database Management System that has a tool to analyze and prevent "runaway" queries from executing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH562 |
| T-264 | (M) | The EDR Proposed Solution must provide a Database Management System that allows placement of data on specific storage locations. This would include striping data for performance. | TECH563 |
| T-265 | (M) | The EDR Proposed Solution must provide a Database Management System that executes utilities in parallel including:<br>• Backup<br>• Recovery<br>• Free space reclamation<br>• Index rebuild | TECH564 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-266 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH565 |
| T-267 | (DS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL2003 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH566 |
| T-268 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has standards based connectivity to the DBMS. For example, Open Database Connectivity, Java Database Connectivity, and Web Services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH567 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-269 | (DS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that supports XQuery 1.0 W3C Recommendation standard compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH568 |
| T-270 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 user-defined data types.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH569 |
| T-271 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Large Object.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH570 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-272 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports native Extensible Markup Language data storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH571 |
| T-273 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports files that contain other forms of data — not the normal relational or Extensible Markup Language text forms such as audio, video, multimedia and biometric data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH572 |

g. Meta-Data Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-274 | (M) | The EDR Proposed Solution must implement a meta-data repository with the capability to store meta-data information on all the data about system resources including entities, enterprise services, resources, Database Management System names, process owners, and dependencies. | TECH187 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-275 | (MS) | The EDR Proposed Solution must make the meta-data available to the enterprise for both business and IT users with role based access control.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each)?).*<br>☐ *The role based access control includes all meta-data and all users*<br>☐ *The access control is configurable by a business user*<br>☐ *The access control is configurable with a configuration file or equivalent*<br>☐ *The access control is configurable thru the use of a Graphical User Interface that does not require writing program code or macros*<br>☐ *The access control exposes granular and flexible permissions* | TECH188 |
| T-276 | (M) | The EDR Proposed Solution must provide a common meta-data repository for use by both the business users and the IT users that includes meta-data for all data within EDR scope including:<br>• Structured data<br>• Unstructured data<br>• Raw data<br>• Processed data | TECH189 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-277 | (MS) | The EDR Proposed Solution must use International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 11179 as the meta-data standard.<br><br>*See ISO/IEC 11179 online at http://metadata-stds.org/11179/index.html*<br><br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH190 |
| T-278 | (M) | The EDR Proposed Solution must provide reporting capability to produce both standard and custom reports using relevant meta-data including:<br>• Data dictionary<br>• Data redundancy<br>• Data inconsistency<br>• Impact and dependency analysis | TECH192 |
| T-279 | (M) | The Contractor must use the modeling tool(s) to produce all data definition language scripts used for user object creation and alteration. | TECH605 |
| T-280 | (M) | The Contractor must use a standard model of meta-data management, such as Meta-data Object Facility.<br><br>*See OMG Modeling and Metadata Specifications at* http://www.omg.org/technology/documents/modeling_spec_catalog.htm | TECH606 |
| T-281 | (M) | The Contractor must use a standard model of meta-data interchange such as Common Warehouse Meta-data Interchange.<br><br>*See OMG Modeling and Metadata Specifications at* http://www.omg.org/technology/documents/modeling_spec_catalog.htm | TECH607 |

h. Electronic Data Exchange

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-282 | (MS) | The EDR Proposed Solution must provide alerts that communicate success or failure of data exchanges (for example, confirmation of receipt).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The alerts are clear and concise*<br>☐ *The alerts include trouble shooting information*<br>☐ *The alerts are configurable by system administrators (for example, level of detail, alert triggers, and alert frequency)*<br>☐ *A variety of delivery options are included (for example, email, text message, etc)*<br>☐ *The alerts indicate where and when failures occur* | TECH193 |
| T-283 | (MS) | The EDR Proposed Solution's Electronic Data Exchange (EDE) facility must have comprehensive configurable (does not require programming) automated interfaces with other systems, which must include other agencies and 3rd parties, as required by the business.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDE facility follows open standards (not proprietary)*<br>☐ *The EDE facility Graphical User Interface is enabled*<br>☐ *The EDE facility is configurable*<br>☐ *The EDE facility is comprehensive (able to handle any sort of source and destination interface)*<br>☐ *The EDE facility includes a configurable return receipt* | TECH194 |
| T-284 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must generate record counts to validate the completeness of data processed. | TECH195 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-285 | (M) | The EDR Proposed Solution must provide the functionality of Electronic Data Exchange such that all rejected data must:<br>• Be automatically written to a suspense data store in such a way that it facilitates the processing of suspended records<br>• Provide the count of rejected records<br>• Provide the reason (not reason “code”) why it was rejected<br>• Identify what process was running when it was rejected<br>• Have the capability to continue to load<br>• Provide the source and destination systems<br>• Provide the timestamp of rejection | TECH196 |
| T-286 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange with the ability to schedule and track data sends and receipts. | TECH197 |
| T-287 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange which includes encryption that meets FTB standards.<br><br>*See the Bidders’ Library, FTB Information Security Policy*. | TECH573 |
| T-288 | (M) | The EDR Proposed Solution’s Electronic Data Exchange facility must have a catalogue capability that will:<br>• Capture that a file was received<br>• Identify the file provider and the type of file, according to information provided with the file<br>• Capture the date the file was processed | TECH198 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-289 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept records with pre-defined formats and media by the use of specialized, media specific receipt applications including:<br>• CD/DVD ROM<br>• File Transfer Protocol or similar electronic transfer (File Transfer Protocol Secure)<br>• Secure Hypertext Transfer Protocol (HTTP)<br>• Magnetic tape<br>• Web services<br>• Secure Shell (SSH)<br>• SSH File Transfer Protocol (sometimes called Secure File Transfer Protocol) | TECH199 |
| T-290 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept information records whenever they arrive. | TECH200 |
| T-291 | (M) | The EDR Proposed Solution must have the capability to identify and notify designated internal data owners when any external data is received, and to route the data for further processing as required. | TECH201 |
| T-292 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to accept corrected data records at anytime. | TECH202 |
| T-293 | (M) | The EDR Proposed Solution must provide an Electronic Data Exchange facility that has the capability to extract pre-defined entity cross-reference data from the Enterprise Data Warehouse. | TECH203 |
| T-294 | (M) | The EDR Proposed Solution's Electronic Data Exchange with external data sources must have the capability to accommodate changes when existing sources add, change or drop data elements. | TECH204 |
| T-295 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to provide flexibility to receive new sources of information as they are identified or become available. | TECH205 |
| T-296 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must have the capability to check each record completely and capture all the reasons a record failed a validation check. | TECH206 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-297 | (M) | The EDR Proposed Solution's Electronic Data Exchange facility must provide the capability to show information as FTB received it, even after it has been changed. | TECH207 |

i. Data Services and Access Layer

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-298 | (M) | The EDR Proposed Solution must provide data sharing through data services, unless there are validated and verifiable reasons to use other methods or solutions. | TECH208 |
| T-299 | (M) | The EDR Proposed Solution's data services must use open standards based and/or persistent connections to databases for the user and/or application. | TECH209 |
| T-300 | (MS) | The EDR Proposed Solution's data services must be optimized for scalability and performance.<br><br>*See Bidders' Library:*<br>• *Return Filing Plan 2005-2008*<br>• *Scalability Definition*<br>• *Return Filing Plan 2008-2010*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The data service architecture introduces latency of 1 millisecond or less*<br>☐ *The data service architecture supports scaling to the projected volumes* | TECH210 |
| T-301 | (M) | The EDR Proposed Solution's data services must post all data to the Enterprise Operational Data for users to access except when limited by information security policies, regulations, laws, or source data in legacy systems (for example, Internal Revenue Service 1075 or classified taxpayers). | TECH212 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-302 | (MS) | The EDR Proposed Solution must provide data services that use open, industry standards, and protocols, which are non-proprietary and make the services useable by any system at FTB.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution's data services component follows open standards*<br>☐ *The solution's data services component is scalable to projected volumes* | TECH213 |
| T-303 | (M) | The EDR Proposed Solution must provide data services that are described, discoverable and usable by any FTB system that is in the scope of EDR, through a central service registry and/or repository. | TECH214 |
| T-304 | (M) | The EDR Proposed Solution's data services must hide the complexity and implementation of the logical and physical data from the business components. | TECH215 |
| T-305 | (M) | The EDR Proposed Solution's data services must:<br>• Utilize the Business Process Management platform for business rules<br>• Be modular; core functions are not split across multiple services<br>• Not be impacted by an upgrade to any other service<br>• Be able to work with any platform<br>• Not be "black boxes" to FTB technical support, but should be for users | TECH216 |

j. Federated Data Solutions

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-306 | (M) | The EDR Proposed Solution must use a mixture of both Extract Transform Load solutions and federated solutions. | TECH217 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-307 | (M) | The EDR Proposed Solution must have the capability to request, gather, and associate data from non-transactional, unstructured data stores to appropriate customers. | TECH218 |

k. Business Object Layer

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-308 | (M) | The EDR Proposed Solution must have the capability to present a business object layer to the applications for persistence in order to reduce the complexity of internal mechanisms and data structures behind a defined interface. The business object layer must be optimized for scalability to the projected volumes. | TECH219 |
| T-309 | (M) | The EDR Proposed Solution must use a business object layer that encompasses both functions and data to define a business object. | TECH220 |
| T-310 | (M) | The EDR Proposed Solution must use a business object layer that allows for complex entity relationships. | TECH221 |
| T-311 | (M) | The EDR Proposed Solution must use a business object layer that provides a subset of data services functionality that allows for access, integration, transformation, and delivery of trusted data. | TECH222 |

l. Data Audit

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-312 | (M) | The EDR Proposed Solution must maintain an audit trail of all data exchange activity including exchanges between internal databases. The audit trail must include the source of the data down to the data element level (row and column). | TECH223 |
| T-313 | (M) | The data source information must be tracked for reporting purposes through all subsequent uses and processes in the EDR Proposed Solution. | TECH224 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-314 | (M) | The EDR Proposed Solution must maintain an audit trail of all changes made to the required data elements. The audit trail must include the identity of the user, process and the timestamp of the change. | TECH225 |
| T-315 | (M) | The EDR Proposed Solution must record the database user, time (to millisecond time resolution), and date of all inserts, and updates to data rows. | TECH226 |
| T-316 | (M) | The EDR Proposed Solution must not allow the security administrator, database administrator, system administrator, or any user to turn off a data audit, or make unauthorized changes to its settings. | TECH227 |
| T-317 | (M) | The EDR Proposed Solution must provide an audit trail that supports queries that return result sets showing the requested data object state as it was at the specified effective date back to the original data as reported. | TECH228 |
| T-318 | (M) | The EDR Proposed Solution must provide a data access layer that must not allow database administrators or security administrators to bypass the data audit component and the data access layer and make direct changes in the EDR Proposed Solution's databases. | TECH229 |
| T-319 | (M) | The EDR Proposed Solution must provide a data audit component that includes a report to return all database records that have been modified. | TECH230 |
| T-320 | (M) | The EDR Proposed Solution must provide data audit data stores and files that are read-only and do not allow writes except as authorized by the audit application. | TECH231 |
| T-321 | (M) | The EDR Proposed Solution must retain audit logs for the same length of time as required for the data. | TECH574 |
| T-322 | (M) | The EDR Proposed Solution must conform to the FTB security audit logging requirements.<br><br>*See the Bidders' Library, FTB Information Security Policy*. | TECH575 |

m. Data Mining and Analysis

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-323 | (MS) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution provides "trained" mining models (use of the word "trained" means that training and testing datasets have been applied to the data mining solution to deliver validated data mining models)*<br>☐ *The data mining solution does not require tool specific expert level skills to use*<br>☐ *The solution has the ability to automatically find hidden relationships and present them to users* | TECH232 |
| T-324 | (M) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis that operate without adversely affecting the production environment. | TECH585 |
| T-325 | (M) | The EDR Proposed Solution must have the capability to perform probability samplings to support program reviews and audits. | TECH233 |
| T-326 | (M) | The EDR Proposed Solution must provide the facility to identify problems detected during the receipt of records and processing of records, including problem patterns detected by later data mining. The conditions identified during analysis that are to be recorded according to FTB business rules, will be held in the Enterprise Data Warehouse for information provider entities. | TECH235 |
| T-327 | (M) | The EDR Proposed Solution must have the capability to identify trends (for example, customer filing patterns and payment histories) using predictive analysis. | TECH236 |

n. Reporting

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-328 | (M) | The reporting component of the EDR Proposed Solution must have the capability to design, compile, format, and process standard, and ad-hoc reports. | TECH237 |
| T-329 | (M) | The EDR Proposed Solution must use the Enterprise Data Warehouse (EDW) as the source of data for reports unless the required data does not reside in the EDW. | TECH238 |
| T-330 | (M) | The EDR Proposed Solution must support report data retrieval, rendering, and delivery to users with no discernable production impact. | TECH239 |
| T-331 | (M) | The EDR Proposed Solution must allow for report workload isolation and report performance monitoring. | TECH240 |
| T-332 | (M) | The EDR Proposed Solution must provide tools to configure and schedule reports. | TECH241 |
| T-333 | (M) | The EDR Proposed Solution must provide for data driven subscriptions to reports. | TECH242 |

o. Business Intelligence and Performance Measurement

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-334 | (M) | The EDR Proposed Solution must provide data management systems with the ability to gather periodic historical (Time-Slice) information from transactional (Online Transaction Processing) data repositories for analytical, data mining, and reporting purposes. | TECH243 |
| T-335 | (M) | The EDR Proposed Solution must provide the ability to enhance analytical processing capabilities by using strategies such as "de-normalizing" the relational data stores, using multi-dimensional structures, and using data marts. | TECH244 |
| T-336 | (M) | The EDR Proposed Solution must provide the ability for the use of information "dashboards" that are configurable by the business user. | TECH245 |
| T-337 | (M) | The EDR Proposed Solution must have Business Intelligence tools that integrate to the meta-data repositories. | TECH246 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-338 | (M) | The EDR Proposed Solution must transition existing reports from legacy systems to the data warehouse if the data required for the report is located in the Enterprise Data Warehouse. | TECH247 |

5. Infrastructure and Tools

a. Enterprise Architecture and Principles

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-339 | (M) | The EDR Proposed Solution must adhere to the system analysis and design principles specified for FTB.<br><br>*See Bidders' Library, FTB IT Principles.* | TECH249 |
| T-340 | (M) | All web servers included in the EDR Proposed Solution must integrate with existing FTB network infrastructure, and adhere to FTB networking standards. | TECH252 |
| T-341 | (M) | The EDR Proposed Solution must utilize open standard protocols that enable software to be delivered between distributed applications. | TECH253 |
| T-342 | (M) | The EDR Proposed Solution must contain a utility that can identify and repair corrupted data. | TECH256 |
| T-343 | (M) | The EDR Proposed Solution must provide an automated process for purging production system files. | TECH257 |
| T-344 | (M) | The EDR Proposed Solution must use an object-oriented language. | TECH353 |
| T-345 | (M) | The EDR Proposed Solution must integrate with:<br>• Microsoft Exchange<br>• Microsoft Outlook<br>• Outlook Web Access | TECH258 |

b. Network

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-346 | (M) | All new hardware in the EDR Proposed Solution must meet FTB Standards and be certified for use by the FTB Compliance Monitoring Unit prior to being placed into production. | TECH262 |
| T-347 | (M) | Equipment added to the data network Local Area Network/Wide Area Network (LAN/WAN) must comply with the current addressing standards of FTB WAN. IP addresses will be assigned by the FTB LAN/WAN team.<br><br>*See Bidders' Library, FTB Network Configuration Parameters.* | TECH264 |
| T-348 | (M) | In the EDR Proposed Solution all network devices must be visible to FTB monitoring systems. | TECH268 |
| T-349 | (M) | The EDR Proposed Solution must include Quality of Service implementation training, expertise and resources if Quality of Service technology is included in the solution's design. | TECH272 |

c. Tools

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-350 | (M) | The EDR Proposed Solution must provide tools at the server, client, database, application, interface and internet component levels to measure all areas of system and network performance. | TECH260 |
| T-351 | (M) | The EDR Proposed Solution must provide performance-monitoring tools that are configured to proactively monitor system performance. | TECH309 |
| T-352 | (M) | The EDR Proposed Solution must provide design documentation tools that will create consistent documentation (for example, Unified Modeling Language diagrams and flow diagrams). | TECH276 |
| T-353 | (M) | The EDR Proposed Solution must provide automated software documentation for developers that can be exported to an open standard format (for example, Extensible Markup Language). | TECH278 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-354 | (M) | The EDR Proposed Solution must include tools to be used in:<br>• Designing applications<br>• Designing databases<br>• Designing EDR logical diagrams<br>• Reverse engineering<br>• Providing data definitions<br>• Design documentation | TECH279 |
| T-355 | (M) | The EDR Proposed Solution must utilize Clear Quest (FTB's current standard defect tracking tool) for problem and defect tracking, assignment and resolution. | TECH280 |
| T-356 | (M) | The EDR Proposed Solution must interface with industry standard version control tools. The tools must have access control mechanisms and must be role-based to monitor access to changes.<br><br>*See Bidders' Library, FTB Version Control Tools.* | TECH281 |
| T-357 | (M) | The EDR Proposed Solution must interface with industry standard testing tools. The tools must have access control mechanisms. | TECH282 |
| T-358 | (M) | The EDR Proposed Solution software must be documented using self-documenting language features so that documentation can be generated from the source code. | TECH284 |
| T-359 | (M) | The EDR Proposed Solution must fully support the two most recent versions of the following web browsers: Internet Explorer, Firefox, Mozilla, and Safari, at the time the system is moved to production. | TECH360 |
| T-360 | (M) | The EDR Proposed Solution must provide network monitoring and security audit tools that measure performance, availability, and reliability. | TECH315 |
| T-361 | (M) | The EDR Proposed Solution must utilize CA Unicenter to generate help tickets, asset information, and software license tracking. | TECH577 |
| T-362 | (M) | The EDR Proposed Solution must utilize IBM Rational RequisitePro to manage requirements, generate use cases and provide traceability within the application. | TECH578 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-363 | (M) | The EDR Proposed Solution must provide Network Access Control (NAC) technology that will authenticate the end-user and dynamically assign network access rights regardless of physical location within the FTB campus. The NAC must leverage Microsoft Active Directory group membership and work seamlessly with the current CISCO based networking technologies in use at FTB. | TECH579 |
| T-364 | (M) | The EDR Proposed Solution must include a load generating tool to allow full load testing and monitoring to be completed prior to full system implementation. | TECH582 |
| T-365 | (M) | The EDR Proposed Solution and its components must have integrated testing tools and features to test applications, solution components, services, rules, and processes. | TECH587 |

6. Security

a. General Security Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-366 | (M) | The EDR Proposed Solution must capture and store information from and about the 3rd party data from the sources to be able to enforce the data disclosure and security policies as per the local, State and Federal legal restrictions, or contracts with the data sources. | TECH366 |
| T-367 | (M) | Data access controls must have the capability of providing compliance with legal restrictions on data usage or data disclosure to business areas, employees, or additional, system processes. | TECH367 |
| T-368 | (M) | The EDR Proposed Solution must have an Identity and Access Management solution for access controls to include role based access to prevent unauthorized disclosure of sensitive or confidential information. | TECH368 |
| T-369 | (M) | The EDR Proposed Solution must provide a secure data archival service as required by National Institute of Standards Technology (NIST) SP 800-53 Annex 2. | TECH369 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-370 | (M) | The communication and/or exchange of electronic data must be secure and meet required minimum encryption standards specified in Federal Information Processing Standards Publications (FIPS) 140-2 level 2.<br><br>*See Bidders' Library, FIPS PUB 140-2*. | TECH370 |
| T-371 | (M) | The EDR Proposed Solution must conform to all Federal and State regulations for the pairing of a Social Security Number, Federal Employer ID Number, or State Employer ID Number with a name.<br><br>*See Bidders' Library, SSN Laws and Regulations.* | TECH372 |

b. Security and Audit

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-372 | (M) | The EDR Proposed Solution must use EASE for external authentication. | TECH374 |
| T-373 | (M) | Authorization for services must leverage the Identity and Access Management solution's role-based access control model as required by the business. | TECH376 |
| T-374 | (M) | Authorization for services must leverage the Identity and Access Management solution, which will be implemented via code access security that restricts the types of system resources that code can access and the types of privileged operations that the code can perform. | TECH377 |
| T-375 | (M) | All service authorization controlled at the access control layers must leverage the Identity and Access Management solution, which must be implemented with externalized security policies (grants and rules). | TECH378 |
| T-376 | (M) | The authorization facility must leverage the Identity and Access Management solution, which will control access to logical resources (application services and/or transactions and business objects) for all internal and external system users (for example, intranet, web, IVR). | TECH379 |
| T-377 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will analyze all service requests to determine if the client has the "right to execute" the specified request. | TECH380 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-378 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will support mechanisms that allow service providers to determine if service requestors are authorized to use the requested resource. | TECH381 |
| T-379 | (M) | The EDR Proposed Solution must be able to verify that message data has not been changed or damaged in transit, either through accidental or nefarious means and provide audit logging and alerting of such events. | TECH382 |
| T-380 | (M) | The EDR Proposed Solution must be able to ensure that unauthorized entities cannot view or access sensitive and confidential information (all or part of a message) while it is in memory or persisted. | TECH384 |
| T-381 | (M) | The EDR Proposed Solution must be able to detect duplicate messages which may be used in replay attacks and denial of service attacks, and provide audit and alert on such activity. | TECH385 |
| T-382 | (M) | The EDR Proposed Solution must be able to validate messages and message attachments to ensure that they contain appropriate data and do not contain attack vectors (for example, viruses and worms), or compromising message content (for example, Structured Query Language injections) and audit and alert on such activity. | TECH386 |
| T-383 | (M) | The EDR Proposed Solution must provide the ability to audit and alert on all web service interactions. | TECH387 |
| T-384 | (M) | The EDR Proposed Solution must provide monitoring of web services interactions to enable detection of potential security breaches and fraud, and to generate configurable notifications and alerts to authorized individuals or groups. | TECH388 |
| T-385 | (M) | The web services security infrastructure must leverage the Identity and Access Management solution, which will integrate with existing Identity Management systems (EASE). | TECH389 |
| T-386 | (M) | The EDR Proposed Solution must support the ability to establish and recognize trust relationships and to map credentials from one trust domain to another. | TECH390 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-387 | (M) | The EDR Proposed Solution must allow each distinct business domain to configure its own access control settings and participate in a workflow process to negotiate access control policies with its internal and external partners. | TECH391 |
| T-388 | (M) | The EDR Identify and Access Management solution must support single sign-on for each service request. | TECH397 |
| T-389 | (M) | Web services must not force callers of the service to authenticate for each service request. | TECH398 |
| T-390 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will provide authentication and authorization services for all system users. | TECH400 |
| T-391 | (M) | The EDR authentication solution must be able to centrally manage authentication rules for all EDR integrated systems. | TECH404 |
| T-392 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will authenticate using FTB's established security policies for authentication. | TECH405 |
| T-393 | (M) | The EDR Proposed Solution must, at a minimum, provide Federal Information Processing Standards Publications (FIPS) 140-2 level 2 and FTB approved encryption for all data that requires authentication.<br><br>*See Bidders' Library, FIPS PUB 140-2.* | TECH406 |
| T-394 | (M) | The EDR Proposed Solution must leverage the Identity and Access Management solution, which will provide a single point of revocation for access and authorization for all internal users. | TECH407 |
| T-395 | (M) | The EDR Proposed Solution must provide an audit trail and logging which must meet the Information Security Audit logging requirements and must provide for or, interface with, the enterprise audit logging repository system.<br><br>*See Bidders' Library, FTB Security Audit Log Requirements.* | TECH408 |
| T-396 | (M) | The EDR Proposed Solution must support utilization of client side digital certificates for authentication. | TECH409 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-397 | (M) | The EDR Proposed Solution must include a service tracking module to monitor and log services that are being used, how often and by whom. | TECH410 |
| T-398 | (M) | The EDR Proposed Solution must maintain a transaction log for changes to eligibility information which includes source and reason. | TECH411 |
| T-399 | (M) | The authentication facility must have a configurable option to send notifications to the user for administrator-defined security events. | TECH413 |
| T-400 | (M) | The authentication facility must enforce use of Transport Layer Security and/or Secure Sockets Layer (TLS/SSL) for entire web session and deny service for non-TLS/SSL requests. | TECH415 |
| T-401 | (M) | The authentication facility must support the ability for the user to sign-in (using other authentication factors) and reset their password to a temporary password in the case that they have forgotten their password. | TECH420 |
| T-402 | (M) | Confidential information must be secured by ensuring identification and authentication, audit trails, and system access parameters to limit access only to the information required by the requester's business functions, and authorized by law. | TECH421 |
| T-403 | (M) | The EDR Proposed Solution must include audit trail facilities to permit recording every access to confidential and sensitive information. | TECH422 |
| T-404 | (M) | Confidential information, such as Social Security Number (SSN), must be transmitted only in encrypted form using National Institute of Standards Technology (NIST) and FTB encryption standards. Object schemas must allow an authorized administrator to specify confidential attributes and/or elements, and protection method (encryption, hashing). It also must allow one to specify a short suffix of confidential attribute to be stored as clear text (for example, the last four (4) digits of the SSN).<br><br>*See Bidders' Library, FIPS PUB 140-2.* | TECH424 |
| T-405 | (M) | Confidential information that is encrypted or hashed must specify the encryption algorithm used. | TECH426 |

c. Security Management and Administration

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-406 | (M) | The Business Process Management solution must store authentication credentials in encrypted form for all interfaces, which perform login to an external system. | TECH430 |
| T-407 | (M) | The Business Process Management solution must use an encrypted channel (for example, Transport Layer Security and/or Secure Sockets Layer, Virtual Private Network, Secure File Transfer Protocol) for each interface that transmits or receives confidential or sensitive data (for example, username, password, Social Security Number, address information, payment amounts). | TECH431 |
| T-408 | (M) | The Business Process Management solution must use a signed and/or hashed archival method for each interface that uses confidential or sensitive information. | TECH432 |
| T-409 | (M) | The Business Process Management solution must provide self-security administration with ownership privileges. | TECH433 |
| T-410 | (M) | The Business Process Management solution must provide directory integration, including Lightweight Directory Access Protocol and Active Directory for assigning users to roles and departments and groups. | TECH434 |
| T-411 | (M) | The Business Process Management solution must provide process archiving and deployment across distributed systems. | TECH435 |
| T-412 | (M) | The Business Process Management solution must provide user group administration and role-based access to managerial capabilities. | TECH436 |
| T-413 | (M) | The Business Process Management solution must provide resource and role administration linked to capability profiles. | TECH437 |

d. Data Disclosure, Access Control, and Security

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-414 | (M) | The EDR Proposed Solution must capture and store information from and about the 3rd party data from the sources to be able to enforce the data disclosure and security policies as per the local, State and Federal legal restrictions, or contracts with the data sources. External data sources may also be subject to federal or state legal restrictions governing the use of the data. Data access controls must have the capability of providing compliance with the legal restrictions on data usage or data disclosure to business areas, employees or additional system processes.<br><br>*See Bidders' Library, FTB Confidentiality and Security of Data Policy.* | TECH438 |
| T-415 | (M) | Data access controls must have the capability of providing compliance with legal restrictions on data usage or data disclosure to business areas, employees, or additional system processes. | TECH439 |
| T-416 | (M) | The EDR Proposed Solution must have an Identity and Access Management solution for access controls to include role based access to prevent unauthorized disclosure of sensitive and/or confidential information. | TECH440 |
| T-417 | (M) | The EDR Proposed Solution must provide a data archival service at an appropriately secured location as required by National Institute of Standards Technology (NIST) SP 800-53 Annex 2.<br><br>*See Bidders' Library, NIST SP 800-53 Annex 2.* | TECH441 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-418 | (M) | The EDR Proposed Solution must ensure that the communication and/or exchange of electronic data is secure and meet required standards, including the following:<br>• Internal Revenue Service Publication 1075 “Tax Information Security Guidelines For Federal, State And Local Agencies And Entities”<br>• FTB Information Security Policy<br>• Federal Information Processing Standards Publications (FIPS) 140-2.<br><br>*See Bidders' Library:*<br>• *FIPS PUB 140-2*<br>• *FTB Information Security Policy*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH442 |

e. Security and Identity Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-419 | (M) | The EDR Proposed Solution must conform to FTB’s Identity and Access Management architecture.<br><br>*See Bidders' Library:*<br>• *FTB Information Security Policy*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH443 |
| T-420 | (M) | The EDR Proposed Solution must meet or exceed FTB’s security requirements as described in National Institute of Standards Technology (NIST) SP800-53 Moderate, and Internal Revenue Service publication 1075.<br><br>*See Bidders’ Library:*<br>• *IRS PUB 1075*<br>• *NIST SP 800-53 Annex 2* | TECH444 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-421 | (M) | The EDR Identity and Access Management solution must be integrated with all of FTB's Service Oriented Architecture infrastructure, so that as new or changed business services are designed, developed and deployed, accesses to them are controlled and audited. This design must allow the business or policy needs to change, so that the security controls will dynamically adapt. | TECH446 |
| T-422 | (M) | The EDR Proposed Solution must specify and implement security from five perspectives:<br>• Identity auditing to include administrator security<br>• Identity administration including user provisioning, role management, resource access administration, and credential management<br>• Identity verification including identity proofing, authentication, authentication infrastructure, single sign-on, and federated identity management<br>• Access management for application security including web access management to provide security as a service, Operating System access management, and authorization management.<br>• Directory technology security services for distributed environment security | TECH447 |
| T-423 | (M) | The EDR Proposed Solution must be designed and implemented to provide "security as a service".<br>• Security as a service delivering security for entities and applications via web services<br>• Security service protection layers must be isolated from application layers and components in such way that compromised application components may not bypass or compromise security infrastructure protection layers or other application layers<br>• The system must be designed and implemented to limit access only to the information required by the requester's business functions<br>• The EDR Proposed Solution must be designed to use the lowest privilege possible | TECH448 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-424 | (M) | The EDR Proposed Solution must have the functionality to provide customized audit trails of activity for auditing violations and be able to export those logs into the FTB Security Audit Logging system for analysis. Successful testing of the audit system must be able to integrate with FTB current security and auditing infrastructure. | TECH450 |
| T-425 | (M) | The EDR Proposed Solution must have the functionality of real-time management that provides a centralized view of who is accessing resources. | TECH452 |
| T-426 | (M) | The EDR Proposed Solution must provide a single sign-on capability. It must also ensure that existing sign-on mechanisms can be leveraged across applications, federated partners, and web services, and can integrate Active Directory with existing security systems. | TECH453 |
| T-427 | (M) | The EDR Proposed Solution must provide integrated federation services that will allow FTB to extend core authentication and authorization services with partners via standards based security. These standards include the Security Assertion Markup Language and Liberty Identity Federation Framework. | TECH454 |
| T-428 | (M) | The EDR Proposed Solution must be capable of routinely monitoring access to the automated system. | TECH457 |
| T-429 | (M) | The EDR Proposed Solution must have the capability to provide an audit trail of all operating system actions and must be maintained both on the automatic console log and on the Security Analysis Audit Log Tool (SAALT). Successful testing of the audit system must be able to integrate with FTB current security and auditing infrastructure. | TECH458 |
| T-430 | (M) | Data maintained within the EDR Proposed Solution must be secured and protected from unauthorized access or modification by user personnel and other systems within the department or external to it. | TECH459 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-431 | (M) | The EDR Proposed Solution must:<br>• Use proxy servers for securing all public facing tax applications.<br>• Operate all servers and server clusters behind a firewall<br>• Register all devices to Domain Name System for forward and reverse lookup capability<br>• Integrate with FTB's current user directory<br>• Have customizable alerting services that allow it to integrate with FTB's current Intrusion Detection System and/or Intrusion Prevention System | TECH460 |
| T-432 | (M) | The EDR Proposed Solution must provide administration tools that support security controls for authentication and access management. | TECH461 |
| T-433 | (M) | The EDR Proposed Solution must provide self-service dynamic provisioning. | TECH601 |
| T-434 | (M) | The EDR Proposed Solution must provide auditing facilities that record the user's ID, Internet Protocol address and other characteristics of the Personal Computer used for registration, and have the capability to use this information as one of the factors for authentication. | TECH602 |
| T-435 | (M) | The EDR Proposed Solution must provide authentication facilities that:<br>• Are capable of multi-factor authentication (use a minimum of two factors, main factor user name and password, second factor computer address or Automatic Number Identification)<br>• When necessary can request responses to challenge/response questions and answers<br>• Use a one-time temporary factor (for example, the system generates temporary password that the user must use and must change for next session)<br>• Secure authentication facilities from attempts to steal or impersonate the session cookie<br>• Use a role-based access control model for authorization<br>• Control access to logical resources (application services/transactions and business objects) for all system users (for example, Intranet, Internet, IVR) | TECH603 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-436 | (M) | The EDR Proposed Solution must provide a configurable option to send notifications to the user for administrator-defined security events. | TECH604 |
| T-437 | (M) | The EDR Proposed Solution must include audit trail facilities to permit recording every access or modification to confidential and sensitive information in accordance with standard audit practices. | TECH464 |
| T-438 | (M) | The EDR Proposed Solution must validate messages and message attachments to ensure they contain appropriate data and do not contain attack vectors such as viruses and worms or compromising message content such as Structured Query Language injections. | TECH529 |
| T-439 | (M) | The EDR Proposed Solution must monitor all interactions to detect potential security breaches and fraud and generate configurable notifications to “security administrators.” | TECH469 |
| T-440 | (M) | The EDR Proposed Solution must ensure that data in motion is encrypted using at least the Federal Information Processing Standards Publications (FIPS) 197 approved 128bit Advanced Encryption Standard (AES) or FTB approved encryption standards – whichever is greater.<br><br>*See Bidders’ Library, FIPS PUB 197.* | TECH471 |
| T-441 | (M) | Application-level authentication not enforced by security infrastructure components must use Web Services Security. | TECH472 |
| T-442 | (M) | The EDR Proposed Solution shall provide role-based restricted view, edit, and action access. | TECH473 |
| T-443 | (M) | The EDR Proposed Solution must be designed and implemented so that access methods enforce application-level authorization controls for services that pass confidential or sensitive data. The system must establish and recognize trust relationships including the mapping of credentials across trust domains. | TECH475 |
| T-444 | (M) | The EDR Proposed Solution must be designed and implemented so that access methods enforce application-level authorization controls for services that pass confidential or sensitive data. | TECH476 |

7. BETS Decoupling

a. BETS Decoupling General Requirements

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-445 | (M) | The EDR Proposed Solution must remove INSTALL/1 and DESIGN/1 from BETS. | TECH477 |
| T-446 | (M) | The EDR Proposed Solution must comply with EDR interface standards and provide a new/updated user interface with functionality equivalent to the current BETS online. The new/updated interface shall at minimum include the following:<br>• Event driven web user interface<br>• Applications and screen flow controls<br>• Screen validation and formatting<br>• Session and context management, (for example, the ability to save data between steps of a process)<br>• Error handling (for both online and batch)<br>• Dynamic, context-sensitive help<br>• Suspend and resume facilities that allow users to leave one transaction in progress without losing data, while initiating and accessing other transactions<br>• Fast path facilities to allow experienced users to bypass menus<br><br>*See TM-119 and MRD033 for interface standards requirements*. | TECH478 |
| T-447 | (M) | The EDR Proposed Solution must replace all BETS functionality provided by the FTB user-created Attachmate EXTRA! Macros.<br><br>*See Bidders' Library, BES Macro List.* | TECH479 |

b. BETS Reports

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-448 | (M) | The EDR Proposed Solution must include the capability for users to create ad hoc reports with little or no programming. New reporting processes must meet or exceed current performance guidelines.<br><br>*See T-459 for baseline performance guidelines.* | TECH481 |
| T-449 | (M) | The EDR Proposed Solution must allow online access to selected new ad hoc reports through a dedicated reporting server. | TECH482 |
| T-450 | (M) | The EDR Proposed Solution must continue to use existing mainframe reports written in Report Writer and Natural. | TECH483 |

c. BETS Codes Tables

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-451 | (M) | The EDR Proposed Solution must convert VSAM resident Codes Tables to DB2. | TECH484 |
| T-452 | (M) | The EDR Proposed Solution must create a new online maintenance facility for the DB2 resident Codes Tables. | TECH485 |
| T-453 | (M) | The EDR Proposed Solution must use input/output modules rewritten to access DB2 resident Codes Tables for applications in both online and batch environments. | TECH486 |

d. BETS Testing

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-454 | (M) | The Contractor must replace the existing Test Data Management tool with modern technology that will provide the following functionality:<br>• A tool to simulate loads<br>• Save data extracts to quickly and easily refresh test environments<br>• Ability for testers to maintain and manipulate multiple versions of their own data. Ability for many testers to share limited physical DB2 resources<br>• A tool for testing in a Service Oriented Architecture/Business Process Management environment<br>• Minimize storage footprint of test environments to cut costs<br>• Consolidate data from multiple interrelated applications to create a “production-simulation” test environment that accurately reflects end-to-end business processes automatically deploying data masking (for example, data obfuscation) while maintaining referential integrity needed for testing<br>• Ability to create automated test data<br>• Ability to compare result data to expected data extracts | TECH487 |

e. BETS Development Environment

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-455 | (M) | The EDR Proposed Solution must include a tool for an integrated development environment that can accommodate the language used for the decoupling solution. | TECH488 |
| T-456 | (M) | The EDR Proposed Solution must include diagramming/ documentation tools (for example, Entity Relationship Diagram, design documents, and use cases). | TECH489 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-457 | (M) | The EDR Proposed Solution must create a data dictionary to enforce consistency between data elements across different tables and files. The dictionary must be available in electronic format. | TECH490 |
| T-458 | (M) | The EDR Proposed Solution for Business Entities must interface with ISPW (FTB's configuration management tool), for source control and component management for mainframe resident programs. | TECH491 |

f. BETS Performance and Architecture

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-459 | (M) | The Contractor must establish and document the performance baseline for the current BETS operational environment. | TECH492 |
| T-460 | (M) | The EDR Proposed Solution must meet or exceed the current BETS level of performance (from an end-to-end throughput business function perspective). | TECH493 |
| T-461 | (M) | The EDR Proposed Solution must continue to use the existing batch processes. | TECH494 |
| T-462 | (M) | The EDR Proposed Solution must meet or exceed the current level of availability provided by BETS to its business customers.<br><br>*See Bidders' Library, BETS Service Level Agreement.* | TECH495 |
| T-463 | (M) | The EDR Proposed Solution must use the n-tier architectural model; for example, separate tiers for the presentation, business-logic, and data-access. | TECH496 |
| T-464 | (M) | The EDR Proposed Solution must leverage (reuse) the existing BETS DB2 database model on the mainframe. | TECH497 |
| T-465 | (M) | The EDR Proposed Solution must isolate BETS noticing functionality necessary to support future integration into EDR's noticing and notification Services. | TECH498 |
| T-466 | (M) | The EDR Proposed Solution must isolate BETS contact and address functionality necessary to support future integration into EDR's contact service. | TECH499 |
| T-467 | (M) | The EDR Proposed Solution must provide the coexistence of COBOL and other web services. | TECH500 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-468 | (M) | The EDR Proposed Solution must leverage existing data driven architecture (for example, Codes Tables). | TECH502 |
| T-469 | (M) | The modernized architecture and EDR Proposed Solution must comply with FTB architectural standards for programming languages and platforms wherever applicable. | TECH503 |
| T-470 | (M) | The Contractor must make modifications as required to improve the maintenance interface of the existing Forms Definition Facility *(*FDF) functionality including, at a minimum:<br>• Meet or exceed current FDF functional capability and performance<br>• Provide a user interface to accommodate recurring maintenance activity performed by BETS business analysts<br>• Provide comprehensive documentation and training for the new FDF Architecture<br><br>*See Bidders' Library:*<br>• *FDF and BETS Diagram*<br>• *FDF and VB6*<br>• *FDF Form Tables in DB2*<br>• *FDF Technical Manual*<br>• *Revised FDF User Guide1* | TECH504 |

## D. MANAGEMENT REQUIREMENTS

1. Project Management

### Stage 0 – Ongoing Project Tasks

a. Project Reviews

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-1 | (M) | The Contractor must participate in quarterly; State conducted Management Performance Reviews concerning Contractor Project Management, Technical Management and Benefits Management performance consistent with the EDR requirements and rules. | PM1 |
| PM-2 | (M) | The Contractor must participate in the State's In-Process Reviews consistent with the State's Project Management Plan. Contractor participation must include project status reporting including schedule and variance analysis reporting, risks and issues including resolving issues and taking action items. | PM2 |

b. Contractor Team Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-3 | (M) | The Contractor must implement processes to ensure that all standards and methodologies applicable to the work performed are imposed on all Contractor team members including sub-contractors. | PM3 |

## Stage 1 – Project Initiation and Planning

c. General Project Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-4 | (M) | The Contractor must deliver the contract items specified in the Management Requirement Deliverables (MRD), in accordance with Exhibit XI-B for content, frequency, and format. Submittal dates must be consistent with the Contractor's Software Development Lifecycle and the State-accepted Project Schedule. | PM4 |
| PM-5 | (M) | The Contractor must comply with project management industry standards including: Project Management Institute (PMI), Project Management Body of Knowledge (PMBOK), including the State Information Management Manual Project Oversight Framework, Institute of Electrical and Electronics Engineers (IEEE), the Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM), and Information Technology Infrastructure Library (ITIL) as set forth in the EDR requirements and Management Requirement Deliverables. | PM28 |
| PM-6 | (M) | The Contractor must provide a Project Management Plan (MRD001). The initial Project Management Plan must be submitted with the Bidder's Draft and Final Proposals in accordance with the Deliverable Item Description in Section VI, Exhibit VI-B. | PM29 |
| PM-7 | (M) | The Contractor must manage the project consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM5 |
| PM-8 | (M) | The Contractor must use Microsoft Office Suite, version 2007, for development of project deliverables and correspondence. | PM30 |
| PM-9 | (M) | The Contractor must develop, implement, and monitor all processes and procedures necessary to implement all supporting Project Management plans. | PM6 |
| PM-10 | (M) | The Contractor must manage all project documentation consistent with the State's Project Management Plan. | PM31 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-11 | (M) | The Contractor must store all documents referenced in the Project Management Plan, Technical Management Approach and Business Solution in the project library no later than one month after project start. | PM7 |
| PM-12 | (M) | The Contractor must participate in State-requested meetings as necessary to communicate information, resolve project issues, and support project goals and objectives as described in the State Project Management Plan. | PM8 |
| PM-13 | (M) | All required project records and documentation must be maintained in the FTB EDR project library in electronic format (such as Microsoft Word, Microsoft Excel or editable PDF) or in hardcopy where softcopy is unavailable. | PM32 |

d. Schedule Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-14 | (M) | The Contractor must provide and maintain a Project Schedule (MRD002). The project schedule must be consistent with the State's Project Management Plan and the State-accepted Project Management Plan. The initial Project Schedule must be submitted with the Bidder's Draft and Final Proposals in accordance with the Deliverable Item Description in Section VI, Exhibit VI-C. | PM9 |
| PM-15 | (M) | The Contractor must perform management consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM33 |
| PM-16 | (M) | The Contractor must develop and maintain the Project Schedule in Microsoft Project, version 2007. | PM34 |
| PM-17 | (M) | The Contractor must establish a schedule baseline and must measure and report variance against this baseline. The Contractor must report all schedule variances in a Time and Schedule Variance Report (MRD003).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description*. | PM10 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-18 | (M) | The Contractor must update and provide schedule data consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM11 |
| PM-19 | (M) | The Contractor must participate in project scheduling meetings consistent with the State's Project Management Plan. | PM12 |
| PM-20 | (M) | The Contractor must prepare and maintain a project staffing budget consistent with the Work Breakdown Structure and Project Schedule, including a process to measure variance against the task hours baseline. | PM13 |

e. Risk Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-21 | (M) | The Contractor must provide a Risk Management Plan (MRD070).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description*. | PM35 |
| PM-22 | (M) | The Contractor must participate in risk management consistent with the State's Project Management Plan and the State-accepted Risk Management Plan. Contractor participation must include risk identification, risk assessment, risk mitigation, risk documentation and reporting, and appropriate Contractor representation at risk management meetings. | PM14 |

f. Quality Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-23 | (M) | The Contractor must provide a Quality Management Plan (MRD071).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM37 |
| PM-24 | (M) | The Contractor must perform quality management consistent with the State's Project Management Plan and the State-accepted Quality Management Plan. | PM15 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-25 | (M) | The Contractor must document quality management activities and maintain a library of quality records throughout the life of the project. The Contractor must provide the State immediate access to these records. | PM16 |
| PM-26 | (M) | The Contractor must provide all requested information in response to the State's quality assurance audits, project oversight, and independent validation reviews consistent with the State Project Management Plan and the State-accepted Project Management Plan. | PM17 |

g. Issue and Action Item Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-27 | (M) | The Contractor must manage issues and action items consistent with the State's Project Management Plan and the State-accepted Project Management Plan. | PM18 |
| PM-28 | (M) | The Contractor must use an issue management tool to log and track issues subject to State review and approval. The Contractor's issue management tool must employ access control mechanisms. The Contractor must provide the State access to the Contractor's issue management data. | PM19 |
| PM-29 | (M) | The Contractor must resolve all issues assigned to the Contractor within the timeframes agreed to by the State. | PM20 |

**Stage 6 – First Year Operations and Closeout**

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-30 | (M) | The Contractor must implement the EDR Proposed Solution in phases with Phase 1 being the development and implementation of the Enterprise Data Warehouse and the PIT business environment of the EDR Solution, and Phase 2 being implementation of the BE business environment integrated with Phase 1 of the EDR Solution. | PM23 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| PM-31 | (M) | The Contractor must provide an Implementation Evaluation Report for each phase of the project (MRD004-1 and MRD 004-2).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM21 |
| PM-32 | (M) | The Contractor must implement Phase 1 of the EDR Proposed Solution for the 2014 tax season no later than January 2014 and such that 2013 PIT tax returns are processed by the Phase 1 system. | PM24 |
| PM-33 | (M) | The Contractor must implement Phase 2 of the EDR Proposed Solution for the 2015 tax season no later than January 2015 and such that 2014 PIT and BE tax returns are processed by the Phase 2 system. | PM25 |
| PM-34 | (M) | The Contractor must implement Phase 1 of the EDR Proposed Solution on the date specified in the State-accepted Project Schedule. | PM26 |
| PM-35 | (M) | The Contractor must implement Phase 2 of the EDR Proposed Solution on the date specified in the State-accepted Project Schedule. | PM27 |
| PM-36 | (M) | The Contractor must provide a Project Closeout Plan (MRD005).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | PM39 |
| PM-37 | (M) | The Contractor must manage project closeout consistent with the State-accepted Project Closeout Plan. | PM22 |

2. Technical Management

**Stage 0 – Ongoing Project Tasks**

a. Technical Reviews

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-1 | (M) | The Contractor must plan and conduct joint technical reviews consistent with the State-accepted System Engineering Management Plan. Contractor staff with technical knowledge of the deliverables to be reviewed must attend and participate in these reviews. The reviews must be a joint effort by Contractor and State representatives. The State will participate in all technical reviews. The Contractor and State must co-chair the reviews and the Contractor must assure that decisions made as a result of the review are implemented. | TM1 |
| TM-2 | (M) | The Contractor must conduct technical reviews to assess the degree of completion of technical efforts related to major milestones before proceeding with further technical effort as described in the State-accepted System Engineering Management Plan. | TM2 |
| TM-3 | (M) | The Contractor must prepare Technical Review Agendas and must provide the agenda and review materials a minimum of 10 State business days prior to each review. | TM200 |
| TM-4 | (M) | The Contractor must prepare and disseminate Technical Review Minutes. | TM3 |
| TM-5 | (M) | The Contractor must conduct a System Requirements Review (MRE001). The objective of this review is to ascertain the adequacy of the Contractor's efforts in capturing, specifying, and documenting EDR functional and technical requirements. This review must be conducted at a point in time the State determines the system functional and technical requirements are ready for that review, with the process as described in the State-accepted Requirement Management Plan. A successful review is predicated upon the State's determination and acceptance. | TM4 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-6 | (M) | The Contractor must conduct a Logical Database Design Review (MRE002). The objective of this review is to ascertain the adequacy of the Contractor's efforts in defining the logical database design as described in the State-accepted Database Development Plan. This review can be conducted at the point in time the state determines the Logical Database Design is well enough established for that purpose. A successful review is predicated upon the State's determination and acceptance that the Logical Database Model forms a satisfactory basis for proceeding into physical database preliminary design. | TM5 |
| TM-7 | (M) | The Contractor must conduct a System Design Review (MRE003). This review must be conducted to evaluate the optimization, correlation, completeness, and risks associated with the allocated requirements. Also included is a summary review of the system engineering process that produced the allocated technical requirements and of the engineering planning for the next phase of effort with the process as described in the State-accepted System Engineering Management Plan. This review will be conducted when the system definition effort has proceeded to the point where system characteristics are defined and the configuration items are identified. A successful review is predicated upon the State's determination and acceptance that the System and Subsystem Design Description forms a satisfactory basis for proceeding into software architecture design. | TM6 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-8 | (M) | The Contractor must conduct a Physical Database Preliminary Design Review (MRE004). This review must be conducted for the physical database to (1) evaluate the progress, technical adequacy, and risk resolution (on a technical, cost, and schedule basis) of the selected design approach, (2) evaluate the degree of definition and assess the technical risk associated with the selected methods and processes, (3) establish the existence and compatibility of the database requirements and preliminary design, (4) establish the detail design compatibility among the database and software configuration items and (5) evaluate the preliminary version of the operation and support documents. This review will be conducted on an as needed basis, as determined by the State, as database design evolves as described in the State-accepted Database Development Plan. A successful review is predicated upon the State's determination and acceptance that the Database Design Description forms a satisfactory basis for proceeding into physical database critical design. | TM7 |
| TM-9 | (M) | The Contractor must conduct a Software Requirement Review (MRE005). The objective of this review is to ascertain the adequacy of the Contractor's efforts in defining software requirements. This review can be conducted at the point in time the State determines the software requirements are well enough established for that purpose with the process as described in the State-accepted Requirements Management Plan. A successful review is predicated upon the State's determination and acceptance that the Software Requirements Specification forms a satisfactory basis for proceeding into software preliminary design. | TM8 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-10 | (M) | The Contractor must conduct a Physical Database Critical Design Review (MRE006). This review must be conducted for each database before the physical database(s) is created or altered. The purpose of this review will be to (1) determine that the detail design of the database under review satisfies the performance and specification requirements, and (2) assess risk areas (on a technical, cost, and schedule basis). This review will focus on the determination of the acceptability of the detailed design, performance, and test characteristics of the design solution, and on the adequacy of the operation and support documents as described in the State-accepted Database Development Plan. A successful review is predicated upon the State's determination and acceptance that the detailed Database Design Description forms a satisfactory basis for proceeding into software coding. | TM9 |
| TM-11 | (M) | The Contractor must conduct a Software Preliminary Design Review (MRE007). This review must be conducted for each configuration item or aggregate of configuration items, with the process described in the State-accepted Software Development Plan, to (1) evaluate the progress, technical adequacy, and risk resolution (on a technical, cost, and schedule basis) of the selected design approach, (2) determine software design compatibility with EDR functional and technical requirements including performance requirements, and (3) establish the existence and compatibility of the interfaces. For software configuration items, this review will focus on: (1) the evaluation of the progress, consistency, and technical adequacy of the selected top-level design and test approach, (2) compatibility between software requirements and preliminary design, and (3) on the preliminary version of the operation and support documents. A successful review is predicated upon the State's determination and acceptance that the Software Design Description forms a satisfactory basis for proceeding into software critical design. | TM10 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-12 | (M) | The Contractor must conduct a Software Critical Design Review (MRE008). This review must be conducted for each software configuration item, as described in the State-accepted Software Development Plan, when detailed design is essentially complete, as determined and accepted by the State. The purpose of this review will be to (1) determine that the detail design of the configuration item under review satisfies the EDR functional and technical requirements including performance requirements specified, and (2) assess configuration item risk areas (on a technical, cost, and schedule basis). For software configuration items, this review will focus on the determination of the acceptability of the detailed design, performance, and test characteristics of the design solution, and on the adequacy of the operation and support documents. A successful review is predicated upon the State's determination that the Software Detailed Design Description and Model forms a satisfactory basis for proceeding into software coding. | TM11 |
| TM-13 | (M) | The Contractor must conduct a Software Verification Test Readiness Review (MRE009). A review conducted for each software configuration item, or set of software configuration items, with the process as described in the State-accepted Software Development Plan, to determine whether the software test procedures are complete and to assure that the Contractor is prepared for formal software configuration item testing. Software test procedures are evaluated for compliance with software test plans and descriptions, and for adequacy in accomplishing test requirements. The State also reviews the results of informal software testing and any updates to the operation and support documents. A successful review is predicated on the State's determination and acceptance that the Software Verification Test Description forms a satisfactory basis for proceeding into software qualification testing with the exit criteria described in the State-accepted Master Test Plan. | TM12 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-14 | (M) | The Contractor must conduct a System Qualification Test Readiness Review (MRE010). This review must be conducted to assure that (1) system qualification test procedures comply with test plans and descriptions, demonstrate adequacy to accomplish system qualification test requirements, and satisfy system qualification requirements, (2) pretest predictions and information test results (if any) indicate testing confirms satisfaction of system qualification requirements, (3) facilities and procedural manuals, required to accomplish test and evaluation, are available and satisfy their requirements, and (4) required system qualification specifications, baseline, and other supporting documentation are complete and accurate. A successful review is predicated on the State's determination and acceptance that the System Qualification Readiness Review forms a satisfactory basis for proceeding into system qualification testing with the exit criteria defined in the State-accepted Master Test Plan. | TM13 |
| TM-15 | (M) | The Contractor must conduct an Operational Readiness Assessment and Review (MRE011). This review will be conducted for Phase I and Phase II of the project and is intended to determine the status of completion of the specific actions that must be satisfactorily accomplished prior to executing a production go-ahead decision. This review will assess the risk in exercising the go-ahead decision. A successful review is predicated on the State's determination that the State's System Qualification Test Report, and the Contractor's Software Verification Test Report and System Verification Test Report, and the Pre-Implementation Readiness Review(s) form a satisfactory basis for proceeding into production with the process as described in the State-accepted Service Transition Plan. | TM14 |
| TM-16 | (M) | The Contractor must include an analysis of business process reengineering impacts in each technical review. | TM15 |

## Stage 1 – Project Initiation and Planning

b. General Technical Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-17 | (M) | The Contractor must provide a Technical Management Approach (MRD006).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM16 |
| TM-18 | (M) | The Contractor must conduct the Technical Management program consistent with the State-accepted Technical Management Approach. The Technical Management program must be in accordance with IEEE 12207. | TM238 |
| TM-19 | (M) | The Contractor must develop, implement, and monitor all processes and procedures necessary to implement all Technical Management plans. | TM17 |
| TM-20 | (M) | The Contractor must provide a Business Solution in accordance with Deliverable Item Description in Section VI-Exhibit VI-E. | TM239 |
| TM-21 | (M) | The Contractor must provide a Systems Engineering Management Plan (MRD007).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM201 |
| TM-22 | (M) | The Contractor must conduct a System Engineering program consistent with the State-accepted System Engineering Management Plan. | TM18 |
| TM-23 | (M) | The Contractor must provide a Software Development Plan (MRD008).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM240 |
| TM-24 | (M) | The Contractor must conduct a Software Development program in accordance with the State-accepted Software Development Plan. | TM19 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-25 | (M) | The Contractor must develop and implement methods, processes, and procedures to facilitate and implement technical documentation, such as requirement and product specifications, design documents, and test plans and descriptions, that match the 'as built' system or component that is in use. | TM20 |
| TM-26 | (M) | The Contractor must provide an Enterprise Governance Plan (MRD009) for Filing Business Process Management, Data Management and Enterprise Common Services including, but not limited to:<br>• Purpose and scope of the plan<br>• Decisions to support governance<br>• Process for making decisions<br>• Roles, responsibilities and authorities<br>• Approach to transitioning the structure and process to the State<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM22 |
| TM-27 | (M) | The Contractor must perform project governance and implementation consistent with the State-accepted Enterprise Governance Plan. | TM241 |
| TM-28 | (M) | The Contractor must provide an Organizational Change Management Plan (MRD013) to describe the approach to managing the impact of the EDR Proposed Solution on users and current business processes.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM116 |
| TM-29 | (M) | The Contractor must conduct the EDR Project organizational change activities consistent with the State-accepted Organizational Change Management Plan. | TM242 |
| TM-30 | (M) | The Contractor must provide an Organizational Change Management Guide (MRD014) to map the current business processes to the future business processes.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM202 |

c. Configuration Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-31 | (M) | The Contractor must provide and implement an Asset and Configuration Management Plan (MRD010) that describes the standardized methods and procedures to be used for efficient and prompt handling of all changes, ensuring that all changes to service assets and configuration items are recorded as per the plan, and the overall business risk is mitigated.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM191 |
| TM-32 | (M) | The Contractor must perform Asset and Configuration Management consistent with the State-accepted Asset and Configuration Management Plan. | TM203 |
| TM-33 | (M) | The Contractor's Asset and Configuration Management Procedures must ensure that authorized changes are fully tested, approved, and migrated through development into production in a controlled manner. These procedures must be contained in the Asset and Configuration Management Plan. | TM106 |
| TM-34 | (M) | The Contractor must use an integrated information management system to capture and control the technical documentation, technical data, and technical manuals. | TM107 |
| TM-35 | (M) | The Contractor must participate in the State's Change Control Board meetings, and must ensure knowledgeable representation by their technical management staff. | TM108 |
| TM-36 | (M) | The Contractor must manage and have change control procedures and processes in place that monitor, verify and validate changes. | TM192 |

d. Knowledge Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-37 | (M) | The Contractor must provide a Knowledge Management Plan to describe the approach to developing the ability of the State to maintain and operate the EDR Proposed Solution (MRD011).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM204 |
| TM-38 | (M) | The Contractor must conduct a Knowledge Management program consistent with the State-accepted Knowledge Management Plan. | TM109 |
| TM-39 | (M) | The Contractor must provide the State with software development platform and tool training, using the 3rd party vendors' certified trainers, courseware and training materials. | TM110 |
| TM-40 | (M) | The Contractor must provide formal classroom and on-the-job training on the customized usage and implementation of the software development platform and tools. The training must also include the solution, processes and methodologies employed in the project and that match the 'as built' system or component that is in use. The formal classroom training referenced in this paragraph must be repeatable throughout the life of the project. | TM111 |
| TM-41 | (M) | The Contractor must provide appropriate Software Development Tools Training Materials (MRD012), reflecting the customized usage and implementation of software development platform and tools, processes and methodologies. The Contractor-developed training materials must be maintained to reflect the current solution development approach and use of the software development tools.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM112 |
| TM-42 | (M) | The Contractor-provided formal classroom training on the use of software development tools must employ standard training techniques to accommodate various learning processes. | TM113 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-43 | (M) | The Contractor must provide a method for the State to provide feedback on the efficacy of the Knowledge Management program, and a method to verify and review the action taken on the feedback. These procedures must be documented in the Knowledge Management Plan. | TM114 |
| TM-44 | (M) | The Contractor must establish specific, measurable criteria, subject to State review and acceptance, for assessing the effectiveness of the Contractor's Knowledge Management program, and must modify the program to improve areas of weakness. These procedures must be documented in the Knowledge Management Plan. | TM115 |
| TM-45 | (M) | The Contractor must provide a Software User Manual that covers all technical aspects of the EDR Proposed Solution including design, development, maintenance and functions (MRD015).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM117 |
| TM-46 | (M) | The Contractor must provide training to technical staff including technical classroom training and on-the-job training to maximize efficient and effect maintenance and operations consistent with EDR requirements and the State-accepted Knowledge Management Plan. | TM205 |

e. Technical Quality Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-47 | (M) | The Contractor must provide a Technical Quality Plan (MRD016).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM297 |
| TM-48 | (M) | The Contractor shall conduct a Technical Quality program consistent with the State-accepted Technical Quality Plan. | TM23 |

f. Release and Deployment Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-49 | (M) | The Contractor must create release and deployment procedures that outline how release packages are to be built, installed, tested and deployed efficiently, successfully and on schedule, and with minimal impact on production services, operations and support teams, as specified in the State-accepted Asset and Configuration Management Plan. | TM125 |
| TM-50 | (M) | The Contractor must provide a Hardware and Software Installation Plan (MRD017). | TM206 |
| TM-51 | (M) | The Contractor must install all hardware and software consistent with the State-accepted Hardware and Software Installation Plan. | TM129 |
| TM-52 | (M) | The Contractor must purchase all EDR Proposed Solution hardware and software, and provide system documentation consistent with the State-accepted Asset and Configuration Management Plan. | TM207 |
| TM-53 | (M) | The Contractor must provide and install workstation images in accordance with the configuration identified in the State-accepted Hardware and Software Installation Plan. | TM130 |
| TM-54 | (M) | The Contractor must produce Release Notes in accordance with the details in the Hardware and Software Installation Plan. | TM132 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-55 | (M) | The Contractor must install and check the executable software for each installation. Every six months, commencing with the first software delivery, the Contractor must demonstrate, by actual installation execution, that the EDR Proposed Solution can be regenerated (compiled, linked, and loaded into executable software). | TM133 |
| TM-56 | (M) | The Contractor must provide an Implementation Contingency Management Plan (MRD046). The Implementation Contingency Management Plan must clearly describe the criteria, approach, roles and responsibilities to restore service in the event of an implementation failure.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM134 |
| TM-57 | (M) | The EDR Proposed Solution must comply with Asset Management requirements of SIMM 120, SAM 4846, and FTB's Asset Management Policies and Standards. | TM135 |

**Stage 2 – Requirements**

g. Requirements Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-58 | (M) | The Contractor must manage State-accepted requirements in accordance with State-accepted change control procedures. | TM24 |
| TM-59 | (M) | The Contractor must provide a Requirements Management Plan (MRD018).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM25 |
| TM-60 | (M) | The Contractor must manage requirements including traceability consistent with the State-accepted Requirements Management Plan. | TM208 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-61 | (M) | The Contractor must provide a Functional Requirements Traceability Document (MRD019).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM244 |
| TM-62 | (M) | The Contractor must use the EDR functional and technical requirements as the basis for system and software requirement definition and must document traceability between the Contractor's solution and the functional requirements. | TM26 |
| TM-63 | (M) | The Contractor must maintain traceability in the State's requirements management tool, IBM Rational RequisitePro. | TM245 |

h. System & Software Requirements Analysis

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-64 | (M) | The Contractor must conduct working groups with the user community to gain an understanding of user needs. | TM27 |
| TM-65 | (M) | The Contractor must provide a System/Subsystem Specification (MRD020).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM246 |
| TM-66 | (M) | The Contractor must perform a system requirements analysis and document the results consistent with the State-accepted System/Subsystem Specification. | TM28 |
| TM-67 | (M) | The Contractor must provide a Software Requirements Specification (MRD021).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM247 |
| TM-68 | (M) | The Contractor must define and document the software requirements to be met by each software configuration item consistent with the State-accepted Software Requirements Specification. | TM29 |
| TM-69 | (M) | The Contractor must develop the EDR Proposed Solution consistent with the State-accepted System/Subsystem Specification. | TM209 |

## Stage 3 – Design

i. System Architecture Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-70 | (M) | The Contractor must provide a System/Subsystem Design Description (MRD022).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM248 |
| TM-71 | (M) | The Contractor must define and document the architectural design of the system consistent with the State-accepted System/Subsystem Design Description. | TM30 |
| TM-72 | (M) | The Contractor must provide a System Integration Design Description (MRD023).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM249 |
| TM-73 | (M) | The Contractor must perform system integration activities consistent with the State-accepted System Integration Design Description. | TM31 |
| TM-74 | (M) | The Contractor must provide a Technical Infrastructure Plan (MRD024).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM210 |
| TM-75 | (M) | The Contractor must provide identification, description, and rationale for all changes to FTB infrastructure planned to be leveraged, consistent with the State-accepted Technical Infrastructure Plan. | TM250 |
| TM-76 | (M) | The Contractor must plan and conduct all technical infrastructure activities in accordance with the State-accepted Technical Infrastructure Plan. | TM32 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-77 | (M) | The Contractor must provide a System Performance and Capacity Management Plan (MRD025) to document the scope, approach, metrics and baseline for measuring performance and capacity.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM211 |
| TM-78 | (M) | The Contractor must implement system performance and capacity management programs and tasks that ensure that IT capacity always exists, is matched to the current and future needs of the business, and documents management of all capacity and performance related issues consistent with the State-accepted System Performance and Capacity Management Plan. | TM251 |
| TM-79 | (M) | The System Performance and Capacity Management Plan must define and specify Service Level Objectives and Service Level Agreements for system capacity and system performance. | TM252 |
| TM-80 | (M) | The Contractor must perform capacity and performance management consistent with the State-accepted System Performance and Capacity Management Plan. | TM38 |
| TM-81 | (M) | The Contractor must provide a Technical Infrastructure Design Description (MRD068) consistent with the State-accepted Technical Infrastructure Plan. | TM198 |
| TM-82 | (M) | The Contractor must document all EDR Proposed Solution software consistent with the State-accepted Software Version Description. | TM253 |
| TM-83 | (M) | The EDR Base Business Concepts must be incorporated within the Contractor's solution design as the basis for the solution architecture.<br><br>*The EDR Base Business Concepts are outlined in Section IV*. | TM212 |

j. Software Architecture and Detailed Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-84 | (M) | The Contractor must provide a Software Design Description (MRD026).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM254 |
| TM-85 | (M) | The Contractor must define and record the architectural design of each software configuration item consistent with the State-accepted Software Design Description. | TM39 |
| TM-86 | (M) | The Contractor must provide a Software Detailed Design Description and Model (MRD027).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM255 |
| TM-87 | (M) | The Contractor must define and record the detailed design of each software configuration item consistent with the State-accepted Software Detailed Design Description and Model. | TM40 |
| TM-88 | (M) | Where the Contractor leverages FTB infrastructure including input Systems (for example, imaging and scanning, encoders, Electronic Funds Transfer, and e-Gateway), WAN, LAN, external Customer Service Support Center and internal IT Service Desk, as required for EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM33 |
| TM-89 | (M) | The Contractor will actively participate with the State in the development, testing and implementation phases of the Software Development Lifecycle (SDLC) and will be jointly responsible and participate in the Analysis and Design phases of the SDLC for any modifications or changes to the FTB Legacy Systems, as per the EDR Solution and Legacy Systems Integration Plan. | TM292 |
| TM-90 | (M) | The Contractor will actively participate with the State in the analysis, design, testing and implementation of any modifications or changes to the FTB Infrastructure, as per the EDR Solution and Legacy Systems Integration Plan, and the Technical Infrastructure Plan. | TM293 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-91 | (M) | The Contractor must leverage the FTB imaging and scanning and data capture processes to meet the EDR imaging and scanning and data capture requirements, as required for EDR scope. The plans and execution are subject to State review and approval per the EDR Solution and Legacy System Integration Plan. | TM34 |
| TM-92 | (M) | The Contractor must preserve and maintain the content in the Image Repository. | TM294 |
| TM-93 | (M) | The Contractor must maintain data capture fallout rates at a low enough level to complete Key From Image tasks within the data capture resource budget in Section VII.<br><br>*See Exhibit VII-D, State Staff Costs – "Data Capture" resources are included on line 28 as part of "Total Program Staff."* | TM295 |
| TM-94 | (M) | Where the Contractor leverages TI and BETS systems, as required for the EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM35 |
| TM-95 | (M) | The Contractor must maintain the current interface specifications to the legacy systems without any changes, unless approved by State, whenever the EDR Proposed Solution replaces another system, database or application that was having that interface with the legacy system. | TM296 |
| TM-96 | (M) | Where the Contractor leverages the FTB mainframe and LAN as well as the distributed servers, as required for the EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM36 |
| TM-97 | (M) | Where the Contractor leverages or replaces the FTB data exchange systems including SWIFT and IDTS as required for EDR scope, the plans and execution are subject to State review and approval per the EDR Solution and Legacy Systems Integration Plan. | TM37 |
| TM-98 | (M) | The Contractor must provide a Legacy Systems Interface Design Description and Model (MRD029).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM256 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-99 | (M) | The Contractor must define the required interface specifications for the EDR interface to FTB legacy systems consistent with the State-accepted Legacy Systems Interface Design Description and Model. | TM45 |
| TM-100 | (M) | The Contractor must provide an External Entity Interface Design Description (MRD030).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM46 |
| TM-101 | (M) | The Contractor must conduct all external entity interface design activities consistent with the State-accepted External Entity Design Description. | TM257 |

k. Database Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-102 | (M) | The Contractor must provide a Database Design Description (MRD028).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM258 |
| TM-103 | (M) | The Contractor must document the database design in the State-accepted Database Design Description. | TM41 |
| TM-104 | (M) | The Contractor must provide an Enterprise Data Warehouse and Enterprise Operational Data Store (MRD072) to make available all return, third party and the required legacy system data consistent with EDR requirements. | TM213 |
| TM-105 | (M) | The Contractor must provide a Data Matching Function (MRD073) and a data matching service to improve the quality of data records matched consistent with EDR requirements. | TM214 |

I. Process Design and Service Design

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-106 | (M) | The Contractor must provide a Business Process Reengineering Plan (MRD031).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM47 |
| TM-107 | (M) | The Contractor must optimize business processes in EDR scope and incorporate new processes, such as modeling for case selection, consistent with the State-accepted Business Process Reengineering Plan. | TM259 |
| TM-108 | (M) | The Contractor must provide a Noticing Function (MRD074) which includes composition, review and approval noticing workflow. | TM215 |
| TM-109 | (M) | The Contractor must provide a Contact Function (MRD075) to provide increased and improved taxpayer contact information including taxpayer name, addresses and telephone numbers. | TM216 |
| TM-110 | (M) | The Contractor must provide a reengineered PIT Return Processing System (MRD076) that includes an Adjustment Business Function. | TM260 |
| TM-111 | (M) | The Contractor must provide a reengineered BE Return Processing System (MRD077). | TM261 |
| TM-112 | (M) | The Contractor must perform Business Process Reengineering of PIT and BE return processing consistent with the State-accepted Business Process Reengineering Plan and Business Process Reengineering Design Description and Model. | TM48 |
| TM-113 | (M) | The Contractor must provide a Business Process Reengineering Design Description and Model (MRD032).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM49 |
| TM-114 | (M) | The Contractor's State-accepted Business Process Reengineering Design Description and Model must include Personal Income Tax and Business Entity return processing activities, fraud detection, and a Modeling Process that conforms to IEEE 12207. It must also be consistent with the State-accepted Business Process Reengineering Plan. | TM262 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-115 | (M) | The Contractor must provide a Modeling Function (MRD078) which includes decision analytics to score and select debtor accounts for Personal Income Tax and Business Entity account resolution for the ARCS system. | TM217 |
| TM-116 | (M) | The Contractor must provide a Taxpayer Folder (MRD079) that consolidates and integrates existing taxpayer information and self-services and provides new taxpayer self-services including return and refund status, withhold at source waiver, address update, and the ability to protest Notices of Proposed Assessment. | TM218 |
| TM-117 | (M) | The Contractor must provide a BETS Decoupling Solution (MRD080). | TM263 |
| TM-118 | (M) | The Contractor must modify the BETS system to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity, and align system more closely with Service Oriented Architecture. | TM220 |

**Stage 4 – Development**

m. System Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-119 | (M) | The Contractor must provide a User Interface Standard (MRD033) that is compliant with the Americans with Disabilities Act.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM51 |
| TM-120 | (M) | The Contractor must adhere to the State-accepted User Interface Standard. | TM264 |
| TM-121 | (M) | The Contractor must provide a Software Product Specification (MRD034).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM52 |
| TM-122 | (M) | The Contractor must generate executable software for the EDR Proposed Solution consistent with the State-accepted Software Product Specification. | TM265 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-123 | (M) | The Contractor must use a project modeling tool(s), employing Unified Modeling Language, to capture, record, verify and version business processes and business rules, and must integrate them into the appropriate specification and design documents. The project modeling tool(s) must employ access control mechanisms. The Contractor must provide the State access to the Contractor's project modeling tool(s). | TM53 |
| TM-124 | (M) | The Contractor must participate in State-managed forms reengineering activities, to include participating in work groups to determine forms needs and achieve user buy-in. | TM54 |
| TM-125 | (M) | The Contractor must use the State-developed draft forms as a basis for forms design and development. | TM55 |

n. Database Development

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-126 | (M) | The Contractor must provide a Database Development Plan (MRD035).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM56 |
| TM-127 | (M) | The Contractor must conduct all EDR database development activities consistent with the State-accepted Database Development Plan. | TM266 |
| TM-128 | (M) | The Contractor must provide a Database Administration Plan (MRD056).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM267 |
| TM-129 | (M) | The Contractor must conduct all EDR database administration activities consistent with the State-accepted Database Administration Plan. | TM268 |
| TM-130 | (M) | The Contractor must produce legacy system data archive databases as required with the EDR solution and Database Development Plan. | TM58 |
| TM-131 | (M) | The Contractor must configuration manage all scripts (for example, operating system specific environment configuration and alteration script(s), data definition language creation script(s), database configuration alteration script(s)) consistent with the State-accepted Asset Configuration Management Plan and the Technical Change Management Plan. | TM59 |
| TM-132 | (M) | The Contractor must make changes to the database solely through the tool, and must keep all database scripts current as defined in the Database Development Plan. | TM60 |
| TM-133 | (M) | The Contractor must provide a Logical Data Model (MRD036).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM269 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-134 | (M) | The Contractor must provide a Physical Data Model (MRD037).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM270 |
| TM-135 | (M) | Throughout the project life cycle, the Contractor must develop and maintain data models with a minimum of two different perspectives into the system:<br>• A Logical Data Model identifying the business process and information used, and<br>• A Physical Data Model containing sufficient information to describe and create or recreate actual physical database schema. | TM61 |
| TM-136 | (M) | The Contractor must use the modeling tool(s) to capture, record, verify, and version database and system meta-data. | TM62 |
| TM-137 | (M) | The Contractor must identify, plan, process, and load all data in the EDR scope into the new Enterprise Data Warehouse and Enterprise Operational Data Store as specified in the State-accepted Data Conversion Plan. | TM221 |

o. Software Coding

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-138 | (M) | The Contractor must develop and provide software code in accordance with the Contractor's software coding standards as specified in the State-accepted Software Development Plan and the appropriate requirements specifications. | TM63 |
| TM-139 | (M) | The Contractor must use debugging technologies that are capable of automatically detecting, diagnosing and reporting multiple classes of errors. | TM64 |

p. System Integration

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-140 | (M) | The Contractor must provide successful Completion of Legacy System Changes (MRD081) to all legacy systems impacted by the EDR Proposed Solution including interfaces, functionality, and integration. | TM271 |
| TM-141 | (M) | The Contractor must have total system integration responsibility for the EDR Proposed Solution, and in this role must analyze and determine the resolution for any problems involving all system interfaces. | TM65 |
| TM-142 | (M) | The Contractor is solely responsible for the design, integration, system modification, and delivery to make certain that integration requirements are met. | TM66 |
| TM-143 | (M) | The Contractor must provide an EDR Solution and Legacy Systems Integration Plan (MRD038).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM272 |
| TM-144 | (M) | The Contractor must support EDR required legacy system changes including the coordination, planning, design, development, testing and implementation subject to State review and approval as described in the State-accepted EDR Solution and Legacy Systems Integration Plan. | TM222 |
| TM-145 | (M) | The Contractor must plan and conduct all integration activities in accordance with the State-accepted EDR Solution and Legacy Systems Integration Plan. | TM67 |
| TM-146 | (M) | The Contractor must provide all required interfaces to the FTB legacy systems and external entities as described in the State-accepted EDR Solution and Legacy Systems Integration Plan and the Legacy Systems Interface Design Description and Model. | TM223 |
| TM-147 | (M) | The Contractor must integrate and transition existing FTB self-services into the Taxpayer Folder to maximize availability of services consistent with the State-accepted EDR Solution and Legacy Systems Integration Plan and the State-accepted Technical Infrastructure Plan. | TM68 |
| TM-148 | (M) | The Contractor's EDR Proposed Solution must be able to display in the Taxpayer Folder all business required data contained in the Enterprise Data Warehouse and Enterprise Operational Data Store. | TM224 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-149 | (M) | The Contractor must monitor EDR development and participate in implementation activities, including meetings, design reviews, document reviews, interface data mapping sessions, test planning and acceptance testing. | TM69 |
| TM-150 | (M) | The Contractor must maintain and meet all of the data exchange agreements the State has with external entities and agencies. | TM70 |
| TM-151 | (M) | The Contractor must make certain of data integrity in the interfaces by conducting transmission audits, such as record counts and financial balances, and providing reconciliations. | TM71 |
| TM-152 | (M) | The Contractor must, when establishing new interfaces, leverage existing data interchange interfaces where appropriate; use standardized interfaces where possible; and strive to extend interchange reach using evolving standards of universal format for structured documents and data. | TM72 |
| TM-153 | (M) | The Contractor must review any Interagency Agreements and any External Agency Agreements for consistency with the Contractor's requirements and design, and must communicate all issues to the State. | TM73 |
| TM-154 | (M) | The Contractor must develop interfaces with external entities in accordance with the Interagency Agreements and External Agency Agreements. | TM74 |
| TM-155 | (M) | The Contractor must participate in external entity interface definition meetings as requested by the State. | TM75 |

q. Proof of Concept

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-156 | (M) | The Contractor must deliver a Proof of Concept Plan (MRD069). | TM225 |
| TM-157 | (M) | The Contractor must execute a Business Process Management solution, Business Rule Engine and Enterprise Content Management proof of concept consistent with the State-accepted Proof of Concept Plan. | TM194 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-158 | (M) | The Contractor must execute an Enterprise Data Warehouse and Enterprise Operational Data Store proof of concept consistent with the State-accepted Proof of Concept Plan. | TM226 |
| TM-159 | (M) | The Contractor must execute a Service Oriented Architecture proof of concept consistent with the State-accepted Proof of Concept Plan. | TM227 |
| TM-160 | (M) | The Contractor must provide a Proof of Concept Report (MRD039) which includes the proof of concept results for the Business Process Management, Business Rule Engine and Enterprise Content Management, Enterprise Data Warehouse and Enterprise Operational Data Store, and Service Oriented Architecture solutions.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM76 |
| TM-161 | (M) | The Proof of Concept reports must be presented to and accepted by the State before any implementation of the total EDR Proposed Solution or its component solutions consistent with the State-accepted System Engineering Management Plan. | TM77 |

**Stage 5 – Testing**

r. Test Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-162 | (M) | The Contractor must provide a Master Test Plan (MRD040) including the approach to all EDR Proposed Solution testing which includes System Verification Testing and System Qualification testing.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM228 |
| TM-163 | (M) | The Contractor must conduct a testing program consistent with the State-accepted Master Test Plan. | TM78 |
| TM-164 | (M) | The Contractor must provide all EDR test environments that support each type of testing. | TM79 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-165 | (M) | The Contractor must plan, execute and evaluate the following types of tests: unit test, unit integration test, system test, system verification test, security acceptance test and system performance tests. | TM80 |
| TM-166 | (M) | The Contractor must participate in the system qualification test as required by the State consistent with the State-accepted Master Test Plan and the State's System Qualification Test Plan. | TM81 |
| TM-167 | (M) | The Contractor must develop and implement procedures for unit testing in accordance with IEEE/EIA 12207.2 1997 5.3.7 & 5.3.8, and must document the results of unit tests and unit integration tests, which must be available for State review and acceptance. | TM82 |
| TM-168 | (M) | The Contractor must use personnel who are not involved in the development of the software to conduct system and system verification testing. | TM83 |
| TM-169 | (M) | The Contractor must provide a System Verification Test Description (MRD041).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM273 |
| TM-170 | (M) | The Contractor must test the software consistent with the State-accepted System Verification Test Description. | TM84 |
| TM-171 | (M) | Prior to the formal system verification test, the Contractor must conduct a dry run of the System Verification Test Description procedures to ensure that they are complete and accurate and that the system is ready for witnessed testing. The Contractor must update the software test cases and procedures as appropriate. | TM85 |
| TM-172 | (M) | The Contractor must provide a System Verification Test Report (MRD042).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM274 |
| TM-173 | (M) | The Contractor must document the results of the system verification test in a State-accepted System Verification Test Report. | TM86 |
| TM-174 | (M) | The Contractor must use automated tools for testing. | TM87 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-175 | (M) | The Contractor must use de-sensitized production data as opposed to live production data for conducting all tests. | TM88 |
| TM-176 | (M) | The Contractor must include regression testing in system verification and system testing. | TM90 |
| TM-177 | (M) | The Contractor must include system performance testing in system and system verification testing. | TM91 |
| TM-178 | (M) | The Contractor must provide a System Performance Test Description (MRD043).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM275 |
| TM-179 | (M) | The Contractor must test the system consistent with the State-accepted System Performance Test Description. | TM92 |
| TM-180 | (M) | The Contractor must provide a System Qualification Test Report (MRD044). | TM93 |
| TM-181 | (M) | The Contractor must provide the necessary technical support in order for the State to plan, conduct and evaluate system qualification testing (for example, acceptance testing). | TM94 |
| TM-182 | (M) | The Contractor must provide a System Test Report (MRD045).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM96 |
| TM-183 | (M) | The Contractor must participate in the system qualifications test as directed by the State. | TM97 |
| TM-184 | (M) | The Contractor must provide a System Test Description (MRD047).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM98 |

## Stage 6 – Transition

s. Transition Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-185 | (M) | The Contractor must produce and implement an Information Technology Infrastructure Library (ITIL) Version 3 based Service Transition Plan (MRD049) that describes the Contractor's approach to maintaining and operating the EDR Proposed Solution in the transition period during the timeframe following FTB's acceptance of the system qualification test. This plan must specifically describe the management and coordination of the processes, systems and functions of the EDR Proposed Solution or its components (post system qualification testing) until they are moved into the FTB production environment which will conform to ITIL processes, functions, and standards. | TM99 |
| TM-186 | (M) | The Contractor must provide a Software Version Description (MRD048).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM131 |
| TM-187 | (M) | The Contractor must conduct service delivery in accordance with the State-accepted Service Transition Plan. | TM100 |
| TM-188 | (M) | The Contractor must perform transition management and documentation related to the conversion, release, and deployment of the EDR Proposed Solution. | TM229 |
| TM-189 | (M) | The Contractor must provide a Service Level Attainment Report (MRD050).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM276 |
| TM-190 | (M) | The Contractor must gather service level metrics and other relevant information to produce a State-accepted Service Level Attainment Report. | TM101 |
| TM-191 | (M) | The Contractor shall integrate, participate in and improve FTB's Service Asset and Configuration Management (SACM) in the production and post system qualification test environment. | TM105 |

t. Change Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-192 | (M) | The Contractor must provide a Technical Change Management Plan (MRD051).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM277 |
| TM-193 | (M) | The Contractor must implement change management consistent with the State-accepted Technical Change Management Plan that standardizes methods and procedures to be used for efficient and prompt handling of all changes, ensuring that all changes to service assets and configuration items are recorded and the overall business risk is minimized. | TM102 |
| TM-194 | (M) | The Contractor must manage and have change control procedures and processes in place that monitor, verify and validate changes that are placed in FTB's production environment. | TM103 |
| TM-195 | (M) | The project and final program or system must integrate, use and improve FTB's change management procedures, process and organization as specified in FTB's IT Change Management Procedures. | TM104 |

u. Conversion Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-196 | (M) | The Contractor must define conversion requirements and produce a Data Conversion Requirements Document (MRD052). | TM118 |
| TM-197 | (M) | The Contractor must provide a Data Conversion Plan (MRD053).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM119 |
| TM-198 | (M) | The Contractor must plan and conduct all activities associated with loading and converting all impacted system databases to the Enterprise Data Warehouse and Enterprise Operational Data Store consistent with the State-accepted Data Conversion Requirements Document and the State-accepted Data Conversion Plan. | TM121 |
| TM-199 | (M) | The Contractor must produce a Data Conversion Test Plan (MRD054).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM122 |
| TM-200 | (M) | The Contractor must perform data conversion testing consistent with the State-accepted Data Conversion Test Plan. | TM278 |
| TM-201 | (M) | The Contractor must perform data conversion activities consistent with the State-accepted Data Conversion Plan. | TM230 |
| TM-202 | (M) | The Contractor must create backup copies of all extract data required for conversion, which must be delivered to the State. | TM123 |
| TM-203 | (M) | The Contractor must analyze data cleanup needs, support the State data clean-up activities, and produce a Data Cleanup Report (MRD055). | TM124 |
| TM-204 | (M) | The Contractor must transition data loading to the State consistent with the State-accepted System Transition to State Plan. | TM231 |

v. User Training

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-205 | (M) | The Contractor must conduct all training activities following full implementation, and must complete transition of training activities and responsibilities to the State at that time. | TM136 |
| TM-206 | (M) | The Contractor must conduct the new system orientation sessions prior to conducting training classes for all State and Contractor users. | TM232 |
| TM-207 | (M) | The Contractor must include the training of the FTB trainers in the User Training Plan | TM137 |
| TM-208 | (M) | The Contractor must provide a User Training Plan (MRD058).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM279 |
| TM-209 | (M) | The Contractor must provide training on the EDR Proposed Solution and changes to legacy systems to all impacted users consistent with the State-accepted User Training Plan. | TM280 |
| TM-210 | (M) | The Contractor must train a minimum of 12 FTB trainers as part of the State-accepted User Training Plan. | TM281 |
| TM-211 | (M) | The Contractor must perform training consistent with the State-accepted User Training Plan. | TM233 |
| TM-212 | (M) | The Contractor must provide a Training Transition Plan (MRD057).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM282 |
| TM-213 | (M) | The Contractor must transition all EDR Proposed Solution training to FTB consistent with the State-accepted Training Transition Plan. | TM138 |
| TM-214 | (M) | The Contractor must produce comprehensive training materials that reflect the contents and behavior of software releases as specified in the software development tools training materials. Training materials must be versioned and must include document version numbers, training material effective dates and the corresponding software release version number. | TM140 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-215 | (M) | The Contractor must provide training to impacted users of the modified legacy systems consistent with the State-accepted User Training Plan. | TM283 |
| TM-216 | (M) | The Contractor must develop a system training environment that utilizes FTB business scenarios to train FTB staff that will use the EDR Proposed Solution, including the new return processing systems, consistent with the State-accepted User Training Plan. | TM284 |
| TM-217 | (M) | The Contractor must conduct all training classes at FTB central office campus. | TM141 |
| TM-218 | (M) | The Contractor must provide training to EDR Proposed Solution business users to maximize the productivity of the EDR Proposed Solution placed into production consistent with the State-accepted User Training Plan. | TM234 |
| TM-219 | (M) | The Contractor must provide a method for the State to provide feedback on the efficacy of the training program. | TM142 |
| TM-220 | (M) | The Contractor must establish specific, measurable criteria for assessing the effectiveness of the Contractor's training program, and must modify the program to improve areas of weakness. | TM143 |
| TM-221 | (M) | The Contractor must update the training environment concurrent with changes that occur in production. | TM144 |
| TM-222 | (M) | The Contractor must establish and provide a training environment with response times representative of production performance levels and new business processes and rules. | TM145 |
| TM-223 | (M) | The Contractor must populate all required training tables, including, but not limited to, appropriate return and case information, user profiles, and user IDs. | TM146 |
| TM-224 | (M) | The Contractor must make the training environment available from 7am to 6pm Monday through Friday. | TM147 |

## Stage 7 – Operations and Closeout

w. Maintenance and Operations

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-225 | (M) | All Contractor's procedures and processes in relationship to the EDR Proposed Solution in the FTB production environment (post system qualification test) must conform to Information Technology Infrastructure Library (ITIL) v3 standards for service operation and FTB's operational processes, including functions and processes such as access management, service desk, request fulfillment, incident management, and problem management for the Final EDR Proposed Solution. | TM195 |
| TM-226 | (M) | The Contractor must provide a Service Operations Plan (MRD059).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM285 |
| TM-227 | (M) | The Contractor must conduct service operation activities that conform to Information Technology Infrastructure Library (ITIL) Version 3 and are consistent with the State-accepted Service Operations Plan. | TM148 |
| TM-228 | (M) | The Contractor must include the EDR Proposed Solution integration strategy and implementation procedures in the State-accepted Service Operations Plan for the following ITIL processes:<br>1) Incident Management Process<br>2) Event Management Process<br>3) Problem Management Process<br>4) Access Management Process<br>5) Request Fulfillment Process<br>6) Technical Management Process | TM286 |
| TM-229 | (M) | The Contractor must define and specify Service Level Agreements for all services provided consistent with the State-accepted Service Operations Plan. | TM287 |
| TM-230 | (M) | The Contractor must perform all EDR Proposed Solution maintenance including corrective, adaptive, and perfective activities consistent with the State-accepted Service Operations Plan. | TM288 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-231 | (M) | The Contractor must implement and operate the EDR Proposed Solution in a manner and location to enable State employees to manage and oversee the system effectively. | TM149 |
| TM-232 | | The Contractor must provide all maintenance and operations services for the EDR Proposed Solution subject to review, approval and oversight by the State consistent with the EDR requirements and State-accepted Management Requirement Deliverables. | TM235 |
| TM-233 | (M) | Any maintenance and operations services provided by the Contractor for any FTB system or platform, including mainframe, are subject to review, approval, and oversight by the State. | TM150 |
| TM-234 | (M) | The Contractor must provide one full year of enterprise governance planning and consulting services consistent with the State-accepted Enterprise Governance Plan to maximize enterprise decision making consistent with EDR. | TM151 |
| TM-235 | (M) | The Contractor must provide all Maintenance and Operations services from the time any EDR Proposed Solution deliverable is placed into production to the end of the Contract term including the Transition and Warranty Periods consistent with the State-accepted Service Operations Plan. The Warranty Period will begin on the date that the final EDR solution (Phase 1 and Phase 2) is successfully placed into production and accepted by the State. | TM236 |
| TM-236 | (M) | The Contractor must provide a System Transition to State Plan (MRD060).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM153 |
| TM-237 | (M) | The Contractor must transition the EDR Proposed Solution to the State consistent with the State-accepted System Transition to State Plan. | TM289 |
| TM-238 | (M) | The Contractor must involve State personnel in performing all the EDR Proposed Solution related system Maintenance and Operations tasks during the Transition Period, as specified in the System Transition to State Plan, to maximize successful transition to the State at the end of the Transition Period. | TM196 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-239 | (M) | The Contractor must transition Maintenance And Operations of the EDR Proposed Solution to the State consistent with the State-accepted System Transition to State Plan. | TM237 |
| TM-240 | (M) | The Contractor must include the transitioning of impacted FTB legacy systems in the System Transition to State Plan. | TM197 |
| TM-241 | (M) | The Contractor must plan and conduct software and system maintenance consistent with the State-accepted Service Operations Plan. | TM154 |
| TM-242 | (M) | The Contractor must produce a Service Maintenance and Operations Report (MRD061) as specified in the Service Operations Plan.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM155 |
| TM-243 | (M) | The Contractor must produce a Service Operation Manual (MRD062) or manuals as specified in the Service Operations Plan.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM156 |
| TM-244 | (M) | The Contractor must provide the tools at the server, client, database, application, interface and internet component levels to measure all areas of system and network performance. | TM158 |
| TM-245 | (M) | The Contractor must provide on-site maintenance support for the EDR Proposed Solution hardware. | TM159 |
| TM-246 | (M) | The Contractor must maintain a State-approved list of retention periods for all application and operating system files and program versions in a Retention Control Document (MRD063) in accordance with FTB's Data Retention Policy.<br><br>*See Bidders' Library, FTB Data Retention Policies*. | TM161 |
| TM-247 | (M) | The Contractor must perform routine, periodic backups of all system files, data files, application programs and documentation in the EDR scope. | TM162 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-248 | (M) | The Contractor must either leverage FTB's existing Hot Site infrastructure for the EDR Proposed Solution or must provide Hot Site services limited to the EDR Proposed Solution, at the State's option, and subject to State review and approval. | TM163 |
| TM-249 | (M) | The Contractor must provide the EDR Proposed Solution that has both incremental and full back-ups and can be restored to any point of failure consistent with FTB recovery timeframe requirements. | TM164 |
| TM-250 | (M) | For any distributed systems based solution or its components, the Contractor must obtain State review and approval to leverage or enhance FTB back-up systems for distributed systems as described in the State-accepted Technical Infrastructure Plan. | TM165 |
| TM-251 | (M) | The Contractor must store back-ups of the new system files, programs, documentation, and data files, off-site in secure waterproof, earthquake-proof, and fireproof facilities. | TM166 |
| TM-252 | (M) | The Contractor must, on a regular basis, make backup copies of Database Management System tables such that this information is maintained in a form suitable for restoration of all environments using native data import utilities. | TM167 |
| TM-253 | (M) | The Contractor must participate in FTB Hot Site exercises to demonstrate recoverability consistent with FTB recovery timeframe requirements. | TM169 |
| TM-254 | (M) | The Contractor must retain off-site a four years plus 4 months history of the EDR solution database in a form retrievable through automated system recovery and restore procedures. This history must be extended to seven years for Internal Revenue Service-related information. | TM170 |
| TM-255 | (M) | The Contractor must provide a Business Continuity Plan (MRD064).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM171 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-256 | (M) | The State-accepted Business Continuity Plan must clearly identify a process to restore service, identify alternatives to resume business activities, and identify the roles and responsibilities of the individuals to execute the plan. It will support overall business continuity by ensuring that the required IT technical and service facilities (including computer systems, networks, applications, data repositories, telecommunications, environment, technical support and service desk) can be resumed within required and agreed-upon business timeframes. | TM290 |
| TM-257 | (M) | The Business Continuity Plan must include detailed actions to be taken in the event of a natural disaster (for example, fire, water or damage), an event such as a power outage or a disaster resulting from negligence, sabotage, or mob action. The Contractor must conduct all disaster recovery activities, in the event of a disaster, in accordance with the FTB Business Resumption Plan. | TM172 |

x. Problem Resolution Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-258 | (M) | The Contractor must plan and conduct all problem management activities consistent with the problem management process contained in the State-accepted Service Operations Plan to ensure that problems are well documented and related incidents are minimized. | TM174 |
| TM-259 | (M) | The project and final program or system must integrate with and improve FTB's problem management process, which includes all activities needed for a diagnosis of the underlying cause of incidents, and to determine the resolution for those problems. | TM175 |

y. Incident Management Resolution

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-260 | (M) | The Contractor shall participate in and improve FTB's existing incident management process to enable restoration of normal services to the final program or system as quickly as possible, minimizing the impact on the business.<br>• The final program or system must have the ability to detect and resolve incidents to reduce downtime to the business.<br>• The final program or system must have the ability to align IT activity to real-time business priorities.<br>• The process must have the ability to identify potential improvements to services. | TM177 |
| TM-261 | (M) | FTB's IT incident management will provide first-level, second-level, and third-level support to the final program or system. Therefore the Contractor must ensure:<br>• A successful knowledge transfer to first-level, second-level, and third-level IT service desk staff on resolution of incidents relating to the final program or system, including the development of appropriate knowledge documents, including articles, "how to" information, known errors, and work-arounds<br>• Provide first-level, second-level, and third-level IT service desk staff training in order to support incidents with the final program or system<br>• First-level, second-level, and third-level IT service desk staff receive the necessary tools and system accesses to support the identification and resolution of Incidents with the final program or system | TM178 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-262 | (M) | The final program or system must participate in and improve FTB's existing Major Incident Management process to enable restoration of normal services as quickly as possible, minimizing the impact on the business. The Contractor must ensure:<br>• Key roles, resources, and responsibilities within the Major Incident process are assigned to the appropriate second- and third-level staff assigned to support the new program or system<br>• Key second- and third-level staff participate in the planning and updating of the Major Incident process<br>• A "lessons learned" activity is conducted subsequent to each occurrence of a major incident with the new program or system | TM179 |

z. IT Service Desk and Production Support

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-263 | (M) | The Contractor must produce and execute a Service Desk Plan (MRD065).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM180 |
| TM-264 | (M) | The project and final program or system must integrate with, use and improve FTB's Service Operations that includes the Service Desk function and organization. | TM181 |
| TM-265 | (M) | The project and final program or system must integrate with and improve FTB's Request Fulfillment process consistent with the State-accepted Service Operations Plan. | TM182 |
| TM-266 | (M) | The project and final program or system must integrate with and improve FTB's Event Management process, which includes the activities that will be planned to serve as a basis for operational monitoring and control as well as detection and resolution of system generated events. | TM183 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-267 | (M) | FTB's IT service desk operation will rely on specialized second- and third-level technical support areas and staff to help ensure incidents, problems, requests, and change orders are processed correctly and timely. Therefore, the Contractor must ensure:<br>• Second- and third-level support groups are identified and have the knowledge, skills, and ability to support the new program or system<br>• Second- and third-level support groups are incorporated into the IT service desk's existing support process framework and related support systems, including the CA Unicenter Service Desk product<br>• Operating Level Agreements between the IT service desk and its second- and third-level support areas are developed | TM184 |
| TM-268 | (M) | Related to the IT service desk function, the Contractor must provide a customer service needs assessment describing the following, in accordance with the Service Desk Plan:<br>• The anticipated volume of contacts from users requiring IT service desk support<br>• The most common types of contacts and associated resolution information<br>• The number of additional staff the IT service desk will require to support the new program or system and meet level of access (ninety-five percent (95%)) and level of service (80/120) objectives. | TM185 |

aa. Security and Access Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| TM-269 | (M) | The Contractor must provide a Security and Access Management Plan (MRD066).<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM291 |
| TM-270 | (M) | The Contractor must conduct security and access management activities related to requesting access, verification, providing rights, monitoring identity status, logging and tracking access and removing and restricting rights consistent with the State-accepted Security and Access Management Plan. | TM187 |
| TM-271 | (M) | The Contractor must establish a specific timetable for conducting risk analysis, and must ensure that special evaluations are performed whenever a significant change to the system's physical security, hardware or operating system software occurs in accordance with the State-accepted Security and Access Management Plan. | TM188 |
| TM-272 | (M) | The Contractor must produce a Security Incident Report (MRD067) whenever the conditions for reporting a security incident as per the State-accepted Security and Access Management Plan are met.<br><br>*See Section XI, Exhibit XI-B, Management Requirement Deliverable Remarks, for deliverable description.* | TM189 |
| TM-273 | (M) | The Contractor shall participate in and improve FTBs' access management to allow authorized users access to a service, while access of unauthorized users is prevented. The project and final program or system must provide access management process to efficiently and effectively manage users, roles and identities. | TM190 |

**Exhibit VI - A**

## Mandatory Scored and Desirable Scored Response Matrix

Business Process Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-65 | (MS) | The EDR Enterprise Content Management solution must support web content management and publishing capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Authoring*<br>☐ *Template staging*<br>☐ *Viewable web formats*<br>☐ *Syndication capabilities*<br>☐ *Archiving* | TECH143 |
| T-66 | (MS) | The EDR Enterprise Content Management solution must provide content search capabilities.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Structured text*<br>☐ *Unstructured text*<br>☐ *Indexes*<br>☐ *Images*<br>☐ *Internal content*<br>☐ *Web content* | TECH144 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-67 | (DS) | The EDR Enterprise Content Management solution must provide links to knowledge management features.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH145 |
| T-97 | (MS) | The rule engine must include the following information: types of rules, categories of rules, relationships to other rules, rule's use of interfaces and rule's use of common services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH70 |
| T-100 | (MS) | The rule engine must have prebuilt rule content.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *Mathematical calculations*<br>☐ *Vocabularies*<br>☐ *Multiple rule representations*<br>☐ *Decision tables*<br>☐ *Pseudo-linguistic*<br>☐ *Linguistic with context*<br>☐ *Decision trees* | TECH73 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-109 | (MS) | The rule engine must provide the ability at run time to link scenarios with policies and rules in-flight.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH84 |
| T-116 | (DS) | The EDR Business Process Management solution must provide modeling diagram validation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Domain checks (for noticing if a branch of a process model jumps out to another swimlane and back for one action that could be absorbed into originating swimlane)*<br>☐ *Completion checks (for checking if there are branches on a process model that go nowhere and seem to be missing an ending)*<br>☐ *Warnings on inconsistent patterns (such as looping patterns that never end)* | TECH87 |
| T-117 | (DS) | The EDR Business Process Management solution must provide a customizable Graphical User Interface of processes and rules with the inclusion of graphical format options such as icons, stencils, shape libraries and other customizable options.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH88 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-120 | (DS) | The EDR Business Process Management solution must provide a user interface composition environment for building 'portlets' that subscribes to Java Specification Request (JSR) 168 and Web Services for Remote Portlets, and portal pages.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH92 |
| T-122 | (MS) | The EDR Business Process Management solution must provide a graphical process designer.<br><br>*Scoring Criteria:*<br>*What features does your graphical process designer provide? Check all that apply (5 points each).*<br>☐ *Flow animation*<br>☐ *Auto line drawing*<br>☐ *Line smoothing*<br>☐ *Drag and drop* | TECH95 |
| T-128 | (MS) | The EDR Business Process Management solution must be able to monitor and analyze Key Performance Indicators.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *Thresholds*<br>☐ *Historical trends*<br>☐ *Correlate problem to root cause*<br>☐ *Real-time events*<br>☐ *Updates in real-time* | TECH99 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-131 | (MS) | The EDR Business Process Management solution must provide dashboards.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply* (5 points each*).*<br>☐ *Status indicators*<br>☐ *Counters*<br>☐ *Role-based views*<br>☐ *Graphical Representation*<br>☐ *Dynamic*<br>☐ *Customizable*<br>☐ *Animated*<br>☐ *Interactive*<br>☐ *Key Performance Indicators (KPI) status*<br>☐ *Trend analysis* | TECH105 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-145 | (DS) | The EDR Business Process Management Solution must provide a workbench.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *Provides a personalization engine that uses at least static attributes to drive behaviors leveraging role profiles.*<br>☐ *Provides a portal mechanism that links 'portlets' to pages based on personalization.*<br>☐ *Provides a separation of business user and IT user interface with wizard-like assists for business users.*<br>☐ *Provides access to customizable shared work lists, calendars and case information including unstructured and semi-structured information to facilitate collaboration.*<br>☐ *Provides thick and thin client access to work queues.*<br>☐ *Provides links to skill inventories, accomplishments and training profiles for internal resources.*<br>☐ *Provides the ability to capture discussions around goals, targets, policies, rules and deadlines.*<br>☐ *Provides collaborative workspaces, such as community solution or chats and virtual team rooms.*<br>☐ *Integrates with collaborative technologies such as e-mail, instant messaging, web conferencing, wikis, blogs, bulletin boards and social networks.* | TECH124 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-151 | (MS) | The EDR Business Process Management Solution must provide the ability to define and store queries that can be invoked to generate detailed reports from the process component repository.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH149 |

Common Services (SOA)

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-160 | (MS) | The EDR Proposed Solution must provide a means for enterprise users to locate, identify and use the available services, along with their underlying documentation, standards and policies for use.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH13 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-161 | (MS) | The EDR Proposed Solution must provide administration capabilities for registering, configuring, and securing services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH14 |
| T-164 | (MS) | The Service Registry must provide a single access point for developers to register, discover, and govern services, including governance compliance tests and basic approval processes.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH18 |
| T-167 | (MS) | The Service Registry must contain meta-data that describes how the service is used and meta-data management functionality.<br><br>*Scoring Criteria*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH20 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-170 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for invoking services using synchronous and asynchronous protocols.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH509 |
| T-171 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods to provide system connectivity and message transformation both internally and externally.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH510 |
| T-172 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service addressability, including rules-based, policy-based, and content-based routing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH511 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-173 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for processing message requests, including message queuing, and service aggregation.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH512 |
| T-174 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event and process monitoring, logging, and auditing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH513 |
| T-175 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must provide a method for process choreography. Process choreography is defined as the ability to build, manage, and support composite services and present as an aggregate service.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH514 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-176 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for service mediation, including standards-based adapters, service mapping, and protocol conversions.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH523 |
| T-177 | (MS) | The EDR Proposed Solution's Enterprise Service Bus must possess methods for event processing including event correlation and pattern matching.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH524 |

Data Management

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-194 | (DS) | The EDR Proposed Solution must provide a data modeling tool that supports logical data models using Information Engineering notation, physical data models supporting the target Database Management System, and is able to generate object-oriented data models.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply, (3 points each).*<br>☐ *The solution supports logical data models using Information Engineering notation*<br>☐ *The solution provides physical data models that support the target Database Management System*<br>☐ *The solution is able to generate Object-oriented data models* | TECH150 |
| T-195 | (MS) | The EDR Proposed Solution must be architected to capture and store all relevant historical data from transactional systems in order to be able to respond to the needs of the business areas for historical and statistical information.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check all that apply (5 points each).*<br>☐ *The solution captures time sliced to the Millisecond*<br>☐ *The addition of a new data source is configurable without manual changes to systems*<br>☐ *The system architecture includes storage of sufficient space*<br>☐ *The system architecture specifies space allocations that support required response times for inquiries, transactions, and backup and restore operations* | TECH151 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-197 | (DS) | The EDR Proposed Solution must use Open Standards data solutions wherever those are available and applicable.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution supports the latest release of Structured Query Language (SQL), currently ANSI SQL:2008*<br>☐ *The solution is compliant with Open Database Connectivity (ODBC)* | TECH153 |
| T-199 | (DS) | The EDR Proposed Solution must conform to the following FTB Business Intelligence tool preferences:<br>• Use Microsoft Reporting Services or Business Objects for reporting<br>• Use Microsoft Analysis Services or Hyperion Online Analytical Processing servers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (3 points each).*<br>☐ *The solution uses Microsoft Reporting Services or Business Objects for reporting*<br>☐ *The solution uses Microsoft Analysis Services or Hyperion Online Analytical Processing servers* | TECH530 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-202 | (DS) | The EDR Proposed Solution must follow an "integration" approach by default that would integrate the data in a central repository for Enterprise Data Warehouse, rather than a "federated" approach where data storage could still be left in silo database repositories. The "federated" approach may be followed for specific instances (for example, accessing and displaying notice data from legacy systems).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution follows an "integration" approach that integrates the data in a central repository for Enterprise Data Warehouse* | TECH157 |
| T-203 | (MS) | The EDR Proposed Solution must provide configuration and execution of rules and schemas to identify related data (parties/customers). The configuration and execution rules must include:·<br>• Deterministic matching<br>• Probabilistic matching<br>• Tuning and weighting of matching<br>• Merging<br>• Removing duplications<br>• Linking<br>• Customized matching, merging, linking and deleting duplications<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH531 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-204 | (MS) | The proposed data integration solution must interact with a range of different data structure types.<br><br>*The following are examples of data structure types:*<br>• *Relational databases*<br>• *Legacy and non-relational databases*<br>• *Various file formats (for example, Virtual Storage Access Method (VSAM), and comma, text)*<br>• *Extensible Markup Language*<br>• *Packaged applications*<br>• *Industry standard message formats*<br>• *Message queues*<br>• *Semi-structured and unstructured data*<br>• *Bulk data*<br>• *Batch data*<br>• *Trickle-feed*<br>• *Changed-data capture*<br>• *Event-based*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH532 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-205 | (MS) | The EDR Proposed Solution must provide data to consuming applications, processes and databases in a variety of modes including:<br>• Physical bulk data movement between data repositories<br>• Federation – creation of in-memory federated views from data in disparate data sources<br>• Messaging – message oriented encapsulation and delivery of data<br>• Replication – of data between homogeneous or heterogeneous Database Management Systems and schemas<br>• Batch – data delivery in a scheduled mode<br>• Real-time – streaming data delivery<br>• Event-driven – based on event triggers<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH533 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-206 | (MS) | The EDR Proposed Solution must provide functionality for accurate and complete customer data matching, both with internal source data and external source data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies accuracy rates*<br>☐ *The EDR Proposed Solution allows for actions to correct poor accuracy rates*<br>☐ *The EDR Proposed Solution matches Business Entity entities as well as Personal Income Tax (PIT) entities*<br>☐ *The EDR Proposed Solution matching system includes no less than worldwide name standards, U.S. Postal Service data, international address standards, Social Security Number validity checks, email address validity checks, Internet Protocol (IP) address comparisons, and phone number validity checks*<br>☐ *The EDR proposed system is capable of "real-time" operations* | TECH65 |
| T-209 | (DS) | The EDR Proposed Solution must eliminate point-to-point (system to system) data movement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check if applicable (3 points).*<br>☐ *The solution minimizes or eliminates point-to-point (system to system) data movement* | TECH161 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-211 | (MS) | The EDR Proposed Solution must provide Extract Transformation Load capability.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution is configurable, not scripted*<br>☐ *The EDR Proposed Solution can see and show all sources and destinations at FTB*<br>☐ *The EDR Proposed Solution can work with data on all platforms at FTB*<br>☐ *The EDR Proposed Solution is scalable, it will handle current and planned volumes*<br>☐ *The EDR Proposed Solution is capable of real-time performance*<br>☐ *The EDR Proposed Solution's operation will not impact other system processes* | TECH163 |
| T-216 | (MS) | The EDR Proposed Solution must include data receipt and cleansing processes that are designed to capture detail information and produce summary information to identify the system application, the date and time of execution, the number of records processed, the number of records rejected, and the reason rejected. Additional data elements will be identified during analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDR Proposed Solution identifies the system application*<br>☐ *The EDR Proposed Solution identifies the date and time of execution?*<br>☐ *The EDR Proposed Solution identifies the number of records processed*<br>☐ *The EDR Proposed Solution identifies the number of records rejected*<br>☐ *The EDR Proposed Solution identifies the rejected reason* | TECH169 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-219 | (MS) | The EDR Proposed Solution must provide data profiling solutions for data quality checks that are automated, available on-demand, and enhance ongoing data quality and data profiling, commensurate with the data quality and profiling procedures, standards and policies.<br><br>*See Bidders' Library, EAD Data Management and Delivery.*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH158 |
| T-220 | (MS) | The EDR Proposed Solution must provide data profiling tools and programs to check and improve the quality of data using criteria that includes:<br>• Defining data with meta-data utilizing the central meta-data repository<br>• Monitoring data for quality problems<br>• Correcting data quality problems<br>• Correcting data quality issues<br>• Notifying the users of potential problems<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts ☐Functionality provided out of the box*<br>*3 pts ☐Functionality provided by 3rd party solution*<br>*2 pts ☐Functionality requires customization to achieve*<br>*1 pt ☐Functionality requires customized 3rd party solution* | TECH159 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-221 | (MS) | The EDR Proposed Solution must be able to correct records through an automated cleansing process. It must include the following features:<br>• Scheduling<br>• Not impact other operations<br>• Logging<br>• Configurable by a business user to change criteria for logging, and scheduling<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH167 |
| T-222 | (MS) | The EDR Proposed Solution must provide analysis of data by the capture of statistics that provide insight into quality, and methods for exposing state of quality.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH534 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-223 | (MS) | The EDR Proposed Solution must provide process flow and a user interface to enable business users to perform data quality related tasks and fulfill data stewardship functions including:<br>• Prebuilt workflows - packaged processes, including steps used to perform common quality tasks (for example, providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing)<br>• Business user interface – user interface in which quality processes and issues are exposed to business users, stewards and others<br>• Extensibility of workflows – customizable user interface and workflow of the resolution process<br>• Interoperability and integration with Business Process Management (BPM) solution and any integrated BPM suite.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH535 |
| T-224 | (MS) | The EDR Proposed Solution must provide multiple deployment options for data quality operations on different hardware platforms and operating systems in use at FTB, within the scope of EDR.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH536 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-225 | (MS) | The EDR Proposed Solution must support data quality in address validation and/or geo-coding for location-related data standardization and cleansing including:<br>• Postal address libraries – vendor provided libraries certified by the U.S. Postal Service<br>• Postal address details – support for address extensions (such as the USPS Zip+4 code look-up service), change of address notification and delivery-point validation<br>• Frequency and mechanism by which updates to postal libraries are delivered and applied<br>• Tag records with geo-coding information (such as latitude and longitude)<br>• Level of precision of geo-coding data in relevant countries (for example, street, block or rooftop)<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH537 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-232 | (MS) | The EDR Proposed Solution must provide an Enterprise Data Warehouse that is architected to have distinct tiers to capture historical data. The tiers must include:<br>• Staging structures, with time-slice information on raw unprocessed data<br>• De-normalized structures for consolidated data stores<br>• High performing data marts<br><br>*See Bidders' Library, EAD Data Management and Delivery*.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The tiers are defined and designed as per the requirement*<br>☐ *The tiers are partitioned*<br>☐ *The meta-data for each tier is comprehensive*<br>☐ *The EDR Proposed Solution design discusses how data mart performance problems will be solved* | TECH173 |
| T-240 | (MS) | The EDR Proposed Solution must provide Database Management System support for Online Analytical Processing database structures for use in business intelligence and analytics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH543 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-241 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional data views.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH544 |
| T-242 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System to support multidimensional tables.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH545 |
| T-243 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has incremental updating of table and data views as the data changes.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH546 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-244 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has a tool to help the Database Administrator decide on the type of partitioning to use based on the schema of the database and query statistics.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH549 |
| T-245 | (MS) | The EDR Proposed Solution must provide a data warehouse Database Management System that has support for large data warehouse database sizes (greater than 50 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH551 |
| T-253 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of replicating data between instances of the same DBMS with no negative effect on performance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH552 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-254 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Very Large Scale Databases (greater than 5 terabytes) for Online Transaction Processing applications.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH553 |
| T-255 | (MS) | The EDR Proposed Solution must provide a Database Management System that has tools that scale to the anticipated volumes to support Very Large Scale Databases (greater than 5 terabytes).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH554 |
| T-256 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that is capable of heterogeneous DBMS replication.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH555 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-257 | (MS) | The EDR Proposed Solution must provide a Database Management System that has an optimizer that employs a plan analyzer to tune the optimization plans and bind them to a specific Structured Query Language statement.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH556 |
| T-258 | (MS) | The EDR Proposed Solution must provide a Database Management System that has multiple types of indexes available to tune performance of Structured Query Language statements.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐Functionality *requires customized 3rd party solution* | TECH557 |
| T-259 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has Database Administrator input for manual tuning of the DBMS by changing parameters directly.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH558 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-260 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that contains automatic tuning functions for continuous tuning of the DBMS without Database Administrator intervention.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH559 |
| T-261 | (MS) | The EDR Proposed Solution must provide a Database Management System that has buffer management and can be monitored as well as tunable memory buffer management.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH560 |
| T-262 | (MS) | The EDR Proposed Solution must provide a Database Management System and hardware that stores data structures as a database in-memory, not as buffer storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH561 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-263 | (MS) | The EDR Proposed Solution must provide a Database Management System that has a tool to analyze and prevent "runaway" queries from executing.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH562 |
| T-266 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH565 |
| T-267 | (DS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL2003 compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐*Functionality provided out of the box*<br>*2 pts* ☐*Functionality provided by 3rd party solution*<br>*1 pt* ☐*Functionality requires customization to achieve*<br>*.5 pt* ☐*Functionality requires customized 3rd party solution* | TECH566 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-268 | (MS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that has standards based connectivity to the DBMS. For example, Open Database Connectivity, Java Database Connectivity, and Web Services.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH567 |
| T-269 | (DS) | The EDR Proposed Solution must provide a Database Management System (DBMS) that supports XQuery 1.0 W3C Recommendation standard compliance.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*3 pts* ☐ *Functionality provided out of the box*<br>*2 pts* ☐ *Functionality provided by 3rd party solution*<br>*1 pt* ☐ *Functionality requires customization to achieve*<br>*.5 pt* ☐ *Functionality requires customized 3rd party solution* | TECH568 |
| T-270 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports American National Standards Institute (ANSI) SQL99 user-defined data types.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH569 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-271 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports Large Object.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH570 |
| T-272 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports native Extensible Markup Language data storage.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH571 |
| T-273 | (MS) | The EDR Proposed Solution must provide a Database Management System that supports files that contain other forms of data — not the normal relational or Extensible Markup Language text forms such as audio, video, multimedia and biometric data.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? (Check only one method.*<br>*5 pts* ☐*Functionality provided out of the box*<br>*3 pts* ☐*Functionality provided by 3rd party solution*<br>*2 pts* ☐*Functionality requires customization to achieve*<br>*1 pt* ☐*Functionality requires customized 3rd party solution* | TECH572 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-275 | (MS) | The EDR Proposed Solution must make the meta-data available to the enterprise for both business and IT users with role based access control.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each)?).*<br>☐ *The role based access control includes all meta-data and all users*<br>☐ *The access control is configurable by a business user*<br>☐ *The access control is configurable with a configuration file or equivalent*<br>☐ *The access control is configurable thru the use of a Graphical User Interface that does not require writing program code or macros*<br>☐ *The access control exposes granular and flexible permissions* | TECH188 |
| T-277 | (MS) | The EDR Proposed Solution must use International Organization for Standardization/International Electrotechnical Commission (ISO/IEC) 11179 as the meta-data standard.<br><br>*See ISO/IEC 11179 online at http://metadata-stds.org/11179/index.html*<br><br>*How does your solution meet this requirement? Check only one method.*<br>*5 pts* ☐ *Functionality provided out of the box*<br>*3 pts* ☐ *Functionality provided by 3rd party solution*<br>*2 pts* ☐ *Functionality requires customization to achieve*<br>*1 pt* ☐ *Functionality requires customized 3rd party solution* | TECH190 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-282 | (MS) | The EDR Proposed Solution must provide alerts that communicate success or failure of data exchanges (for example, confirmation of receipt).<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The alerts are clear and concise*<br>☐ *The alerts include trouble shooting information*<br>☐ *The alerts are configurable by system administrators (for example, level of detail, alert triggers, and alert frequency)*<br>☐ *A variety of delivery options are included (for example, email, text message, etc)*<br>☐ *The alerts indicate where and when failures occur* | TECH193 |
| T-283 | (MS) | The EDR Proposed Solution's Electronic Data Exchange (EDE) facility must have comprehensive configurable (does not require programming) automated interfaces with other systems, which must include other agencies and 3rd parties, as required by the business.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The EDE facility follows open standards (not proprietary)*<br>☐ *The EDE facility Graphical User Interface is enabled*<br>☐ *The EDE facility is configurable*<br>☐ *The EDE facility is comprehensive (able to handle any sort of source and destination interface)*<br>☐ *The EDE facility includes a configurable return receipt* | TECH194 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-300 | (MS) | The EDR Proposed Solution's data services must be optimized for scalability and performance.<br><br>*See Bidders' Library:*<br>• *Return Filing Plan 2005-2008*<br>• *Scalability Definition*<br>• *Return Filing Plan 2008-2010*<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The data service architecture introduces latency of 1 millisecond or less*<br>☐ *The data service architecture supports scaling to the projected volumes* | TECH210 |
| T-302 | (MS) | The EDR Proposed Solution must provide data services that use open, industry standards, and protocols, which are non-proprietary and make the services useable by any system at FTB.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution's data services component follows open standards*<br>☐ *The solution's data services component is scalable to projected volumes* | TECH213 |

| Number | Type | Requirement | State and Contractor Use |
|---|---|---|---|
| T-323 | (MS) | The EDR Proposed Solution must provide the capabilities for data mining, and data analysis.<br><br>*Scoring Criteria:*<br>*How does your solution meet this requirement? Check all that apply (5 points each).*<br>☐ *The solution provides "trained" mining models (use of the word "trained" means that training and testing datasets have been applied to the data mining solution to deliver validated data mining models)*<br>☐ *The data mining solution does not require tool specific expert level skills to use*<br>☐ *The solution has the ability to automatically find hidden relationships and present them to users* | TECH232 |

**Exhibit VI - B.1**

## DELIVERABLE ITEM DESCRIPTION

1. **TITLE:** Project Management Plan (MRD001)

2. **DESCRIPTION/PURPOSE:** The Project Management Plan (PMP) describes the approach to defining, scheduling, and executing project activities and deliverables for the Enterprise Data to Revenue (EDR) Project. This includes identifying, managing, and controlling project human resources, identifying and resolving project issues and risks, monitoring progress and reporting changes in activity, and ensuring effective information flow throughout the organization. This Deliverable Item Description (DID) contains the preparation instructions and content requirements for the PMP.

3. **DID APPROVAL DATE:** *Not applicable*

4. **REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.

   - IEEE 1058-1998, Standard for Software Project Management Plans
   - IEEE 1490-2003, Adoption of the Project Management Body of Knowledge
   - PMBOK - A Guide to the Project Management Body of Knowledge 2003 Edition
   - Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM)
   - Information Technology Infrastructure Library (ITIL)
   - EDR Project Management Plan
   - EDR Project Deliverable Item Description for the Technical Management Approach

5. **DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR Project Glossary.

6. **PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the PMP.

6.1 **General Instructions:** This section defines the general instructions governing the preparation of the PMP.

   a. Title Page or Identifier. The document must include a title page containing,: document number, volume number, date, document title, contract number, Management Requirement Deliverable (MRD) item number, organization for which the document has been prepared, and name and address of the preparing organization.

   b. Table of Contents. The PMP must contain a table of contents providing the number, title, and page number of each titled section, figure, table, and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, volume, and date, as applicable.

d. Multiple Sections. Any section in the PMP may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the PMP is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within that activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The document content must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP *Section XI - Contract.*

**6.2 Content Requirements:** The PMP must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the system.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Project Management methodology.

d. Document overview. This section must summarize the contents of the PMP and describe any security or privacy considerations associated with its use.

e. Definitions. This section must provide the definition of those terms used in the PMP whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.

f. Referenced Documents. This section must list the number, title, date and source of all documents referenced in the PMP. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The PMP must contain, at a minimum, the information indicated below.

### 6.3.1 General Project Management

a. Project Organization. This section must provide information concerning the Contractor's project organization and its relationship to the State's project organization.

b. Contractor Organization. This section must visually depict and explain the lines of authority, responsibility, and communication within the Contractor's project organization, including subcontractors. A Contractor organization chart(s) must be provided to a level of detail that management and organizational responsibility for work activities and supporting processes can be discerned. The Contractor organization chart(s) must indicate prime Contractor versus subcontractor entities.

c. Contractor and State Organization. This section must visually depict and explain the lines of authority, responsibility, and communication within the project organization that includes the State, Contractor and subcontractors.

d. Roles and Responsibilities. This section must depict the overall project roles and responsibilities using a Primary Responsibility, Approval Authority, Supporting Responsibility, Information Only (PASI) matrix. The activities and organizational entities in the PASI matrix must conform to the lowest represented level of the Contractor and State organization chart(s) as provided in the above.

e. State and Contractor Teamwork. This section must describe the approach to create an integrated State and Contractor team. It must include:

1. Explanation of the teamwork philosophy as it relates to the various project phases to include the use of one project team (integration of both State and Contractor organizations) and the identification of lines of authority, the plan for co-location of staff, and the use of common management tools.

2. Approach to work collaboratively with the State to determine common goals and objectives and identify and resolve differences, including contractual differences. It must address State involvement in daily activities and decision-making processes, including decisions that may affect contractual obligations.

3. Approach to communicate with the State, to include the approach to meet the State's need for accurate, verifiable, and timely information on all aspects of the project.

f. Project Closeout. – This section must describe the approach to develop and implement a Project Closeout Plan (MRD005).

### 6.3.2 Managerial Process Plans

This section must specify the control mechanisms for scope, cost and schedule, human resource, risk, quality, issue and action item, and communication for the project. Additional details are required for risk

management and quality management in individual plans due after project start.

a. Scope Change Management Plan. This section must describe the approach, methods, and tools used to manage project scope. It must include:
   1. Overview of the project scope change management process, including the integration with schedule control, time control, quality control, and other change control processes. An explanation of the relationship between project scope change management, configuration management, and requirement management activities defined in the Technical Management Approach.
   2. Approach, method, and tools to analyze the impact of proposed changes on existing systems, services, people and processes.
   3. Identification of baseline metrics that support analysis of proposed changes to project scope and the approach to collect the identified metrics.
   4. Identification of Project Scope Change Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

b. Time and Schedule Management Plan. This section must describe the approach, methods, and tools to manage project time and schedule. It must include:
   1. Approach, methods, and tools used to estimate, create and maintain, and monitor the project Work Breakdown Structure (WBS) and Project Schedule. Specify the task, activity, or work product level at which time and schedule must be measured and controlled.
   2. Approach methods and tools used to manage major project milestones, compensation deliverables dependencies and due dates.
   3. Approach, methods, and tools used to establish a schedule baseline, to measure and assess time and schedule variance, and to conduct earned value analysis. Identification of the types of metrics and methods to gather those metrics in accordance with the requirements of the Time and Schedule Variance Report (MRD003).
   4. Approach to prepare and maintain a project staffing budget and baseline consistent with the WBS and Project Schedule, including a process to measure variance against the baseline.
   5. Approach, methods, and tools used to estimate changes in project time and schedule by task, activity, or work product.
   6. Approach and tools used to load and level Contractor project human resources.

7. Approach, methods, and tools used to develop and execute corrective action plans, including reporting, scope changes, and integration of lessons learned.
8. Identification of Time and Schedule Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

c. Human Resource Management Plan. This section must describe the approach to acquire and manage Contractor staff resources. It must include:

1. Approach, methods, and tools used to estimate Contractor staffing needs throughout the life of the project using the Software Development Lifecycle.
2. Identification of the number of Contractor staff, including subcontractors, required by project phase, WBS activities, organizational title and skill classification.
3. Identification and definition of the required knowledge, skills, abilities represented by each skill classification.
4. Identification of resume data for each of the key personnel and participants in the Conflict Resolution Process as required in RFP Section XI. Attachment 3, Section 3.b.iii. The resume data must be provided using the Resume Data Matrix in Exhibit VI-B.2:
   - Name of Company
   - Period of Employment (MM/YY – MM/YY) including number of full time project management months of experience
   - Project Management duties or tasks while employed or contracted – include specific duties or tasks as they relate to the role proposed
   - Education – must be included, if any, as it pertains to the individual's role on the project
   - Certifications – must be included, if any, as it pertains to the individual's role on the project
5. Approach to manage the Contractor and subcontractor staff that contribute work products to the project. The approach must include the method to assign work products to teams and to ensure complete and accurate reporting to the State.
6. Approach to acquire and retain skilled staff, including internal transfers, new hire, subcontracting, training, and other activities.
7. Approach and method to orient and train new staff before they begin work on the project, including training State security and rules of conduct.

8. Approach to identify and mitigate risks, as well as supporting contingency plans, related to staff acquisition and turnover. The approach must include the variance threshold(s) within skill classifications at which corrective action must be taken and the process to communicate staffing risks, mitigation plans, contingency plans and corrective actions to the State.
9. Identification of Human Resource Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

d. Risk Management Plan. This section must provide an overview of the approach to manage project risks. A separate Risk Management Plan (MRD 070) is required post contract award to describe the detailed plan to risk identification, risk assessment, risk mitigation, and risk documentation and reporting. This response must include:

1. Approach to manage project risks.
2. Approach, methods, and tools used to identify and document risks and communicate risks to the State.

e. Quality Management Plan. This section must provide the approach to manage project quality. A separate Quality Management Plan (MRD 071) is required post contract award to describe the detailed plan, methods, and tools used to promote and control project quality. This response must include:

1. Approach, methods, and tools to document quality management activities, to maintain a library of quality records throughout the life of the project, and to make the information available to the state.
2. Description of the relationship and difference between project quality management and technical quality management as described in the Technical Management Approach (MRD006) and Technical Quality Plan (MRD016).
3. Approach to periodically assess the project, determine areas for improvement, and implement improvement plans. It must address specific roles and responsibilities and the approach to implement process improvements without disruption to on-going project activities.
4. Approach to process improvement that supports the development of the Phase 1 and Phase 2 Implementation Evaluation Report in accordance with MRD004.

f. Issue and Action Item Management Plan. This section must describe the approach to manage project issues and action items. It must include:

1. Approach, methods, and tools used to identify, assign, document, track, resolve, and report on project issues and action items.
2. Approach to communicate Contractor project issues and action items to the State.

3. Identification of Issue and Action Item Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

g. Communication Management Plan. This section must describe the approach to manage project communication. It must include:

1. Approach, methods, and tools, to identify communication needs and promote accurate, complete, and timely communication of project information across the project.
2. Identification of required key recurring management and technical meetings, including the purpose, required attendance, and frequency of each meeting. It must indicate which meetings require an agenda and minutes.
3. Approach to report project status and progress data to be collected, including on legacy systems, and how that data must be distributed. The approach must include the Contractor's participation in the State's In-Process Reviews and Management Performance Reviews.
4. Approach, methods and tools to manage project documentation. This section must:
   i. Specify the use of Microsoft Office Suite, version 2007 for the development of project deliverables and correspondence.
   ii. Identify organizational entities responsible for providing input, generating, and reviewing technical and non-technical documents.
   iii. Define the standards to be used project-wide to ensure consistent appearance, and functions of technical and non-technical documents.
   iv. Identify and describe project library processes.
   v. Define document naming, classification and version control processes
5. Identification of Communication Management roles and responsibilities using a PASI matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix.

### 6.3.3 Supporting Process Plans

This section must describe any additional plans required for supporting processes that span the duration of the project.

**7** **APPENDICES**. Appendices must be added as necessary to incorporate documents cited within the PMP. Each appendix must be referenced in one of the sections of the PMP where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI - B.2**

# Resume Data Matrix

The Bidder must provide the following information for each of the key personnel and participants in the Conflict Resolution process. This information will be used by the State to review and approve the Bidder's replacement of key personnel in the event of staff turnover during the execution of the project. The information is not used for proposal evaluation purposes. All information must be provided in this matrix. Additional information provided will not be considered. Begin with most recent employment.

**Key Personnel or Participant Name:** **Project Role:**

| Name of Company or Customer and Project | Period of Employment (MM/YY-MM/YY) | Number of Full Time Project Management Months of Experience | Brief Description of Project Management Duties while Employed or Contracted |
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| Education | Date Awarded | College or University | Major Field of Study |
|---|---|---|---|
| | | | |
| **Certifications** | **Certification Date** | **Certifying Organization** | |
| | | | |

**Exhibit VI - C**

## DELIVERABLE ITEM DESCRIPTION

**1. TITLE:** Project Schedule (MRD002)

**2. DESCRIPTION/PURPOSE:** The Project Schedule provides a list of the project's key tasks and deliverables with intended start and finish dates, which are estimated in terms of resource requirements, budget and duration, linked by dependencies and schedule. This Deliverable Item Description (DID) contains the preparation instructions and content requirements for the Project Schedule.

**3. DID APPROVAL DATE:** *Not applicable*

**4. REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.

- IEEE 1058-1998, Standard for Software Project Management Plans
- IEEE 1490-2003, Adoption of Project Management Body of Knowledge
- PMBOK - A Guide to the Project Management Body of Knowledge 2003 Edition
- Statewide Information Management Manual (SIMM), Section17, California Project Management Methodology (CA-PMM)
- EDR Project Management Plan
- EDR Project Deliverable Item Description for the Project Management Plan

**5. DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR RFP Glossary.

**6. PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements and acceptance criteria for the Project Schedule.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the Project Schedule.

a. Title Page or Identifier. The Project Schedule must include a title page containing, as applicable: document number, volume number, date, document title, contract number , Management Requirement Deliverable (MRD) item number, organization for which the document has been prepared, and name and address of the preparing organization.

b. Table of Contents. The Project Schedule must contain a table of contents providing the number, title and page number of each titled section, figure, table and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, volume, and date, as applicable.

d. Multiple Sections. Any section in the Project Schedule may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the Project Schedule is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within the activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The Project Schedule must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP *Section XI - Contract*.

**6.2 Content Organization:** The Project Schedule must be submitted with a summary that is organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must provide an overview of the Project Schedule.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Project Schedule methodology.

d. Document overview. This section must summarize the contents of the Project Schedule and describe any security or privacy considerations associated with its use.

e. Definitions. This section must provide the definition of those terms used in the Project Schedule whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.

f. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the Project Schedule. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The Project Schedule documentation must, at a minimum:

a. Provide a summary of the Project Schedule in Microsoft Word, version 2007.

b. Provide a Project Schedule developed and maintained in Microsoft Project, version 2007.
c. Provide a Work Breakdown Structure (WBS) that is consistent with the EDR Proposed Solution and includes all major deliverables, project milestones and compensation milestones reflected in the Statement of Work.
d. Provide a Project Schedule that is tied to the WBS.
e. Provide a Project Schedule that supports implementation of the EDR Proposed Solution in phases with Phase 1 being the Personal Income Tax Return Processing System and Phase 2 being the Final EDR Solution, including the Business Entity Return Processing System.
f. Identify all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones, and milestone start and finish dates that support key project deliverables identified in RFP *Section XI – Contract*.
g. Identify tasks and timeframes broken down into manageable segments of 40-80 hour increments.
h. Identify quantity and classification of Contractor human resources assigned to tasks.
i. Utilize a Critical Path methodology with full task dependencies and identify the project's critical path.
j. Be consistent with the Legacy System annual change schedules as documented in the Systems Impacted by EDR document. *See Bidder's Library for Systems Impacted by EDR.*

**7 APPENDICES:** Appendices must be added as necessary to incorporate documents cited within the Project Schedule. Each appendix must be referenced in one of the sections of the Project Schedule where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI – D**

## DELIVERABLE ITEM DESCRIPTION

1. **TITLE:** Technical Management Approach (MRD006)
2. **DESCRIPTION/PURPOSE:** The Technical Management Approach (TMA) describes the system engineering, design, development, and implementation activities for the Enterprise Data to Revenue (EDR). This Deliverable Item Description (DID) contains the preparation instructions for the TMA that is delivered with the Bidder's final proposal and incorporated into the contract.
3. **DID APPROVAL DATE:** Not Applicable
4. **REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.
   - IEEE Std 982.1 – 2005, IEEE Standard Dictionary of Measures of the Software Aspects of Dependability
   - IEEE 1220 – 1998, Standard for the Application and Management of the Systems Engineering Process
   - IEEE Std 982.1 – 2005, IEEE Standard Dictionary of Measures of the Software Aspects of Dependability IEEE 610.12 – 1990, Standard Glossary of Software Engineering Terminology
   - ISO/IEC 10746-1: 1998 (E), Information Technology — Open Distributed Processing — Reference model: Overview
   - IEEE Std 1362-1998, IEEE Guide for Information Technology System Definition – Concept of Operations (ConOps) Document
   - IEEE 1028-2008, Standard for Software Reviews
   - IEEE 1042-1987, IEEE Guide to Software Configuration Management
   - IEEE 12207–1996, Standard for Information Technology – Software Life Cycle Processes
   - IEEE 610.12–1990, IEEE Standard Glossary of Software Engineering Terminology
   - ITIL v3 Service Offerings and Agreements
   - ITIL v3 Service Asset Configuration Management
   - NIST Special Publication 800-64 Revision 2 - Security Considerations in the System Development Life Cycle
5. **DEFINITIONS:** Definitions for terms used within this DID can be found in Section XII.

**6. PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the TMA.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the TMA.

a. Title Page or Identifier. The TMA must include a title page containing: document number, volume number, version indicator, date, document title, name, abbreviation as applicable. In addition, other identifier for the system, subsystem, or item to which the document applies including if applicable the related Management Requirement Deliverable (MRD).

b. Table of Contents. The TMA must contain a table of contents providing the number, title, and page number of each titled section, figure, table, and appendix.

c. Page Numbering/Labeling. Each page must contain a unique page number and display the document number, including version, volume, and date as applicable.

d. Multiple Sections. Any section in the TMA may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the TMA is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within that activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The document content must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP Section XI - Contract.

**6.2 Content Organization:** The TMA must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the system.
b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the TMA methodology.
d. Document Overview. This section must summarize the contents of the TMA and must describe any security or privacy considerations associated with its use.
e. Definitions. This section must provide the definition of those terms used in the TMA whose meaning must be derived in context or that may be specific to the Bidder. Definitions cannot conflict in any way with State definitions in this RFP.
f. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the TMA. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The TMA must contain, at a minimum, the information indicated below.

a. **Overview of Technical Management Approach**: This section must summarize the methods and approaches for planning, managing, executing, and controlling software development activities. It must provide a summary or overview of the required work in order to establish the context for and the coordination of the approaches, methodologies, and plans described in later sections. It must identify major technical deliverables and summarize the technical objectives related to success of the project.
b. **Requirements Management:** The purpose of the requirements management approach is to describe how approved and baseline requirements will be stored, managed, and linked to each other using project approved requirements management tools. This approach must describes how traceability from business to system, system to software requirements, and requirements to code and test scripts are established and maintained to confirm that business requirements are satisfied by code and have been successfully tested. This approach discusses how the project controls the process of identifying, analyzing, and implementing changes to the requirements, reports on requirements, identifies and manages resources related to requirements management, and also provides user training on requirements management. The requirements management approach must include the following:

1. An overview and methodology for requirements management of:
    1. Functional requirements
    2. System requirements
    3. Software requirements
2. A description of requirements management for:
    1. Submission of new or changed requirements
    2. Standards and criteria for quality requirements
    3. Requirement categorization
    4. Criticality assessment and establishment of timeframes
    5. Impact assessment on requirement changes
    6. Reconciliation of requirements

7. Approval of new or changed requirements
8. Tracking of decision rationale and supporting documentation
9. Transition to baseline requirements
10. Requirements management master process flow chart

3. A description of requirements traceability backwards, forward, and through for:
    1. Goals
    2. Functional requirements
    3. System requirements
    4. Sequence diagrams
    5. Classes
    6. Design
    7. Code
    8. Use case
    9. Testing
    10. Defects and problems
    11. Mined business rules
4. A description of the specialized requirements management tools to be used.
5. A description of the relationships and dependencies between requirements management and other MRD plans, activities, and deliverables.
6. A description of the use cases for the requirements management process.
7. A description of roles and responsibilities for both Contractor and State staff involved in requirements management.
8. A description of the methodology for:
    1. Communication with impacted staff including project, program, Contractor and State
    2. Reporting on requirements

c. **Software Development**: The purpose of the software development approach is to provide insight to all the activities related to software development. This description includes details of the tools, procedures and methodologies that will be used by the EDR development team to support the design and construction of the EDR application. This section must describe the approach, methods and tools for software development throughout the project life cycle. The software development approach must include the following:

1. A description of the following software development lifecycle components:
    1. A software development lifecycle model (for example: waterfall model, spiral model, evolutionary prototyping model)
    2. Software development major milestones
    3. Milestone dependencies
    4. Software release schedule
    5. Integration of software development activities with the project schedule and other plans
    6. Software development process improvement

2. A description of the relationship and dependencies between software development and other MRD plans, activities, and deliverables.
3. A description of the roles and responsibilities for both Contractor and State staff involved in software development.
4. A description of the utilization of open-standards design, development, testing, and documentation technologies.
5. A description of how to achieve software quality through the use of rigorous and standardized processes and tools.
6. A description of how the process models will work within a heterogeneous software and hardware environment.
7. A description of the strategies for integration with system documentation tools and artifacts for TI and BETS legacy systems.
8. A description of the following architecture components:
    1. Software development environment and tools for architecture
    2. Automated testing tools for architecture
    3. Management of the hardware and software resource requirements for architecture
    4. Architectural services and components
9. A description of the following software development activities:
    1. Establishment of a software development environment
    2. Software design methodology
    3. Database design methodology
    4. Software coding
    5. Software testing
    6. Software documentation
    7. Software transition planning
    8. Software configuration management
    9. Communication
    10. Reporting
10. A description of the tools that enable Asset and Configuration Management.
11. A description of the methodology for maintaining Technical Quality including integration with other processes.
12. A description of how the Proof of Concept will validate the EDR Proposed EDR solution.

d. **Business Process Reengineering:** The approach is the detail description of how the Business Process Reengineering must be developed and implemented. Business Process Reengineering (BPR) is an approach aimed at improvements by means of elevating efficiency and effectiveness of the business process within the scope of EDR business requirement that exist across the enterprise. The key to the BPR approach is to look at the business

processes from a "clean slate" perspective and determine how to best construct processes to meet business requirements. The Business Process Reengineering approach must include the following:

1. A description of how to establish quality through the use of rigorous and standardized processes.
2. A description of the discovery and documentation of embedded and manual business rules and processes.
3. A description of the Business Process Reengineering schedule and its integration with other project milestones and activities.
4. A description of the relationships and dependencies between Business Process Reengineering and other MRD plans and deliverables.
5. A description of the methods to achieve diversity and inclusion of State, Contractor and other human resources in the reengineering process.
6. A description of the strategies for incorporating organizational change management and user involvement.
7. A description of the strategies for optimizing business processes.
8. A description of the roles and responsibilities for both Contractor and State staff involved in Business Process Reengineering.
9. A description of the establishment of enterprise governance for the EDR Proposed Solution.
10. A description of the methods to enable organizational change management.

**e.** **Database Development:** The database development approach describes the methodology for all activities performed during design and development of the EDR databases. It includes a discussion of the general approach to database development activities, information on the schedule of database activities, and the organization and personnel involved with database design, and build activities. It includes a discussion on how the use of metadata, data integration, and data modeling must be integrated into the solution. The database development approach must include the following:

1. A description of the following database development lifecycle components:
    1. A database development lifecycle model
    2. Database development plan's major milestones and dependencies
    3. Deliverables within the database development plan
    4. Risk and contingency management, including rollback and roll forward database recovery
    5. A proposed database development schedule
    6. Utilization of database development standards
    7. Integration of database development activities with the project schedule and other plans
2. A description of the following architecture components:

1. Requirements and constraints on the EDR Proposed Solution databases
2. Traceability to requirements
3. Use of a logical data model
4. Use of a physical data model
5. Database architecture
6. Database development tools
7. Documentation tools and artifacts
8. Database security, authorization and encryption rules
9. Automation from design to implementation

3. A description of the following data quality assurance mechanisms:
    1. Data quality assurance profiling
    2. Automated data quality checks
    3. Database change control process and procedures
    4. Database security, authorization, and encryption rules
    5. Record locking and deadlocks
    6. Database Backups – hot backups versus cold backups
    7. Database development standards
    8. Standards and practices for database use
4. A description of the following detailed database development activities:
    1. Database testing including performance testing
    2. Establishing and managing multiple environments, including development, testing, production simulation, production and training
    3. Database configuration management
    4. Database change requests and corrective action
    5. Joint technical and management reviews
    6. Process improvement
    7. Coordination with application development activities and staff
5. A description of database development activities for the following impacted legacy systems:
    1. TI
    2. BETS
    3. ECAIR
    4. E-Gateway
    5. SBRB
6. A description of the relationships and dependencies between database development and other MRD plans, activities and deliverables.
7. A description of the integration of State staff during design, development, testing and maintenance of the database.
8. A description of the methodology used to achieve data quality through the use of rigorous and standardized processes.

9. A description of the utilization of modern design, development, testing, and documentation technologies.
10. A description of the roles and responsibilities for both Contractor and State staff involved in database development.
11. A description and details of the resource requirements.
12. A description of the use of automation in data conversion and identification of the tools used for that purpose.
13. A description of a method to maximize the use of automation in data conversion testing and identification of the tools used for that purpose.

**f.** **Legacy Systems Integration:** The legacy systems integration approach must provide a description of the methodology for the integration of the EDR Proposed Solution with the FTB legacy systems, including but not limited to TI, BETS, ARCS, INC, input systems, call centers, IVR, and Help Desk. This approach describes the framework for the creation, documentation, implementation, and communication of the technical architecture. In addition this approach describes the integrated solution, the activities for the integration, roles and responsibilities, deliverables, audits and controls, and performance requirements. The legacy systems integration approach must include the following:

1. A methodology for system analysis of legacy systems including management of scope and the requirements associated with legacy systems.
2. A description of the integration strategies that takes into account all the FTB Legacy Systems as referenced in the MRD Remarks Matrix for LSIP.
3. A methodology and strategies used for identification of the legacy system components and systems to be leveraged and identification of what will be modified.
4. A description of how to integrate the EDR Proposed Solution with existing Legacy Systems so business functions may continue during transition.
5. A description of risk and contingency management and proposed rollback scenarios.
6. A description of the roles and responsibilities for both Contractor and State staff involved in legacy systems integration, including Maintenance and Operations roles and responsibilities.
7. A description of the validation whether legacy systems and their components fall within or outside of the scope of EDR including a preliminary description of those already identified.
8. A description of the relationships and dependencies between the LSIP and other MRD plans, activities and deliverables.

9. A description of the ways the EDR development and transition schedule will align with the legacy system related on-going Maintenance and Operations schedules including the annual change schedule.

**g.** **Testing:** The testing approach must describe the types of testing that will be executed, how testing concepts will be applied to the project, testing prerequisites, the project's approach to testing with external entities, resource and schedule constraints, and how the project will make use of automation during test processes. The testing approach must describe the following:

1. A description of the following technical components:
    1. Description of automated testing tools
    2. Testing documentation tools and artifacts
    3. Test data development approach
    4. Test environment specifications
2. A description of the following testing processes:
    1. Use case testing process
    2. Test script development process
    3. Test approval process
    4. Regression testing process
    5. Requirements traceability within the testing process
    6. Test results and test reporting process
    7. Defect tracking process
3. A description of the detailed testing for all phases of development and transition including:
    1. Unit testing
    2. Unit integrations testing
    3. Usability testing
    4. System testing
    5. System performance testing
    6. System verification testing
    7. System qualification testing
4. A description of the following security testing methodologies:
    1. Confidentiality,
    2. Integrity,
    3. Authentication,
    4. Authorization,
    5. Availability,
    6. Non-repudiation
5. A description of the relationships and dependencies between testing and other MRD plans, activities and deliverables.
6. A description of how to achieve software quality through the use of rigorous and standardized processes.

7. A description of the utilization of comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development.
8. A description of test data development.
9. A description of how testing will be achieved for all phases of development and transition.
10. A description of the roles and responsibilities for both Contractor and State staff involved in the testing the EDR Proposed Solution.

**h.** **Knowledge Management:** The approach to knowledge management describes how the vendor intends to conduct, assess, and report knowledge transfer activities. It presents the approach and methodology for providing skills and knowledge development opportunities to the State staff involved with the EDR Proposed Solution. The knowledge management approach must include the following:

1. A description of how the technical staff will be trained on all components and aspects of the EDR Proposed Solution.
2. A description of the metrics utilized to measure staff progress in achieving the requisite knowledge, skills, and abilities directly related to the EDR Proposed Solution.
3. A description of the roles and responsibilities for both Contractor and State staff involved in knowledge management.
4. A methodology to establishing knowledge transfer requirements which must include requirements for formal training, informal training, and on-the-job training.
5. A description of the tools used to deliver training.
6. A description of the relationships and dependencies between knowledge management and other MRD plans, activities and deliverables.
7. Specific EDR Proposed Solution training topics.
8. A description of the methods to establish a staff Knowledge, Skills, Abilities (KSA) baseline and knowledge management objectives.
9. A methodology for formal training.

**i.** **Service Transition:** The service transition approach describes the methodology to identify necessary activities, as well as the roles and responsibilities to transition the EDR Proposed Solution to the FTB production environment post systems qualification test acceptance. It describes the processes to ensure the EDR Proposed Solution is functional and operational using ITIL standards. The service transition approach must include the following:

1. A description of a comprehensive governance process that includes the following service transition components:
    1. Service transition management for EDR Proposed Solution
    2. Integration of schedules with other project milestones and activities
    3. Process to identify and manage all configuration items
    4. Governance rigor
2. A description of the relationships and dependencies between service transition and other MRD plans, activities and deliverables.
3. A description of the roles and responsibilities for both Contractor and State staff involved in service transition.
4. A description of the integration and improvement of existing FTB service transition processes.
5. A description of following resource requirements:
    1. Technical resource requirements including hardware and software
    2. Infrastructure resource requirements including workspace
6. A description of the implementation of technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented and documented using FTB's change management system of record.
7. A description of the transitioning of user training to the State.
8. A description of the methods for training the business users based on their new roles and responsibilities.
9. A description of the knowledge management activities for the transition of system knowledge to the State.

**j.** **Service Operations:** The service operations approach describes an adherence to ITIL Version 3 standards to develop, integrate, and execute the service operations processes. It includes the approach to providing system and service maintenance including corrective, adaptive, perfective, remedial and preventive maintenance of all deliverables placed into production including all system hardware and software. The service operations approach must include the following:

1. A description of a comprehensive governance process that includes the following as service operations components:
    1. Service operations of EDR Proposed Solution
    2. Integration of schedules with other project milestones and activities
    3. Process to identify and manage all configuration items
    4. Governance rigor
2. A description of implementing an ITIL based service operations environment.
3. A strategy for achieving timely maintenance activities for the EDR Proposed Solution.
4. A description of the roles and responsibilities of the Contractor and State staff for involved in service operations.
5. A description of the integration and improvement of existing FTB service operation processes.
6. A description of the relationships and dependencies between service operation and other MRD plans, activities and deliverables.
7. A methodology used to facilitate business continuity if an unplanned event occurs.
8. A description of the methods to enable FTB's IT Service Desk to process incidents caused by the EDR Proposed Solution.
9. A strategy to enable security and access controls to solution components by users and customers.

**Exhibit VI – E**

## DELIVERABLE ITEM DESCRIPTION

1. **TITLE:** EDR Proposed Solution
2. **DESCRIPTION/PURPOSE:** The EDR Proposed Solution describes the Bidder's proposed solution for the Enterprise Data to Revenue (EDR) Project, as well as the technical considerations leading to the Business Solution. This Deliverable Item Description (DID) contains the preparation instructions for the EDR Proposed Solution that is delivered with the Bidder's final proposal and incorporated into the contract.
3. **DID APPROVAL DATE:** *Not Applicable*
4. **REFERENCE DOCUMENTS:** The documents listed below were used as reference material during the preparation of this DID.
   - IEEE 1220 – 1998, Standard for the Application and Management of the Systems Engineering Process
   - IEEE 982.1 – 2005, IEEE Standard Dictionary of Measures to Produce Reliable Software
   - IEEE 610.12 – 1990, Standard Glossary of Software Engineering Terminology
   - ISO/IEC 10746-1: 1998 (E), Information Technology — Open Distributed Processing — Reference model: Overview
   - IEEE Std 1362-1998, IEEE Guide for Information Technology System Definition – Concept of Operations (ConOps) Document
   - IEEE 1028-1997, Standard for Software Reviews
   - IEEE 1042-1987, IEEE Guide to Software Configuration Management
   - IEEE 12207-1996, Standard for Information Technology –Software Life Cycle Processes
   - ITIL v3 Service Offerings and Agreements
   - ITIL v3 Service Asset Configuration Management
   - NIST Special Publication 800-64 Revision 2 – Security Considerations in the System Development Life Cycle
5. **DEFINITIONS:** Definitions for terms used within this DID can be found in the EDR RFP Glossary.
6. **PREPARATION INSTRUCTIONS:** This section defines the format and minimum content requirements for the Business Solution.

**6.1 General Instructions:** This section defines the general instructions governing the preparation of the Business Solution.

a. Title Page or Identifier. The EDR Proposed Solution must include a title page containing: document number, volume number, version indicator, date, document title, name, abbreviation as applicable. In addition, other identifiers for the system, subsystem or item to which the document applies including if applicable the related EDR Management Requirement Deliverable (MRD).

b. Table of Contents. The EDR Proposed Solution must contain a table of contents providing the number, title and page number of each titled section, figure, table and appendix.

c. Page Numbering and Labeling. Each page must contain a unique page number and display the document number, including version, volume, and date as applicable.

d. Multiple Sections. Any section in the Business Solution may be written as multiple sections to enhance readability.

e. Paragraph Markings. Each paragraph must be numbered.

f. Deliverable Identification. If an activity results in a MRD, the identifier for the deliverable must be included in parentheses following the text.

g. Internal References. Reference to sections within the EDR Proposed Solution is acceptable if the topic is better described within the context of that section. In the case where a topic is described in detail in another section, an explicit reference to the detailed section must be made. For example, if a standard or practice is better described within the context of the activity that uses the standard or practice, it is acceptable to describe the standard within the activity. In this case, the section pertaining to the standard must refer the reader to the section where the standard is defined.

h. External References. References may be made to external documents or standards provided with the Bidder's proposal as long as the reference is specific. The content of the referenced document or standard must be summarized such that the response clearly meets the intent of the section.

i. Standards and Deliverables. The Business Solution must be prepared using industry or corporate standards. Cited deliverables must also conform to industry or corporate standards as cited in the Management Requirement Deliverable and Event Matrix in RFP Section XI - Contract.

**6.2 Content Organization:** The EDR Proposed Solution must be organized in accordance with the outline below and must contain, at a minimum, the information indicated.

a. Introduction. This section must be divided into the following subsections to present identifying and background information on the EDR Proposed Solution.

b. Purpose. This section must describe the purpose of the document.

c. Methodology. This section must describe the Final EDR Solution.

d. Document Overview. This section must summarize the contents of the Business Solution and describe any security or privacy considerations associated with its use.

e. General Overview. This section must describe the general characteristics of the EDR Proposed Solution and provide a summary of any information that contains significant technology or Commercial-Off-the-Shelf (COTS) components.

f. Definitions. This section must provide definitions of those terms used in the EDR Proposed Solution whose meaning must be derived in context or that may be specific to the Bidder. The definitions cannot conflict in any way with State definitions used in this RFP.

g. Referenced Documents. This section must list the number, title, revision, date and source of all documents referenced in the EDR Proposed Solution. All Bidder referenced documents not otherwise submitted with the Final Proposal must be provided for the EDR Project Library no later than one month after project start.

**6.3 Content Requirements:** The Final EDR Solution must contain, at a minimum, the information indicated below

a. EDR Proposed Solution Design. This section must introduce the Bidder's proposed design for the EDR Proposed Solution.

b. Architectural Overview. This section must summarize at a comprehensive level the architectural framework for the EDR Proposed Solution described in more detail in later sections. The summary must provide an explanation of the concepts and how the model is to be interpreted and applied.

c. EDR Proposed Solution Architecture. This section must represent the EDR Proposed Solution architecture described in terms of key architecture viewpoints indicated below in items 6.3.c.1-8. These viewpoints must be presented using diagrams and any supporting narrative the Bidder deems necessary to facilitate understanding. Each viewpoint must be an independent view of the EDR Proposed Solution based on the architecture category. All viewpoints should be architecturally consistent and should simplify the reasoning behind the EDR Proposed Solution. The viewpoints must constitute a model of the requirements, functions, services, base business concepts, Strategic Business Problems and legacy systems interfaces. Each viewpoint must identify and explain related items in other viewpoints. If the EDR Proposed Solution is dependent on, or otherwise makes use of FTB legacy systems, infrastructure, or a component of such system(s) the Bidder must identify the system(s) or component within these viewpoints using the same architectural model described in the Architectural Overview in section 6.3.b above.

1. Architectural Advancement. The Bidder must provide a narrative of their Proposed Solution from the viewpoint of advancing FTB's overall enterprise

architecture. Specifically focusing on the EDR Strategic Business Problems, purpose, scope, policies, and major system components. This viewpoint must include the Bidder's view and interpretation of requirements, structure and constraints. The narrative must at a minimum address EDR Requirements FUNC57, TECH477, TECH443, TECH479, and TECH503.

2. System Integration – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of system integration focusing on how the solution integrates into FTB's existing infrastructure and legacy systems. The narrative must at a minimum address EDR Requirements TECH356, TECH117, TECH118, TECH3, and TECH443.
3. Data Management and Delivery (DMD) – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of DMD including components that encapsulate all FTB information resources (for example structured and unstructured data, tax declaration, and third party data). The narrative must at a minimum address EDR Requirements FUNC58, FUNC194, FUNC255, FUNC260, FUNC487, TECH343, TECH160, TECH171, TECH187, TECH208, and FUNC160.
4. Business Process Management (BPM) – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of BPM identifying significant opportunities that are achievable by automating and integrating business processes internally, as well as, with external parties (for example third party data providers). The narrative must at a minimum address EDR Requirements FUNC57, FUNC15, TECH584, TECH64, TECH599, and TECH479.
5. Service Oriented Architecture (SOA) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of SOA identifying strategies for implementing the three basic types of enterprise-wide services: common business services, the common infrastructure services, and common information or data services. The narrative must at a minimum address EDR Requirements FUNC229, FUNC236, FUNC372, FUNC481, TECH21, TECH36, and TECH497.
6. Identity and Access Management (IAM) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution from the viewpoint of IAM including how the solution will provide FTB security as a business service, and a method to ensure all individuals and services are properly authenticated, authorized and audited when accessing application services. The narrative must at a minimum address EDR Requirement TECH38.
7. Enterprise Content Management (ECM) Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution including strategies, and technologies that will be employed to manage documents and content across FTB's enterprise. The view point should address all current and future departmental ECM needs while also being a scalable, portable, and dynamic. The narrative must at a minimum address EDR Requirements

FUNC1, FUNC150, FUNC151, FUNC338, FUNC251, FUNC534, FUNC514, FUNC515, FUNC516, FUNC517, FUNC338, and TECH135.

8. Governance Viewpoint – The Bidder must provide a narrative of their EDR Proposed Solution including the hierarchy, structure, and policies by which FTB's systems, services, and processes are operated, regulated, and controlled. With the goal of providing strategic direction; ensuring that enterprise objectives are achieved; and assuring risks are managed appropriately. The narrative must at a minimum address EDR Requirements. This narrative must at a minimum address EDR Requirements TM22, TECH36 and TECH527-528.

d. Business Problem Viewpoint. This section must represent the Bidder's EDR Proposed Solution from the business problem viewpoint. For each of the six Strategic Business Problems identified in Section III of the EDR RFP, the Bidder must describe and explain their understanding of the Strategic Business Problems, their solution to the problems, and business case.

The EDR Proposed Solution business problem viewpoint must be organized to include a section for each of the six Strategic Business Problems with each section clearly identified. Each section must have the following specific contents:

1. Strategic Business Problem description, scope and business impact.
2. Solution to Strategic Business Problem description including:
    - 2.1. Business solution components including people and process changes to current FTB environment
    - 2.2. Technology solution components including technology changes to current FTB environment
3. Solution business case including:
    - 3.1. How business solution solves the problem
        - 3.1.1. Reference to Strategic Business Problem description
        - 3.1.2. Identify System of Work and processes addressed (See Section III or the EDR RFP for existing System of Work and processes)
    - 3.2. How business solution will be implemented
        - 3.2.1. Strategy, how and when
    - 3.3. How technology solution solves the problem
        - 3.3.1. Reference to description

3.3.2. Identify System of Work and processes addressed (See Section III or the EDR RFP for existing System of Work and processes)

3.4. How technology solution will be implemented

3.4.1. Strategy, how and when

3.5. How business and technology solution components are integrated and work together

3.6. How business and technology solution will produce revenue benefits consistent with the performance measures in Section VII (do not include dollar amounts)

**7** **APPENDICES:** Appendices must be added as necessary to incorporate documents cited within the EDR Proposed Solution. Each appendix must be referenced in one of the sections of the Project Schedule where the data would normally have been provided. At a minimum, appendices must provide an alphabetical list of acronyms and abbreviations, and their meanings.

**Exhibit VI – F**

## Requirements to Deliverables Matrix

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-1 | FUNC58 | X | X | | X | X | X | X | X | X | | | |
| F-2 | FUNC1 | X | X | | X | X | X | X | X | X | | | |
| F-3 | FUNC2 | X | X | | X | X | X | X | X | X | | | |
| F-4 | FUNC3 | X | X | | X | X | X | X | X | X | | | |
| F-5 | FUNC4 | X | X | | X | X | X | X | X | X | | | |
| F-6 | FUNC5 | X | X | | X | X | X | X | X | X | | | |
| F-7 | FUNC6 | X | X | | X | X | X | X | X | X | | | |
| F-8 | FUNC7 | X | X | | X | X | X | X | X | X | | | |
| F-9 | FUNC8 | X | X | | X | X | X | X | X | X | | | |
| F-10 | FUNC9 | X | X | | X | X | X | X | X | X | | | |
| F-11 | FUNC10 | X | X | | X | X | X | X | X | X | | | |
| F-12 | FUNC11 | X | X | | X | X | X | X | X | X | | | |
| F-13 | FUNC12 | X | X | | X | X | X | X | X | X | | | |
| F-14 | FUNC13 | X | X | | X | X | X | X | X | X | | | |
| F-15 | FUNC14 | X | X | | X | X | X | X | X | X | | | |
| F-16 | FUNC33 | X | X | | | X | | X | X | | | | |
| F-17 | FUNC34 | X | X | | | X | | X | X | | | | |
| F-18 | FUNC35 | X | X | | | X | | X | X | | | | |
| F-19 | FUNC25 | X | X | | X | X | X | X | X | X | | | |
| F-20 | FUNC15 | X | X | | X | X | X | X | X | X | | | |
| F-21 | FUNC16 | X | X | | X | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-22 | FUNC17 | X | X | | X | X | X | X | X | X | | | |
| F-23 | FUNC18 | X | X | | X | X | X | X | X | X | | | |
| F-24 | FUNC19 | X | X | | X | X | X | X | X | X | | | |
| F-25 | FUNC20 | X | X | | X | X | X | X | X | X | | | |
| F-26 | FUNC21 | X | X | | X | X | X | X | X | X | | | |
| F-27 | FUNC23 | X | X | | X | X | X | X | X | X | | | |
| F-28 | FUNC24 | X | X | | X | X | X | X | X | X | | | |
| F-29 | FUNC26 | X | X | | | X | X | X | X | X | | | |
| F-30 | FUNC27 | X | X | | | X | X | X | X | X | | | |
| F-31 | FUNC28 | X | X | | X | X | X | X | X | X | | | |
| F-32 | FUNC29 | X | X | | X | X | X | X | X | X | | | |
| F-33 | FUNC22 | X | X | | X | X | X | X | X | X | | | |
| F-34 | FUNC30 | X | X | | X | X | X | X | X | X | | | |
| F-35 | FUNC31 | X | X | | | X | | X | X | | | | |
| F-36 | FUNC545 | X | X | | | X | | X | X | | | | |
| F-37 | FUNC32 | X | X | | | | | X | X | | | | |
| F-38 | FUNC36 | X | X | | | | | X | X | | | | |
| F-39 | FUNC37 | X | X | | | | | X | X | | | | |
| F-40 | FUNC38 | X | X | | | | | X | X | | | | |
| F-41 | FUNC39 | X | X | | | | | X | X | | | | |
| F-42 | FUNC40 | X | X | | | | | X | X | | | | |
| F-43 | FUNC41 | X | X | | | | | X | X | | | | |
| F-44 | FUNC42 | X | X | | | | | X | X | | | | |
| F-45 | FUNC43 | X | X | | | | | X | X | | | | |
| F-46 | FUNC44 | X | X | | | | | X | X | | | | |
| F-47 | FUNC45 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-48 | FUNC46 | X | X | | | | | X | X | | | | |
| F-49 | FUNC47 | X | X | | | | | X | X | | | | |
| F-50 | FUNC48 | X | X | | | | | X | X | | | | |
| F-51 | FUNC49 | X | X | | | | | X | X | | | | |
| F-52 | FUNC50 | X | X | | | | | X | X | | | | |
| F-53 | FUNC51 | X | X | | | | | X | X | | | | |
| F-54 | FUNC52 | X | X | | | | | X | X | | | | |
| F-55 | FUNC56 | X | X | | | X | X | X | X | X | | | |
| F-56 | FUNC524 | X | X | | | X | X | X | X | X | | | |
| F-57 | FUNC54 | X | X | | | X | X | X | X | X | | | |
| F-58 | FUNC55 | X | X | | | X | X | X | X | X | | | |
| F-59 | FUNC57 | X | X | | | X | | X | X | X | | | |
| F-60 | FUNC296 | X | X | | | | | X | X | | | | |
| F-61 | FUNC59 | X | X | | | | | X | X | | | | |
| F-62 | FUNC60 | X | X | | | | | X | X | | | | |
| F-63 | FUNC61 | X | | | | | | X | | | | | |
| F-64 | FUNC62 | | X | | | | | | X | | | | |
| F-65 | FUNC63 | X | | | | | | X | | | | | |
| F-66 | FUNC64 | X | X | | | | | X | X | | | | |
| F-67 | FUNC65 | X | X | | | | | X | X | | | | |
| F-68 | FUNC66 | X | X | | | | | X | X | | | | |
| F-69 | FUNC67 | X | X | | | | | X | X | | | | |
| F-70 | FUNC68 | X | X | | | | | X | X | | | | |
| F-71 | FUNC69 | X | X | | | | | X | X | | | | |
| F-72 | FUNC70 | X | X | | | | | X | X | | | | |
| F-73 | FUNC71 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-74 | FUNC72 | X | X | | | | | X | X | | | | |
| F-75 | FUNC73 | X | X | | | | | X | X | | | | |
| F-76 | FUNC74 | X | X | | | | | X | X | | | | |
| F-77 | FUNC173 | X | X | | | | | X | X | | | | |
| F-78 | FUNC75 | X | X | | | | | X | X | | | | |
| F-79 | FUNC76 | X | X | | | | | X | X | | | | |
| F-80 | FUNC77 | X | X | | | | | X | X | | | | |
| F-81 | FUNC78 | X | X | | | | | X | X | | | | |
| F-82 | FUNC79 | X | X | | | | | X | X | | | | |
| F-83 | FUNC80 | X | X | | | | | X | X | | | | |
| F-84 | FUNC81 | X | X | | | | | X | X | | | | |
| F-85 | FUNC82 | X | X | | | | | X | X | | | | |
| F-86 | FUNC83 | X | X | | | | | X | X | | | | |
| F-87 | FUNC84 | X | X | | | | | X | X | | | | |
| F-88 | FUNC86 | X | X | | | | | X | X | | | | |
| F-89 | FUNC87 | X | X | | | | | X | X | | | | |
| F-90 | FUNC88 | X | X | | | | | X | X | | | | |
| F-91 | FUNC541 | X | X | | | | | X | X | | | | |
| F-92 | FUNC89 | X | X | | | | | X | X | | X | | |
| F-93 | FUNC90 | X | X | | | | | X | X | | | | |
| F-94 | FUNC91 | X | X | | | | | X | X | | | | |
| F-95 | FUNC92 | X | X | | | | | X | X | | | | |
| F-96 | FUNC93 | X | X | | | | | X | X | | | | |
| F-97 | FUNC94 | X | X | | | | | X | X | | | | |
| F-98 | FUNC95 | X | X | | | | | X | X | | | | |
| F-99 | FUNC96 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-100 | FUNC97 | X | X | | | | | X | X | | | | |
| F-101 | FUNC98 | X | X | | | | | X | X | | | | |
| F-102 | FUNC99 | X | X | | | | | X | X | | | | |
| F-103 | FUNC100 | X | X | | | | | X | X | | | | |
| F-104 | FUNC101 | X | X | | | | | X | X | | | | |
| F-105 | FUNC102 | X | X | | | | | X | X | | | | |
| F-106 | FUNC103 | X | X | | | | | X | X | | | | |
| F-107 | FUNC104 | X | X | | | | | X | X | | | | |
| F-108 | FUNC105 | X | X | | | | | X | X | | | | |
| F-109 | FUNC106 | X | X | | | | | X | X | | | | |
| F-110 | FUNC107 | X | X | | | | | X | X | | | | |
| F-111 | FUNC108 | X | X | | | | | X | X | | | | |
| F-112 | FUNC109 | X | X | | | | | X | X | | | | |
| F-113 | FUNC110 | X | X | | | | | X | X | | | | |
| F-114 | FUNC111 | X | X | | | | | X | X | | | | |
| F-115 | FUNC112 | X | X | | | | | X | X | | | | |
| F-116 | FUNC113 | X | X | | | | | X | X | | | | |
| F-117 | FUNC114 | X | X | | | | | X | X | | | | |
| F-118 | FUNC115 | X | X | | | | | X | X | | | | |
| F-119 | FUNC85 | X | X | | | | | X | X | | | | |
| F-120 | FUNC116 | X | X | | | | | X | X | | | | |
| F-121 | FUNC117 | X | X | | | | | X | X | | | | |
| F-122 | FUNC118 | X | X | | | | | X | X | | | | |
| F-123 | FUNC119 | X | X | | | | | X | X | | | | |
| F-124 | FUNC120 | X | X | | | | | X | X | | | | |
| F-125 | FUNC121 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-126 | FUNC122 | X | X | | | | | X | X | | | | |
| F-127 | FUNC123 | X | X | | | | | X | X | | | | |
| F-128 | FUNC124 | X | X | | | | | X | X | | | | |
| F-129 | FUNC125 | X | X | | | | | X | X | | | | |
| F-130 | FUNC126 | X | X | | | | | X | X | | | | |
| F-131 | FUNC127 | X | X | | | | | X | X | | | | |
| F-132 | FUNC128 | X | X | | | | | X | X | | | | |
| F-133 | FUNC129 | X | X | | | | | X | X | | | | |
| F-134 | FUNC130 | X | X | | | | | X | X | | | | |
| F-135 | FUNC131 | X | X | | | | | X | X | | | | |
| F-136 | FUNC132 | X | X | | | | | X | X | | | | |
| F-137 | FUNC133 | X | X | | | | | X | X | | | | |
| F-138 | FUNC134 | X | X | | | | | X | X | | | | |
| F-139 | FUNC135 | X | X | | | | | X | X | | | | |
| F-140 | FUNC136 | X | X | | | | | X | X | | | | |
| F-141 | FUNC137 | X | X | | | | | X | X | | | | |
| F-142 | FUNC138 | X | X | | | | | X | X | | | | |
| F-143 | FUNC519 | X | X | | | | | X | X | | | | |
| F-144 | FUNC139 | X | X | | | | | X | X | | | | |
| F-145 | FUNC140 | X | X | | | | | X | X | | | | |
| F-146 | FUNC141 | X | X | | | | | X | X | | | | |
| F-147 | FUNC142 | X | X | | | | | X | X | | | | |
| F-148 | FUNC144 | X | | | | | | X | | | | | |
| F-149 | FUNC145 | X | | | | | | X | | | | | |
| F-150 | FUNC146 | X | X | | | | | X | X | | | | |
| F-151 | FUNC147 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-152 | FUNC148 | X | X | | | | | X | X | | | | |
| F-153 | FUNC361 | X | X | | | X | | X | X | | | | |
| F-154 | FUNC150 | X | | | | X | | X | X | | | | |
| F-155 | FUNC151 | X | | | | | | X | | | | | |
| F-156 | FUNC152 | X | | | | | | X | | | | | |
| F-157 | FUNC153 | X | | | | | | X | | | | | |
| F-158 | FUNC154 | X | X | | | | | X | | | | | |
| F-159 | FUNC155 | X | | | | | | | | | | | |
| F-160 | FUNC156 | X | | | | | | X | | | | | |
| F-161 | FUNC157 | X | | | | | | X | | | | | |
| F-162 | FUNC158 | X | | | | X | | X | | | | | |
| F-163 | FUNC159 | X | | | | | | X | | | | | |
| F-164 | FUNC160 | X | | | | | | X | | | | | |
| F-165 | FUNC161 | X | | | | | | X | | | | | |
| F-166 | FUNC162 | X | | | | | | X | | | | | |
| F-167 | FUNC163 | X | | | | | | X | | | | | |
| F-168 | FUNC164 | X | | | | | | X | | | X | | |
| F-169 | FUNC165 | X | | | | | | X | | | | | |
| F-170 | FUNC166 | X | | | | | | | | | X | | |
| F-171 | FUNC167 | X | | | | | | X | | | | | |
| F-172 | FUNC168 | X | | | | | | X | | | | | |
| F-173 | FUNC169 | X | | | | | | X | | | | | |
| F-174 | FUNC170 | X | | | | | | | | | X | | |
| F-175 | FUNC171 | X | | | | | | X | | | | | |
| F-176 | FUNC172 | X | | | | | | X | | | | | |
| F-177 | FUNC174 | X | X | | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-178 | FUNC175 | X | X | | | | | X | X | | | | |
| F-179 | FUNC176 | X | X | | | | | X | X | | | | |
| F-180 | FUNC177 | X | X | | | | | X | X | | X | | |
| F-181 | FUNC178 | X | X | | | | | X | X | | | | |
| F-182 | FUNC179 | X | X | | | | | X | X | | | | |
| F-183 | FUNC180 | X | X | | | | | X | X | | | | |
| F-184 | FUNC181 | X | X | | | | | X | X | | | | |
| F-185 | FUNC182 | X | X | | | | | X | X | | | | |
| F-186 | FUNC183 | X | X | | | | | X | X | | | | |
| F-187 | FUNC184 | X | X | | | | | X | X | | | | |
| F-188 | FUNC185 | X | X | | | | | X | X | | | | |
| F-189 | FUNC186 | X | X | | | | | X | X | | | | |
| F-190 | FUNC187 | X | X | | | | | X | X | | | | |
| F-191 | FUNC188 | X | X | | | | | X | X | | | | |
| F-192 | FUNC189 | X | X | | | | | X | X | | | | |
| F-193 | FUNC190 | X | X | | | | | X | X | | | | |
| F-194 | FUNC191 | X | | | | | | X | | | | | |
| F-195 | FUNC192 | X | X | | | | | X | X | | | | |
| F-196 | FUNC522 | X | X | | | | | X | X | | | | |
| F-197 | FUNC193 | X | | | | | X | | | | | | |
| F-198 | FUNC194 | X | | | | | X | | | | | | |
| F-199 | FUNC195 | X | | | | | X | | | | | | |
| F-200 | FUNC196 | X | | | | | X | | | | | | |
| F-201 | FUNC197 | X | | | | | X | | | | | | |
| F-202 | FUNC198 | X | | | | | X | | | | | | |
| F-203 | FUNC199 | X | | | | | X | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-204 | FUNC200 | X | | | | | X | | | | | | |
| F-205 | FUNC201 | X | | | | | X | | | | | | |
| F-206 | FUNC202 | X | | | | | X | | | | | | |
| F-207 | FUNC203 | X | | | | | X | | | | | | |
| F-208 | FUNC204 | X | | | | | X | | | | | | |
| F-209 | FUNC205 | X | | | X | | X | | | | | | |
| F-210 | FUNC523 | X | | | | | X | | | | | | |
| F-211 | FUNC206 | X | | | | | X | | | | | | |
| F-212 | FUNC207 | X | | | | | X | | | | | | |
| F-213 | FUNC467 | X | | | | | X | | | | | | X |
| F-214 | FUNC208 | X | | | | | X | | | | | | |
| F-215 | FUNC209 | X | | | | | X | | | | | | |
| F-216 | FUNC210 | X | | | | | X | | | | | | |
| F-217 | FUNC211 | X | | | | | X | | | | | | |
| F-218 | FUNC212 | X | | | | | X | | | | | | |
| F-219 | FUNC213 | X | | | | | X | | | | | | |
| F-220 | FUNC214 | X | | | X | | X | | | | | | |
| F-221 | FUNC215 | X | | | | | X | | | | | | |
| F-222 | FUNC460 | X | | | | | X | | | | | | |
| F-223 | FUNC463 | X | | | | | X | | | | | | |
| F-224 | FUNC216 | X | | | | | X | | | | | | |
| F-225 | FUNC217 | X | | | | | X | | | | | | |
| F-226 | FUNC218 | X | | | | | X | | | | | | |
| F-227 | FUNC219 | X | | | | | X | | | | | | |
| F-228 | FUNC220 | X | | | | | X | | | | | | |
| F-229 | FUNC221 | X | | | | | X | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-230 | FUNC222 | X | | | | | X | | | | | | |
| F-231 | FUNC223 | X | | | | | X | | | | | | |
| F-232 | FUNC224 | X | | | | | X | | | | | | |
| F-233 | FUNC225 | X | | | | | X | | | | | | |
| F-234 | FUNC226 | X | | | | | X | | | | | | |
| F-235 | FUNC229 | X | | | | | X | | | | | | |
| F-236 | FUNC464 | X | | | | | X | | | | | | |
| F-237 | FUNC230 | X | | | | | X | | | | | | |
| F-238 | FUNC231 | X | | | | | X | | | | | | |
| F-239 | FUNC468 | X | | | | | X | | | | | | |
| F-240 | FUNC227 | X | | | | | X | | | | | | |
| F-241 | FUNC228 | X | | | | | X | | | | | | |
| F-242 | FUNC232 | X | | | | | X | | | | | | |
| F-243 | FUNC469 | X | | | | | X | | | | | | X |
| F-244 | FUNC297 | X | X | | | X | | X | X | | X | | |
| F-245 | FUNC298 | X | X | | | X | | X | X | | | | X |
| F-246 | FUNC301 | X | X | | | X | | X | X | | | | |
| F-247 | FUNC300 | X | | | | X | | | | | | | |
| F-248 | FUNC302 | X | X | | | X | | X | X | | | | |
| F-249 | FUNC303 | X | X | | | X | | X | X | | | | |
| F-250 | FUNC304 | X | X | | | X | | X | X | | | | |
| F-251 | FUNC305 | X | X | | | X | | X | X | | | | |
| F-252 | FUNC306 | X | X | | | X | | X | X | | | | |
| F-253 | FUNC307 | X | X | | | X | | X | X | | | | |
| F-254 | FUNC308 | X | X | | | X | | X | X | | | | |
| F-255 | FUNC309 | X | X | | | X | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-256 | FUNC310 | X | | | | X | | | | | | | |
| F-257 | FUNC311 | X | | | | X | | | | | | | |
| F-258 | FUNC312 | X | | | | X | | | | | | | |
| F-259 | FUNC525 | | X | | | X | | | X | | | | |
| F-260 | FUNC314 | X | | | | X | | | | | | | |
| F-261 | FUNC313 | X | X | | | X | | X | X | | | | |
| F-262 | FUNC315 | X | X | | | X | | X | X | | | | |
| F-263 | FUNC316 | X | | | | X | | | | | | | |
| F-264 | FUNC317 | X | | | | X | | | | | | | |
| F-265 | FUNC318 | X | | | | X | | | | | | | |
| F-266 | FUNC319 | X | | | | X | | | | | | | |
| F-267 | FUNC320 | X | | | | X | | | | | | | |
| F-268 | FUNC321 | X | | | | X | | | | | | | |
| F-269 | FUNC322 | X | | | | X | | | | | | | |
| F-270 | FUNC323 | X | | | | X | | | | | | | |
| F-271 | FUNC324 | X | X | | | X | | X | X | | | | |
| F-272 | FUNC325 | X | | | | X | | | | | | | |
| F-273 | FUNC526 | X | | | | | X | | | | | | |
| F-274 | FUNC326 | X | | | | X | | | | | | | |
| F-275 | FUNC327 | X | | | | X | | | | | | | |
| F-276 | FUNC328 | X | | | | X | | | | | | | |
| F-277 | FUNC329 | X | | | | X | | | | | | | |
| F-278 | FUNC330 | X | | | | X | | | | | | | |
| F-279 | FUNC331 | X | | | | X | | | | | | | |
| F-280 | FUNC332 | X | | | | X | | | | | | | |
| F-281 | FUNC333 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-282 | FUNC334 | X | | | | X | | | | | | | |
| F-283 | FUNC335 | X | | | | X | | | | | | | |
| F-284 | FUNC336 | X | | | | X | | | | | | | |
| F-285 | FUNC337 | X | | | | X | | | | | | | |
| F-286 | FUNC338 | X | | | | X | | | | | | | |
| F-287 | FUNC339 | X | | | | X | | | | | | | |
| F-288 | FUNC340 | X | | | | X | | | | | | | |
| F-289 | FUNC341 | X | | | | X | | | | | | | |
| F-290 | FUNC344 | X | | | | X | | | | | | | |
| F-291 | FUNC345 | X | | | | X | | | | | | | |
| F-292 | FUNC346 | X | | | | X | | | | | | | |
| F-293 | FUNC347 | X | | | | X | | | | | | | |
| F-294 | FUNC348 | X | | | | X | | | | | | | |
| F-295 | FUNC349 | X | | | | X | | | | | | | |
| F-296 | FUNC350 | X | | | | X | | | | | | | |
| F-297 | FUNC351 | X | | | | X | | | | | | | |
| F-298 | FUNC352 | X | | | | X | | | | | | | |
| F-299 | FUNC353 | X | | | | X | | | | | | | |
| F-300 | FUNC354 | X | X | | | X | | X | X | | | | |
| F-301 | FUNC355 | X | | | | X | | | | | | | |
| F-302 | FUNC356 | X | | | | X | | | | | | | |
| F-303 | FUNC357 | X | | | | X | | | | | | | |
| F-304 | FUNC358 | X | | | | X | | | | | | | |
| F-305 | FUNC359 | X | | | | X | | | | | | | |
| F-306 | FUNC342 | X | | | | X | | | | | | | |
| F-307 | FUNC362 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-308 | FUNC363 | X | | | | X | | | | | X | | |
| F-309 | FUNC542 | X | | | | X | | | | | X | | |
| F-310 | FUNC364 | X | | | | X | | | | | | | |
| F-311 | FUNC343 | X | | | | X | | | | | | | |
| F-312 | FUNC365 | X | | | | X | | | | | | | |
| F-313 | FUNC366 | X | | | | X | | | | | | | |
| F-314 | FUNC367 | X | | | | X | | | | | | | |
| F-315 | FUNC368 | X | | | | X | | | | | | | |
| F-316 | FUNC369 | X | | | | X | | | | | | | |
| F-317 | FUNC470 | X | X | | | X | | X | X | | | | |
| F-318 | FUNC370 | X | | | | X | | | | | | | |
| F-319 | FUNC371 | X | | | | X | | | | | | | |
| F-320 | FUNC233 | X | | | | | X | | | | | | |
| F-321 | FUNC234 | X | | | | | X | | | | | | |
| F-322 | FUNC235 | X | | | | | X | | | | | | |
| F-323 | FUNC527 | X | | | | X | | | | | | | |
| F-324 | FUNC236 | X | | | | | | | | | X | | |
| F-325 | FUNC237 | X | | | | | | | | | X | | |
| F-326 | FUNC540 | X | | | | | | | | | X | | |
| F-327 | FUNC238 | X | | | | | | | | | X | | |
| F-328 | FUNC239 | X | | | | X | | | | | | | |
| F-329 | FUNC240 | X | | | | X | | | | | | | |
| F-330 | FUNC241 | X | | | | X | | | | | | | |
| F-331 | FUNC242 | X | | | | X | | | | | | | |
| F-332 | FUNC243 | X | | | | X | | | | | | | |
| F-333 | FUNC244 | X | | | | X | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-334 | FUNC245 | X | | | | X | | | | | | | |
| F-335 | FUNC246 | X | | | | X | | | | | | | |
| F-336 | FUNC528 | X | | | | X | | | | | | | |
| F-337 | FUNC247 | X | | | | X | | | | | | | |
| F-338 | FUNC248 | X | | | | X | | | | | | | |
| F-339 | FUNC249 | X | | | | X | | | | | | | |
| F-340 | FUNC465 | X | | | | X | | | | | | | |
| F-341 | FUNC250 | X | | | | X | | | | | | | |
| F-342 | FUNC372 | X | | | | | | | | | X | | |
| F-343 | FUNC373 | X | | | | | | | | | X | | |
| F-344 | FUNC374 | X | | | | | | | | | X | | |
| F-345 | FUNC375 | X | | | | | | | | | X | | |
| F-346 | FUNC376 | X | | | | | | | | | X | | |
| F-347 | FUNC377 | X | | | | | | | | | X | | |
| F-348 | FUNC378 | X | | | | | | | | | X | | |
| F-349 | FUNC379 | X | | | | | | | | | X | | |
| F-350 | FUNC380 | X | | | | | | | | | X | | |
| F-351 | FUNC426 | X | | | | | | | | | X | | |
| F-352 | FUNC381 | X | | | | | | | | | X | | |
| F-353 | FUNC427 | X | | | | | | | | | X | | |
| F-354 | FUNC428 | X | | | | | | | | | X | | |
| F-355 | FUNC382 | X | | | | | | | | | X | | |
| F-356 | FUNC383 | X | | | | | | | | | X | | |
| F-357 | FUNC384 | X | | | | | | | | | X | | |
| F-358 | FUNC385 | X | | | | | | | | | X | | |
| F-359 | FUNC386 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-360 | FUNC387 | X | | | | | | | | | X | | |
| F-361 | FUNC388 | X | | | | | | | | | X | | |
| F-362 | FUNC391 | X | | | | | | | | | X | | |
| F-363 | FUNC393 | X | | | | | | | | | X | | |
| F-364 | FUNC394 | X | | | | | | | | | X | | |
| F-365 | FUNC395 | X | | | | | | | | | X | | |
| F-366 | FUNC396 | X | | | | | | | | | X | | |
| F-367 | FUNC397 | X | | | | | | | | | X | | |
| F-368 | FUNC398 | X | | | | | | | | | X | | |
| F-369 | FUNC399 | X | | | | | | | | | X | | |
| F-370 | FUNC529 | X | | | | | | | | | X | | |
| F-371 | FUNC530 | X | | | | | | | | | X | | |
| F-372 | FUNC400 | X | | | | | | | | | X | | |
| F-373 | FUNC401 | X | | | | | | | | | X | | |
| F-374 | FUNC402 | X | | | | | | | | | X | | |
| F-375 | FUNC403 | X | | | | | | | | | X | | |
| F-376 | FUNC404 | X | | | | | | | | | X | | |
| F-377 | FUNC405 | X | | | | | | | | | X | | |
| F-378 | FUNC406 | X | | | | | | | | | X | | |
| F-379 | FUNC407 | X | | | | | | | | | X | | |
| F-380 | FUNC408 | X | | | | | | | | | X | | |
| F-381 | FUNC409 | X | | | | | | | | | X | | |
| F-382 | FUNC410 | X | | | | | | | | | X | | |
| F-383 | FUNC411 | X | | | | | | | | | X | | |
| F-384 | FUNC412 | X | | | | | | | | | X | | |
| F-385 | FUNC413 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-386 | FUNC414 | X | | | | | | | | | X | | |
| F-387 | FUNC415 | X | | | | | | | | | X | | |
| F-388 | FUNC416 | X | | | | | | | | | X | | |
| F-389 | FUNC417 | X | | | | | | | | | X | | |
| F-390 | FUNC418 | X | | | | | | | | | X | | |
| F-391 | FUNC420 | X | | | | | | | | | X | | |
| F-392 | FUNC421 | X | | | | | | | | | X | | |
| F-393 | FUNC419 | X | | | | | | | | | X | | |
| F-394 | FUNC423 | X | | | | | | | | | X | | |
| F-395 | FUNC424 | X | | | | | | | | | X | | |
| F-396 | FUNC425 | X | | | | | | | | | X | | |
| F-397 | FUNC422 | X | | | | | | | | | X | | |
| F-398 | FUNC429 | X | | | | | | | | | X | | |
| F-399 | FUNC430 | X | | | | | | | | | X | | |
| F-400 | FUNC431 | X | | | | | | | | | X | | |
| F-401 | FUNC432 | X | | | | | | | | | X | | |
| F-402 | FUNC433 | X | | | | | | | | | X | | |
| F-403 | FUNC434 | X | | | | | | | | | X | | |
| F-404 | FUNC435 | X | | | | | | | | | X | | |
| F-405 | FUNC436 | X | | | | | | | | | X | | |
| F-406 | FUNC437 | X | | | | | | | | | X | | |
| F-407 | FUNC438 | X | | | | | | | | | X | | |
| F-408 | FUNC439 | X | | | | | | | | | X | | |
| F-409 | FUNC443 | X | | | | | | | | | X | | |
| F-410 | FUNC445 | X | | | | | | | | | X | | |
| F-411 | FUNC446 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-412 | FUNC531 | X | | | | | | | | | X | | |
| F-413 | FUNC450 | X | | | | | | | | | X | | |
| F-414 | FUNC451 | X | | | | | | | | | X | | |
| F-415 | FUNC452 | X | | | | | | | | | X | | |
| F-416 | FUNC453 | X | | | | | | | | | X | | |
| F-417 | FUNC455 | X | | | | | | | | | X | | |
| F-418 | FUNC454 | X | | | | | | | | | X | | |
| F-419 | FUNC456 | X | | | | | | | | | X | | |
| F-420 | FUNC457 | X | | | | | | | | | X | | |
| F-421 | FUNC458 | X | | | | | | | | | X | | |
| F-422 | FUNC459 | X | | | | | | | | | X | | |
| F-423 | FUNC520 | X | | | | | | | | | X | | |
| F-424 | FUNC461 | X | | | | | X | | | | X | | |
| F-425 | FUNC462 | X | | | | | | | | | X | | |
| F-426 | FUNC518 | X | | | | | X | | | | X | | |
| F-427 | FUNC471 | X | | X | X | X | X | X | X | X | X | | |
| F-428 | FUNC472 | X | | X | X | X | X | X | X | X | X | | |
| F-429 | FUNC473 | X | | X | X | X | X | X | X | X | X | | |
| F-430 | FUNC474 | X | | X | X | X | X | X | X | X | X | | |
| F-431 | FUNC475 | X | | X | X | X | X | X | X | X | X | | |
| F-432 | FUNC476 | X | | X | X | X | X | X | X | X | X | | |
| F-433 | FUNC251 | X | | X | | | | X | X | | | | |
| F-434 | FUNC252 | X | | X | | | | X | X | | | | |
| F-435 | FUNC253 | X | | X | | | | X | X | | | | |
| F-436 | FUNC254 | X | | X | | | | X | X | | X | | |
| F-437 | FUNC255 | X | | X | X | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-438 | FUNC257 | X | | X | X | | | | | | | | |
| F-439 | FUNC258 | X | | X | X | | | | | | | | |
| F-440 | FUNC259 | X | | X | X | | | | | | | | |
| F-441 | FUNC260 | X | | X | | | | | | | | | |
| F-442 | FUNC466 | X | | X | | | | | | | | | |
| F-443 | FUNC261 | X | | X | | | | | | | | | |
| F-444 | FUNC262 | X | | X | | | | | | | | | |
| F-445 | FUNC263 | X | | X | | | | | | | | | |
| F-446 | FUNC264 | X | | X | | | | | | | | | |
| F-447 | FUNC265 | X | | X | | | | | | | | | |
| F-448 | FUNC266 | X | | X | | | | | | | | | |
| F-449 | FUNC267 | X | | | | | | | | X | | | |
| F-450 | FUNC268 | X | | | | | | | | X | | | |
| F-451 | FUNC269 | X | | | | | | | | X | | | |
| F-452 | FUNC270 | X | | | | | | | | X | | | |
| F-453 | FUNC271 | X | | | | | | | | X | | | |
| F-454 | FUNC272 | X | | | | | | | | X | | | |
| F-455 | FUNC273 | X | | | | | | | | X | | | |
| F-456 | FUNC274 | X | | X | | | | | | | | | |
| F-457 | FUNC275 | X | | X | | | | | | | | | |
| F-458 | FUNC276 | X | | X | | | | | | | | | |
| F-459 | FUNC277 | X | | X | | | | | | | | | |
| F-460 | FUNC278 | X | | X | | | | | | | | | |
| F-461 | FUNC279 | X | | X | | | | | | | | | |
| F-462 | FUNC280 | X | | X | | | | | | | | | |
| F-463 | FUNC281 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-464 | FUNC282 | X | | X | | | | | | | | | |
| F-465 | FUNC283 | X | | X | | | | | | | | | |
| F-466 | FUNC284 | X | | X | | | | | | | | | |
| F-467 | FUNC285 | X | | X | | | | | | | | | |
| F-468 | FUNC286 | X | | X | | | | | | | | | |
| F-469 | FUNC287 | X | | X | | | | | | | | | |
| F-470 | FUNC288 | X | | X | | | | | | | | | |
| F-471 | FUNC289 | X | | X | | | | | | | | | |
| F-472 | FUNC290 | X | | X | | | | | | | | | |
| F-473 | FUNC291 | X | | X | | | | | | | | | |
| F-474 | FUNC292 | X | | X | | X | | | | | | | |
| F-475 | FUNC293 | X | | X | | | X | | | | | | |
| F-476 | FUNC294 | X | | X | | | | | | | | | |
| F-477 | FUNC295 | X | | X | | | | | | | | | |
| F-478 | FUNC477 | X | | X | | | | | | | | | |
| F-479 | FUNC478 | X | | X | | | | | | | | | |
| F-480 | FUNC481 | | X | | | | | | | | | | X |
| F-481 | FUNC482 | | X | | | | | | | | | | X |
| F-482 | FUNC483 | | X | | | | | | | | | | X |
| F-483 | FUNC484 | X | | | | | | | | | | | X |
| F-484 | FUNC485 | X | | | | | | | | | | | X |
| F-485 | FUNC532 | | X | | | | | | | | | | X |
| F-486 | FUNC487 | X | | | | | | | | | | | X |
| F-487 | FUNC488 | X | | | | | | | | | | | X |
| F-488 | FUNC489 | X | | | | | | | | | | | X |
| F-489 | FUNC490 | X | | | | | | | | | | | X |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-490 | FUNC491 | X | | | | | | | | | | | X |
| F-491 | FUNC493 | X | | | | | | | | | | | X |
| F-492 | FUNC494 | X | | | | | | | | | | | X |
| F-493 | FUNC495 | X | | | | | | | | | | | X |
| F-494 | FUNC496 | X | | | | | | | | | | | X |
| F-495 | FUNC521 | X | | | | | | | | | | | X |
| F-496 | FUNC497 | X | | | | | | | | | | | X |
| F-497 | FUNC498 | X | | | | | | | | | | | X |
| F-498 | FUNC499 | X | | | | | | | | | | | X |
| F-499 | FUNC500 | X | | | | | | | | | | | X |
| F-500 | FUNC501 | X | | | | | | | | | | | X |
| F-501 | FUNC502 | X | | | | | | | | | | | X |
| F-502 | FUNC503 | X | | | | | | | | | | | X |
| F-503 | FUNC504 | X | | | | | | | | | | | X |
| F-504 | FUNC505 | X | | | | | | | | | | | X |
| F-505 | FUNC506 | X | | | | | | | | | | | X |
| F-506 | FUNC507 | X | | | | | | | | | | | X |
| F-507 | FUNC508 | X | | | | | | | | | | | X |
| F-508 | FUNC509 | X | | | | | | | | | | | X |
| F-509 | FUNC510 | X | | | X | | | | | | | | X |
| F-510 | FUNC511 | X | | | | | | | | | | | X |
| F-511 | FUNC512 | X | | | | | | | | | | | X |
| F-512 | FUNC513 | X | | | | | | | | | | | X |
| F-513 | FUNC533 | X | | | | | | | | | | | X |
| F-514 | FUNC534 | X | | | | | | | | | | | X |
| F-515 | FUNC514 | X | | | | | | | | | | | X |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| F-516 | FUNC515 | | X | | | | | | | | | | X |
| F-517 | FUNC516 | | X | | | | | | | | | | X |
| F-518 | FUNC517 | X | | | | | | | | | | | X |
| F-519 | FUNC543 | | X | | | | | | | | | | X |
| F-520 | FUNC544 | X | | | | | | | | | | | X |
| F-521 | FUNC535 | X | | | | | | | | | | | X |
| F-522 | FUNC536 | X | | | | | | | | | | | X |
| F-523 | FUNC537 | X | X | | | | | | | | | | X |
| F-524 | FUNC538 | X | X | | | | | | | | | | X |
| F-525 | FUNC539 | X | | | | | | | | | | | X |
| T-1 | TECH616 | X | X | X | | | | X | X | | X | | |
| T-2 | TECH583 | X | | | | | | X | X | | | | |
| T-3 | TECH506 | X | | X | X | X | X | X | X | X | X | | |
| T-4 | TECH355 | X | X | X | X | X | X | X | X | X | X | | |
| T-5 | TECH356 | X | X | X | X | X | X | X | X | X | X | | |
| T-6 | TECH358 | X | X | X | X | X | X | X | X | X | X | | |
| T-7 | TECH359 | X | X | X | X | X | X | X | X | X | X | | |
| T-8 | TECH362 | X | | X | X | X | X | X | X | X | X | | |
| T-9 | TECH586 | X | | X | X | X | X | X | X | X | X | | |
| T-10 | TECH28 | X | X | X | | | | X | X | | | | |
| T-11 | TECH287 | X | | X | | | | | | | | | |
| T-12 | TECH288 | X | | X | | | | | | | | | |
| T-13 | TECH291 | X | | X | | | | X | X | | | | |
| T-14 | TECH293 | X | | X | | | | | | | | | |
| T-15 | TECH296 | X | | X | | | | | | | | | |
| T-16 | TECH298 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-17 | TECH305 | X | X | X | | | | | | | | | |
| T-18 | TECH306 | X | X | X | | | | X | X | | | | |
| T-19 | TECH310 | X | X | X | | | | | | | | | |
| T-20 | TECH311 | X | X | X | | | | | | | | | |
| T-21 | TECH312 | X | | X | | | | | | | | | |
| T-22 | TECH259 | X | | X | X | X | X | X | X | X | X | | |
| T-23 | TECH316 | X | | X | X | X | X | X | X | X | X | | |
| T-24 | TECH515 | X | | X | | | | X | X | | | | |
| T-25 | TECH516 | X | | X | X | X | X | X | X | X | X | | |
| T-26 | TECH517 | X | | X | X | X | X | X | X | X | X | | |
| T-27 | TECH518 | X | | X | X | X | X | X | X | X | X | | |
| T-28 | TECH248 | X | | X | X | X | X | X | X | X | X | | |
| T-29 | TECH547 | X | | X | | | | | | | | | |
| T-30 | TECH548 | X | | X | | | | | | | | | |
| T-31 | TECH318 | X | | X | X | X | X | X | X | X | X | | |
| T-32 | TECH321 | X | | X | X | X | X | X | X | X | X | | |
| T-33 | TECH323 | X | | X | X | X | X | X | X | X | X | | |
| T-34 | TECH324 | X | | X | X | X | X | X | X | X | X | | |
| T-35 | TECH325 | X | | X | X | X | X | X | X | X | X | | |
| T-36 | TECH326 | X | | X | X | X | X | X | X | X | X | | |
| T-37 | TECH327 | X | | X | X | X | X | X | X | X | X | | |
| T-38 | TECH328 | X | | X | X | X | X | X | X | X | X | | X |
| T-39 | TECH329 | X | | X | X | X | X | X | X | X | X | | |
| T-40 | TECH330 | X | | X | X | X | X | X | X | X | X | | |
| T-41 | TECH331 | X | | X | X | X | X | X | X | X | X | | |
| T-42 | TECH333 | X | | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-43 | TECH334 | X | | X | X | X | X | X | X | X | X | | |
| T-44 | TECH335 | X | | X | X | X | X | X | X | X | X | | |
| T-45 | TECH336 | X | | X | X | X | X | X | X | X | X | | |
| T-46 | TECH363 | X | | X | | | | X | X | | | | |
| T-47 | TECH364 | X | | X | X | X | X | X | X | X | X | | |
| T-48 | TECH337 | X | | X | X | X | X | X | X | X | X | | |
| T-49 | TECH338 | X | | X | X | X | X | X | X | X | X | | |
| T-50 | TECH339 | X | | X | X | X | X | X | X | X | X | | |
| T-51 | TECH29 | X | | X | X | X | X | X | X | X | X | | |
| T-52 | TECH32 | X | X | X | X | X | X | X | X | X | X | | |
| T-53 | TECH33 | X | X | X | X | X | X | X | X | X | X | | |
| T-54 | TECH35 | X | X | X | X | X | X | X | X | X | X | | |
| T-55 | TECH34 | X | X | X | X | X | X | X | X | X | X | | |
| T-56 | TECH342 | X | | X | X | X | X | X | X | X | X | | |
| T-57 | TECH550 | X | | X | | | | | | | | | |
| T-58 | TECH135 | X | | | | | | X | X | | | | |
| T-59 | TECH136 | X | | | | | | X | X | | | | |
| T-60 | TECH137 | X | | | | | | X | X | | | | |
| T-61 | TECH138 | X | | | | | | X | X | | X | | |
| T-62 | TECH139 | X | | | | X | | | | | | | |
| T-63 | TECH140 | X | | | | | | X | X | | X | | |
| T-64 | TECH142 | X | | | | | | X | X | | X | | |
| T-65 | TECH143 | X | | | | | | X | X | | X | | |
| T-66 | TECH144 | X | | | | | | | | | X | | |
| T-67 | TECH145 | X | | | | | | | | | X | | |
| T-68 | TECH343 | X | | | | | | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-69 | TECH581 | X | | X | X | X | X | X | X | X | X | | |
| T-70 | TECH42 | X | | | | X | X | X | X | X | | | |
| T-71 | TECH43 | X | | | | X | X | X | X | X | | | X |
| T-72 | TECH44 | X | | | | X | X | X | X | X | | | |
| T-73 | TECH45 | X | | | | X | X | X | X | X | | | |
| T-74 | TECH46 | X | | | | X | X | X | X | X | | | |
| T-75 | TECH47 | X | | | | X | X | X | X | X | | | |
| T-76 | TECH48 | X | | | | X | X | X | X | X | | | |
| T-77 | TECH49 | X | | | | X | X | X | X | X | | | |
| T-78 | TECH50 | X | | | | X | X | X | X | X | | | |
| T-79 | TECH51 | X | | | | X | X | X | X | X | | | |
| T-80 | TECH52 | X | | | | X | X | X | X | X | | | |
| T-81 | TECH53 | X | | | | X | X | X | X | X | | | |
| T-82 | TECH54 | X | | | | X | X | X | X | X | | | |
| T-83 | TECH55 | X | | | | X | X | X | X | X | | | |
| T-84 | TECH56 | X | | | | X | X | X | X | X | | | |
| T-85 | TECH57 | X | | | | X | X | X | X | X | | | |
| T-86 | TECH58 | X | | | | X | X | X | X | X | | | |
| T-87 | TECH59 | X | | | | X | X | X | X | X | | | |
| T-88 | TECH60 | X | | | | X | X | X | X | X | | | |
| T-89 | TECH61 | X | | | | X | X | X | X | X | | | |
| T-90 | TECH62 | X | | | | X | X | X | X | X | | | |
| T-91 | TECH584 | X | | | | X | X | X | X | X | | | |
| T-92 | TECH64 | X | | | | X | X | X | X | X | | | |
| T-93 | TECH66 | X | | | | X | X | X | X | X | | | |
| T-94 | TECH67 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-95 | TECH68 | X | | | | X | X | X | X | X | | | |
| T-96 | TECH69 | X | | | | X | X | X | X | X | | | |
| T-97 | TECH70 | X | | | | X | X | X | X | X | | | |
| T-98 | TECH71 | X | | | | X | X | X | X | X | | | |
| T-99 | TECH72 | X | | | | X | X | X | X | X | | | |
| T-100 | TECH73 | X | | | | X | X | X | X | X | | | |
| T-101 | TECH74 | X | | | | X | X | X | X | X | | | |
| T-102 | TECH75 | X | | | | X | X | X | X | X | | | |
| T-103 | TECH76 | X | | | | X | X | X | X | X | | | |
| T-104 | TECH77 | X | | | | X | X | X | X | X | | | |
| T-105 | TECH79 | X | | | | X | X | X | X | X | | | |
| T-106 | TECH81 | X | | | | X | X | X | X | X | | | |
| T-107 | TECH82 | X | | | | X | X | X | X | X | | | |
| T-108 | TECH83 | X | | | | X | X | X | X | X | | | |
| T-109 | TECH84 | X | | | | X | X | X | X | X | | | |
| T-110 | TECH597 | X | | | | X | X | X | X | X | | | |
| T-111 | TECH596 | X | | | | X | X | X | X | X | | | |
| T-112 | TECH599 | X | | | | X | X | X | X | X | | | |
| T-113 | TECH600 | X | | | | X | X | X | X | X | | | |
| T-114 | TECH85 | X | | | | X | X | X | X | X | | | |
| T-115 | TECH86 | X | | | | X | X | X | X | X | | | |
| T-116 | TECH87 | X | | | | X | X | X | X | X | | | |
| T-117 | TECH88 | X | | | | X | X | X | X | X | | | |
| T-118 | TECH89 | X | | | | X | X | X | X | X | | | |
| T-119 | TECH90 | X | | | | X | X | X | X | X | | | |
| T-120 | TECH92 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-121 | TECH93 | X | | | | X | X | X | X | X | | | |
| T-122 | TECH95 | X | | | | X | X | X | X | X | | | |
| T-123 | TECH96 | X | | | | X | X | X | X | X | | | |
| T-124 | TECH97 | X | | | | X | X | X | X | X | | | |
| T-125 | TECH277 | X | | | | X | X | X | X | X | | | |
| T-126 | TECH576 | X | | | | X | X | X | X | X | | | |
| T-127 | TECH98 | X | | | | X | X | X | X | X | | | |
| T-128 | TECH99 | X | | | | X | X | X | X | X | | | |
| T-129 | TECH100 | X | | | | X | X | X | X | X | | | |
| T-130 | TECH102 | X | | | | X | X | X | X | X | | | |
| T-131 | TECH105 | X | | | | X | X | X | X | X | | | |
| T-132 | TECH106 | X | | | | X | X | X | X | X | | | |
| T-133 | TECH598 | X | | | | X | X | X | X | X | | | |
| T-134 | TECH109 | X | | | | X | X | X | X | X | | | |
| T-135 | TECH111 | X | | | | X | X | X | X | X | | | |
| T-136 | TECH112 | X | | | | X | X | X | X | X | | | |
| T-137 | TECH113 | X | | | | X | X | X | X | X | | | |
| T-138 | TECH115 | X | | | | X | X | X | X | X | | | |
| T-139 | TECH116 | X | | | | X | X | X | X | X | | | |
| T-140 | TECH117 | X | | | | X | X | X | X | X | | | |
| T-141 | TECH119 | X | | | | X | X | X | X | X | | | |
| T-142 | TECH118 | X | | | | X | X | X | X | X | | | |
| T-143 | TECH120 | X | | | | X | X | X | X | X | | | |
| T-144 | TECH123 | X | | | | X | X | X | X | X | | | |
| T-145 | TECH124 | X | | | | X | X | X | X | X | | | |
| T-146 | TECH134 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-147 | TECH508 | X | | | | X | X | X | X | X | | | |
| T-148 | TECH146 | X | | | | X | X | X | X | X | | | |
| T-149 | TECH147 | X | | | | X | X | X | X | X | | | |
| T-150 | TECH148 | X | | | | X | X | X | X | X | | | |
| T-151 | TECH149 | X | | | | X | X | X | X | X | | | |
| T-152 | TECH1 | X | | | X | X | X | | | | X | | |
| T-153 | TECH3 | X | | | X | X | X | | | | X | | |
| T-154 | TECH4 | X | | | X | X | X | | | | X | | |
| T-155 | TECH7 | X | | | X | X | X | | | | X | | |
| T-156 | TECH8 | X | | | X | X | X | | | | X | | |
| T-157 | TECH593 | X | | | X | X | X | | | | X | | |
| T-158 | TECH594 | X | | | X | X | X | | | | X | | |
| T-159 | TECH9 | X | | | X | X | X | | | | X | | |
| T-160 | TECH13 | X | | | X | X | X | | | | X | | |
| T-161 | TECH14 | X | | | X | X | X | | | | X | | |
| T-162 | TECH15 | X | | | X | X | X | | | | X | | |
| T-163 | TECH16 | X | | | X | X | X | | | | X | | |
| T-164 | TECH18 | X | | | X | X | X | | | | X | | |
| T-165 | TECH19 | X | | | X | X | X | | | | X | | |
| T-166 | TECH595 | X | | | X | X | X | | | | X | | |
| T-167 | TECH20 | X | | | X | X | X | | | | X | | |
| T-168 | TECH21 | X | | | X | X | X | | | | X | | |
| T-169 | TECH522 | X | | | X | X | X | | | | X | | |
| T-170 | TECH509 | X | | | X | X | X | | | | X | | |
| T-171 | TECH510 | X | | | X | X | X | | | | X | | |
| T-172 | TECH511 | X | | | X | X | X | | | | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-173 | TECH512 | X | | | X | X | X | | | | X | | |
| T-174 | TECH513 | X | | | X | X | X | | | | X | | X |
| T-175 | TECH514 | X | | | X | X | X | | | | X | | X |
| T-176 | TECH523 | X | | | X | X | X | | | | X | | |
| T-177 | TECH524 | X | | | X | X | X | | | | X | | |
| T-178 | TECH22 | X | | | X | X | X | | | | X | | |
| T-179 | TECH24 | X | | | X | X | X | | | | X | | X |
| T-180 | TECH525 | X | | | X | X | X | | | | | | |
| T-181 | TECH25 | X | | | X | X | X | | | | X | | |
| T-182 | TECH31 | X | | | X | X | X | | | | X | | |
| T-183 | TECH36 | X | | | X | X | X | | | | X | | |
| T-184 | TECH526 | X | | | X | X | X | | | | X | | |
| T-185 | TECH527 | X | | | X | X | X | | | | X | | |
| T-186 | TECH528 | X | | | X | X | X | | | | X | | |
| T-187 | TECH38 | X | | | | | | | | | X | | |
| T-188 | TECH588 | X | | | | | | | | | X | | |
| T-189 | TECH611 | X | | | | | X | | | | | | |
| T-190 | TECH612 | X | | | | X | | | | | | | |
| T-191 | TECH613 | X | | | | | X | | | | | | |
| T-192 | TECH614 | X | | | | | | | | | X | | |
| T-193 | TECH610 | X | | | X | | | | | | | | |
| T-194 | TECH150 | X | | X | | | | | | | | | |
| T-195 | TECH151 | X | | X | | | | | | | | | |
| T-196 | TECH152 | X | | X | | | | | | | | | |
| T-197 | TECH153 | X | | X | | | | | | | | | |
| T-198 | TECH155 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-199 | TECH530 | X | | X | | | | | | | | | |
| T-200 | TECH589 | X | | X | | | | | | | | | |
| T-201 | TECH156 | X | | X | | | | | | | | | |
| T-202 | TECH157 | X | | X | | | | | | | | | |
| T-203 | TECH531 | X | | | X | | | | | | | | |
| T-204 | TECH532 | X | | | X | | | | | | | | |
| T-205 | TECH533 | X | | X | | | | | | | | | |
| T-206 | TECH65 | X | | | X | | | | | | | | |
| T-207 | TECH615 | X | | | X | | | | | | | | |
| T-208 | TECH160 | X | | X | X | | | | | | | | |
| T-209 | TECH161 | X | | X | X | | | | | | | | |
| T-210 | TECH162 | X | | X | X | | | | | | | | |
| T-211 | TECH163 | X | | X | X | | | | | | | | |
| T-212 | TECH164 | X | | X | X | | | | | | | | |
| T-213 | TECH165 | X | | X | X | | | | | | | | |
| T-214 | TECH166 | X | | X | X | | | | | | | | |
| T-215 | TECH168 | X | | X | X | | | | | | | | |
| T-216 | TECH169 | X | | X | X | | | | | | | | |
| T-217 | TECH170 | X | | X | X | | | | | | | | |
| T-218 | TECH171 | X | | X | X | | | | | | | | |
| T-219 | TECH158 | X | | X | | | | | | | | | |
| T-220 | TECH159 | X | | X | | | | | | | | | |
| T-221 | TECH167 | X | | X | | | | | | | | | |
| T-222 | TECH534 | X | | X | | | | | | | | | |
| T-223 | TECH535 | X | | X | | | | | | | | | |
| T-224 | TECH536 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-225 | TECH537 | X | | X | | | | | | | | | |
| T-226 | TECH538 | X | | X | | | | | | | | | |
| T-227 | TECH539 | X | | X | | | | | | | | | |
| T-228 | TECH540 | X | | X | | | | | | | | | |
| T-229 | TECH541 | X | | X | | | | | | | | | |
| T-230 | TECH542 | X | | X | | | | | | | | | |
| T-231 | TECH609 | X | | X | | | | | | | | | |
| T-232 | TECH173 | X | | X | | | | | | | | | |
| T-233 | TECH174 | X | | X | | | | | | | | | |
| T-234 | TECH175 | X | | X | | | | | | | | | |
| T-235 | TECH177 | X | | X | | | | | | | | | |
| T-236 | TECH179 | X | | X | | | | | | | | | |
| T-237 | TECH180 | X | | X | | | | | | | | | |
| T-238 | TECH181 | X | | X | | | | | | | | | |
| T-239 | TECH182 | X | | X | | | | | | | | | |
| T-240 | TECH543 | X | | X | | | | | | | | | |
| T-241 | TECH544 | X | | X | | | | | | | | | |
| T-242 | TECH545 | X | | X | | | | | | | | | |
| T-243 | TECH546 | X | | X | | | | | | | | | |
| T-244 | TECH549 | X | | X | | | | | | | | | |
| T-245 | TECH551 | X | | X | | | | | | | | | |
| T-246 | TECH590 | X | | X | | | | | | | | | |
| T-247 | TECH591 | X | | X | | | | | | | | | |
| T-248 | TECH592 | X | | X | | | | | | | | | |
| T-249 | TECH183 | X | | X | | | | | | | | | |
| T-250 | TECH184 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-251 | TECH185 | X | | X | | | | | | | | | |
| T-252 | TECH186 | X | | X | | | | | | | | | |
| T-253 | TECH552 | X | | X | | | | | | | | | |
| T-254 | TECH553 | X | | X | | | | | | | | | |
| T-255 | TECH554 | X | | X | | | | | | | | | |
| T-256 | TECH555 | X | | X | | | | | | | | | |
| T-257 | TECH556 | X | | X | | | | | | | | | |
| T-258 | TECH557 | X | | X | | | | | | | | | |
| T-259 | TECH558 | X | | X | | | | | | | | | |
| T-260 | TECH559 | X | | X | | | | | | | | | |
| T-261 | TECH560 | X | | X | | | | | | | | | |
| T-262 | TECH561 | X | | X | | | | | | | | | |
| T-263 | TECH562 | X | | X | | | | | | | | | |
| T-264 | TECH563 | X | | X | | | | | | | | | |
| T-265 | TECH564 | X | | X | | | | | | | | | |
| T-266 | TECH565 | X | | X | | | | | | | | | |
| T-267 | TECH566 | X | | X | | | | | | | | | |
| T-268 | TECH567 | X | | X | | | | | | | | | |
| T-269 | TECH568 | X | | X | | | | | | | | | |
| T-270 | TECH569 | X | | X | | | | | | | | | |
| T-271 | TECH570 | X | | X | | | | | | | | | |
| T-272 | TECH571 | X | | X | | | | | | | | | |
| T-273 | TECH572 | X | | X | | | | | | | | | |
| T-274 | TECH187 | X | | X | | | | | | | | | |
| T-275 | TECH188 | X | | X | | | | | | | | | |
| T-276 | TECH189 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-277 | TECH190 | X | | X | | | | | | | | | |
| T-278 | TECH192 | X | | X | | | | | | | | | |
| T-279 | TECH605 | X | | X | | | | | | | | | |
| T-280 | TECH606 | X | | X | | | | | | | | | |
| T-281 | TECH607 | X | | X | | | | | | | | | |
| T-282 | TECH193 | X | | X | | | | | | | | | |
| T-283 | TECH194 | X | | X | | | | | | | | | |
| T-284 | TECH195 | X | | X | | | | | | | | | |
| T-285 | TECH196 | X | | X | | | | | | | | | |
| T-286 | TECH197 | X | | X | | | | | | | | | |
| T-287 | TECH573 | X | | X | | | | | | | | | |
| T-288 | TECH198 | X | | X | | | | | | | | | |
| T-289 | TECH199 | X | | X | | | | | | | | | |
| T-290 | TECH200 | X | | X | | | | | | | | | |
| T-291 | TECH201 | X | | X | | | | | | | | | |
| T-292 | TECH202 | X | | X | | | | | | | | | |
| T-293 | TECH203 | X | | X | | | | | | | | | |
| T-294 | TECH204 | X | | X | | | | | | | | | |
| T-295 | TECH205 | X | | X | | | | | | | | | |
| T-296 | TECH206 | X | | X | | | | | | | | | |
| T-297 | TECH207 | X | | X | | | | | | | | | |
| T-298 | TECH208 | X | | X | | | | X | X | | | | |
| T-299 | TECH209 | X | | X | | | | X | X | | | | |
| T-300 | TECH210 | X | | X | | | | X | X | | | | |
| T-301 | TECH212 | X | | X | | | | X | X | | | | |
| T-302 | TECH213 | X | | X | | | | X | X | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-303 | TECH214 | X | | X | | | | X | X | | | | |
| T-304 | TECH215 | X | | X | | | | X | X | | | | |
| T-305 | TECH216 | X | | X | | | | X | X | | | | |
| T-306 | TECH217 | X | | X | | | | | | | | | |
| T-307 | TECH218 | X | | X | | | | | | | | | |
| T-308 | TECH219 | X | | X | | | | X | X | | | | |
| T-309 | TECH220 | X | | X | | | | X | X | | | | |
| T-310 | TECH221 | X | | X | | | | X | X | | | | |
| T-311 | TECH222 | X | | X | | | | X | X | | | | |
| T-312 | TECH223 | X | | X | | | | X | X | | | | |
| T-313 | TECH224 | X | | X | | | | X | X | | | | |
| T-314 | TECH225 | X | | X | | | | X | X | | | | |
| T-315 | TECH226 | X | | X | | | | X | X | | | | |
| T-316 | TECH227 | X | | X | | | | X | X | | | | |
| T-317 | TECH228 | X | | X | | | | X | X | | | | |
| T-318 | TECH229 | X | | X | | | | X | X | | | | |
| T-319 | TECH230 | X | | X | | | | X | X | | | | |
| T-320 | TECH231 | X | | X | | | | X | X | | | | |
| T-321 | TECH574 | X | | X | | X | X | | | | | | |
| T-322 | TECH575 | X | | X | | X | X | | | | | | |
| T-323 | TECH232 | X | | X | | | | | | | | | |
| T-324 | TECH585 | X | | X | | | | | | | | | |
| T-325 | TECH233 | X | | X | | | | | | | | | |
| T-326 | TECH235 | X | | X | | | | | | | | | |
| T-327 | TECH236 | X | | X | | | | | | | | | |
| T-328 | TECH237 | X | | X | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-329 | TECH238 | X | | X | | | | | | | | | |
| T-330 | TECH239 | X | | X | | | | | | | | | |
| T-331 | TECH240 | X | | X | | | | | | | | | |
| T-332 | TECH241 | X | | X | | | | | | | | | |
| T-333 | TECH242 | X | | X | | | | | | | | | |
| T-334 | TECH243 | X | | X | | | | | | | | | |
| T-335 | TECH244 | X | | X | | | | | | | | | |
| T-336 | TECH245 | X | | X | | | | | | | | | |
| T-337 | TECH246 | X | | X | | | | | | | | | |
| T-338 | TECH247 | X | | X | | | | | | | | | X |
| T-339 | TECH249 | X | | X | X | X | X | X | X | X | X | | |
| T-340 | TECH252 | X | | X | X | X | X | X | X | X | X | | X |
| T-341 | TECH253 | X | | X | X | X | X | X | X | X | X | | |
| T-342 | TECH256 | X | | X | X | X | X | X | X | X | X | | |
| T-343 | TECH257 | X | | X | X | X | X | X | X | X | X | | |
| T-344 | TECH353 | X | X | X | X | X | X | X | X | X | X | | |
| T-345 | TECH258 | X | | X | X | X | X | X | X | X | X | | X |
| T-346 | TECH262 | X | X | X | X | X | X | X | X | X | X | | |
| T-347 | TECH264 | X | X | X | X | X | X | X | X | X | X | | |
| T-348 | TECH268 | X | X | X | X | X | X | X | X | X | X | | |
| T-349 | TECH272 | X | X | X | X | X | X | X | X | X | X | | |
| T-350 | TECH260 | X | X | X | X | X | X | X | X | X | X | | |
| T-351 | TECH309 | X | X | X | X | X | X | X | X | X | X | | |
| T-352 | TECH276 | X | X | X | X | X | X | X | X | X | X | | |
| T-353 | TECH278 | X | X | X | X | X | X | X | X | X | X | | |
| T-354 | TECH279 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-355 | TECH280 | X | X | X | X | X | X | X | X | X | X | | |
| T-356 | TECH281 | X | X | X | X | X | X | X | X | X | X | | |
| T-357 | TECH282 | X | X | X | X | X | X | X | X | X | X | | |
| T-358 | TECH284 | X | X | X | X | X | X | X | X | X | X | | |
| T-359 | TECH360 | X | X | X | X | X | X | X | X | X | X | | |
| T-360 | TECH315 | X | X | X | X | X | X | X | X | X | X | | |
| T-361 | TECH577 | X | X | X | X | X | X | X | X | X | X | | |
| T-362 | TECH578 | X | X | X | X | X | X | X | X | X | X | | |
| T-363 | TECH579 | X | X | X | X | X | X | X | X | X | X | | |
| T-364 | TECH582 | X | X | X | X | X | X | X | X | X | X | | |
| T-365 | TECH587 | X | X | X | X | X | X | X | X | X | X | | |
| T-366 | TECH366 | X | | X | | | | | | | | | |
| T-367 | TECH367 | X | X | X | X | X | X | X | X | X | X | | |
| T-368 | TECH368 | X | X | X | X | X | X | X | X | X | X | | |
| T-369 | TECH369 | X | X | X | X | X | X | X | X | X | X | | |
| T-370 | TECH370 | X | X | X | X | X | X | X | X | X | X | | |
| T-371 | TECH372 | X | X | X | X | X | X | X | X | X | X | | |
| T-372 | TECH374 | X | | | | | | | | | X | | |
| T-373 | TECH376 | X | X | X | X | X | X | X | X | X | X | | |
| T-374 | TECH377 | X | X | X | X | X | X | X | X | X | X | | |
| T-375 | TECH378 | X | X | X | X | X | X | X | X | X | X | | |
| T-376 | TECH379 | X | X | X | X | X | X | X | X | X | X | | |
| T-377 | TECH380 | X | X | X | X | X | X | X | X | X | X | | |
| T-378 | TECH381 | X | X | X | X | X | X | X | X | X | X | | |
| T-379 | TECH382 | X | X | X | X | X | X | X | X | X | X | | |
| T-380 | TECH384 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-381 | TECH385 | X | X | X | X | X | X | X | X | X | X | | |
| T-382 | TECH386 | X | X | X | X | X | X | X | X | X | X | | |
| T-383 | TECH387 | X | X | X | X | X | X | X | X | X | X | | |
| T-384 | TECH388 | X | X | X | X | X | X | X | X | X | X | | |
| T-385 | TECH389 | X | X | X | X | X | X | X | X | X | X | | X |
| T-386 | TECH390 | X | X | X | X | X | X | X | X | X | X | | |
| T-387 | TECH391 | X | X | X | X | X | X | X | X | X | X | | |
| T-388 | TECH397 | X | X | X | X | X | X | X | X | X | | | X |
| T-389 | TECH398 | X | X | X | X | X | X | X | X | X | X | | |
| T-390 | TECH400 | X | X | X | X | X | X | X | X | X | X | | |
| T-391 | TECH404 | X | X | X | X | X | X | X | X | X | X | | |
| T-392 | TECH405 | X | X | X | X | X | X | X | X | X | X | | |
| T-393 | TECH406 | X | X | X | X | X | X | X | X | X | X | | |
| T-394 | TECH407 | X | X | X | X | X | X | X | X | X | X | | |
| T-395 | TECH408 | X | X | X | X | X | X | X | X | X | X | | |
| T-396 | TECH409 | X | X | X | X | X | X | X | X | X | X | | |
| T-397 | TECH410 | X | X | X | X | X | X | X | X | X | X | | |
| T-398 | TECH411 | X | X | X | X | X | X | X | X | X | X | | |
| T-399 | TECH413 | X | X | X | X | X | X | X | X | X | X | | |
| T-400 | TECH415 | X | X | X | X | X | X | X | X | X | X | | |
| T-401 | TECH420 | X | X | X | X | X | X | X | X | X | X | | |
| T-402 | TECH421 | X | X | X | X | X | X | X | X | X | X | | |
| T-403 | TECH422 | X | X | X | X | X | X | X | X | X | X | | |
| T-404 | TECH424 | X | X | X | X | X | X | X | X | X | X | | |
| T-405 | TECH426 | X | X | X | X | X | X | X | X | X | X | | |
| T-406 | TECH430 | X | | | | X | X | X | X | X | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-407 | TECH431 | X | | | | X | X | X | X | X | | | |
| T-408 | TECH432 | X | | | | X | X | X | X | X | | | |
| T-409 | TECH433 | X | | | | X | X | X | X | X | | | |
| T-410 | TECH434 | X | | | | X | X | X | X | X | | | |
| T-411 | TECH435 | X | | | | X | X | X | X | X | | | |
| T-412 | TECH436 | X | | | | X | X | X | X | X | | | |
| T-413 | TECH437 | X | | | | X | X | X | X | X | | | |
| T-414 | TECH438 | X | | X | | | | | | | | | |
| T-415 | TECH439 | X | X | X | X | X | X | X | X | X | X | | |
| T-416 | TECH440 | X | X | X | X | X | X | X | X | X | X | | |
| T-417 | TECH441 | X | X | X | X | X | X | X | X | X | X | | |
| T-418 | TECH442 | X | X | X | X | X | X | X | X | X | X | | |
| T-419 | TECH443 | X | X | X | X | X | X | X | X | X | X | | |
| T-420 | TECH444 | X | X | X | X | X | X | X | X | X | X | | |
| T-421 | TECH446 | X | | | X | X | X | | | | X | | |
| T-422 | TECH447 | X | X | X | X | X | X | X | X | X | X | | |
| T-423 | TECH448 | X | X | X | X | X | X | X | X | X | X | | |
| T-424 | TECH450 | X | X | X | X | X | X | X | X | X | X | | |
| T-425 | TECH452 | X | X | X | X | X | X | X | X | X | X | | |
| T-426 | TECH453 | X | X | X | X | X | X | X | X | X | X | | X |
| T-427 | TECH454 | X | X | X | X | X | X | X | X | X | X | | |
| T-428 | TECH457 | X | X | X | X | X | X | X | X | X | X | | |
| T-429 | TECH458 | X | X | X | X | X | X | X | X | X | X | | |
| T-430 | TECH459 | X | X | X | X | X | X | X | X | X | X | | |
| T-431 | TECH460 | X | X | X | X | X | X | X | X | X | X | | |
| T-432 | TECH461 | X | X | X | X | X | X | X | X | X | X | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-433 | TECH601 | X | X | X | X | X | X | X | X | X | X | | |
| T-434 | TECH602 | X | X | X | X | X | X | X | X | X | X | | |
| T-435 | TECH603 | X | X | X | X | X | X | X | X | X | X | | |
| T-436 | TECH604 | X | X | X | X | X | X | X | X | X | X | | |
| T-437 | TECH464 | X | X | X | X | X | X | X | X | X | X | | |
| T-438 | TECH529 | X | X | X | X | X | X | X | X | X | X | | |
| T-439 | TECH469 | X | X | X | X | X | X | X | X | X | X | | |
| T-440 | TECH471 | X | X | X | X | X | X | X | X | X | X | | |
| T-441 | TECH472 | X | X | X | X | X | X | X | X | X | X | | |
| T-442 | TECH473 | X | X | X | X | X | X | X | X | X | X | | |
| T-443 | TECH475 | X | X | X | X | X | X | X | X | X | X | | |
| T-444 | TECH476 | X | X | X | X | X | X | X | X | X | X | | |
| T-445 | TECH477 | | X | | | | | | | | | X | |
| T-446 | TECH478 | | X | | | | | | | | | X | |
| T-447 | TECH479 | | X | | | | | | | | | X | |
| T-448 | TECH481 | | X | | | | | | | | | X | |
| T-449 | TECH482 | | X | | | | | | | | | X | |
| T-450 | TECH483 | | X | | | | | | | | | X | |
| T-451 | TECH484 | | X | | | | | | | | | X | |
| T-452 | TECH485 | | X | | | | | | | | | X | |
| T-453 | TECH486 | | X | | | | | | | | | X | |
| T-454 | TECH487 | | X | | | | | | | | | X | |
| T-455 | TECH488 | | X | | | | | | | | | X | |
| T-456 | TECH489 | | X | | | | | | | | | X | |
| T-457 | TECH490 | | X | | | | | | | | | X | |
| T-458 | TECH491 | | X | | | | | | | | | X | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| T-459 | TECH492 | | X | | | | | | | | | X | |
| T-460 | TECH493 | | X | | | | | | | | | X | |
| T-461 | TECH494 | | X | | | | | | | | | X | |
| T-462 | TECH495 | | X | | | | | | | | | X | |
| T-463 | TECH496 | | X | | | | | | | | | X | |
| T-464 | TECH497 | | X | | | | | | | | | X | |
| T-465 | TECH498 | | X | | | | | | | | | X | |
| T-466 | TECH499 | | X | | | | | | | | | X | |
| T-467 | TECH500 | | X | | | | | | | | | X | |
| T-468 | TECH502 | | X | | | | | | | | | X | |
| T-469 | TECH503 | | X | | | | | | | | | X | |
| T-470 | TECH504 | | X | | | | | | | | | X | |
| PM-1 | PM1 | X | X | | | | | | | | | | |
| PM-2 | PM2 | X | X | | | | | | | | | | |
| PM-3 | PM3 | X | X | | | | | | | | | | |
| PM-4 | PM4 | X | X | X | X | X | X | X | X | X | X | X | X |
| PM-5 | PM28 | X | X | | | | | | | | | | |
| PM-6 | PM29 | X | | | | | | | | | | | |
| PM-7 | PM5 | X | X | | | | | | | | | | |
| PM-8 | PM30 | X | X | | | | | | | | | | |
| PM-9 | PM6 | X | X | | | | | | | | | | |
| PM-10 | PM31 | X | X | | | | | | | | | | |
| PM-11 | PM7 | X | | | | | | | | | | | |
| PM-12 | PM8 | X | X | | | | | | | | | | |
| PM-13 | PM32 | X | X | | | | | | | | | | |
| PM-14 | PM9 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| PM-15 | PM33 | X | X | | | | | | | | | | |
| PM-16 | PM34 | X | X | | | | | | | | | | |
| PM-17 | PM10 | X | X | | | | | | | | | | |
| PM-18 | PM11 | X | X | | | | | | | | | | |
| PM-19 | PM12 | X | X | | | | | | | | | | |
| PM-20 | PM13 | X | X | | | | | | | | | | |
| PM-21 | PM35 | X | | | | | | | | | | | |
| PM-22 | PM14 | X | X | | | | | | | | | | |
| PM-23 | PM37 | X | | | | | | | | | | | |
| PM-24 | PM15 | X | X | | | | | | | | | | |
| PM-25 | PM16 | X | X | | | | | | | | | | |
| PM-26 | PM17 | X | X | | | | | | | | | | |
| PM-27 | PM18 | X | X | | | | | | | | | | |
| PM-28 | PM19 | X | X | | | | | | | | | | |
| PM-29 | PM20 | X | X | | | | | | | | | | |
| PM-30 | PM23 | X | X | | | | | X | X | | | | |
| PM-31 | PM21 | X | X | | | | | | | | | | |
| PM-32 | PM24 | X | | | | | | X | | | | | |
| PM-33 | PM25 | | X | | | | | | X | | | | |
| PM-34 | PM26 | X | | | | | | X | | | | | |
| PM-35 | PM27 | | X | | | | | | X | | | | |
| PM-36 | PM39 | | X | | | | | | | | | | |
| PM-37 | PM22 | | X | | | | | | | | | | |
| TM-1 | TM1 | X | X | | | | | | | | | | |
| TM-2 | TM2 | X | X | | | | | | | | | | |
| TM-3 | TM200 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-4 | TM3 | X | | | | | | | | | | | |
| TM-5 | TM4 | X | | | | | | | | | | | |
| TM-6 | TM5 | X | | | | | | | | | | | |
| TM-7 | TM6 | X | | | | | | | | | | | |
| TM-8 | TM7 | X | | X | | | | | | | | | |
| TM-9 | TM8 | X | | | | | | | | | | | |
| TM-10 | TM9 | X | | X | | | | | | | | | |
| TM-11 | TM10 | X | | | | | | | | | | | |
| TM-12 | TM11 | X | | | | | | | | | | | |
| TM-13 | TM12 | X | | | | | | | | | | | |
| TM-14 | TM13 | X | | | | | | | | | | | |
| TM-15 | TM14 | X | | | | | | | | | | | |
| TM-16 | TM15 | X | | | | | | | | | | | |
| TM-17 | TM16 | X | | | | | | | | | | | |
| TM-18 | TM238 | X | X | | | | | | | | | | |
| TM-19 | TM17 | X | X | | | | | | | | | | |
| TM-20 | TM239 | X | X | | | | | | | | | | |
| TM-21 | TM201 | X | | | | | | | | | | | |
| TM-22 | TM18 | X | X | | | | | | | | | | |
| TM-23 | TM240 | X | | | | | | | | | | | |
| TM-24 | TM19 | X | X | | | | | | | | | | |
| TM-25 | TM20 | X | X | | | | | | | | | | |
| TM-26 | TM22 | X | | | | | | | | | | | |
| TM-27 | TM241 | X | X | | | | | | | | | | |
| TM-28 | TM116 | X | | | | | | | | | | | |
| TM-29 | TM242 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-30 | TM202 | X | | | | | | | | | | | |
| TM-31 | TM191 | X | | | | | | | | | | | |
| TM-32 | TM203 | X | X | | | | | | | | | | |
| TM-33 | TM106 | X | | | | | | | | | | | |
| TM-34 | TM107 | X | X | | | | | | | | | | |
| TM-35 | TM108 | X | X | | | | | | | X | | | |
| TM-36 | TM192 | X | X | | | | | | | | | | |
| TM-37 | TM204 | X | | | | | | | | | | | |
| TM-38 | TM109 | X | | | | | | | | | | | |
| TM-39 | TM110 | X | | | | | | | | | | | |
| TM-40 | TM111 | X | | | | | | | | | | | |
| TM-41 | TM112 | X | | | | | | | | | | | |
| TM-42 | TM113 | X | | | | | | | | | | | |
| TM-43 | TM114 | X | | | | | | | | | | | |
| TM-44 | TM115 | X | | | | | | | | | | | |
| TM-45 | TM117 | X | | | | | | | | | | | |
| TM-46 | TM205 | X | | | | | | | | | | | |
| TM-47 | TM297 | X | | | | | | | | | | | |
| TM-48 | TM23 | X | X | | | | | | | | | | |
| TM-49 | TM125 | X | | | | | | | | | | | |
| TM-50 | TM206 | X | | | | | | | | | | | |
| TM-51 | TM129 | X | X | | | | | | | | | | |
| TM-52 | TM207 | X | X | | | | | | | | | | |
| TM-53 | TM130 | X | X | | | | | | | | | | |
| TM-54 | TM132 | X | X | | | | | | | | | | |
| TM-55 | TM133 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-56 | TM134 | X | | | | | | | | | | | |
| TM-57 | TM135 | X | X | | | | | | | | | | |
| TM-58 | TM24 | X | X | | | | | | | | | | |
| TM-59 | TM25 | X | | | | | | | | | | | |
| TM-60 | TM208 | X | X | | | | | | | | | | |
| TM-61 | TM244 | X | | | | | | | | | | | |
| TM-62 | TM26 | X | X | | | | | | | | | | |
| TM-63 | TM245 | X | X | | | | | | | | | | |
| TM-64 | TM27 | X | X | | | | | | | | | | |
| TM-65 | TM246 | X | X | | | | | | | | | | |
| TM-66 | TM28 | X | X | | | | | | | | | | |
| TM-67 | TM247 | X | X | | | | | | | | | | |
| TM-68 | TM29 | X | X | | | | | | | | | | |
| TM-69 | TM209 | X | X | | | | | | | | | | |
| TM-70 | TM248 | X | | | | | | | | | | | |
| TM-71 | TM30 | X | | | | | | | | | | | |
| TM-72 | TM249 | X | | | | | | | | | | | |
| TM-73 | TM31 | X | X | | | | | | | | | | |
| TM-74 | TM210 | X | | | | | | | | | | | |
| TM-75 | TM250 | X | | | | | | | | | | | |
| TM-76 | TM32 | X | X | | | | | | | | | | |
| TM-77 | TM211 | X | | | | | | | | | | | |
| TM-78 | TM251 | X | X | | | | | | | | | | |
| TM-79 | TM252 | X | X | | | | | | | | | | |
| TM-80 | TM38 | X | X | | | | | | | | | | |
| TM-81 | TM198 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-82 | TM253 | X | X | | | | | | | | | | |
| TM-83 | TM212 | X | | | | | | | | | | | |
| TM-84 | TM254 | X | | | | | | | | | | | |
| TM-85 | TM39 | X | X | | | | | | | | | | |
| TM-86 | TM255 | X | | | | | | | | | | | |
| TM-87 | TM40 | X | X | | | | | | | | | | |
| TM-88 | TM33 | X | X | | | | | | | | | | X |
| TM-89 | TM292 | X | X | | | | | | | | | | X |
| TM-90 | TM293 | X | X | | | | | | | | | | X |
| TM-91 | TM34 | X | X | | | | | X | X | | | | X |
| TM-92 | TM294 | X | X | | | | | | | | | | X |
| TM-93 | TM295 | X | X | | | | | | | | | | |
| TM-94 | TM35 | X | X | | | | | | | | | | X |
| TM-95 | TM296 | X | X | | | | | | | | | | X |
| TM-96 | TM36 | X | X | | | | | | | | | | X |
| TM-97 | TM37 | X | X | | | | | | | | | | X |
| TM-98 | TM256 | X | | | | | | | | | | | X |
| TM-99 | TM45 | X | | | | | | | | | | | X |
| TM-100 | TM46 | X | | | | | | | | | | | |
| TM-101 | TM257 | X | X | | | | | | | | | | |
| TM-102 | TM258 | X | | | | | | | | | | | |
| TM-103 | TM41 | X | | | | | | | | | | | |
| TM-104 | TM213 | X | | X | | | | | | | | | |
| TM-105 | TM214 | X | | | X | | | | | | | | |
| TM-106 | TM47 | X | | | | | | | | | | | |
| TM-107 | TM259 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-108 | TM215 | X | | | | X | | | | | | | |
| TM-109 | TM216 | X | | | | | X | | | | | | |
| TM-110 | TM260 | X | | | | | | X | | | | | |
| TM-111 | TM261 | | X | | | | | | X | | | | |
| TM-112 | TM48 | X | X | | | | | X | X | | | | |
| TM-113 | TM49 | X | | | | | | | | | | | |
| TM-114 | TM262 | X | | | | | | X | X | | | | |
| TM-115 | TM217 | X | | | | | | | | X | | | |
| TM-116 | TM218 | X | | | | | | | | | X | | |
| TM-117 | TM263 | | X | | | | | | | | | X | |
| TM-118 | TM220 | | X | | | | | | | | | X | |
| TM-119 | TM51 | X | | | | | | | | | | | |
| TM-120 | TM264 | X | X | | | | | | | | | | |
| TM-121 | TM52 | X | | | | | | | | | | | |
| TM-122 | TM265 | X | X | | | | | | | | | | |
| TM-123 | TM53 | X | X | | | | | | | | | | |
| TM-124 | TM54 | X | X | | | | | | | | | | |
| TM-125 | TM55 | X | X | | | | | | | | | | |
| TM-126 | TM56 | X | | | | | | | | | | | |
| TM-127 | TM266 | X | X | | | | | | | | | | |
| TM-128 | TM267 | X | | | | | | | | | | | |
| TM-129 | TM268 | X | X | | | | | | | | | | |
| TM-130 | TM58 | X | X | | | | | | | | | | |
| TM-131 | TM59 | X | X | | | | | | | | | | |
| TM-132 | TM60 | X | X | | | | | | | | | | |
| TM-133 | TM269 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-134 | TM270 | X | | | | | | | | | | | |
| TM-135 | TM61 | X | X | | | | | | | | | | |
| TM-136 | TM62 | X | X | | | | | | | | | | |
| TM-137 | TM221 | X | | X | | | | | | | | | |
| TM-138 | TM63 | X | X | | | | | | | | | | |
| TM-139 | TM64 | X | X | | | | | | | | | | |
| TM-140 | TM271 | | X | | | | | | | | | | X |
| TM-141 | TM65 | X | X | | | | | | | | | | |
| TM-142 | TM66 | X | X | | | | | | | | | | |
| TM-143 | TM272 | X | | | | | | | | | | | X |
| TM-144 | TM222 | X | X | | | | | | | | | | X |
| TM-145 | TM67 | X | X | | | | | | | | | | X |
| TM-146 | TM223 | X | X | | | | | | | | | | X |
| TM-147 | TM68 | X | | | | | | | | | X | | |
| TM-148 | TM224 | X | | | | | | | | | X | | |
| TM-149 | TM69 | X | X | | | | | | | | | | |
| TM-150 | TM70 | X | | | | | | | | | | | |
| TM-151 | TM71 | X | X | | | | | | | | | | |
| TM-152 | TM72 | X | X | | | | | | | | | | |
| TM-153 | TM73 | X | | | | | | | | | | | |
| TM-154 | TM74 | X | | | | | | | | | | | |
| TM-155 | TM75 | X | | | | | | | | | | | |
| TM-156 | TM225 | X | | | | | | | | | | | |
| TM-157 | TM194 | X | | | | | | | | | | | |
| TM-158 | TM226 | X | | X | | | | | | | | | |
| TM-159 | TM227 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-160 | TM76 | X | | | | | | | | | | | |
| TM-161 | TM77 | X | | | | | | | | | | | |
| TM-162 | TM228 | X | | | | | | | | | | | |
| TM-163 | TM78 | X | X | | | | | | | | | | |
| TM-164 | TM79 | X | X | | | | | | | | | | |
| TM-165 | TM80 | X | X | | | | | | | | | | |
| TM-166 | TM81 | X | X | | | | | | | | | | |
| TM-167 | TM82 | X | X | | | | | | | | | | |
| TM-168 | TM83 | X | X | | | | | | | | | | |
| TM-169 | TM273 | X | | | | | | | | | | | |
| TM-170 | TM84 | X | X | | | | | | | | | | |
| TM-171 | TM85 | X | X | | | | | | | | | | |
| TM-172 | TM274 | X | X | | | | | | | | | | |
| TM-173 | TM86 | X | X | | | | | | | | | | |
| TM-174 | TM87 | X | X | | | | | | | | | | |
| TM-175 | TM88 | X | X | | | | | | | | | | |
| TM-176 | TM90 | X | X | | | | | | | | | | |
| TM-177 | TM91 | X | X | | | | | | | | | | |
| TM-178 | TM275 | X | X | | | | | | | | | | |
| TM-179 | TM92 | X | X | | | | | | | | | | |
| TM-180 | TM93 | X | X | | | | | | | | | | |
| TM-181 | TM94 | X | X | | | | | | | | | | |
| TM-182 | TM96 | X | X | | | | | | | | | | |
| TM-183 | TM97 | X | X | | | | | | | | | | |
| TM-184 | TM98 | X | X | | | | | | | | | | |
| TM-185 | TM99 | X | | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-186 | TM131 | X | | | | | | | | | | | |
| TM-187 | TM100 | X | X | | | | | | | | | | |
| TM-188 | TM229 | X | X | | | | | | | | | | |
| TM-189 | TM276 | X | | | | | | | | | | | |
| TM-190 | TM101 | X | | | | | | | | | | | |
| TM-191 | TM105 | X | | | | | | | | | | | |
| TM-192 | TM277 | X | | | | | | | | | | | |
| TM-193 | TM102 | X | X | | | | | | | | | | |
| TM-194 | TM103 | X | X | | | | | | | | | | |
| TM-195 | TM104 | X | X | | | | | | | | | | |
| TM-196 | TM118 | X | | X | | | | | | | | | |
| TM-197 | TM119 | X | | X | | | | | | | | | |
| TM-198 | TM121 | X | | X | | | | | | | | | |
| TM-199 | TM122 | X | | X | | | | | | | | | |
| TM-200 | TM278 | X | | X | | | | | | | | | |
| TM-201 | TM230 | X | | X | | | | | | | | | |
| TM-202 | TM123 | X | | X | | | | | | | | | |
| TM-203 | TM124 | X | | X | | | | | | | | | |
| TM-204 | TM231 | X | | X | | | | | | | | | |
| TM-205 | TM136 | X | X | | | | | | | | | | |
| TM-206 | TM232 | X | X | | | | | | | | | | |
| TM-207 | TM137 | X | | | | | | | | | | | |
| TM-208 | TM279 | X | | | | | | | | | | | |
| TM-209 | TM280 | X | X | | | | | | | | | | X |
| TM-210 | TM281 | X | X | | | | | | | | | | |
| TM-211 | TM233 | X | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-212 | TM282 | X | | | | | | | | | | | |
| TM-213 | TM138 | X | X | | | | | | | | | | |
| TM-214 | TM140 | X | X | | | | | | | | | | |
| TM-215 | TM283 | X | X | | | | | | | | | | |
| TM-216 | TM284 | X | | | | | | | | | | | |
| TM-217 | TM141 | X | X | | | | | | | | | | |
| TM-218 | TM234 | X | X | | | | | | | | | | |
| TM-219 | TM142 | X | | | | | | | | | | | |
| TM-220 | TM143 | X | | | | | | | | | | | |
| TM-221 | TM144 | X | X | | | | | | | | | | |
| TM-222 | TM145 | X | | | | | | | | | | | |
| TM-223 | TM146 | X | X | | | | | X | | | | | |
| TM-224 | TM147 | X | X | | | | | | | | | | |
| TM-225 | TM195 | | X | | | | | | | | | | |
| TM-226 | TM285 | | X | | | | | | | | | | |
| TM-227 | TM148 | | X | | | | | | | | | | |
| TM-228 | TM286 | | X | | | | | | | | | | |
| TM-229 | TM287 | | X | | | | | | | | | | |
| TM-230 | TM288 | | X | | | | | | | | | | |
| TM-231 | TM149 | | X | | | | | | | | | | |
| TM-232 | TM235 | | X | | | | | | | | | | |
| TM-233 | TM150 | | | X | X | X | X | X | X | X | X | | |
| TM-234 | TM151 | X | | | | | | | | | | | |
| TM-235 | TM236 | | X | | | | | | | | | | |
| TM-236 | TM153 | | X | | | | | | | | | | |
| TM-237 | TM289 | | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-238 | TM196 | | X | | | | | | | | | | |
| TM-239 | TM237 | | X | | | | | | | | | | |
| TM-240 | TM197 | | X | | | | | | | | | | X |
| TM-241 | TM154 | | X | | | | | | | | | | |
| TM-242 | TM155 | X | X | | | | | | | | | | |
| TM-243 | TM156 | X | | | | | | | | | | | |
| TM-244 | TM158 | X | X | | | | | | | | | | |
| TM-245 | TM159 | X | X | | | | | | | | | | |
| TM-246 | TM161 | X | X | | | | | | | | | | |
| TM-247 | TM162 | X | X | | | | | | | | | | |
| TM-248 | TM163 | X | X | | | | | | | | | | |
| TM-249 | TM164 | X | X | | | | | | | | | | |
| TM-250 | TM165 | X | X | | | | | | | | | | |
| TM-251 | TM166 | X | X | | | | | | | | | | |
| TM-252 | TM167 | X | X | | | | | | | | | | |
| TM-253 | TM169 | X | X | | | | | | | | | | |
| TM-254 | TM170 | X | X | | | | | | | | | | |
| TM-255 | TM171 | X | | | | | | | | | | | |
| TM-256 | TM290 | X | | | | | | | | | | | |
| TM-257 | TM172 | X | | | | | | | | | | | |
| TM-258 | TM174 | X | X | | | | | | | | | | |
| TM-259 | TM175 | X | X | | | | | | | | | | X |
| TM-260 | TM177 | | X | | | | | | | | | | |
| TM-261 | TM178 | | X | | | | | | | | | | |
| TM-262 | TM179 | | X | | | | | | | | | | |
| TM-263 | TM180 | | X | | | | | | | | | | |

| Number | "State and Contractor Use" | Phase 1 | Phase 2 | Compensation Deliverables | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | EDW/EOD | Data Matching | Noticing | Contact | PIT RV | BE RV | Modeling | Taxpayer Folder | BETS Decoupling | Legacy Systems |
| TM-264 | TM181 | | X | | | | | | | | | | |
| TM-265 | TM182 | | X | | | | | | | | | | |
| TM-266 | TM183 | | X | | | | | | | | | | |
| TM-267 | TM184 | | X | | | | | | | | | | |
| TM-268 | TM185 | | X | | | | | | | | | | |
| TM-269 | TM291 | X | | | | | | | | | | | |
| TM-270 | TM187 | X | X | | | | | | | | | | |
| TM-271 | TM188 | X | X | | | | | | | | | | |
| TM-272 | TM189 | X | X | | | | | | | | | | |
| TM-273 | TM190 | X | | | | | | | | | | | |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

## Franchise Tax Board Request for Proposal
## RFP-FTB-0910-C001

## SECTION VII
## Costs

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# A. COMPENSATION MODEL

## 1. INTRODUCTION

This section of the RFP defines the EDR Compensation Model, which provides the structure of how the Contractor will be compensated for all Project deliverables provided and services performed. The EDR Contract is a fixed price contract. The compensation model is based on the completion of specific Compensation Deliverables and the realization of revenue benefits generated from the implementation of those Deliverables including the EDR Solution, Phases and Components thereof placed into production. Contractor compensation depends 100 percent (100%) on the completion and State Acceptance of Compensation Deliverables and the realization of EDR revenue benefits.

## 2. PURPOSE

The purpose of this section is to provide Bidders with a high-level explanation of the approach to Contractor compensation.

## 3. DEFINITIONS

The following definitions are used in describing the EDR Compensation Model:

Table VII.1 **RFP Section VII.A Definitions**

| Term | Definition |
|---|---|
| Actual Cumulative Revenue Benefits | The cumulative-to-date totals of Actual Tax Program Collection Revenue benefits generated by the implementation of the EDR Proposed Solution, Phases, or Component thereof. |
| Baseline Period | The immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production and the period for which the Actual Tax Program Collection Revenue of the Measurement Period is compared with to determine the Incremental Revenue Benefits. |
| Benefits | Revenue Benefits attributable to the EDR Proposed Solution. See Incremental Revenue Benefits below. |
| Compensation | Any payment by the State to the Contractor for services and deliverables based on the Benefits and the Performance Measures prescribed by the EDR Contract, not including any contract option years for Maintenance and Operations (M&O) services. |

| Term | Definition |
|---|---|
| Compensation Deliverable | One of up to a maximum of 30 predetermined EDR Proposed Solution deliverables intended for production. These are the only deliverables that may trigger Contractor Compensation. |
| Compensation Milestone | State Acceptance of a Compensation Deliverable, and the event that triggers the measurement of Benefits. |
| Compensation Model | Figure illustrating the method of Compensation for the EDR Project Contractor. |
| Compensation Model Example (CME) | An example illustrating the State Compensation method of determining the Contract amount to be allocated to each Compensation Deliverable. ) |
| Compensation Proposal | Contractor's proposed Compensation Deliverables, allocated Contract amount, Benefits, and payment schedule. |
| Data Not Previously Authorized for Use | E-file data that is not currently authorized as of the date of this RFP for use due to FTB policy that prohibits the inequitable use of tax data. |
| Data Not Previously Validated | New PIT or BE return data validation that is implemented by the EDR Proposed Solution. |
| Fiscal Year | A 12-month reporting period other than a calendar year. In this RFP, it refers to and coincides with the State Fiscal Year (SFY) of July 1 through June 30. |
| Incremental Revenue Benefits | The increase in Actual Tax Program Collection Revenue in the Measurement Period over Actual Tax Program Collection Revenue in the Baseline Period. |
| Management Performance Review (MPR) | A quarterly review by the State of the Contractor's management performance to determine if performance is satisfactory and whether the full amount of Compensation due is payable subject to the verification of Benefits. |
| Measurement Period | The very next calendar quarter after the quarter in which a Compensation Deliverable is placed into production. |

| Term | Definition |
|---|---|
| Payment Conditions | Conditions that will impact payment to the Contractor for completed Compensation Deliverables. |
| Performance Measures | Fifteen predetermined criteria used to measure the revenue benefits of the EDR Proposed Solution for Compensation purposes. |
| Strategic Business Problems | The problems that must be solved with the Final EDR Solution in order to achieve the EDR Project goals and the Benefits based on the Performance Measures. |
| Total Contract Amount | The total dollar amount of the Contract for the Final EDR Solution including all taxes, fees, surcharges, overhead, and warranties. This is the amount that is allocated across Compensation Deliverables. It does not include the Contract option year costs. |

## 4. STRATEGIC BUSINESS PROBLEMS

The State has identified and defined Strategic Business Problems for the EDR Project to resolve. (See Section III.E.) The State's objective is to solve these Strategic Business Problems with the Contractor's EDR Proposed Solution and narrow the $6.5 billion tax gap. Accordingly, the EDR Compensation Model ties the Contractor's compensation to Performance Measures that are directly related to solving the Strategic Business Problems. The Performance Measures measure specific revenue benefits that indicate the Strategic Business Problems have been solved. This relationship between Contractor compensation and the Strategic Business Problems establishes a mutual objective for the Contractor and the State, namely solving the Strategic Business Problems.

## 5. COMPENSATION MODEL RULES

The EDR Compensation Model complies with the following rules. If the Bidder's compensation proposal is inconsistent with any of these rules, the proposal may be rejected.

1. One hundred percent (100%) of the EDR Total Contract Amount is allocated based on Contractor estimated Benefits to up to a maximum of 30 Compensation Deliverables and Milestones.
2. Ten Compensation Deliverables and Milestones are State identified. The Bidder may identify up to a maximum of 20 additional revenue generating Compensation Deliverables and Milestones to solve the Strategic Business Problems. (See Table VII.2)

3. All Compensation Deliverables must be State accepted to trigger measurement of Incremental Revenue Benefits for Compensation purposes.
4. Compensation Deliverables are limited to a maximum of 30 and must directly relate to solving the Strategic Business Problems.
5. Compensation Deliverables are the only deliverables that may trigger compensation.
6. Total Contractor Compensation is fixed and limited to the Total Contract Amount.
7. A Compensation Milestone triggers benefits measurement of any and all 15 Performance Measures.
8. Benefits Performance Measures are limited to the 15 State pre-determined Performance Measures identified in Table VII.3.
9. One hundred percent (100%) of all Contractor Compensation is contingent upon realization of Incremental Revenue Benefits measured by the 15 State Performance Measures.
10. Management Performance Reviews (MPRs) evaluate the Contractor's Project Management, Technical Management, and Benefits management performance.
11. MPR of Benefits management includes the performance of Actual Cumulative Revenue Benefits on a quarterly basis in terms of measuring, achieving, and maintaining 70 percent (70%) of the Contractor estimated EDR Solution Incremental Revenue Benefits.
12. The State will withhold ten percent (10%) of Contractor Compensation if Contractor MPR performance is less than satisfactory for Project Management, Technical Management, or Benefits management performance.
13. The Contractor can recover amounts withheld for unsatisfactory MPR performance when MPR Project Management and Technical Management performance defects are corrected and State accepted.
14. The Contractor can recover amounts withheld for unsatisfactory MPR Benefits performance when Actual Cumulative Revenue Benefits are brought into line with 70% of Contractor estimated cumulative revenue benefits as provided by the Contractor in their Proposed EDR Project Payment Schedule.
15. All Contractor compensation is paid on a calendar quarterly basis, except for certain MPR withheld Contractor compensation. Resolved MPR issues will be paid on a monthly basis for Project Management and Technical Management, and on a quarterly basis for Benefits management performance.
16. Only 75 percent (75%) of the EDR Solution benefits are available to compute Contractor Compensation up to the Total Contract Amount.
17. Twenty-five percent (25%) of the EDR Solution benefits go directly to the State and are not available for Contractor Compensation.
18. One hundred percent (100%) of specific one-time State Project costs must be recouped quarterly by the net earned seventy- five percent (75%) of Benefits available for Contractor Compensation.

19. EDR benefits will be reduced by the one-time State Project costs recoupment amount in determining the available amount of Benefits for Contractor Compensation.
20. One-time State Project costs are equal to the amount that is outlined in Section VII.8.
21. Actual EDR Project revenue benefits will be measured the same way as FTB measures Filing, Audit, and Collections tax revenues for annual budget and planning purposes.
22. The EDR Contract term is for 54 consecutive full months beginning from the Contract execution start date. The official project start date shall be the first day of a specified month as agreed to by the State and the Contractor.
23. If the Contractor has not been paid in full by the end of the Contract period, the EDR Contract may be extended up to 24 additional months for purposes of measuring Incremental Revenue Benefits and authorizing Contractor payments for Compensation, subject to State approval.
24. Ten percent (10%) of all Contractor Compensation payments is withheld until State Acceptance of the Final EDR Solution.
25. Compensation does not accrue or provide for payment of interest, except as required under the Prompt Payment Act. This includes any withheld Compensation.
26. Compensation cannot exceed the Total Contract Amount.

## 6. COMPENSATION MODEL AND APPROACH

The purpose of the EDR Compensation Model is to depict the State method by which payment will be made to the Contractor for solving the Strategic Business Problems. There are five events that must occur for Contractor Compensation to be paid:

1) Contractor performance of services.

2) Contractor submission of a Compensation Deliverable.

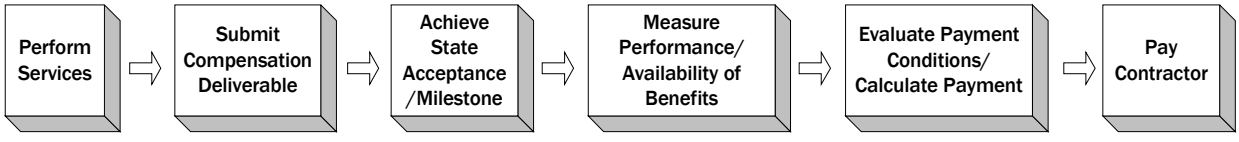
3) Contractor achievement of State Acceptance of the Compensation Deliverable Milestone.

4) State measurement of Incremental Revenue Benefits and determination of availability of Benefits after recoupment of State costs.

5) State evaluation of Compensation payment conditions including an MPR, and calculation of the payment amount.

The benefits-based compensation approach, as outlined below in Figure VII.1, has the effect of aligning system development activities with completion of deliverables that generate revenue benefits.

**Figure VII.1-Compensation Events**



## 6.1. Compensation Model Example

A Compensation Model Example (CME) illustrates aspects of Contractor Compensation (See Exhibit VII – A). The CME shows how the model is used to allocate the Total Contract Amount bid to the Compensation Deliverables and Milestones based on revenue benefits. The CME is a depiction of Contractor Compensation consistent with the approved Solution Based Procurement Model for the EDR Project. The CME illustrates a high-level application of the Compensation Model Rules and the relationship between Compensation Deliverables and Milestones, Performance Measures, Payment Conditions, and Contractor Compensation.

The Final Compensation Model is dependent on the Bidder information provided in Section B - Financial Worksheets, which includes a delineation of the Compensation Deliverables and an EDR Project Payment Schedule. Bidders must submit to the State a Compensation Proposal based upon their unique EDR Solution and implementation strategy with up to a maximum of 20 additional Compensation Deliverables (See Table VII.2).

## 6.2. Compensation Proposal

Total Contractor Compensation is fixed and limited to the final proposed Total Contract Amount. All Contractor Compensation is subject to the delivery of Compensation Deliverables, achievement of the Compensation Milestones, and Performance Measure Benefits. The Compensation Model includes ten State-identified deliverables designated as Compensation Deliverables, which are reflective of the EDR Requirements as defined in Section VI.

Bidders should use the CME as the basis for completing a final Compensation Proposal tailored to their specific EDR Proposed Solution. The State suggests using the CME as a tool to formulate their Compensation Proposal and as an aid in preparing the Financial Worksheets. However it is important to note, only the Financial Worksheets will be evaluated consistent with Section IX.

The Compensation Proposal must be consistent with all of the Compensation Model Rules (See Section VII.A.5.). It is suggested that the Bidder prepare their Compensation Proposal by preparing a Compensation Model similar to the CME and completing the following three steps:

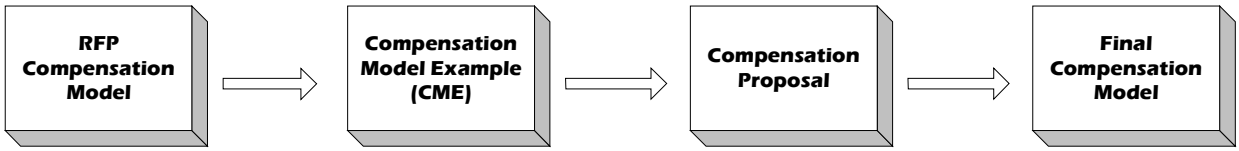
1) Identify up to a maximum of 20 additional Compensation Deliverables consistent with the Bidder's EDR business and technical solutions;

2) Allocate the Total Contract Amount to all Compensation Deliverables based on the Bidders' total estimated Incremental Revenue Benefits; and

3) Complete the Financial Worksheets in Section B including a Compensation payment schedule consistent with the proposed EDR Project Schedule (Detailed instructions are provided in Section VII.B.).

The Final Compensation Model is built from the selected Bidder's Compensation Proposal as depicted in Figure VII.2.

**Figure VII.2-Compensation Model Progression**




## 6.3. Compensation Deliverables and Milestones

The State has identified ten Compensation Deliverables and Milestones that may result in Contractor Compensation, subject to benefits and conditions being achieved and met. These Compensation Deliverables can be found in Table VII.2. All of the State identified Compensation Deliverables trace to the EDR Requirements in Section VI (See Exhibit VI-F Requirements to Deliverables Matrix). The Bidder may have up to a maximum of 20 additional deliverables, contingent upon those additional deliverables generating EDR Incremental Revenue Benefits that are measurable by any one or all of the 15 EDR Performance Measures described in *Section VII.A.6.4*. In the event the Bidder identifies Compensation Deliverables that are not measureable using the EDR Performance Measures, the Compensation Deliverable will not be used for Compensation purposes.

All Compensation Deliverables must directly relate to solving the Strategic Business Problems. State Acceptance of any Compensation Deliverable triggers State measurement of Incremental Revenue Benefits using the 15 EDR Performance Measures. State Acceptance of Compensation Deliverables alone does not trigger Contractor Compensation. Contractor Compensation is paid only when all five events described in *Section VII.A.6* have occurred. A Compensation Deliverable becomes a Milestone at the point of State Acceptance. Final State Acceptance of the Final EDR Solution will occur after all EDR Phases and Compensation Deliverables are accepted by the State and all Contractor services are performed including under the one-year Warranty.

Table VII.2 **Compensation Deliverables and Milestones**

| Compensation Deliverables and Milestones |
|---|
| 1. State Acceptance of Modeling Function |
| 2. State Acceptance of Data Matching Function |
| 3. State Acceptance of Enterprise Data Warehouse |
| 4. State Acceptance of PIT Return Processing System |
| 5. State Acceptance of BETS Decoupling |
| 6. State Acceptance of Contact Function |
| 7. State Acceptance of Noticing Function |
| 8. State Acceptance of Taxpayer Folder |
| 9. Successful Completion of Legacy System Changes |
| 10. State Acceptance of BE Return Processing System |
| 11. Contractor Identified |
| 12. Contractor Identified |
| 13. Contractor Identified |
| 14. Contractor Identified |
| 15. Contractor Identified |
| 16. Contractor Identified |
| 17. Contractor Identified |
| 18. Contractor Identified |
| 19. Contractor Identified |
| 20. Contractor Identified |
| 21. Contractor Identified |

| Compensation Deliverables and Milestones |
|---|
| 22. Contractor Identified |
| 23. Contractor Identified |
| 24. Contractor Identified |
| 25. Contractor Identified |
| 26. Contractor Identified |
| 27. Contractor Identified |
| 28. Contractor Identified |
| 29. Contractor Identified |
| 30. Contractor Identified |

### 6.4. Performance Measures

The 15 EDR Project Performance Measures (See Table VII.3*)* are used to:

- Measure the revenue benefits of the EDR Solution
- Determine progress towards solving the Strategic Business Problems
- Determine the availability of funds for Contractor Compensation
- Evaluate the success of the EDR Project

The Strategic Business Problems originate from FTB strategic planning and Business Problem Analysis performed to understand obstacles to and identify opportunities for narrowing the Tax Gap. The Performance Measures were developed by working with FTB Filing, Audit, and Collections business areas to understand the revenue consequences of the Strategic Business Problems identified and needed improvements. The State is committed to performing the work necessary to generate these additional State revenues. Tying Contractor Compensation to the Performance Measures establishes a mutual objective for the Contractor and the State—to solve the State's Business Problems. The Contractor must agree to all 15 Performance Measures. The Performance Measures will be used to measure any and all revenue benefits generated from the State accepted Compensation Milestones. No other Performance Measures will be used for Contractor Compensation purposes. All Performance Measures require a comparison of EDR Benefits against a baseline period prior to implementation of EDR deliverables to measure Incremental Revenue Benefits as discussed in Section VII.B.4.2.2. FTB will project an estimated revenue baseline for the EDR Contract period for Bidder consideration and make it available to Bidders in the Bidders' Library in January 2010. This projected revenue baseline is provided for information only.

Table VII.3 **Performance Measures**

| No. | Performance Measures | Descriptions |
|---|---|---|
| 1. | ***PIT Audit from New Data*** – 100 percent (100%) of PIT Audit revenue generated from new audit models with return data not previously captured or used | Collections resulting from Notices of Proposed Assessments (NPAs) issued as a result of completed audits of PIT returns selected for audit by PASS, modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule 540 CA) or e-file data made available by the EDR Proposed Solution. |
| 2. | ***BE Audit from New Data*** – 100 percent (100%) of BE Audit revenue generated from new audit models with return data not previously captured or used | Collections resulting from NPAs issued as a result of completed audits of BE returns selected for audit by PASS, modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule R-7) or e-file data made available by the EDR Proposed Solution. |
| 3. | ***PIT Return Validation (RV) from New Data*** – 100 percent (100%) of PIT RV revenue generated from new workloads and data not previously captured or used and validated | Collections resulting from Statements of Tax Due (STD) or Return Information Notices (RIN) (for reduced refunds) issued as a result of new PIT RV activities performed by the EDR Proposed Solution. |
| 4. | ***BE RV from New Data*** – 100 percent (100%) of BE RV revenue generated from new workloads and data not previously captured or used and validated | Collections resulting from STDs or RINs (for reduced refunds) issued as a result of new BE RV activities performed by the EDR Proposed Solution. |
| 5. | ***PIT Collections Incremental*** – PIT underpayment revenue generated above established baseline | Incremental increased PIT collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including PIT ARCS modified by EDR Proposed Solution. |
| 6. | ***BE Collections Incremental –*** BE Underpayment revenue generated above | Incremental increased BE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including BE ARCS modified by the |

| No. | Performance Measures | Descriptions |
|---|---|---|
| | established baseline | EDR Proposed Solution. |
| 7. | ***PIT Fraud Incremental*** – PIT Fraud refunds prevented and recovered over established baseline | Incremental increased PIT Fraud collections including refunds denied above the Baseline Period generated from in-production use of State accepted EDR PIT Solution Compensation Deliverables. |
| 8. | ***PIT Filing Enforcement (FE) from New Data*** – 100 percent (100%) of PIT FE revenue generated from new income records from return data not previously captured or used | Collections resulting from NPAs issued as a result of PIT non-filer accounts selected for FE by INC modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule CA) or e-file data made available by the EDR Proposed Solution. |
| 9. | ***BE Fraud*** – 100 percent (100%) of BE Fraud refunds prevented or recovered | Collections resulting from BE Fraud detection, including refunds denied, generated from in-production use of State accepted EDR BE Solution Compensation Deliverables. |
| 10. | ***BE FE from New Data*** – 100 percent (100%) of BE FE revenue generated from new income records from return data not previously captured or used | Collections resulting from NPAs issued as a result of BE non-filer accounts selected for FE by INC modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule R-7) or e-file data made available by the EDR Proposed Solution. |
| 11. | ***PIT Audit Incremental*** – PIT Audit revenue generated above established baseline | Incremental increased PIT Audit collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables minus the PIT Audit from new data revenue. |
| 12. | **BE Audit Incremental** – BE Audit Revenue generated above established baseline | Incremental increased BE Audit collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables minus the BE Audit from new data revenue. |
| 13. | **PIT FE Incremental** – PIT FE revenue generated above established baseline | Incremental increased PIT FE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including INC modified by EDR Proposed Solution minus the |

| No. | Performance Measures | Descriptions |
|---|---|---|
| | | PIT FE from new data revenue. |
| 14. | ***BE FE Incremental*** – BE FE Revenue generated above established baseline | Incremental increased BE FE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including INC modified by EDR Proposed Solution minus the BE FE from New Data revenue. |
| 15. | ***PY Savings Redirected to Revenue Producing Activities*** –PIT or BE Revenue | Collections from personnel-year time savings redirected within the same business area to planned revenue producing workloads that otherwise would not be performed. |

## 7. BENEFITS

All Contractor Compensation is contingent upon the realization of Incremental Revenue Benefits. In accordance with the EDR Contract, 25 percent (25%) of EDR benefits will be allocated to the State, and the remaining 75 percent (75%) of benefits will be available for Contractor Compensation after the recoupment of State costs. The EDR Compensation Model uses a benefits based compensation approach that has the effect of more closely aligning system development with the generation of benefits. Compensation Deliverable Incremental Revenue Benefits are measured quarterly and evaluated as a part of the MPR. If revenue benefit performance levels are sufficient, Contractor Compensation is paid. The Compensation Model applies to all Contractor Compensation for all Contractor provided EDR contractual hardware, software, deliverables, and services including governance, software customization, training, knowledge transfer, warranty, and maintenance.

All Incremental Revenue Benefits are subject to State measurement using the 15 EDR Project Performance Measures, as described in Section VII.A.6.3. EDR Incremental Revenue Benefits will be measured quarterly only when Compensation Milestones have been achieved beginning with the first day of the first full month after State Acceptance of a Compensation Deliverable and ending on the last day of the Contract term. The Contract term may be extended up to two full years after the end of the EDR Contract period in order to achieve the necessary Benefits needed to fully compensate the Contractor, subject to State approval. If Benefits are not sufficient to compensate the Contractor for achievement of the Compensation Milestones in the quarter delivered, the State will continue to measure the Benefits the subsequent quarter until the amount allocated to the Compensation Milestone is paid in full, subject to the Contract terms and conditions.

## 8. RECOUPMENT OF STATE COSTS

Before any Contractor Compensation is paid, State Contract terms specify that the State must recoup one-time costs equal to the cost of State resources dedicated to the Project including wages, benefits, and Operating Expense and Equipment (OE&E);

Contractor PC and related software costs; and Independent Verification and Validation (IV&V) contract costs approved and budgeted to date. The State staffing costs subject to recoupment do not include program staffing costs.

Table VII.4 below provides total estimated State recoupment costs for Bidders to use for planning purposes. A detail breakdown of estimated State recoupment costs can be found in Exhibit VII – C. The State will make available to Bidders the final State recoupment costs no later than 45 days prior to the final proposal submittal date. These will be the final amounts used for purposes of the State recoupment computation.

Table VII.4 **Estimated State Recoupment Costs**

| | **Estimate of One-Time State Recoupment Costs[1]** | **Totals** |
|---|---|---|
| | IV&V | $ 6,480,000 |
| | Contractor PC & Related Software Costs | $ 1,094,057 |
| | EDR State Staff:<br>• EDR Project Staff Salaries, Benefits, & Related Staff OE&E<br>• BETS Overtime | $17,260,362<br>$ 136,712 |
| | **Total Estimated State Recoupment Costs** | $24,971,131 |

[1] These figures are a breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs).

The State must recoup the State recoupment costs quarterly throughout the fiscal year prior to issuing any Compensation payments to the Contractor. The State-recouped staffing costs are limited to those costs incurred from the first day of the State pay period for the month beginning with the official project start date (not the contract award date or contract sign date). The expected project start date is July 1, 2011.

## 9. PAYMENT CONDITIONS

There are two EDR Project Payment Conditions that will impact Compensation payment to the Contractor for completed Compensation Deliverables:

1) Ten percent (10%) withhold amount until full implementation of the Final EDR Solution with Final State Acceptance.
2) An additional ten percent (10%) quarterly payment withholding for an unsatisfactory rating in the quarterly Management Performance Review (MPR) until all unsatisfactory ratings are remediated.

Further details of these Payment Conditions are outlined below.

a. All Contractor Compensation payable for completed Compensation Deliverables and Milestones is subject to a ten percent (10%) withholding until Final State Acceptance of the Final EDR Solution.

b. All Contractor Compensation payable for completed Compensation Deliverables and Milestones will be further subject to a satisfactory rating on the Contractor's MPR as follows:

i. The State will conduct an MPR based on the Contractor's performance each calendar quarter within five business days of the close of the quarter beginning with the first full quarter after EDR Project start. Example: If project starts August 1, first evaluation period is for October through December.

ii. The scope of the MPR is limited to Project Management and Technical Management performance consistent with the EDR Contract, Project Management and Technical Management requirements; and Benefits management performance consistent with the Contractor's estimated benefits of the EDR Proposed Solution as identified in the Contractor prepared Worksheet-VII.A.2 - Total Performance Measure Benefits Breakdown (See Appendix A).

iii. All Contractor Compensation shall be subject to the MPR.

iv. If the Contractor receives an unsatisfactory rating for Project Management, Technical Management, or Benefits management, ten percent (10%) of the Contractor's Compensation will be withheld until the unsatisfactory rating improves to a satisfactory rating as determined in a subsequent MPR.

v. The MPR for Benefits management concerns the review of the Actual Cumulative Revenue Benefits (in the aggregate) based on all of the Performance Measures to determine if the Contractor has achieved and continues to maintain at least 70 percent (70%) of the Contractor estimated cumulative revenue benefits (in the aggregate) as provided by the Contractor in the Proposed EDR Project Payment Schedule.

vi. In the event of an unsatisfactory rating, the State shall re-conduct the MPR monthly for Project Management and Technical Management and quarterly for Benefits management performance to determine if the unsatisfactory rating has improved to a satisfactory rating. The State will have five business days after the end of the month or quarter of remediation to re-conduct the MPR. If the Contractor rating improves to satisfactory, the Compensation withheld shall be released for payment within 45 days of receipt of an approved invoice. Table VII.5 provides examples of Contractor MPR remediation and payment.

| MPR FOR QUARTER ENDING 3/31 | | | | | |
|---|---|---|---|---|---|
| **Area of Unsatisfactory MPR Score for Quarter Ending 3/31** | **Unsatisfactory Condition Remediated** | **Date MPR Re-conducted** | **Unsatisfactory Score Remediated** | **Compensation Withholding Invoice and Release Date** | **Compensation Withholding Payment Date** |
| **Technical Management** | **April 10** | **May 4** | **Yes** | **May 5** | **July 19** |
| **Project Management** | **April 10** | **May 5** | **Yes** | **May 6** | **July 20** |
| **Benefits Management[1]** | **TBD at quarter end** | **July 2** | **Yes** | **July 3** | **September 17** |

Table VII.5 **MPR Remediation and Payment**

[1]Benefits will only be measured on a regular schedule every quarter.

vii. An unsatisfactory rating for Benefits management can only be corrected by generating Actual Cumulative Revenue Benefits (in the aggregate) in the next quarter that are at least equal to 70% of the Contractor estimated cumulative revenue benefits (in the aggregate) based on the EDR Performance Measures. If any amounts withheld for an unsatisfactory rating concerning Benefits management are still pending at the end of the contract, the amounts shall be released with Final State Acceptance of the Final EDR Solution.

viii. In order for the State to give an unsatisfactory MPR rating, the State must first warn the Contractor that an unsatisfactory rating may occur in the upcoming MPR. If the MPR actually results in an unsatisfactory rating, the Contractor must deduct 10% from their quarterly invoice and the State will have five business days from the issuance of the MPR to inform the Contractor in writing of the minimum corrective actions that must be taken to achieve a satisfactory rating and release the Compensation withheld. In the event a conflict arises between the State and the Contractor regarding the MPR including Benefits management, the conflict shall first be resolved using the Conflict Resolution process in Section XI, Attachment 3, section 5.e.

The MPR Scorecard is provided in Exhibit VII-B.

## 10. PAYMENT TERMS

Contractor Compensation will be paid for all completed Compensation Deliverables contingent upon the realization of Incremental Revenue Benefits generated by the Compensation Deliverables, including the Final EDR Solution. All Compensation is subject to State invoicing rules. Twenty-five percent (25%) of the Benefits will go to the State, and the remaining 75 percent (75%) will be reduced by a recoupment of the State EDR Project costs as delineated in Section VII.A.8. This net amount will be used in the calculation to determine the quarterly payment amount which factors in available benefits, completed Compensation Deliverable Contract Amounts, and any applicable

payment amounts that may have been previously withheld. All Contractor Compensation is payable quarterly based on a calendar year (March 31, June 30, September 30, and December 31). For further details on the EDR Payment Method refer to Section VII.B and Appendix A.

# B. FINANCIAL WORKSHEETS

## 1. INTRODUCTION

This section identifies the Financial Worksheets and instructions that must be completed and used by the Bidder in preparing the EDR Project bid proposal. These worksheets cover the Bidder's Total Contract Amount bid, the amount of estimated Incremental Revenue Benefits for the Bidder's EDR Proposed Solution, the Maintenance and Operations (M&O) Contract options, and the Bidder's proposed EDR Project Payment Schedule. Appendix A contains the worksheet templates that must be used to provide this information to the State.

To provide insight into what the State is requesting from each Bidder, a set of example worksheets populated with mock information is provided in Appendix A.1. Moreover, the EDR Project Payment Schedule Example illustrates how Contractor Compensation will be calculated over the course of the Contract period and reflects all of the EDR Compensation Model Rules specified in Section VII.A.5.

Delivery and formatting instructions are provided in Section VIII. Evaluation and scoring will be calculated according to the evaluation methodology identified in Section IX.

## 2. PURPOSE

The purpose of the Financial Worksheets is to calculate and present the Bidder's proposed breakdown of the Total Contract Amount and the projected Incremental Revenue Benefits that the EDR Proposed Solution will generate on a quarterly basis. This information will feed into the EDR Project Payment Schedule (Worksheet VII.A.5), and will provide the Bidder with the ability to establish and propose a payment schedule for the State to evaluate consistent with Section IX. In addition, this section outlines the baseline data that will be used to measure EDR Incremental Revenue Benefits.

## 3. FINANCIAL WORKSHEETS - GENERAL INSTRUCTIONS

The Financial Worksheets are comprised of the following seven worksheets. These worksheets, with the exception of Worksheet VII.A.6, will be used to evaluate the Bidder's proposal consistent with Section IX.

- Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary
- Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown
- Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown
- Worksheet VII.A.4 – Total Contract Amount Breakdown
- Worksheet VII.A.5 – EDR Project Payment Schedule
- Worksheet VII.A.6 – MPR Remediation Schedule
- Worksheet VII.A.7 – Unanticipated Tasks Labor Rates

Bidders must provide financial information for all of the components identified in the Financial Worksheets (Appendix A). Bidders must ensure that all costs necessary to provide a complete working system and solution are included in the Total Contract Amount Breakdown (Worksheet VII.A.4). Bidders must also provide all benefit projections in terms of the State identified Performance Measures and all State and Bidder identified Compensation Deliverables.

To aid Bidder's in estimating their Contract costs, the State has provided information on State resources planned for the EDR Project in *Exhibit VII – D State Staff Hours*. These resources are subject to State review and approval.

It is absolutely essential that Bidders carefully review the financial information in their Final Proposal. If a calculation error is discovered after Final Proposal submission, the State, at its sole discretion, may correct discrepancies and arithmetic errors as discussed in Section II.

## 4. FINANCIAL WORKSHEETS - DETAILED INSTRUCTIONS

The following provides a detailed explanation of each of the EDR Financial Worksheets included this section. A version of these worksheets in Microsoft Excel 2003 format and with summarizing formulae in place have been made available to Bidders in Appendix A. Bidders must ensure that correct data, including all calculations, totals, and summarizations, are provided in all worksheets submitted, regardless of any formulae provided by the State. In particular, be aware that adding additional rows to a worksheet may necessitate adding or modifying existing formulae.

### 4.1. EDR Project Contract Cost and Benefits Summary Worksheet

The EDR Project Contract Cost and Benefits Summary Worksheet reflects:

- Total Contract Amount broken down by SFY
- Total Bidder estimated benefits the State can expect to receive in additional revenue from the implementation and use of the Bidder's EDR Proposed Solution over the Contract period
- Five one-year M&O options (20 total) for each type listed below and as defined in Section VII.C.2.13:
  1. Total M&O (includes CCM and SO)
  2. Custom Code Maintenance (CCM)
  3. System Operations (SO) (includes SSS)
  4. System Software Support (SSS) only

The summary information provided should be substantiated by the supporting worksheets that the Bidder provides. Detailed instructions for completing the EDR Project Contract Cost and Benefits Summary Worksheet are outlined below.

#### 4.1.1. Worksheet VII.A.1 – Summary Worksheet Instructions

The EDR Project Contract Costs and Benefits Summary Worksheet consist of three separate tables as follows:

- **Total Contract Amount Summary** – This table includes a summary of the Bidder's Total Contract Amount spread over the Contract term. In sum, this table provides the total Contract cost including all taxes, fees, surcharges,

overhead, and warranties. The Bidder's costs needs to be a reasonable estimate of actual value of the IT goods and services being provided. Costs cannot be an advance payment.

- **Contractor Estimated Benefits Summary** – This table includes the Bidder's total estimated EDR Benefits over the term of the Contract. These benefits must reflect what the State can expect to receive in Incremental Revenue Benefits as a result of implementing the Bidder's EDR Proposed Solution and as determined by the Performance Measures. This estimate must only include the revenue estimated over and above the Baseline Period consistent with the Bidder's proposed implementation of Compensation Deliverables as reflected in Worksheet VII.A.4 – Total Contract Amount Breakdown. The Baseline Period is the immediate four calendar quarters prior to the quarter in which the Bidder's first Compensation deliverable is placed into production. This is the revenue period with which the Actual Tax Program Collection Revenue of the Measurement Period is compared to determine the Incremental Revenue Benefits.
- **Five One-year M&O Contract Options** – These tables include the cost of four different five one-year options for EDR System M&O for each maintenance type delineated above. The Options Period M&O services will be provided only if the option is exercised by the State. The option years include Calendar Years (CYs) 2016 - 2020. There are a total of twenty (20) M&O Contract options that are based on Contractor rates for M&O services. The M&O Contract options are not subject to revenue benefits funding. The State will pay for these services on a monthly basis in arrears.

Bidders are to follow the instructions below for completing each table:

Table VII.6 **Worksheet VII.A.1 – Total Contract Amount Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Contract Amount Summary | The Contract amount for each SFY and total Contract amount will be automatically populated from the information calculated in *Worksheet VII.A.4 – Total Contract Amount Breakdown*. |

Table VII.7 **Worksheet VII.A.1 – Total Estimated Benefits Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Estimated Benefits | The total estimated revenue increase over the State baseline produced by the EDR Proposed Solution for each SFY from SFY 2011/12 through Quarter 2 of SFY 2015/16 will be automatically populated from the information calculated in *Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown*. |

Table VII.8 **Worksheet VII.A.1 – Five One-Year M&O Contract Options Cost Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Cost of One-year Maintenance Contract Options | Enter the total maintenance costs of each one-year option for each maintenance type as outlined in Section VII.C.2.13 |

## 4.2. Benefits Breakdown Worksheets

The EDR Benefits breakdown worksheets provide the Bidder's total estimated benefits associated with the implementation of the EDR Proposed Solution. The Contractor will be compensated from the actual revenues realized based on the methodology described in the EDR Compensation Model (See Section VII.A.6).

### 4.2.1. Benefits Description

Contractor Compensation will be paid for all services and deliverables as described in Section VII.A.6.2., contingent upon the realization of revenue benefits generated by the EDR Proposed Solution, Phases or components thereof. All Contractor Compensation is contingent upon the realization of tax program collection revenue benefits greater than the tax program collection revenue benefits during the Baseline Period. All benefits are subject to State performance measurement and MPRs consistent with the approach and Performance Measures covered in subsection VII.A.6.3. Benefits include only quantitative tax program collection revenue benefits based only on the 15 EDR Performance Measures.

### 4.2.2. Benefits Calculation

EDR Benefits will be determined based on a comparison of Actual Tax Program Collection Revenue during the Measurement Period against the Actual Tax Program Collection Revenue in the corresponding calendar quarter of the Baseline Period. The Baseline Period is the immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production. Benefits are always measured based on the Performance Measures in Section VII.A.6.4 The Measurement Period generally begins and ends with the first and last day of the next calendar quarter after the calendar quarter in which a Compensation Deliverable is placed into production. Exceptions to the general rule will concern Compensation Deliverables that impact only Audit or Filing Enforcement benefits that generally depend on Notices of Proposed Assessments. The Baseline Period is always the corresponding full calendar quarter of the Measurement Period in the immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable was placed into production. Performance measurement continues into the next calendar quarter Measurement Period using the same approach so long as the Compensation Deliverables remain in production.

Only the incremental amount of Actual Tax Program Collection Revenue of the Measurement Period over the Actual Tax Program Collection Revenue of the Baseline Period will be attributed to EDR Benefits for purposes of Compensation. If Tax Program Collection Revenues decrease during a Measurement Period, the decreased amount will be offset against Benefits attributed in the next Measurement Period. The EDR Project will provide a projected tax program collection revenue baseline estimate for the EDR Contract term for Bidder consideration. The EDR projected baseline is for information only and will not be used in any way to measure Benefits or compute EDR Compensation. Bidders should do their own revenue analysis and projection. The EDR projected Tax Program Collection Revenue baseline estimate will be based on the current FTB environment, tax policies, and planned EDR Project tax program and project resources, but will not include estimated revenues that may result from pending or future legislation.

Actual Tax Program Collection Revenue is California PIT and BE income tax revenue including all annual taxpayer estimate payments, tax return remittances, Miscellaneous Tax Payments, Return Information Notice payments, and final Notice of Proposed Assessment payments including interest; plus FTB net adjustments to refunds claimed, minus interest paid on refunds processed by the FTB. Actual Tax Program Collection Revenue does not include non-tax payments such as court ordered debt payments processed by the FTB. Miscellaneous Tax Payments is California PIT and BE income tax payments processed by FTB that were made by a taxpayer after receiving a billing or collection notice from FTB such as Notice of State Income Tax Due, Income Tax Due, Final Notice, and In State and Out of State Collections Accounts Receivable payments processed by the FTB.

Table VII.9 below shows how the Baseline Period is established.

Table VII.9 **Establishing the Baseline Period**

| Measurement of Incremental Revenue Benefits | | |
|---|---|---|
| ***Compensation Deliverable Placed into Production*** | ***Measurement Period*** | ***Baseline Period*** |
| March 15, 2013 | April 1 – June 30, 2013 | April 1– June 30, 2012 |
| May 15, 2014 | July 1– Sept 30, 2014 | July 1–Sept 30, 2012 |

### 4.2.3. Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown Worksheet Instructions

The Total Performance Measure Benefits Breakdown Worksheet summarizes the total Bidder estimated EDR Benefits breakdown by Performance Measure. Bidders must provide a breakdown of Benefits measured by Performance Measure reflected on a quarterly basis. The quarterly totals in this worksheet must match the quarterly totals for Worksheet VII.A. 3 - Total Compensation Deliverable Benefits Worksheet. Bidders are to follow the instructions in the table below for completing the Total Performance Measure Benefits Worksheet.

Table VII.10 **Worksheet VII.A.2 – *Total Performance Measure Benefits Worksheet Instructions***

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |
| Performance Measure | A description of the 15 Performance Measures has been provided. |
| Total Contractor Estimated Benefits Breakdown | Enter the amount of estimated revenue Benefits based on the 15 Performance Measures for each quarter. |
| Totals | The total amount of benefits by Performance Measure will be automatically calculated. |
| EDR Revenue Increase over State Baseline | The worksheet will calculate the total amount of benefits generated for each quarter during the Contract period. |
| Cumulative Revenue Increase | The worksheet will calculate the cumulative amount of Benefits generated for the Contract period to date. |

### 4.2.4. Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown Worksheet Instructions

The Total Compensation Deliverable Benefits Breakdown Worksheet summarizes the total Contractor estimated EDR Benefits breakdown by Compensation Deliverable. Bidders must provide a breakdown of revenue benefits by Compensation Deliverable reflected on a quarterly basis, based on the EDR Performance Measures. The quarterly totals in this worksheet must match the quarterly totals for *Worksheet VII.A. 2 - Total Performance Measure Benefits.* Bidders are to follow the instructions in the table below for completing the Total Compensation Deliverable Benefits Worksheet.

Table VII.11 **Worksheet VII.A.3 – Total Compensation Deliverable Benefits Worksheet Instructions**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| Compensation Deliverable and Milestone | A description of the ten Compensation Deliverables and Milestones has been provided. The Bidder may add up to a maximum of 20 additional Compensation Deliverables and Milestones to be achieved as a part of their EDR Proposed Solution. |
| Total Contractor Estimated Benefits Breakdown | Enter the amount of quarterly revenue benefits for a maximum of 30 Compensation Deliverables and Milestones for each quarter. |
| Totals | The total amount of benefits by Compensation Deliverable and Milestone will be automatically calculated. |
| EDR Revenue Increase over State Baseline | The worksheet will calculate the total amount of benefits generated for each quarter during the Contract period. |
| Cumulative Revenue Increase | The worksheet will calculate the cumulative amount of benefits generated for the Contract period to date. |

### 4.3. Worksheet VII.A.4 – Total Contract Amount Breakdown Worksheet Instructions

The Total Contract Amount Breakdown is the cost to the State for the EDR Proposed Solution including all taxes, fees, surcharges, overhead, and warranties. The Bidder's costs needs to be a reasonable estimate of actual value of the IT goods and services being provided. Costs cannot be advance payment.

The quarterly totals from the Total Contract Amount Breakdown feed into the EDR Project Payment Schedule. The Contractor will be compensated up to the Total Contract Amount from the Incremental Revenue Benefits based on the methodology provided in the EDR Compensation Model (See Section VII.A.6.). Bidders are to follow the instructions in the table below for completing the Total Contract Amount Breakdown Worksheet.

Table VII.12 **Worksheet VII.A.4 – Total Contract Amount Breakdown Worksheet Instructions**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| Compensation Deliverable and Milestone | A description of the ten Compensation Deliverables and Milestones has been provided. The Contractor may add up to a maximum of 20 additional Compensation Deliverables and Milestones to be achieved as a part of their EDR Proposed Solution. |
| Contractor Contract Costs | Enter the Contract Amount of those Compensation Deliverables and Milestones that have been delivered and State accepted for each quarter. |
| Totals | The total Contract Amount for all Compensation Deliverables and Milestones delivered and State accepted will be automatically calculated. |
| Total Completed Deliverables and Milestones | The worksheet will calculate the Total Completed Deliverables and Milestones amount for each quarter during the Contract period. |
| Cumulative Completed Deliverables and Milestones | The worksheet will calculate the Cumulative Completed Deliverables and Milestones amount for the Contract period to date. |

### 4.4. Payment Schedules

The EDR Project Payment Schedule will provide the basis and calculation method for determining Contractor Compensation. The purpose of the EDR Project Payment Schedule is to define the parameters relative to Contractor Compensation including Compensation Deliverable contract amount, recoupment of State costs, benefits, and Compensation payment amount.

The MPR Remediation Schedule is a supporting schedule to the EDR Project Payment Schedule that automatically calculates the remediated amount for the quarter based on the amount of the holdback attributed to each MPR area. The Contractor will be evaluated under the MPR in each of the following areas: Project Management, Technical Management, and Benefits management. If any one of the three areas is deficient, ten percent (10%) of the quarterly amount due shall be withheld until the unsatisfactory rating improves to a satisfactory rating. See Section VII.A.9.b.vi for details on the release of withheld monies.

Worksheets VII.A.5 – EDR Project Payment Schedule and VII.A.6 – MPR Remediation Schedule will automatically calculate as outlined below. The State has provided the MPR Remediation Schedule for informational purposes and as a planning tool for Bidders. It should not be submitted as a part of the Bidder's RFP response.

#### 4.4.1. Constraints

The Contractor will be paid from the Incremental Revenue Benefits produced by the Contractor's EDR Proposed Solution.

### 4.4.2. Recoupment of State Costs

The State must recoup project costs quarterly during the fiscal year prior to issuing any Compensation payments to the Contractor. State costs are equal to the cost of State resources budgeted and approved for the Project as outlined in Section VII.A.8.

### 4.4.3. Contractor Payment Calculation

The following describes the method that shall be used to determine the quarterly amount to be paid for services rendered. The net amount of Incremental Revenue Benefits generated from the EDR Proposed Solution or part thereof after the twenty-five percent (25%) State share will be used to offset State costs and determine available revenue to calculate Compensation payment to the Contractor. Total Contractor Compensation is fixed and limited to the Total Contract Amount. One hundred percent (100%) of all Contractor Compensation is contingent upon realization of Incremental Revenue Benefits as measured against the EDR Performance Measures.

### 4.4.4. Worksheet VII.A.5 – EDR Project Payment Schedule

The EDR Project Payment Schedule will calculate the Contractor quarterly Compensation payment amount based on Worksheet VII.A.2 - Total Performance Measure Benefits Breakdown and Worksheet VII.A. 4 - Total Contract Amount Breakdown quarterly amounts. These quarterly amounts will be automatically populated from the originating worksheets. The quarterly payments will automatically calculate using the method described below. The EDR Project Payment Schedule is a fully automated schedule that is based on the data provided in the supporting Benefits and Contract Amount breakdowns and the MPR Reimbursement Schedule.

Table VII.13 **Worksheet VII.A.5 – EDR Project Payment Schedule Calculation Logic**

| QUARTERLY PAYMENT CALCULATION |
|---|
| **STEP 1:** Measure the EDR revenue increase over the State Baseline on a monthly basis and compile the amount of revenue benefits generated and measured for each quarter. Populated from Worksheet VII.A.2 - Total Performance Measure Benefits Breakdown Worksheet. |
| **STEP 2:** Reduce the quarterly incremental revenue generated by the EDR Proposed Solution, or part thereof, by the 25 percent (25%) State General Fund share of the benefits to arrive at the *Net Revenue Increase*. These are the net revenue benefits available against which Contractor Compensation will be calculated. |
| **STEP 3:** Subtract quarterly State costs incurred from the *Net Revenue Increase* amount to compute the *Revenues Available for Payment*. State costs have been provided by the State. If State costs exceed revenue, a balance will be carried and used to offset revenue in the subsequent quarter(s). |
| **STEP 4:** Compare the *Total Completed Milestones* plus the *Completed* |

| QUARTERLY PAYMENT CALCULATION |
|---|
| *Milestones Carryover Amount* with the *Revenues Available For Payment* plus the *Revenues Available For Payment Carryover Amount* and take the lesser of the two in order to arrive at the *Gross Payment Amount before Payment Holdbacks*. If the completed milestones exceed revenues, the balance will be offset by revenues in the subsequent quarter(s). If revenues exceed completed milestones, a balance will be carried and used to pay against future completed milestones after State costs have been recouped. |
| **STEP 5:** Reduce the *Gross Payment Amount before Payment Holdbacks* by the ten percent (10%) *Holdback until Final State Acceptance.* If an unsatisfactory rating was earned on the quarterly MPR, reduce the *Gross Payment Amount before Payment Holdbacks* by another ten percent (10%). If any MPR holdback amounts were remediated in the current quarter reduce the Total Amount Withheld by that amount by using the MPR Remediation Schedule found in Worksheet VII.A.6, which will automatically calculate the remediated amount for the quarter. |
| **STEP 6:** Deduct the *Total Amount Withheld* from the total *Gross Payment Amount before Payment Holdbacks* to arrive at the *Total Amount to be Paid*. |
| **STEP 7:** Repeat Step 1 through 6 each Calendar Year quarter and continue until total payments to the Contractor are equal to the total Contract Amount |

The Contractor may only receive up to 90 percent (90%) of the Contract Amount prior to Final State Acceptance of the Final EDR Solution.

### 4.4.5. Worksheet VII.A.6 - MPR Remediation Schedule *(For Information Only)*

The MPR Remediation Schedule is to be used when an unsatisfactory MPR rating has occurred. It will serve as the master schedule that will feed into the EDR Project Payment Schedule to ensure that remediated amounts are properly tracked and calculated. This Worksheet serves as an example of what will occur during the Contract, and any extensions thereof, when calculating Contractor Compensation. It is being provided for informational purposes only. The Bidder does not need to complete Worksheet VII.A.6 and should not submit it as a part of their bid. Table VII.14 describes how the MPR Remediation Schedule Worksheet will be used during the Contract period.

Table VII.14 **Worksheet VII.A.6 – MPR Remediation Schedule**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| MPR Unsatisfactory Condition Exists | If an unsatisfactory condition occurs, the box in the quarter that the condition occurred will be checked. |
| Gross Payment Amount before Payment Holdbacks | The worksheet will pre-populate this amount from the *EDR Project Payment Schedule.* |
| Unsatisfactory MPR Holdback | The worksheet will automatically calculate 10 percent (10%) of the *Gross Payment Amount before Payment Holdbacks*. |
| Technical | The amount attributed to the Technical MPR category will be entered. |
| Management | The amount attributed to the Management MPR category will be entered. |
| Benefits | The amount attributed to the Benefits MPR category will be entered. |
| Total | Check sum line. A determination will be made that the amount equals the *Unsatisfactory MPR Holdback* amount on line 3. If so, filling out the rest of the schedule will proceed. If not, MPR category amounts will need to be reentered. |
| Quarter Remediated | Remediation of MPR categories can occur in different quarters. The box in the quarter that the unsatisfactory condition is remediated for each category will be checked. |
| Checksum | Check sum line. A determination will be made that the amount equals the *Total (check sum)* amount on line 7. If not, validation will be made that only three boxes have been checked, one for each MPR category. |
| MPR Holdback Totals and Quarterly Remediated Amount | The MPR Holdback Totals and the total Quarterly Remediated Amount will be automatically calculated. |

### 4.5. Unanticipated Tasks Labor Rates Worksheet

Bidders must provide the labor rates per resource category for unanticipated tasks that may occur during the development and implementation of the EDR Proposed Solution in *Worksheet VII.A.7 – Unanticipated Tasks Labor Rates*. These rates will remain static throughout the term of the Contract. Unanticipated tasks do not include adaptive,

perfective, and corrective changes that are covered under the Section VII.C. – Cost Reasonableness Worksheets. The unanticipated tasks covered here are for additional work that must be performed that was not identified either in this RFP or the Contractor's proposal, but which, in the opinion of the FTB, is necessary for accomplishment of the project goals as defined in Section I, or as a result of approved legislation. *Section XI* details the unanticipated task process.

### 5. INVOICING

The Contractor may submit an invoice for the previous quarter upon notification from FTB that revenue benefits for the period have been calculated. FTB will calculate revenue benefits within 30 calendar days of the end of the each quarter. Payments will be made quarterly in arrears throughout the term of the Contract up to the Total Contract Amount. If a calculated benefit is negative in any quarter, that amount will be used to offset the next quarter's benefits.

## C. COST REASONABLENESS WORKSHEETS

This section defines the EDR Project Cost Reasonableness Worksheets that must be completed by the Bidder and included in each proposal. The information provided in the requested worksheets will be used to prepare the Special Project Report (SPR) and to conduct the State mandatory Cost Reasonableness Study (CRS). This information is critical and necessary for final State approval to award and initiate the Contract.

The SPR is an update to the Feasibility Study Report that must be submitted to oversight State agencies for final approval of the Contract. The CRS is used by the FTB Executive Officer to determine if Contract costs are reasonable and, ultimately, to decide whether to sign the Contract or cancel the procurement and start the process over. **The Cost Reasonableness Worksheets will not be evaluated or scored in the selection process of this RFP.** However, if the data is not provided, the Contract award and initiation will be delayed, or may be unapproved.

Cost information must be provided for the following periods:

- Total Contract Amount = Bidder's proposed costs during the EDR Project development and implementation period (SFY 2011/12 through Quarter 2 of SFY 2015/16).
- Warranty Period Costs = Bidder's proposed costs during the final 12 months of the Contract period post full implementation and acceptance of the Final EDR Solution (CY 2015).
- Five one-year M&O Contract Options = Total M&O, CCM, SO, and SSS costs for the five one-year periods post EDR Project (CYs 2016 - 2020).

### 1. COST REASONABLENESS WORKSHEETS - GENERAL INSTRUCTIONS

The Cost Reasonableness Worksheets are comprised of 23 Excel worksheets that breakdown the Contract amount into underlying costs and reflect EDR Maintenance and Operations costs. The Cost Reasonableness Worksheets are as follows:

1. Worksheet VII.B.1 – Hardware Cost
2. Worksheet VII.B.2 – Software Cost
3. Worksheet VII.B.3 – Facilities Changes
4. Worksheet VII.B.4 – Services Cost Summary
5. Worksheet VII.B.4.1 – Governance Consulting Services
6. Worksheet VII.B.4.2 – Project Management Services
7. Worksheet VII.B.4.3 – Software Customization Services
8. Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach
9. Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach
10. Worksheet VII.B.4.4 – BETS Decoupling Services
11. Worksheet VII.B.4.5 – Data Conversion Services
12. Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database
13. Worksheet VII.B.4.6 – Training Services
14. Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period
15. Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period
16. Worksheet VII.B.5 – Hot Site Costs
17. Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary
18. Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options
19. Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail
20. WorksheetVII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options
21. Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options
22. Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options
23. Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates

Cost information provided in these worksheets is under contract administration and configuration management with the exception of the following worksheets:

- Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach
- Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach
- Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database

Bidders must provide costs including taxes, fees, surcharges, overhead, and warranties for all of the components identified in the Financial Section VII.B and Appendix A using the worksheets provided in Appendix B. Bidders must ensure that all costs necessary to provide a complete working system are included in the worksheets, regardless of whether or not there is a specific line item identified in the Cost Reasonableness Worksheets. The following costs, at a minimum, must be included: software development, testing, installation, data conversion, and maintenance labor; hardware acquisition, installation, and maintenance; software acquisition license, installation, and maintenance; taxes; shipping; and delivery.

It is absolutely essential that Bidders carefully review the cost elements in their Final Proposal. If a calculation error is discovered after Final Proposal submission, the State, at its sole discretion, may correct discrepancies and arithmetic errors as discussed in Section II.

## 2. COST DEFINITIONS AND WORKSHEET INSTRUCTIONS

The following provides a detailed explanation of each of the 23 worksheets included in *Appendix B – Cost Reasonableness Worksheets*.

A version of these worksheets in Microsoft Excel 2003 format, with summarizing formulae in place, will be made available to Bidders to assist them in completing the Cost Reasonableness Worksheets. However, bidders must ensure that correct data, including all calculations, totals, and summarizations, is provided in all worksheets submitted, regardless of any formulae provided by the State. In particular, be aware that adding additional rows or columns to a worksheet may necessitate adding or modifying existing formulae.

The following color coding applies to each of the 23 worksheets:

Table VII.15 **Color Coding of Cost Reasonableness Worksheets**

| Color | Significance of Color |
|---|---|
| Yellow | Column Headers – Do not input |
| Orange | Column Headers, Time Frames, and Totals – Do not input |
| White | Bidder Input |
| Green | Worksheet Calculations – Do not input |
| Gray | Do not Input |

### 2.1. Worksheet VII.B.1 – Hardware Cost Worksheet

The Hardware Cost Worksheet must include all hardware and equipment costs including installation in accordance with the EDR Requirements in Section VI. This worksheet must include all costs for the proposed hardware and equipment including taxes, fees, warranties, and installation charges necessary to make the hardware and equipment operational per the manufacturer's specifications in accordance with the requirements of Section VI through Final State Acceptance.

The Hardware Cost Worksheet summarizes total hardware costs by project SFY. Bidders are to include, as a line item (or row), all hardware costs organized by the environment for which the hardware is being procured (development, test, pre-production, production, training, and system transition) in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Hardware Cost Worksheet:

Table VII.16 **Worksheet VII.B.1 – Hardware Cost Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Description | Enter a description of the hardware and equipment. Include as a separate row, ongoing cost of items procured in a prior fiscal year. |
| Phase | Select the phase for which the hardware is procured from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the hardware is procured from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Environment Supported | Select the environment that the designated hardware supports from the drop down box. The possible selections are: development, testing, pre-production, production, training, and system transition. |
| Model or Part Number | Enter the Manufacturer's Model or Part Number. |
| Manufacturer | Enter the name of the Manufacturer. |
| Total Cost Per Item | Enter the unit price including taxes, fees, surcharges, overhead, and warranties for the cost of one item. |
| Quantity | Enter the quantity to be purchased of each item (row). |
| Total Hardware | The worksheet will automatically multiply the *Total Cost Per Item* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all hardware costs for each SFY. |

### 2.2. Worksheet VII.B.2 – Software Cost Worksheet

The Software Cost Worksheet must include all Software costs for the EDR Proposed Solution in accordance with the EDR Requirements in Section VI. This worksheet must also include all costs for maintaining the proposed software, licenses, and automated tools in accordance with the requirements of Section VI. The Software Cost Worksheet must include all software for the EDR Proposed Solution, including licenses for 8,000 concurrent internal users and an unlimited number of external users.

The Software Cost Worksheet summarizes total software costs by Project SFY 2011/12 through 2015/16. Bidders must include, as a line item (or row), all software costs organized by the environment for which the software is being procured (development, test, pre-production, production, training, and system transition) in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Software Cost Worksheet*:*

Table VII.17 **Worksheet VII.B.2 – Software Cost Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Description | Enter a description of the software, license, or automated tool. Include as a separate row, ongoing cost of items procured in a prior fiscal year. |
| Phase | Select the phase for which the software is procured from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the software is procured from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Environment Supported | Select the environment that the designated software supports from the drop down box. The possible selections are: development, test, pre-production, production, training, and system transition. |
| Item or Model Number | Enter the Manufacturer's Item or Model Number. |
| Manufacturer | Enter the name of the Manufacturer. |
| Version Number | Enter the version number of the software to be procured. |
| License Type | Enter the type of license of the software to be procured. Indicate whether the license is for internal or external users, and whether it is perpetual, unlimited, or limited. |
| Are upgrades included? | Enter "Yes" if upgrades are included, "No" if upgrades are not included. |
| Total Cost Per Item | Enter the unit price including taxes, fees, surcharges, overhead, and warranties for one item. |

| Column | Description |
|---|---|
| Quantity (Licenses) | Enter the quantity to be purchased of each item (row). |
| Total Software | The worksheet will automatically multiply the *Total Cost Per Item* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all software costs for each SFY. |

### 2.3. Worksheet VII.B.3 – Facilities Changes Worksheet

The Facilities Changes Worksheet must include all facilities changes required to implement the EDR Proposed Solution in accordance with the EDR Requirements in Section VI. This worksheet must also include all costs for facilities changes regardless of responsible party (See Section XI, Attachment 3) in accordance with the EDR Requirements in Section VI.

The Facilities Changes Worksheet summarizes total facilities changes costs by Project SFY 2011/12 through 2015/16. Bidders must include, as a line item (or row), all facilities changes in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Facilities Changes Worksheet:

Table VII.18 **Worksheet VII.B.3 – Facilities Changes Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Change Category | Select the change category from the drop down box. The possible selections are: Wiring or Cable (Data), Electrical, Structure Air (Climate Control), Floor (Raised), Rack UPS, Network or SAN, Server – Upgrade or Replacement, Server – New, Disk Storage, Tape Storage, Onsite Back-up and Recovery, Offsite Back-up and Recovery, Printers (Mainframe) |
| Description | Enter a description of the facilities changes. The description should include details of the change so that it is sufficiently depicted including size, materials, location, etc. |
| Phase | Select the phase for which the facility change is needed from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Party Responsible for Change | Select the party responsible for the change from the drop down box. The possible selections are: State or Contractor. |

| Column | Description |
|---|---|
| Cost or Rate Per Change | Enter the cost or the rate for the change including taxes, fees, surcharges, overhead, and warranties, for wiring or cable (data) use a labor rate of $50 per hour, for all other State labor rates use $56 per hour. |
| Quantity | Enter the number of units or hours depending on the type of cost. |
| Total Cost | The worksheet will automatically multiply the *Cost or Rate Per Change* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all costs for each SFY. |

### 2.4. Worksheet VII.B.4 – Services Costs Worksheet Summary

The Services Costs Worksheets must include all Bidder service costs for the EDR Proposed Solution in accordance with the EDR Requirements of Section VI. All costs for items that do not fall under any other category of Contractor cost (such as, hardware, software, or facilities changes) are defined as "other" costs and should be built into the hourly labor rates included in these worksheets. All Services Costs Worksheets will automatically be summarized in Worksheet VII.B.4 - Services Cost Summary.

### 2.5. Worksheet VII.B.4.1 – Governance Consulting Services Worksheet Instructions

The Governance Consulting Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Governance Consulting Services Worksheet*:*

Table VII.19 **Worksheet VII.B.4.1 – Governance Consulting Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |

| Column | Description |
|---|---|
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.6. Worksheet VII.B.4.2 – Project Management Services Worksheet Instructions

The Project Management Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Project Management Services Worksheets:

Table VII.20 **Worksheet VII.B.4.2 – Project Management Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.7. Worksheet VII.B.4.3 – Software Customization Services Worksheet Instructions

The Software Customization Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Software Customization Services Worksheet:

Table VII.21 **Worksheet VII.B.4.3 – Software Customization Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.7.1. Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach Worksheet

The Fast Function Points Sizing Approach Worksheet must size and cost the EDR Proposed Solution by the Fast Function Points (FFP) approach. This worksheet must reflect all costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI, broken out by Project phase (PIT RPS or BE RPS) and system component.

Bidders must include all components by Project phase and component, FFP detail breakdowns, environmental parameters, and associated costs. Bidders must follow the instructions in the table below for completing the Fast Function Points Sizing Approach Worksheets:

Table VII.22 **Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach Worksheets Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Number of Tables | Enter the number of tables utilized by the EDR Proposed Solution for EDW, EOD, and any other solution component. |
| Number of Reports | Enter the number of static reports that the EDR Proposed Solution will produce. |
| Number of Screens | Enter the number of user interface screens that will be developed for the EDR Proposed Solution. |
| Number of Logical Interfaces | Enter the number of interfaces in the EDR Proposed Solution. |
| Number of Web Methods | Enter the number of Web methods used for the common services in the EDR Proposed Solution. |
| Lifecycle Type | Enter the type of Lifecycle proposed for the project, for example, iterative or sequential. |

| Column | Description |
|---|---|
| Documentation Standard | Enter the type of Documentation Standard proposed for the project for example, J- Std-16 or IEEE Section 12200. |
| Primary Development Language | Enter the type of Primary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Secondary Development Language | Enter the type of Secondary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Cost | Enter the cost of the development phase and component including taxes, fees, surcharges, overhead, and warranties. |
| Total Number of Fast Function Points | The worksheet will automatically compute the total number of Fast Function Points. |
| Total Project Cost | The worksheet will automatically compute the total costs. |

### 2.7.2. Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach Worksheet

The Use Case Methods Sizing Approach Worksheet must size and cost the EDR Proposed Solution by the Use Case Methods (UCM) approach. This worksheet must reflect all costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI, broken out by Project phase (PIT RPS or BE RPS) and system component.

The Use Case Methods Sizing Approach Worksheet sizes the effort of the EDR Project scope by Use Case Methods. Bidders must include all components by Project phase and component, UCM detail breakdowns, environmental parameters, and associated costs. Bidders must follow the instructions in the table below for completing the Use Case Methods Sizing Approach Worksheet:

Table VII.23 **Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach Worksheets Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Number of High Level Use Cases | Enter the estimate of the number of high level use cases that will be used to design and develop the EDR Proposed Solution. |
| Number of Detailed Use Cases | Enter the number of detailed level use cases that will be used to design the EDR Proposed Solution. |
| Lifecycle Type | Enter the type of Lifecycle proposed for the project, such as iterative. |
| Documentation Standard | Enter the type of Documentation Standard proposed for the project, for example, J- Std-16 or IEEE Section 12200. |
| Primary Development Language | Enter the type of Primary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Secondary Development Language | Enter the type of Secondary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Cost | Enter the cost of the development phase and component including taxes, fees, surcharges, overhead, and warranties. |
| Total Number of Use Cases | The worksheet will automatically compute the total number of Use Cases. |
| Total Project Cost | The worksheet will automatically compute the total costs. |

### 2.8. Worksheet VII.B.4.4 – BETS Decoupling Services Worksheet Instructions

The BETS Decoupling Services Worksheet summarizes total services costs for decoupling BETS by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the BETS Decoupling Services Worksheet:

Table VII.24 **Worksheet VII.B.4.4 – BETS Decoupling Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.9. Worksheet VII.B.4.5 – Data Conversion Services Worksheet Instructions

The Data Conversion Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Data Conversion Services Worksheet:

Table VII.25 **Worksheet VII.B.4.5 – Data Conversion Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |

| Column | Description |
|---|---|
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.9.1. Worksheet VII.B.4.5.1– Data Conversion Sizing by Database Worksheet

The Data Conversion Sizing by Database Worksheet must include all data conversion costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI. This worksheet must include all costs by Project phase (PIT RPS or BE RPS), system component, and conversion effort.

The Data Conversion Sizing by Database Worksheet summarizes the data conversion effort that needs to take place to implement the EDR Proposed Solution. Bidders must include all components by Project phase, component, data source file converted, conversion detail, and associated costs. Bidders must follow the instructions in the table below for completing the Data Conversion Sizing by Database Worksheet:

Table VII.26 **Worksheet VII.B.4.5.1– Data Conversion Sizing by Database Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Database or Source File Converted | Enter the name of the database or source file to be converted. |
| Number of Tables or Files | Enter the number of database tables or files to be converted. |

| Column | Description |
|---|---|
| Number of Columns | Enter the number of database columns to be converted. |
| Number of Records | Enter the number of database records to be converted. |
| Cost | Enter the cost to convert the database including taxes, fees, surcharges, overhead, and warranties. |
| Total Conversion Numbers | The worksheet will automatically sum the total conversion numbers. |
| Total Conversion Cost | The worksheet will automatically sum the individual database conversion costs to arrive at the total conversion cost. |

### 2.10. Worksheet VII.B.4.6 – Training Services Worksheet Instructions

The Training Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Training Services Worksheet:

Table VII.27 **Worksheet VII.B.4.6 – Training Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |

| Column | Description |
|---|---|
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.11. Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period Worksheet Instructions

The Maintenance and Operations Services for the Transition Period Worksheet summarizes total services costs required during the Transition Period to keep operational all of the implemented functions of the EDR Proposed Solution consistent with Section VI and Section XI. Services costs are to be provided by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the Transition Period. Bidders must follow the instructions in the table below for completing the Maintenance and Operations Services for the Transition Period Worksheet:

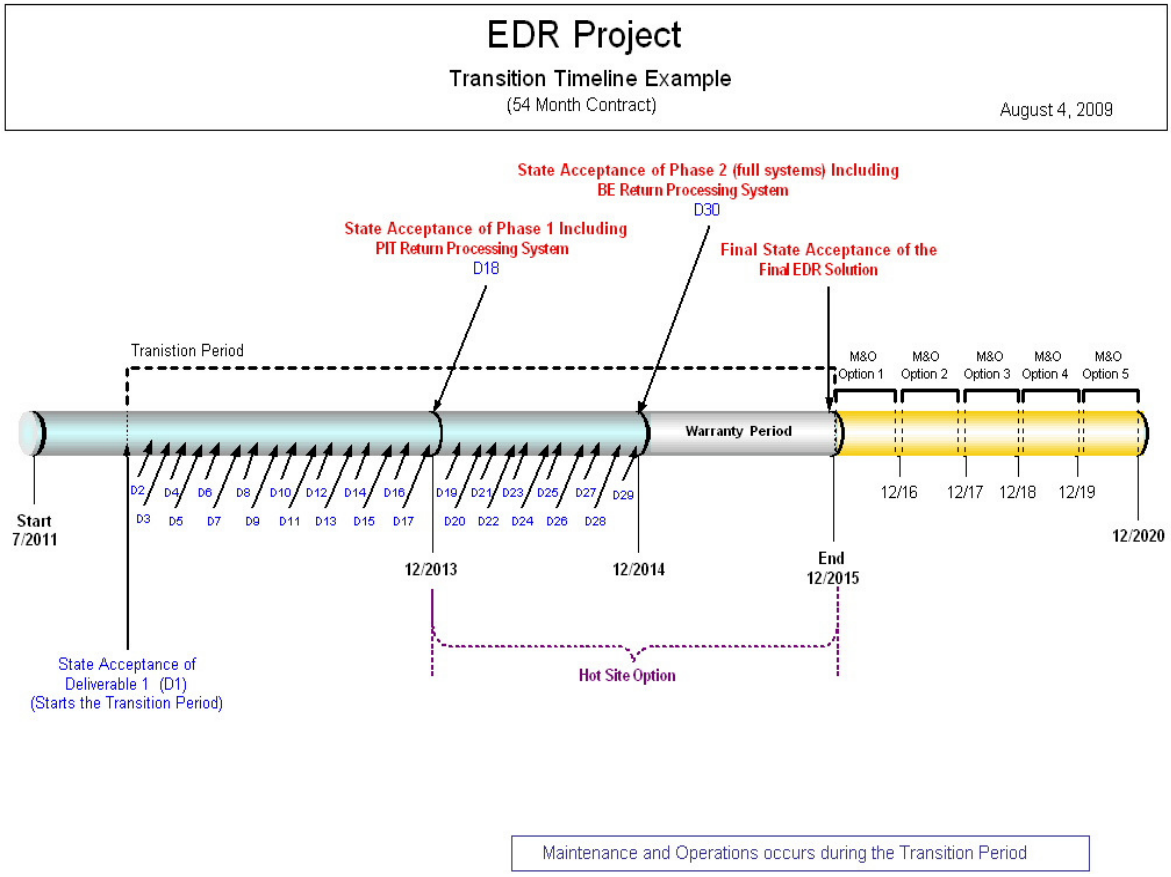
Table VII.28 **Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.11.1. Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period Worksheet

In addition to the Maintenance and Operations Services costs, there may be other costs during the Transition Period for maintenance and operations. The Transition Period begins with the State Acceptance of the first Deliverable and continues until Final State Acceptance of the Final EDR Solution as illustrated below (detailed illustration in Bidders' Library, EDR Project Transition Timeline Example).




The Custom Code Maintenance for the Transition Period Worksheet lists the costs associated with ongoing changes to custom software during the Transition Period.

The Custom Code Maintenance for the Transition Period Worksheet is divided into SFYs. For each SFY Bidders must follow the instructions in the table below for completing the Custom Code Maintenance for the Transition Period Worksheet:

Table VII.29 **Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period Worksheet**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the costing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |

| Column | Description |
|---|---|
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type*. |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.12. Worksheet VII.B.5 – Hot Site Costs Worksheet

The Hot Site Costs Worksheet must include all costs required to operate the EDR Proposed Solution at a Hot Site in case of a disaster recovery or disaster recovery exercise in accordance with the requirements of Section VI. The costs must include all hardware, software, and services required to queue-up the EDR Proposed Solution so

that FTB operations and systems can be restored in the event of a disaster. Bidders must follow the instructions in the table below for completing the Facilities Changes Worksheet:

Table VII.30 **Worksheet VII.B.5 – Hot Site Costs Worksheet Instructions**

| Column | Description |
|---|---|
| Line Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware, Software, or Service | Select the type of cost for the Hot Site. The possible selections are: Hardware, Software, or Service. |
| Description | Enter a description of the Hot Site Costs. The description should include details of the Hot Site so that it is sufficiently depicted. |
| Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, E-gateway, Imaging or Data Capture, or Common Services. |
| Environment | Select the environment that the Hot Site supports from the drop down box. The possible selections are: Mainframe, Input System, Network, or Distributed. |
| Location | Enter a location: “onsite”, “offsite”, or specific location if known. |
| Cost | Enter the cost including taxes, fees, surcharges, overhead, and warranties. |
| Quantity | Enter the quantity needed. |
| Total Cost | The worksheet will automatically multiply the *Cost* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all costs for each SFY. |

## 2.13. Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Worksheet Summary

The Five One-Year Maintenance and Operations Contract Options Cost Worksheets must include all costs necessary to provide five one-year system M&O options for the maintenance types below. The bids for all M&O options must include the costs to continue all of the software and licenses listed on worksheet VII.B.2 in accordance with the definition of the M&O type below.

1. Total M&O (includes CCM and SO) *(Worksheet VII.6.1)*
2. Custom Code Maintenance (CCM) *(Worksheet VII.6.2)*
3. System Operations (SO) (includes SSS) *(Worksheet VII.6.3)*

*4.* System Software Support (SSS) only *(Worksheet VII.6.4)*

The definitions below should be used in determining the option amount bid to the State:

Maintenance and Operations - The services provided to run, fix and perform routine actions to keep the Final EDR Solution including the Phases and Components thereof in working order or to prevent or solve problems consistent with the EDR Requirements including Custom Code Maintenance (CCM) and System Operations (SO). These services also include the related processes including change request management, configuration change management, release and deployment management, knowledge management, installation and defect management activities related to changes planned and executed to maintain the Final EDR Solution including the Phases and Components

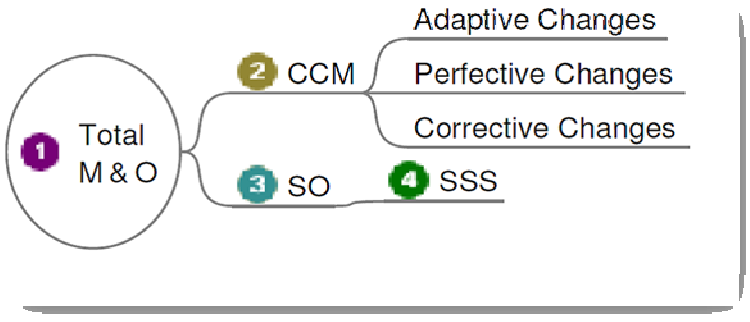
Custom Code Maintenance - Software or technical configuration changes required to keep the Final EDR Solution, Phases or Components thereof in operational order and meeting the original design objectives including the EDR Requirements. These changes include three types: Adaptive, Perfective and Corrective.

System Operations - Those services performed necessary to run the Final EDR Solution, Phases or Components. These services at a minimum include system monitoring, recovery and backup; capacity planning; distributed systems management and administration; operating systems management; database administration and management; distributed storage management; help desk; incident and problem management; network management; asset management; hardware and software technical support (such as PC, printer, server, and installations and upgrades); security upgrades; System Software Support; and running batch jobs consistent with the EDR Requirements.

System Software Support - The services performed to manage all COTS Software including application, operating, database and network Software comprising the Final EDR Solution, Phases or Components including at a minimum management of all related licensing, administration and configuration change management and security.

The figure below depicts the relationship between the various types of M&O options.

Figure VII.3 Relationship of M&O Options Types



The State may elect to exercise any of the options or combination of options outlined in the Table VII.31 below. Section XI, Attachment 3, section 6 describes the conditions under which M&O options may be elected over the five-year period that the M&O options cover. All M&O during the Options Period is subject to work authorization and change control board approval consistent with Section XI.C.4 and D.5. Payment will be made for services authorized and performed up to any maximum amount.

Table VII.31 **Exercising M&O Options**

| Exercising M&O Options | | |
|---|---|---|
| **M&O Option** | **Individually** | **Possible Combinations** |
| **Total M&O** | X | N/A |
| **CCM** | X | CCM with SSS |
| **SO** | X | N/A |
| **SSS** | X | SSS with CCM |

Bidder M&O services in the Options Period for all four M&O types listed above must be consistent with Section VI and Section XI, with only the exceptions outlined below. Otherwise, M&O for the Options Period is the same as for the Transition Period specified in the Contract and as further defined in the State accepted Service Transition Plan (MRD049) and the State accepted Service Operations Plan (MRD 59).

The exceptions are:

a) State will assume Asset and Configuration Management as defined in Section VI and as further defined in the State accepted Asset and Configuration Management Plan (MRD010).

b) State will assume hardware and software installation responsibilities as defined in Section VI and as further the Hardware and Software Installation Plan (MRD017).

c) MRD maintenance and operations transition deliverables required during the Transition Period are not required during the Options Period,

d) The M&O Contract Options for the Options Period are not subject to revenue benefits funding.

e) The State will pay for the M&O Contract Options exercised during the Options Period on a monthly basis in arrears.

The bidder may assume the following annual State Resources, in Personnel Year (PY), when bidding each option:

- When bidding Total M&O: State resources equal 0 PY
- When bidding CCM: State resources equal 20 PY for SO and 0 PY for CCM
- When bidding SO: State resources equal 20 PY for CCM and 0 PY for SO

- When bidding SSS: State resources equal 20 PY for CCM and SO and 0 PY for SSS

Personnel Year is one budgeted full time state employee position, equal to 1,749 direct working hours.

Worksheet VII.B.6 is a summary worksheet linked to the detailed M&O contract options worksheets. Bidders are not to input on the summary worksheet. The Five One-Year Maintenance and Operations Contract Options Worksheets are separated into four distinct worksheets, one for each of the option types as referenced above.

### 2.14. Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options Worksheet Instructions

The Five One-Year Total Maintenance and Operations Contract Options Worksheet is divided into five separate one-year options. Maintenance and Operations costs in this worksheet are the total costs for the Total M&O option for each year. Bidders must follow the instructions in the table below for completing the Five One-Year Total Maintenance and Operations Contract Options Worksheets:

Table VII.32 **Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware | |
| Description | Describe System Operations hardware maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Hardware Costs | Enter the estimated hardware cost including taxes, fees, surcharges, overhead, and warranties. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |

| Column | Description |
|---|---|
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Hardware*, *Software*, and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

### 2.15. Worksheet VII.B.6.1.1 – Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet Instructions

The Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet is a sub schedule of the Five One-Year Total Maintenance and Operations Contract Options Worksheet, VII.B.6.1. This schedule details the costs associated with the Adaptive, Perfective and Corrective changes associated with the Custom Code in the Final EDR Solution that are part of the Total M&O Option costs in Worksheet VII.B.6.1. The Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet is divided into five separate one-year options. The Custom Code Maintenance for any option year shall not exceed 65,000 hours, if the bid exceeds

this amount it will be rejected. Bidders must follow the instructions in the table below for completing Worksheet VII.B.6.1.1:

Table VII.33 **Worksheet VII.B.6.1.1 – Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution for each option year. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |

| Column | Description |
|---|---|
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type.* |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.16. Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options Worksheet Instructions

The Five One-Year Custom Code Maintenance Contract Options Worksheet details only the costs for the State Option for CCM. It is divided into five separate one-year options. The Custom Code Maintenance for any option year shall not exceed 65,000 hours, if the bid exceeds this amount it will be rejected. Bidders must follow the instructions in the table below for completing the Five One-Year M&O Contract Options for Custom Code Maintenance Worksheet:

Table VII.34 **Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution for each option year. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |

| Column | Description |
|---|---|
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type.* |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.17. Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options Worksheet Instructions

The Five One-Year System Operations Contract Options Worksheet details only the costs for the State Option for SO maintenance. It is divided into five separate one-year options. Bidders must follow the instructions in the table below for completing the Five One-Year Maintenance and Operations Contract Options for System Operations Worksheet:

Table VII.35 **Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware | |
| Description | Describe System Operations hardware maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |

| Column | Description |
|---|---|
| Hardware Costs | Enter the estimated hardware cost including taxes, fees, surcharges, overhead, and warranties. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Hardware*, *Software*, and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

## 2.18. Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options Worksheet Instructions

The Five One-Year System Software Support Contract Options Worksheet details only the costs for the State Option for SSS maintenance. It is divided into five separate one-year options. Bidders must follow the instructions in the table below for completing the Five One-Year Maintenance and Operations Contract Options for System Software Support Worksheet:

Table VII.36 **Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |

| Column | Description |
|---|---|
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Software* and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

### 2.19. Worksheet VII.B.6. – Maintenance and Operations Contract Options Labor Rates

The Maintenance and Operations Contract Options Labor Rate Worksheet is used to detail the rate per labor hour for the resource roles provided in the options. These rates will remain static throughout the option period. Bidders must follow the instructions in the table below for completing the Maintenance and Operations Contract Options Labor Rates Worksheet:

Table VII.37 **Worksheet VII.B.6.5 – Maintenance and Options Contract Options Labor Rates Worksheet Instructions**

| Column | Description |
|---|---|
| Resource Role | This is the list of Resource Roles that may have been selected in the M&O Contract Options Worksheets. The list is static and may not be changed. |
| Rate per Labor-Hour | Enter the rate charged per hour for each Resource Role listed |
| Average Rate Per Labor-Hour by Category | The worksheet will calculate the Average Rate per Labor-Hour for each Category; Development and Planning. |

# Exhibit VII - A
# EDR Project Compensation Model Example

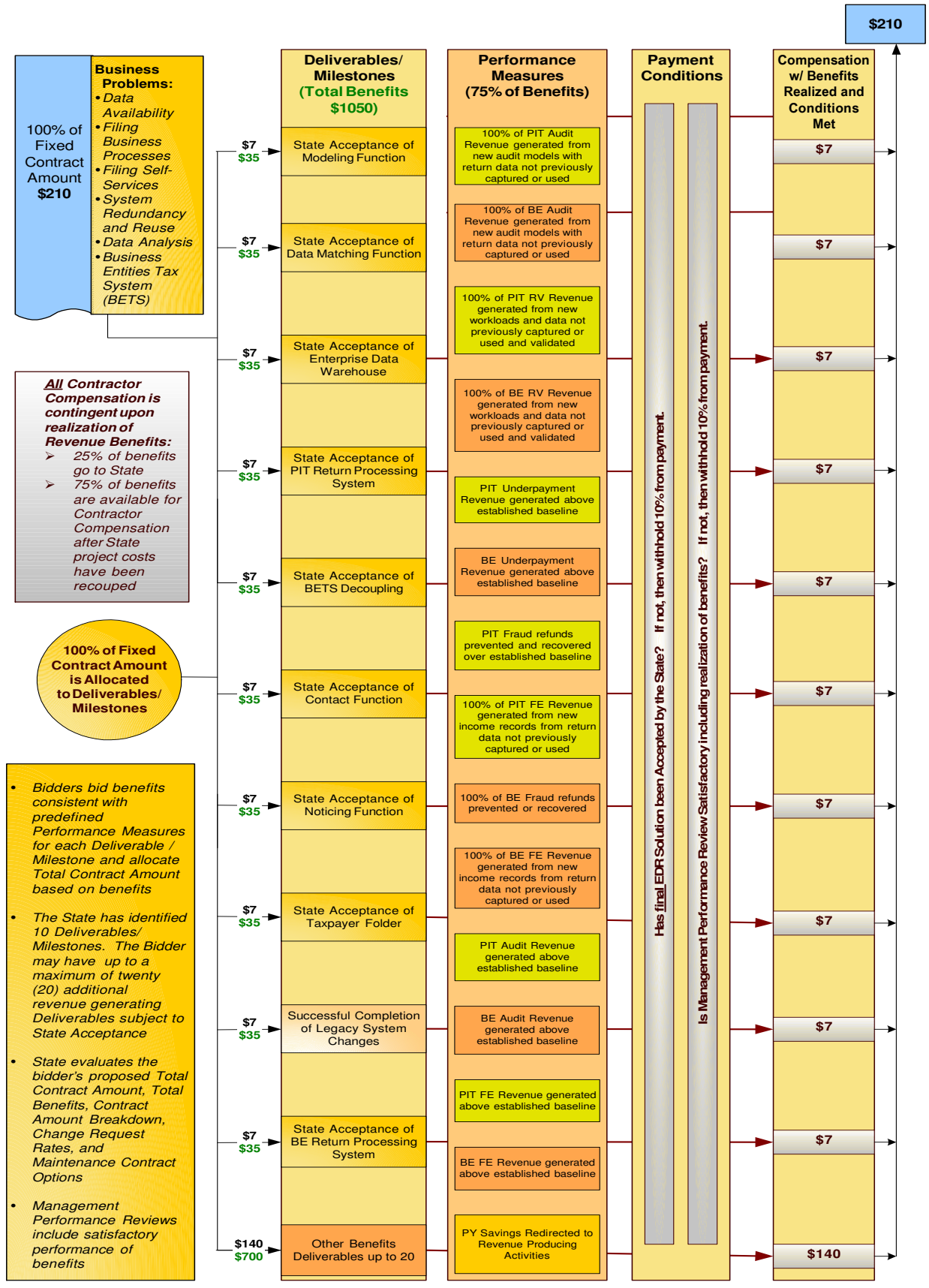


**Exhibit VII – B**
**Management Performance Review (MPR) Scorecard**

| EDR | Management Performance Review Scorecard |
|---|---|

| | |
|---|---|
| **Review No.** | |
| **Measurement Period:** | |
| **Date Completed:** | |

**Life Cycle Phase: Project Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Schedule Management | Are tasks and deliverables completed according to schedule? | | | |
| Scope Management | Are unanticipated tasks and costs managed consistent with the SOW and the State Project Management Plan? | | | |
| Issue Management | Are issues identified and resolved in a timely and cooperative manner? | | | |
| Staff Management | Are lead personnel responsive, available, and demonstrating requisite skills? Is Staff turnover managed? | | | |
| Quality Management | Are deliverables (for example, Project Management Plan, System Engineering Management Plan) developed and completed consistent with the SOW, DID acceptance criteria and process for developing deliverables? | | | |

**Life Cycle Phase: Technical Management including Implementation and Service Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Schedule Management | Are tasks and deliverables completed according to schedule? | | | |
| Issue Management | Are problems identified and resolved in a timely and cooperative manner? | | | |
| Staff Management | Are lead personnel responsive, available, and demonstrating requisite skills? Is Staff turnover managed? | | | |
| Quality Management | Are services executed consistent with the SLAs? Are solution deliverables developed consistent with the System Engineering Management Plan? Is system performance consistent with the SLOs? | | | |

**Life Cycle Phase: Benefit Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Benefits Management | Are actual benefits realized at least 70% of planned revenues per payment schedule? | | | |

| | | | |
|---|---|---|---|
| **Payment Ratio**<br>**If Score less than 10 then withhold 10% of Compensation Payment** | | **Total Score** | |

| EDR | Management Performance Review Scorecard |
|---|---|

| | | | | | |
|---|---|---|---|---|---|
| **Review No.** | | | | | |
| **Measurement Period** | | | | | |
| **Date Completed:** | | | | | |
| **Exception Rating** (Unsatisfactory) | | | | | |
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

State of California

# Exhibit VII – C
# State Recoupment Costs

| | One-Time State Recoupment Costs[1] | Total State Recoupment Costs | | | | | | | | | | | | | | | | | | Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| Line # | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | IV&V | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $6,480,000 |
| 2 | Contractor PC & Related Software Costs | $79,833 | $79,833 | $79,833 | $79,834 | $21,881 | $21,881 | $21,881 | $21,880 | $171,800 | $171,800 | $171,800 | $171,801 | | | | | | | $1,094,057 |
| 3 | EDR State Staff: | | | | | | | | | | | | | | | | | | | $0 |
| 4 | EDR Project Staff Salaries, Benefits, & Related Staff OE&E | $1,685,764 | $1,685,764 | $1,685,764 | $1,685,763 | $1,618,867 | $1,618,867 | $1,618,868 | $1,618,868 | $866,870 | $866,870 | $866,870 | $866,869 | $143,589 | $143,589 | $143,590 | $143,590 | | | $17,260,362 |
| 5 | BETS Overtime | $15,877 | $15,877 | $15,877 | $15,877 | $9,150 | $9,150 | $9,151 | $9,151 | $9,150 | $9,150 | $9,151 | $9,151 | | | | | | | $136,712 |
| 31 | **Total State Recoupment Costs** | $2,141,474 | $2,141,474 | $2,141,474 | $2,141,474 | $2,009,898 | $2,009,898 | $2,009,900 | $2,009,899 | $1,407,820 | $1,407,820 | $1,407,821 | $1,407,821 | $503,589 | $503,589 | $503,590 | $503,590 | $360,000 | $360,000 | $24,971,131 |
| 31 | **Cumulative State Recoupment Costs** | $2,141,474 | $4,282,948 | $6,424,422 | $8,565,896 | $10,575,794 | $12,585,692 | $14,595,592 | $16,605,491 | $18,013,311 | $19,421,131 | $20,828,952 | $22,236,773 | $22,740,362 | $23,243,951 | $23,747,541 | $24,251,131 | $24,611,131 | $24,971,131 | |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). These costs are estimates of the EDR Project One-Time State Recoupment Costs and will be updated with final cost amounts per Section VII.A.8.



Nov 2, 2009 9:45:23 AM PST

# Exhibit VII – D
# State Staff Hours

| Total State Staff Hours[1] For FY 2011/2012 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 21,559 | 25,363 | 12.3 | 14.5 | 25% | 25% | 50% | | |
| 3 | Development[3] | 40,140 | 47,223 | 23.0 | 27.0 | 50% | 50% | | | |
| 4 | BETS Decoupling | 13,380 | 15,741 | 7.7 | 9.0 | 33% | 33% | | 34% | |
| 5 | Data Conversion | 26,760 | 31,482 | 15.3 | 18.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 1,360 | 1,600 | 0.8 | 0.9 | | | | 100% | |
| 8 | PASS | 12,113 | 14,250 | 6.9 | 8.1 | | | | 100% | |
| 9 | INC | 0 | | 0.0 | | | | | 100% | |
| 10 | ARCS | 5,635 | 6,629 | 3.2 | 3.8 | | | | 100% | |
| 11 | TI | 2,496 | 2,937 | 1.4 | 1.7 | | | | 100% | |
| 12 | BETS | 2,927 | 3,443 | 1.7 | 2.0 | | | | 100% | |
| 13 | WASS | 743 | 874 | 0.4 | 0.5 | | | | 100% | |
| 14 | *Legacy System Totals* | 25,273 | 29,733 | 14.5 | 17.0 | | | | | |
| 15 | Imaging | 31,220 | 36,729 | 17.9 | 21.0 | 20% | 25% | | 55% | |
| 16 | M&O[4] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 17 | **Total Project Staff** | 158,330 | 186,271 | 90.5 | 106.5 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 21 | Reactive | 0 | 0 | 0.0 | | | | | | |
| 22 | Proactive | 0 | 0 | 0.0 | | | | | | |
| 23 | *ARM Total* | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 0 | 0 | 0.0 | | | | | | |
| 28 | Data Capture | 0 | 0 | 0.0 | | | | | | |
| 29 | Business Services | 1,487 | 1,749 | 0.9 | 1.0 | | | | | |
| 30 | *Filing and AdminTotal* | 114,472 | 134,673 | 65.5 | 77.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 22,300 | 26,235 | 12.8 | 15.0 | | | | | |
| 32 | **Total Program Staff** | 150,152 | 176,649 | 85.9 | 101.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2012/2013 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 20,813 | 24,486 | 11.9 | 14.0 | | 50% | 50% | | |
| 3 | Development[3] | 54,263 | 63,839 | 31.0 | 36.5 | 50% | 50% | | | |
| 4 | BETS Decoupling | 12,750 | 15,000 | 7.3 | 8.6 | 33% | 33% | | 34% | |
| 5 | Data Conversion | 26,760 | 31,482 | 15.3 | 18.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 6,630 | 7,800 | 3.8 | 4.5 | | | | 100% | |
| 8 | PASS | 11,348 | 13,350 | 6.5 | 7.6 | | | | 100% | |
| 9 | INC | 7,990 | 9,400 | 4.6 | 5.4 | | | | 100% | |
| 10 | ARCS | 7,307 | 8,597 | 4.2 | 4.9 | | | | 100% | |
| 11 | TI | 7,090 | 8,341 | 4.1 | 4.8 | | | | 100% | |
| 12 | BETS | 2,748 | 3,233 | 1.5 | 1.8 | | | | 100% | |
| 13 | WASS | 1,488 | 1,750 | 0.9 | 1.0 | | | | 100% | |
| 14 | *Legacy System Totals* | 44,600 | 52,471 | 25.5 | 30.0 | | | | | |
| 15 | Imaging | 14,124 | 16,616 | 8.1 | 9.5 | 20% | 25% | | 55% | |
| 16 | M&O[4] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 17 | **Total Project Staff** | 173,310 | 203,894 | 99.1 | 116.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 21 | Reactive | 744 | 875 | 0.9 | 1.0 | | | | | |
| 22 | Proactive | 14,867 | 17,490 | 17.0 | 20.0 | | | | | |
| 23 | *ARM Total* | 28,990 | 34,106 | 25.5 | 30.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 2,230 | 2,624 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 0 | 0 | 0.0 | 0.0 | | | | | |
| 29 | Business Services | 2,973 | 3,498 | 1.7 | 2.0 | | | | | |
| 30 | *Filing and AdminTotal* | 118,189 | 139,046 | 68.9 | 81.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 26,760 | 31,482 | 15.3 | 18.0 | | | | | |
| 32 | **Total Program Staff** | 173,939 | 204,634 | 109.7 | 129.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2013/2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 20,813 | 24,486 | 11.9 | 14.0 | | 50% | 50% | | |
| 3 | Development[3] | 46,085 | 54,218 | 26.4 | 31.0 | 50% | 50% | | | |
| 4 | BETS Decoupling | 3,830 | 4,506 | 2.2 | 2.6 | | | | | |
| 5 | Data Conversion | 13,379 | 15,740 | 7.7 | 9.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 2,641 | 3,107 | 1.5 | 1.8 | | | | 100% | |
| 12 | BETS | 2,561 | 3,013 | 1.4 | 1.7 | | | | 100% | |
| 13 | WASS | 745 | 876 | 0.4 | 0.5 | | | | 100% | |
| 14 | *Legacy System Totals* | 5,947 | 6,996 | 3.4 | 4.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Transition) | 47,573 | 55,968 | 27.2 | 32.0 | 70% | 30% | | | |
| 17 | **Total Project Staff** | 137,627 | 161,914 | 78.7 | 92.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 80,279 | 94,446 | 45.9 | 54.0 | | | | | |
| 22 | Proactive | 57,979 | 68,211 | 33.2 | 39.0 | | | | | |
| 23 | *ARM Total* | 138,258 | 162,657 | 79.1 | 93.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 82,518 | 97,080 | 86.7 | 102.0 | | | | | |
| 29 | Business Services | 5,947 | 6,996 | 3.4 | 4.0 | | | | | |
| 30 | *Filing and AdminTotal* | 205,910 | 242,247 | 157.3 | 185.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 32 | **Total Program Staff** | 390,255 | 459,123 | 262.7 | 309.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2014/2015 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 14,310 | 16,835 | 8.2 | 9.6 | | 50% | 50% | | |
| 3 | Development[3] | 8,920 | 10,494 | 5.1 | 6.0 | 70% | 30% | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Transition and Warranty) | 92,172 | 108,438 | 52.7 | 62.0 | 50% | 50% | | | |
| 17 | **Total Project Staff** | 115,402 | 135,767 | 66.0 | 77.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 202,184 | 237,864 | 115.6 | 136.0 | | | | | |
| 22 | Proactive | 124,879 | 146,916 | 71.4 | 84.0 | | | | | |
| 23 | *ARM Total* | 327,063 | 384,780 | 187.0 | 220.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 81,766 | 96,195 | 46.8 | 55.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 132,776 | 156,207 | 76.5 | 90.0 | | | | | |
| 29 | Business Services | 8,920 | 10,494 | 5.1 | 6.0 | | | | | |
| 30 | *Filing and AdminTotal* | 227,922 | 268,143 | 130.9 | 154.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 56,493 | 66,462 | 32.3 | 38.0 | | | | | |
| 32 | **Total Program Staff** | 611,477 | 719,385 | 350.2 | 412.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2015/2016 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 3,865 | 4,547 | 2.2 | 2.6 | | 50% | 50% | | |
| 3 | Development[3] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Warranty) | 107,039 | 125,928 | 61.2 | 72.0 | 25% | 25% | | | 50% |
| 17 | **Total Project Staff** | 110,904 | 130,475 | 63.4 | 74.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 315,170 | 370,788 | 180.2 | 212.0 | | | | | |
| 22 | Proactive | 194,751 | 229,119 | 111.4 | 131.0 | | | | | |
| 23 | *ARM Total* | 509,921 | 599,907 | 291.6 | 343.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 106,684 | 125,511 | 61.2 | 72.0 | | | | | |
| 29 | Business Services | 11,893 | 13,992 | 6.8 | 8.0 | | | | | |
| 30 | *Filing and AdminTotal* | 169,124 | 198,969 | 96.9 | 114.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 69,873 | 82,203 | 40.0 | 47.0 | | | | | |
| 32 | **Total Program Staff** | 748,917 | 881,079 | 428.4 | 504.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2016/2017 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 0 | 0 | 0.0 | 0.0 | | | | | |
| 3 | Development[3] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] | 107,039 | 125,928 | 61.2 | 72.0 | | | | | 100% |
| 17 | **Total Project Staff** | 107,039 | 125,928 | 61.2 | 72.0 | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 341,930 | 402,270 | 195.5 | 230.0 | | | | | |
| 22 | Proactive | 194,751 | 229,119 | 111.4 | 131.0 | | | | | |
| 23 | *ARM Total* | 536,681 | 631,389 | 306.9 | 361.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 97,794 | 115,052 | 56.1 | 66.0 | | | | | |
| 29 | Business Services | 11,893 | 13,992 | 6.8 | 8.0 | | | | | |
| 30 | *Filing and AdminTotal* | 160,234 | 188,510 | 91.8 | 108.0 | | | | | |
| 31 | **Overhead Support** | 69,873 | 82,203 | 40.0 | 47.0 | | | | | |
| 32 | **Total Program Staff** | 766,787 | 902,102 | 438.6 | 516.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] It is assumed EDR Project contract is completed. M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

Enterprise Data to Revenue (EDR) Project

Worksheet VII.A.1

RFP FTB 0910-C001

# EDR Project Contract Cost and Benefits Summary

| | A | B | C | D | E | F | G |
|---|---|---|---|---|---|---|---|
| 1 | **Total Contract Amount Summary (In Millions)** | Total Allocated Contract Amount | | | | | |
| 2 | | FY 2011/2012 | FY 2012/2013 | FY 2013/2014 | FY 2014/2015 | FY 2015/2016 | |
| 3 | | 7/01/11 - 6/30/12 | 7/01/12 - 6/30/13 | 7/01/13 -06/30/14 | 7/01/14 - 6/30/15 | 7/01/15 - 12/31/15 | Total |
| 4 | Total Contract Amount by Fiscal Year | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 |
| 5 | | | | | | | |
| 6 | **Total Estimated Benefits Summary (In Millions)** | Total Estimated Benefits | | | | | |
| 7 | | FY 2011/2012 | FY 2012/2013 | FY 2013/2014 | FY 2014/2015 | FY 2015/2016 | Total |
| 8 | Total Estimated Benefits by Fiscal Year | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 |
| 9 | `` | | | | | | |
| 10 | **Five One-Year Total Maintenance and Operations (Total M&O) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 11 | Total | | | | | | $0.0 |
| 12 | | | | | | | |
| 13 | **Five One-Year Custom Code Maintenance (CCM) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 14 | Total | | | | | | $0.0 |
| 15 | | | | | | | |
| 16 | **Five One-Year System Operations (SO) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 17 | Total | | | | | | $0.0 |
| 18 | | | | | | | |
| 19 | **Five One-Year System Software Support (SSS) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 20 | Total | | | | | | $0.0 |

Enterprise Data to Revenue (EDR) Project

RFP FTB 0910-C001

# Worksheet VII.A.2

## Total Performance Measure Benefits Breakdown

(In Millions)

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Performance Measure/Benefit Stream** | **Total Estimated Benefits** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | Line # | Fiscal Quarter | Q1 9/30 | Q2 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | 100% of PIT Audit Revenue generated from new audit models with return data not previously captured or used | | | | | | | | | | | | | | | | | | | $0.0 |
| 5 | 2 | 100% of BE Audit Revenue generated from new audit models with return data not previously captured or used | | | | | | | | | | | | | | | | | | | $0.0 |
| 6 | 3 | 100% of PIT RV Revenue generated from new workloads and data not previously captured or used and validated | | | | | | | | | | | | | | | | | | | $0.0 |
| 7 | 4 | 100% of BE RV Revenue generated from new workloads and data not previously captured or used and validated | | | | | | | | | | | | | | | | | | | $0.0 |
| 8 | 5 | PIT Underpayment Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 9 | 6 | BE Underpayment Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 10 | 7 | PIT Fraud refunds prevented and recovered over established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 11 | 8 | 100% of PIT FE Revenue generated from new income records from return data not previously captured or used | | | | | | | | | | | | | | | | | | | $0.0 |
| 12 | 9 | 100% of BE Fraud refunds prevented or recovered | | | | | | | | | | | | | | | | | | | $0.0 |
| 13 | 10 | 100% of BE FE Revenue generated from new income records from return data not previously captured or used | | | | | | | | | | | | | | | | | | | $0.0 |
| 14 | 11 | PIT Audit Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 15 | 12 | BE Audit Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 16 | 13 | PIT FE Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 17 | 14 | BE FE Revenue generated above established baseline | | | | | | | | | | | | | | | | | | | $0.0 |
| 18 | 15 | Filing TCSC PY savings | | | | | | | | | | | | | | | | | | | $0.0 |
| 19 | 16 | **EDR Revenue Increase over State Baseline** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | **$0.0** |
| 20 | 17 | **Cumulative Revenue Increase** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | |

Enterprise Data to Revenue (EDR) Project

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# Worksheet VII.A.3

## Total Compensation Deliverable Benefits Breakdown

(In Millions)

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Compensation Deliverable** | **Total Estimated Benefits** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | Line | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | # | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 5 | 2 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 6 | 3 | State Acceptance of Modeling Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 7 | 4 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 8 | 5 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 9 | 6 | State Acceptance of Data Matching Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 10 | 7 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 11 | 8 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 12 | 9 | State Acceptance of Enterprise Data Warehouse | | | | | | | | | | | | | | | | | | | $0.0 |
| 13 | 10 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 14 | 11 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 15 | 12 | State Acceptance of PIT Return Processing System | | | | | | | | | | | | | | | | | | | $0.0 |
| 16 | 13 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 17 | 14 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 18 | 15 | State Acceptance of BETS Decoupling | | | | | | | | | | | | | | | | | | | $0.0 |
| 19 | 16 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 20 | 17 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 21 | 18 | State Acceptance of Contact Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 22 | 19 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 23 | 20 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 24 | 21 | State Acceptance of Noticing Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 25 | 22 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 26 | 23 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 27 | 24 | State Acceptance of Taxpayer Folder | | | | | | | | | | | | | | | | | | | $0.0 |
| 28 | 25 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 29 | 26 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 30 | 27 | Successful Completion of Legacy Systems System Testing | | | | | | | | | | | | | | | | | | | $0.0 |
| 31 | 28 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 32 | 29 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 33 | 30 | State Acceptance of BE Return Processing System | | | | | | | | | | | | | | | | | | | $0.0 |
| 34 | 31 | **EDR Revenue Increase over State Baseline** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | **$0.0** |
| 35 | 32 | **Cumulative Revenue Increase** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | |

Enterprise Data to Revenue (EDR) Project

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# Worksheet VII.A.4

## Total Contract Amount Breakdown [1]

(In Millions)

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Compensation Deliverable** | **Total Allocated Contract Amount** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | Line # | Fiscal Quarter | Q1 9/30 | Q2 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 5 | 2 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 6 | 3 | State Acceptance of Underpayment Modeling Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 7 | 4 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 8 | 5 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 9 | 6 | State Acceptance of Data Matching Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 10 | 7 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 11 | 8 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 12 | 9 | State Acceptance of Enterprise Data Warehouse | | | | | | | | | | | | | | | | | | | $0.0 |
| 13 | 10 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 14 | 11 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 15 | 12 | State Acceptance of PIT Return Processing System | | | | | | | | | | | | | | | | | | | $0.0 |
| 16 | 13 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 17 | 14 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 18 | 15 | State Acceptance of BETS Decoupling | | | | | | | | | | | | | | | | | | | $0.0 |
| 19 | 16 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 20 | 17 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 21 | 18 | State Acceptance of Contact Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 22 | 19 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 23 | 20 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 24 | 21 | State Acceptance of Noticing Function | | | | | | | | | | | | | | | | | | | $0.0 |
| 25 | 22 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 26 | 23 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 27 | 24 | State Acceptance of Taxpayer Folder | | | | | | | | | | | | | | | | | | | $0.0 |
| 28 | 25 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 29 | 26 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 30 | 27 | Successful Completion of Legacy System Changes | | | | | | | | | | | | | | | | | | | $0.0 |
| 31 | 28 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 32 | 29 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | | | $0.0 |
| 33 | 30 | State Acceptance of BE Return Processing System | | | | | | | | | | | | | | | | | | | $0.0 |
| 34 | 31 | **Total Completed Milestones** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 |
| 35 | 31 | **Cumulative Completed Milestones** | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | |
| 36 | [1] This worksheet breaks down the Proposed EDR Contract amount for development and implementation by deliverable milestone. The maintenance contract option amounts are not reflected in this worksheet. | | | | | | | | | | | | | | | | | | | | |

Enterprise Data to Revenue (EDR) Project

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# Worksheet VII.A.5

## EDR Project Payment Schedule

(In Millions[1])

| | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | PSP Contract Costs | | | | | | | | | | | | | | | | | | Totals | |
| 2 | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | | |
| 3 | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | | |
| 4 | **EDR Revenue Increase over State Baseline - From VII.A.2 Benefits Brkdwn** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | **$0.000** | |
| 5 | **25% State General Fund Share of Benefits[2]** | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | $0.000 | |
| 6 | **Net Revenue Increase** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 7 | Less: State Costs[3] | $2.141 | $2.141 | $2.141 | $2.141 | $2.010 | $2.010 | $2.010 | $2.010 | $1.408 | $1.408 | $1.408 | $1.408 | $0.504 | $0.504 | $0.504 | $0.503 | $0.360 | $0.360 | $24.971 | |
| 8 | State Costs Not Recouped Carryover Amount | | $2.141 | $4.282 | $6.423 | $8.564 | $10.574 | $12.584 | $14.594 | $16.604 | $18.012 | $19.420 | $20.828 | $22.236 | $22.740 | $23.244 | $23.748 | $24.251 | $24.611 | $24.971 | |
| 9 | **Revenues Available for Payment[5]** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 10 | Revenues Available for Payment Carryover Amount | | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 11 | Total Completed Milestones - From VII.A.4 Contract Amount Brkdwn | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | **$0.000** | |
| 12 | Completed Milestones Carryover Amount | | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 13 | **Gross Payment Amount before Payment Holdbacks[6]** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 15 | **Payment Withholds:** | | | | | | | | | | | | | | | | | | | | |
| 16 | Withhold until Acceptance: | | | | | | | | | | | | | | | | | | | | |
| 17 | 10% Withhold until Final State Acceptance (10% withholding of each quarterly payment)[4] | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | $0.000 | |
| 18 | Cumulative 10% Withhold Amount (Not available for distribution until Final State Acceptance) | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | |
| 19 | Less: 10% Withhold Disbursement Amount | | | | | | | | | | | | | | | | | | $0.000 | $0.000 | |
| 20 | MPR Unsatisfactory Condition[4]: | | | | | | | | | | | | | | | | | | | | |
| 21 | Unsatisfactory MPR Withhold (10% of quarterly payment) - From MPR Remediation Schedule | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 22 | Unsatisfactory MPR Withhold Carryover Amount | | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | | |
| 23 | Less: MPR Unsatisfactory Condition(s) Remediated - From MPR Remediation Schedule | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 24 | **Total Amount Withheld** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 26 | **Total Amount to be Paid[7]** | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |
| 27 | Cumulative Amount Paid to Date | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | $0.000 | |

Enterprise Data to Revenue (EDR) Project

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# Worksheet VII.A.5

## EDR Project Payment Schedule

(In Millions[1])

| | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 29 | [1] The State has rounded for purposes of this worksheet. | | | | | | | | | | | | | | | | | | | | |
| 30 | [2] 25% of benefits go to the State of California. 75% of benefits are available for Contractor compensation after State project costs have been recouped. | | | | | | | | | | | | | | | | | | | | |
| 31 | [3] For a description of State Costs, please refer to Section VII.8. | | | | | | | | | | | | | | | | | | | | |
| 32 | [4] The Management Performance Review (MPR) will be performed quarterly. If a "Satisfactory" rating is not achieved 10% will be held from the quarterly payment amount. The withheld monies will be paid upon remediation on a monthly or quarterly basis as defined in Section VII.9. | | | | | | | | | | | | | | | | | | | | |
| 33 | [5] Revenues Available For Payment = Net Revenue Increase - State Costs - State Costs Not Recouped Carryover Amount > *or* = zero. | | | | | | | | | | | | | | | | | | | | |
| 34 | [6] Total Gross Payment Amount before Payment Holdbacks = (Total Completed Milestones + Completed Milestones Carryover Amount) *not to exceed (* Revenues Available For Payment + Revenues Available For Payment Carryover Amount) | | | | | | | | | | | | | | | | | | | | |
| 35 | [7] Total Amount Paid = Total Gross Payment Amount before Payment Holdbacks - Total Amount Withheld | | | | | | | | | | | | | | | | | | | | |

Enterprise Data to Revenue (EDR) Project

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# Worksheet VII.A.6

## MPR Remediation Schedule

(In Millions)

| Line # | | Schedule of Payment Withholds | | | | | | | | | | | | | | | | | | MPR Holdback Totals Quarterly Remediated Amount |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | MPR Unsatisfactory Condition Exists | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| 2 | Gross Payment Amount before Payment Holdbacks6 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| 3 | Unsatisfactory MPR Withhold (10% of quarterly payment) | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| 4 | Technical | | | | | | | | | | | | | | | | | | | $0.00 |
| 5 | Management | | | | | | | | | | | | | | | | | | | $0.00 |
| 6 | Benefits | | | | | | | | | | | | | | | | | | | $0.00 |
| 7 | Total (check sum) | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| 8 | Quarter Remediated | | | | | | | | | | | | | | | | | | | |
| 9 | FY 2011/2012 | | | | | | | | | | | | | | | | | | | |
| 10 | Q1 9/30 | | | | | | | | | | | | | | | | | | | |
| 11 | Technical | | | | | | | | | | | | | | | | | | | |
| 12 | Management | | | | | | | | | | | | | | | | | | | |
| 13 | Partnering | | | | | | | | | | | | | | | | | | | |
| 14 | Amount | | | | | | | | | | | | | | | | | | | |
| 15 | Q2 12/31 | | | | | | | | | | | | | | | | | | | |
| 16 | Technical | ☐ | | | | | | | | | | | | | | | | | | |
| 17 | Management | ☐ | | | | | | | | | | | | | | | | | | |
| 18 | Partnering | ☐ | | | | | | | | | | | | | | | | | | |
| 19 | Amount | $0.0 | | | | | | | | | | | | | | | | | | $0.0 |
| 20 | Q3 3/31 | | | | | | | | | | | | | | | | | | | |
| 21 | Technical | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 22 | Management | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 23 | Partnering | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 24 | Amount | $0.0 | $0.0 | | | | | | | | | | | | | | | | | $0.0 |
| 25 | Q4 6/30 | | | | | | | | | | | | | | | | | | | |
| 26 | Technical | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 27 | Management | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 28 | Partnering | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 29 | Amount | $0.0 | $0.0 | $0.0 | | | | | | | | | | | | | | | | $0.0 |
| 30 | FY 2012/2013 | | | | | | | | | | | | | | | | | | | |
| 31 | Q1 9/30 | | | | | | | | | | | | | | | | | | | |
| 32 | Technical | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |
| 33 | Management | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |
| 34 | Partnering | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |

# Worksheet VII.A.6

## MPR Remediation Schedule

(In Millions)

| | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 35 | Quarter that Unsatisfactory MPR is Remediated | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | | | | | | $0.0 |
| 36 | | Q2 12/31 | | | | | | | | | | | | | | | | | | |
| 37 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | |
| 38 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | |
| 39 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | |
| 40 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | | | | | $0.0 |
| 41 | | Q3 3/31 | | | | | | | | | | | | | | | | | | |
| 42 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | |
| 43 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | |
| 44 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | |
| 45 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | | | | $0.0 |
| 46 | | Q4 6/30 | | | | | | | | | | | | | | | | | | |
| 47 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | |
| 48 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | |
| 49 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | |
| 50 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | | | $0.0 |
| 51 | | FY 2013/2014 | | | | | | | | | | | | | | | | | | |
| 52 | | Q1 9/30 | | | | | | | | | | | | | | | | | | |
| 53 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | |
| 54 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | |
| 55 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | | |
| 56 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | | $0.0 |
| 57 | | Q2 12/31 | | | | | | | | | | | | | | | | | | |
| 58 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | |
| 59 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | |
| 60 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ | | | | | | | | |
| 61 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | | $0.0 |
| 62 | | Q3 3/31 | | | | | | | | | | | | | | | | | | |
| 63 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | |
| 64 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | |
| 65 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | |
| 66 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | $0.0 |
| 67 | | Q4 6/30 | | | | | | | | | | | | | | | | | | |
| 68 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 69 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 70 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 71 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | $0.0 |
| 72 | | FY 2014/2015 | | | | | | | | | | | | | | | | | | |
| 73 | | Q1 9/30 | | | | | | | | | | | | | | | | | | |
| 74 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 75 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 76 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |

# Worksheet VII.A.6

## MPR Remediation Schedule

### (In Millions)

| | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 77 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | | $0.0 |
| 78 | | | Q2 12/31 | | | | | | | | | | | | | | | | | | | |
| 79 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 80 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 81 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 82 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | $0.0 |
| 83 | | | Q3 3/31 | | | | | | | | | | | | | | | | | | | |
| 84 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 85 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 86 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 87 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | | $0.0 |
| 88 | | | Q4 6/30 | | | | | | | | | | | | | | | | | | | |
| 89 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 90 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 91 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 92 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | | $0.0 |
| 93 | | FY 2015/2016 | | | | | | | | | | | | | | | | | | | | | |
| 94 | | | Q1 9/30 | | | | | | | | | | | | | | | | | | | | |
| 95 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | |
| 96 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | |
| 97 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | |
| 98 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | | $0.0 |
| 99 | | | Q2 12/31 | | | | | | | | | | | | | | | | | | | | |
| 100 | | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 101 | | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 102 | | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 103 | | | Amount | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | | | $0.0 |
| 104 | | | Checksum | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 |

Enterprise Data to Revenue (EDR) Project

Worksheet VII.A.7

RFP FTB 0910-C001

# Unanticipated Tasks Labor Rates
## For the Transition Period

| | A | B | C |
|---|---|---|---|
| 1 | **Resource Role** | **Rate Per Labor-Hour** | **Average Rate Per Labor-Hour by Category** |
| 2 | | | |
| 3 | **Development** | | |
| 4 | System Development Team Lead | 0.00 | |
| 5 | Senior Developer | 0.00 | |
| 6 | Staff Developer | 0.00 | |
| 7 | System Testing Team Lead | 0.00 | |
| 8 | Senior Tester | 0.00 | |
| 9 | Staff Tester | 0.00 | |
| 10 | Trainer | 0.00 | |
| 11 | ***Average Rate Per Labor-Hour*** | | 0.00 |
| 13 | **Planning** | | |
| 14 | Planning Consultant | 0.00 | |
| 15 | Project Architect | 0.00 | |
| 16 | Architect | 0.00 | |
| 17 | Project Manager | 0.00 | |
| 18 | ***Average Rate Per Labor-Hour*** | | 0.00 |

Enterprise Data to Revenue (EDR) Project

***Worksheet VII.A.1***

RFP FTB 0910-C001

# *EDR Project Contract Cost and Benefits Summary*

## *Example*

| | A | B | C | D | E | F | G |
|---|---|---|---|---|---|---|---|
| 1 | **Total Contract Amount Summary** | *Total Allocated Contract Amount* | | | | | |
| 2 | | FY 2011/2012 | FY 2012/2013 | FY 2013/2014 | FY 2014/2015 | FY 2015/2016 | |
| 3 | | 7/01/11 - 6/30/12 | 7/01/12 - 6/30/13 | 7/01/13 -06/30/14 | 7/01/14 - 6/30/15 | 7/01/15 - 12/31/15 | Total |
| 4 | Total Contract Amount by Fiscal Year | $7.5 | $31.0 | $75.0 | $86.5 | $10.0 | $210.0 |
| 5 | | | | | | | |
| 6 | **Total Estimated Benefits Summary (In Millions)** | *Total Estimated Benefits* | | | | | |
| 7 | | FY 2011/2012 | FY 2012/2013 | FY 2013/2014 | FY 2014/2015 | FY 2015/2016 | Total |
| 8 | Total Estimated Benefits by Fiscal Year | $15.0 | $72.0 | $179.0 | $442.0 | $342.0 | $1,050.0 |
| 9 | | | | | | | |
| 10 | **Five One-Year Total Maintenance and Operations (Total M&O) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 11 | Total | $10.0 | $9.0 | $8.0 | $7.0 | $7.0 | $41.0 |
| 12 | | | | | | | |
| 13 | **Five One-Year Custom Code Maintenance (CCM) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 14 | Total | $6.0 | $5.0 | $4.0 | $3.0 | $3.0 | $21.0 |
| 15 | | | | | | | |
| 16 | **Five One-Year System Operations (SO) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 17 | Total | $3.0 | $3.0 | $3.0 | $3.0 | $3.0 | $15.0 |
| 18 | | | | | | | |
| 19 | **Five One-Year System Software Support (SSS) Contract Options** | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
| 20 | Total | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $5.0 |

## *Worksheet VII.A.2*

## *Total Performance Measure Benefits Breakdown Example*

### *(In Millions)*

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Performance Measure/Benefit Stream** | **Total Estimated Benefits** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | Line # | Fiscal Quarter | Q1 9/30 | Q2 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | 100% of PIT Audit Revenue generated from new audit models with return data not previously captured or used | | | | | | | | | | | | | $5.0 | $10.0 | $20.0 | $20.0 | $20.0 | $20.0 | $95.0 |
| 5 | 2 | 100% of BE Audit Revenue generated from new audit models with return data not previously captured or used | | | | | | | | | | | | | | | | $5.0 | $10.0 | $20.0 | $35.0 |
| 6 | 3 | 100% of PIT RV Revenue generated from new workloads and data not previously captured or used and validated | | | | | | | | | | | $10.0 | $10.0 | $10.0 | $5.0 | $20.0 | $20.0 | $20.0 | $20.0 | $115.0 |
| 7 | 4 | 100% of BE RV Revenue generated from new workloads and data not previously captured or used and validated | | | | | | | | | | | | | | | $10.0 | $10.0 | $10.0 | $10.0 | $40.0 |
| 8 | 5 | PIT Underpayment Revenue generated above established baseline | | | $2.0 | $4.0 | $6.0 | $8.0 | $10.0 | $12.0 | $16.0 | $16.0 | $16.0 | $16.0 | $16.0 | $12.0 | $16.0 | $16.0 | $14.0 | $14.0 | $194.0 |
| 9 | 6 | BE Underpayment Revenue generated above established baseline | | | $1.0 | $2.0 | $3.0 | $4.0 | $5.0 | $6.0 | $8.0 | $8.0 | $8.0 | $8.0 | $8.0 | $6.0 | $8.0 | $8.0 | $6.0 | $6.0 | $95.0 |
| 10 | 7 | PIT Fraud refunds prevented and recovered over established baseline | | | | | | | | | | | $5.0 | $5.0 | $5.0 | $5.0 | $10.0 | $10.0 | $10.0 | $10.0 | $60.0 |
| 11 | 8 | 100% of PIT FE Revenue generated from new income records from return data not previously captured or used | | | $1.0 | $1.0 | $1.0 | $1.0 | $2.0 | $2.0 | $2.0 | $2.0 | $3.0 | $4.0 | $4.0 | $4.0 | $5.0 | $5.0 | $7.0 | $8.0 | $52.0 |
| 12 | 9 | 100% of BE Fraud refunds prevented or recovered | | | | | | | | | | | | | | | $3.0 | $3.0 | $4.0 | $5.0 | $15.0 |
| 13 | 10 | 100% of BE FE Revenue generated from new income records from return data not previously captured or used | | | | | | | | | | | | $5.0 | $5.0 | $5.0 | $8.0 | $8.0 | $10.0 | $12.0 | $53.0 |
| 14 | 11 | PIT Audit Revenue generated above established baseline | | | | | | | | | | | | $10.0 | $15.0 | $15.0 | $15.0 | $15.0 | $15.0 | $15.0 | $100.0 |
| 15 | 12 | BE Audit Revenue generated above established baseline | | | | | | | | | | | | | | | | $15.0 | $20.0 | $20.0 | $55.0 |
| 16 | 13 | PIT FE Revenue generated above established baseline | | | $2.0 | $2.0 | $2.0 | $2.0 | $4.0 | $4.0 | $4.0 | $4.0 | $6.0 | $8.0 | $8.0 | $8.0 | $10.0 | $10.0 | $10.0 | $10.0 | $94.0 |
| 17 | 14 | BE FE Revenue generated above established baseline | | | | | | | | | | | | $5.0 | $5.0 | $5.0 | $8.0 | $8.0 | $8.0 | $8.0 | $47.0 |
| 18 | 15 | Filing TCSC PY savings | | | | | | | | | | | | | | | | | | | $0.0 |
| 19 | 16 | **EDR Revenue Increase over State Baseline** | $0.0 | $0.0 | $6.0 | $9.0 | $12.0 | $15.0 | $21.0 | $24.0 | $30.0 | $30.0 | $48.0 | $71.0 | $81.0 | $75.0 | $133.0 | $153.0 | $164.0 | $178.0 | **$1,050.0** |
| 20 | 17 | **Cumulative Revenue Increase** | $0.0 | $0.0 | $6.0 | $15.0 | $27.0 | $42.0 | $63.0 | $87.0 | $117.0 | $147.0 | $195.0 | $266.0 | $347.0 | $422.0 | $555.0 | $708.0 | $872.0 | $1,050.0 | |

## *Worksheet VII.A.3*

## *Total Compensation Deliverable Benefits Breakdown Example*

### *(In Millions)*

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Compensation Deliverable** | **Total Estimated Benefits** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | Line | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | # | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | Other Benefits Deliverable | | | $2.0 | $2.0 | $2.0 | $2.0 | $3.0 | $2.0 | $2.0 | $2.0 | $2.0 | $2.0 | $3.0 | $3.0 | $3.0 | $2.0 | $1.0 | $2.0 | $35.0 |
| 5 | 2 | Other Benefits Deliverable | | | | | | $2.0 | $2.0 | $2.0 | $2.0 | $2.0 | $3.0 | $3.0 | $2.0 | $1.0 | $5.0 | $4.0 | $4.0 | $3.0 | $35.0 |
| 6 | 3 | State Acceptance of Modeling Function | | | | $1.0 | $1.0 | $3.0 | $4.0 | $3.0 | $3.0 | $3.0 | $2.0 | $2.0 | $3.0 | $1.0 | $3.0 | $2.0 | $2.0 | $2.0 | $35.0 |
| 7 | 4 | Other Benefits Deliverable | | | | | | | | | | | | | $1.0 | $1.0 | $7.0 | $8.0 | $9.0 | $9.0 | $35.0 |
| 8 | 5 | Other Benefits Deliverable | | | | | $1.0 | $2.0 | $3.0 | $3.0 | $3.0 | $3.0 | $2.0 | $2.0 | $2.0 | $2.0 | $4.0 | $4.0 | $1.0 | $3.0 | $35.0 |
| 9 | 6 | State Acceptance of Data Matching Function | | | $4.0 | $5.0 | $5.0 | $3.0 | $4.0 | $3.0 | $2.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $35.0 |
| 10 | 7 | Other Benefits Deliverable | | | | | | | | | | | | | $3.0 | $4.0 | $7.0 | $7.0 | $7.0 | $7.0 | $35.0 |
| 11 | 8 | Other Benefits Deliverable | | | | | | | | | $2.0 | $3.0 | $3.0 | $5.0 | $4.0 | $3.0 | $6.0 | $5.0 | $2.0 | $2.0 | $35.0 |
| 12 | 9 | State Acceptance of Enterprise Data Warehouse | | | | | | | | | | | $3.0 | $4.0 | $5.0 | $3.0 | $4.0 | $6.0 | $5.0 | $5.0 | $35.0 |
| 13 | 10 | Other Benefits Deliverable | | | | | | | | $2.0 | $2.0 | $2.0 | $2.0 | $4.0 | $2.0 | $2.0 | $3.0 | $5.0 | $5.0 | $6.0 | $35.0 |
| 14 | 11 | Other Benefits Deliverable | | | | | | | | $1.0 | $2.0 | $2.0 | $2.0 | $3.0 | $3.0 | $3.0 | $5.0 | $4.0 | $4.0 | $6.0 | $35.0 |
| 15 | 12 | State Acceptance of PIT Return Processing System | | | | | | | | | | | $3.0 | $4.0 | $4.0 | $4.0 | $5.0 | $5.0 | $5.0 | $5.0 | $35.0 |
| 16 | 13 | Other Benefits Deliverable | | | | | | | | | | $1.0 | $1.0 | $2.0 | $3.0 | $4.0 | $6.0 | $7.0 | $6.0 | $5.0 | $35.0 |
| 17 | 14 | Other Benefits Deliverable | | | | | | | | $3.0 | $3.0 | $3.0 | $3.0 | $3.0 | $2.0 | $2.0 | $3.0 | $3.0 | $5.0 | $5.0 | $35.0 |
| 18 | 15 | State Acceptance of BETS Decoupling | | | | | | | | | | | | | $4.0 | $5.0 | $6.0 | $8.0 | $6.0 | $6.0 | $35.0 |
| 19 | 16 | Other Benefits Deliverable | | | | $1.0 | $2.0 | $2.0 | $3.0 | $2.0 | $2.0 | $2.0 | $2.0 | $3.0 | $3.0 | $2.0 | $2.0 | $3.0 | $3.0 | $3.0 | $35.0 |
| 20 | 17 | Other Benefits Deliverable | | | | | | | | | $2.0 | $2.0 | $2.0 | $3.0 | $4.0 | $4.0 | $4.0 | $4.0 | $5.0 | $5.0 | $35.0 |
| 21 | 18 | State Acceptance of Contact Function | | | | | | | | | | | $2.0 | $3.0 | $4.0 | $4.0 | $5.0 | $5.0 | $6.0 | $6.0 | $35.0 |
| 22 | 19 | Other Benefits Deliverable | | | | | | | | | | | | | | | | $11.0 | $10.0 | $14.0 | $35.0 |
| 23 | 20 | Other Benefits Deliverable | | | | | | | | | | $1.0 | $3.0 | $4.0 | $5.0 | $4.0 | $6.0 | $4.0 | $4.0 | $4.0 | $35.0 |
| 24 | 21 | State Acceptance of Noticing Function | | | | | | | | | | | $2.0 | $3.0 | $4.0 | $5.0 | $6.0 | $6.0 | $5.0 | $4.0 | $35.0 |
| 25 | 22 | Other Benefits Deliverable | | | | | | | | $1.0 | $2.0 | $1.0 | $2.0 | $3.0 | $3.0 | $3.0 | $3.0 | $5.0 | $6.0 | $6.0 | $35.0 |
| 26 | 23 | Other Benefits Deliverable | | | | | | | | | | $1.0 | $2.0 | $3.0 | $3.0 | $3.0 | $5.0 | $5.0 | $5.0 | $8.0 | $35.0 |
| 27 | 24 | State Acceptance of Taxpayer Folder | | | | | | | | | | | $3.0 | $4.0 | $3.0 | $2.0 | $6.0 | $6.0 | $6.0 | $5.0 | $35.0 |
| 28 | 25 | Other Benefits Deliverable | | | | | | | | | | | | $4.0 | $3.0 | $3.0 | $6.0 | $5.0 | $7.0 | $7.0 | $35.0 |
| 29 | 26 | Other Benefits Deliverable | | | | | | | | | | | | $4.0 | $4.0 | $3.0 | $6.0 | $6.0 | $6.0 | $6.0 | $35.0 |
| 30 | 27 | Successful Completion of Legacy System Changes | | | | | $1.0 | $1.0 | $2.0 | $2.0 | $3.0 | $1.0 | $3.0 | $2.0 | $3.0 | $3.0 | $5.0 | $4.0 | $2.0 | $3.0 | $35.0 |
| 31 | 28 | Other Benefits Deliverable | | | | | | | | | | | | | | | | | $17.0 | $18.0 | $35.0 |
| 32 | 29 | Other Benefits Deliverable | | | | | | | | | | | | | | | | $10.0 | $11.0 | $14.0 | $35.0 |
| 33 | 30 | State Acceptance of BE Return Processing System | | | | | | | | | | | | | | | $11.0 | $8.0 | $8.0 | $8.0 | $35.0 |
| 34 | 31 | **EDR Revenue Increase over State Baseline** | $0.0 | $0.0 | $6.0 | $9.0 | $12.0 | $15.0 | $21.0 | $24.0 | $30.0 | $30.0 | $48.0 | $71.0 | $81.0 | $75.0 | $133.0 | $153.0 | $164.0 | $178.0 | **$1,050.0** |
| 35 | 32 | **Cumulative Revenue Increase** | $0.0 | $0.0 | $6.0 | $15.0 | $27.0 | $42.0 | $63.0 | $87.0 | $117.0 | $147.0 | $195.0 | $266.0 | $347.0 | $422.0 | $555.0 | $708.0 | $872.0 | $1,050.0 | |

## *Worksheet VII.A.4*

## *Total Contract Amount Breakdown [1] Example*

### *(In Millions)*

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | **Compensation Deliverable** | **Total Allocated Contract Amount** | | | | | | | | | | | | | | | | | | **Totals** |
| 2 | | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | Line # | Fiscal Quarter | Q1 9/30 | Q2 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | 1 | Other Benefits Deliverable | | $1.0 | | | | | | | | | | $6.0 | | | | | | | $7.0 |
| 5 | 2 | Other Benefits Deliverable | | | | | $1.0 | | | | | | | | $6.0 | | | | | | $7.0 |
| 6 | 3 | State Acceptance of Underpayment Modeling Function | | | $1.0 | | | $1.0 | | | | $4.0 | | | | $1.0 | | | | | $7.0 |
| 7 | 4 | Other Benefits Deliverable | | | | | | | | | | | | $3.0 | $4.0 | | | | | | $7.0 |
| 8 | 5 | Other Benefits Deliverable | | | | $1.0 | | $0.5 | | | | | $3.5 | $2.0 | | | | | | | $7.0 |
| 9 | 6 | State Acceptance of Data Matching Function | | $1.0 | | | $1.0 | | | | | $4.0 | | | | $1.0 | | | | | $7.0 |
| 10 | 7 | Other Benefits Deliverable | | | | | | | | | | | | $1.0 | $6.0 | | | | | | $7.0 |
| 11 | 8 | Other Benefits Deliverable | | | | | | | | $5.0 | | | | | | | | $2.0 | | | $7.0 |
| 12 | 9 | State Acceptance of Enterprise Data Warehouse | | | | | | | | | | $5.0 | | | | $2.0 | | | | | $7.0 |
| 13 | 10 | Other Benefits Deliverable | | | | | | | $1.0 | | | | | | $3.0 | | $3.0 | | | | $7.0 |
| 14 | 11 | Other Benefits Deliverable | | | | | | | | | $2.0 | | | | | | | $5.0 | | | $7.0 |
| 15 | 12 | State Acceptance of PIT Return Processing System | | | | | | | | | | $7.0 | | | | | | | | | $7.0 |
| 16 | 13 | Other Benefits Deliverable | | | | | | | | $2.0 | | | | | | | | $5.0 | | | $7.0 |
| 17 | 14 | Other Benefits Deliverable | | | | | | | $5.0 | | | | | | | | $2.0 | | | | $7.0 |
| 18 | 15 | State Acceptance of BETS Decoupling | | | | | | | | | | | | $7.0 | | | | | | | $7.0 |
| 19 | 16 | Other Benefits Deliverable | | | $2.0 | | $3.0 | | | | | | | | | | | | $2.0 | | $7.0 |
| 20 | 17 | Other Benefits Deliverable | | | | | | | | $5.0 | | $2.0 | | | | | | | | | $7.0 |
| 21 | 18 | State Acceptance of Contact Function | | | | | $1.0 | | | | | $4.0 | | | | $2.0 | | | | | $7.0 |
| 22 | 19 | Other Benefits Deliverable | | | | | | | | | | | | | | | $5.0 | | $2.0 | | $7.0 |
| 23 | 20 | Other Benefits Deliverable | | | | | | | | | $7.0 | | | | | | | | | | $7.0 |
| 24 | 21 | State Acceptance of Noticing Function | | | | | $1.0 | | | $1.0 | | $3.0 | | | | $2.0 | | | | | $7.0 |
| 25 | 22 | Other Benefits Deliverable | | | | | | | $1.5 | | | | | | | | $4.0 | $1.5 | | | $7.0 |
| 26 | 23 | Other Benefits Deliverable | | | | | | | | | $2.0 | | | | | | | | $5.0 | | $7.0 |
| 27 | 24 | State Acceptance of Taxpayer Folder | | | | | | | | | | $4.0 | | | | $3.0 | | | | | $7.0 |
| 28 | 25 | Other Benefits Deliverable | | | | | | | | | | | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | $1.0 | | $7.0 |
| 29 | 26 | Other Benefits Deliverable | | | | | | | | | | | $2.0 | $2.0 | $2.0 | $1.0 | | | | | $7.0 |
| 30 | 27 | Successful Completion of Legacy System Changes | | $0.5 | $0.5 | $0.5 | $0.5 | $0.5 | $0.5 | $0.5 | $0.5 | $1.0 | $0.5 | $0.5 | $0.5 | $0.5 | | | | | $7.0 |
| 31 | 28 | Other Benefits Deliverable | | | | | | | | | | | | | | | | $7.0 | | | $7.0 |
| 32 | 29 | Other Benefits Deliverable | | | | | | | | | | | | | | | $7.0 | | | | $7.0 |
| 33 | 30 | State Acceptance of BE Return Processing System | | | | | | | | | | | | | | $7.0 | | | | | $7.0 |
| 34 | 31 | **Total Completed Milestones** | $0.0 | $2.5 | $3.5 | $1.5 | $7.5 | $2.0 | $8.0 | $13.5 | $11.5 | $34.0 | $7.0 | $22.5 | $22.5 | $20.5 | $22.0 | $21.5 | $10.0 | $0.0 | $210.0 |
| 35 | 32 | **Cumulative Completed Milestones** | $0.0 | $2.5 | $6.0 | $7.5 | $15.0 | $17.0 | $25.0 | $38.5 | $50.0 | $84.0 | $91.0 | $113.5 | $136.0 | $156.5 | $178.5 | $200.0 | $210.0 | $210.0 | |
| 36 | [1] This worksheet breaks down the Proposed EDR Contract amount for development and implementation by deliverable milestone. The maintenance contract option amounts are not reflected in this worksheet. | | | | | | | | | | | | | | | | | | | | |

# Worksheet VII.A.5

# EDR Project Payment Schedule Example

## (In Millions [1])

| | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | | PSP Contract Costs | | | | | | | | | | | | | | | | | | Totals |
| 2 | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| 3 | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 4 | **EDR Revenue Increase over State Baseline - From VII.A.2 Benefits Brkdwn** | 0.000 | 0.000 | 6.000 | 9.000 | 12.000 | 15.000 | 21.000 | 24.000 | 30.000 | 30.000 | 48.000 | 71.000 | 81.000 | 75.000 | 133.000 | 153.000 | 164.000 | 178.000 | **1050.000** |
| 5 | **25% State General Fund Share of Benefits[2]** | 0.000 | 0.000 | 1.500 | 2.250 | 3.000 | 3.750 | 5.250 | 6.000 | 7.500 | 7.500 | 12.000 | 17.750 | 20.250 | 18.750 | 33.250 | 38.250 | 41.000 | 44.500 | 262.500 |
| 6 | **Net Revenue Increase** | 0.000 | 0.000 | 4.500 | 6.750 | 9.000 | 11.250 | 15.750 | 18.000 | 22.500 | 22.500 | 36.000 | 53.250 | 60.750 | 56.250 | 99.750 | 114.750 | 123.000 | 133.500 | 787.500 |
| 7 | Less: State Costs[3] | $2.141 | $2.141 | $2.141 | $2.141 | $2.010 | $2.010 | $2.010 | $2.010 | $1.408 | $1.408 | $1.408 | $1.408 | $0.504 | $0.504 | $0.504 | $0.503 | $0.360 | $0.360 | 24.971 |
| 8 | State Costs Not Recouped Carryover Amount | | 2.141 | 4.282 | 1.923 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 9 | **Revenues Available for Payment[5]** | 0.000 | 0.000 | 0.000 | 2.686 | 6.990 | 9.240 | 13.740 | 15.990 | 21.092 | 21.092 | 34.592 | 51.842 | 60.246 | 55.746 | 99.246 | 114.247 | 122.640 | 133.140 | 762.529 |
| 10 | Revenues Available for Payment Carryover Amount | | 0.000 | 0.000 | 0.000 | 0.269 | 0.726 | 4.323 | 10.563 | 14.203 | 24.739 | 15.231 | 43.523 | 75.115 | 115.111 | 152.407 | 231.853 | 326.750 | 440.390 | 552.529 |
| 11 | Total Completed Milestones - From VII.A.4 Contract Amount Brkdwn | 0.000 | 2.500 | 3.500 | 1.500 | 7.500 | 2.000 | 8.000 | 13.500 | 11.500 | 34.000 | 7.000 | 22.500 | 22.500 | 20.500 | 22.000 | 21.500 | 10.000 | 0.000 | **210.000** |
| 12 | Completed Milestones Carryover Amount | | 0.000 | 2.500 | 6.000 | 4.814 | 5.055 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 13 | **Gross Payment Amount before Payment Holdbacks[6]** | 0.000 | 0.000 | 0.000 | 2.686 | 7.259 | 7.055 | 8.000 | 13.500 | 11.500 | 34.000 | 7.000 | 22.500 | 22.500 | 20.500 | 22.000 | 21.500 | 10.000 | 0.000 | 210.000 |
| 15 | **Payment Withholds:** | | | | | | | | | | | | | | | | | | | |
| 16 | *Withhold until Acceptance:* | | | | | | | | | | | | | | | | | | | |
| 17 | 10% Withhold until Final State Acceptance (10% withholding of each quarterly payment)[4] | 0.000 | 0.000 | 0.000 | 0.269 | 0.726 | 0.706 | 0.800 | 1.350 | 1.150 | 3.400 | 0.700 | 2.250 | 2.250 | 2.050 | 2.200 | 2.150 | 1.000 | 0.000 | 21.001 |
| 18 | Cumulative 10% Withhold Amount (Not available for distribution until Final State Acceptance) | | 0.000 | 0.000 | 0.269 | 0.995 | 1.701 | 2.501 | 3.851 | 5.001 | 8.401 | 9.101 | 11.351 | 13.601 | 15.651 | 17.851 | 20.001 | 21.001 | 21.001 | |
| 19 | Less: 10% Withhold Disbursement Amount | | | | | | | | | | | | | | | | | | 21.001 | 21.001 |
| 20 | *MPR Unsatisfactory Condition[4]:* | | | | | | | | | | | | | | | | | | | |
| 21 | Unsatisfactory MPR Withhold (10% of quarterly payment) - From MPR Remediation Schedule | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 |
| 22 | Unsatisfactory MPR Withhold Carryover Amount | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 | 0.406 | 0.206 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| 23 | Less: MPR Unsatisfactory Condition(s) Remediated - From MPR Remediation Schedule | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.300 | 0.200 | 0.206 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 |
| 24 | **Total Amount Withheld** | 0.000 | 0.000 | 0.000 | 0.269 | 0.726 | 1.412 | 0.500 | 1.150 | 0.944 | 3.400 | 0.700 | 2.250 | 2.250 | 2.050 | 2.200 | 2.150 | 1.000 | -21.001 | 0.000 |
| 26 | **Total Amount to be Paid[7]** | 0.000 | 0.000 | 0.000 | 2.417 | 6.533 | 5.643 | 7.500 | 12.350 | 10.556 | 30.600 | 6.300 | 20.250 | 20.250 | 18.450 | 19.800 | 19.350 | 9.000 | 21.001 | 210.000 |
| 27 | Cumulative Amount Paid to Date | 0.000 | 0.000 | 0.000 | 2.417 | 8.950 | 14.593 | 22.093 | 34.443 | 44.999 | 75.599 | 81.899 | 102.149 | 122.399 | 140.849 | 160.649 | 179.999 | 188.999 | 210.000 | 210.000 |

## *Worksheet VII.A.5*

## *EDR Project Payment Schedule Example*

### *(In Millions [1])*

| | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 28 | | | | | | | | | | | | | | | | | | | | |
| 29 | [1] The State has rounded for purposes of this worksheet. | | | | | | | | | | | | | | | | | | | |
| 30 | [2] 25% of benefits go to the State of California. 75% of benefits are available for Contractor compensation after State project costs have been recouped. | | | | | | | | | | | | | | | | | | | |
| 31 | [3] For a description of State Costs, please refer to Section VII.8. | | | | | | | | | | | | | | | | | | | |
| 32 | [4] The Management Performance Review (MPR) will be performed quarterly. If a "Satisfactory" rating is not achieved 10% will be held from the quarterly payment amount. The withheld monies will be paid upon remediation on a monthly or quarterly basis as defined in Section VII.9. | | | | | | | | | | | | | | | | | | | |
| 33 | [5] Revenues Available For Payment = Net Revenue Increase - State Costs - State Costs Not Recouped Carryover Amount > *or* = zero. | | | | | | | | | | | | | | | | | | | |
| 34 | [6] Total Gross Payment Amount before Payment Holdbacks = (Total Completed Milestones + Completed Milestones Carryover Amount) *not to exceed (* Revenues Available For Payment + Revenues Available For Payment Carryover Amount) | | | | | | | | | | | | | | | | | | | |
| 35 | [7] Total Amount Paid = Total Gross Payment Amount before Payment Holdbacks - Total Amount Withheld | | | | | | | | | | | | | | | | | | | |

## Worksheet VII.A.6

## MPR Remediation Schedule Example

### (In Millions)

| Line # | | Schedule of Payment Withholds | | | | | | | | | | | | | | | | | | MPR Holdback Totals Quarterly / Remediated Amount |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | MPR Unsatisfactory Condition Ex | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| 2 | Gross Payment Amount before Payment Holdbacks6 | 0.000 | 0.000 | 0.000 | 2.686 | 7.259 | 7.055 | 8.000 | 13.500 | 11.500 | 34.000 | 7.000 | 22.500 | 22.500 | 20.500 | 22.000 | 21.500 | 10.000 | 0.000 | 210.000 |
| 3 | Unsatisfactory MPR Withhold (10% of quarterly payment) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 |
| 4 | Technical | | | | | | 0.300 | | | | | | | | | | | | | 0.300 |
| 5 | Management | | | | | | 0.200 | | | | | | | | | | | | | 0.200 |
| 6 | Benefits | | | | | | 0.206 | | | | | | | | | | | | | 0.206 |
| 7 | Total (check sum) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 |
| 8 | Quarter Remediated | | | | | | | | | | | | | | | | | | | |
| 9 | FY 2011/2012 | | | | | | | | | | | | | | | | | | | |
| 10 | Q1 9/30 | | | | | | | | | | | | | | | | | | | |
| 11 | Technical | | | | | | | | | | | | | | | | | | | |
| 12 | Management | | | | | | | | | | | | | | | | | | | |
| 13 | Partnering | | | | | | | | | | | | | | | | | | | |
| 14 | Amount | | | | | | | | | | | | | | | | | | | |
| 15 | Q2 12/31 | | | | | | | | | | | | | | | | | | | |
| 16 | Technical | ☐ | | | | | | | | | | | | | | | | | | |
| 17 | Management | ☐ | | | | | | | | | | | | | | | | | | |
| 18 | Partnering | ☐ | | | | | | | | | | | | | | | | | | |
| 19 | Amount | 0.000 | | | | | | | | | | | | | | | | | | 0.000 |
| 20 | Q3 3/31 | | | | | | | | | | | | | | | | | | | |
| 21 | Technical | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 22 | Management | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 23 | Partnering | ☐ | ☐ | | | | | | | | | | | | | | | | | |
| 24 | Amount | 0.000 | 0.000 | | | | | | | | | | | | | | | | | 0.000 |
| 25 | Q4 6/30 | | | | | | | | | | | | | | | | | | | |
| 26 | Technical | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 27 | Management | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 28 | Partnering | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | | |
| 29 | Amount | 0.000 | 0.000 | 0.000 | | | | | | | | | | | | | | | | 0.000 |
| 30 | FY 2012/2013 | | | | | | | | | | | | | | | | | | | |
| 31 | Q1 9/30 | | | | | | | | | | | | | | | | | | | |
| 32 | Technical | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |
| 33 | Management | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |
| 34 | Partnering | ☐ | ☐ | ☐ | ☐ | | | | | | | | | | | | | | | |
| 35 | Amount | 0.000 | 0.000 | 0.000 | 0.000 | | | | | | | | | | | | | | | 0.000 |

## Worksheet VII.A.6

## MPR Remediation Schedule Example

### (In Millions)

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 36 | Quarter that Unsatisfactory MPR is Remediated | Q2 12/31 | | | | | | | | | | | | | |
| 37 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | |
| 38 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | |
| 39 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | | |
| 40 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | | | | | | 0.000 |
| 41 | | Q3 3/31 | | | | | | | | | | | | | |
| 42 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | | | | | | | |
| 43 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | |
| 44 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | | |
| 45 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.300 | | | | | | | 0.300 |
| 46 | | Q4 6/30 | | | | | | | | | | | | | |
| 47 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 48 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ | | | | | | |
| 49 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | | |
| 50 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.200 | 0.000 | | | | | | 0.200 |
| 51 | | FY 2013/2014 | | | | | | | | | | | | | |
| 52 | | Q1 9/30 | | | | | | | | | | | | | |
| 53 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 54 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | | |
| 55 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ | | | | | |
| 56 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.206 | 0.000 | 0.000 | | | | | 0.206 |
| 57 | | Q2 12/31 | | | | | | | | | | | | | |
| 58 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | |
| 59 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | | |
| 60 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☑ | ☐ | ☐ | | | | |
| 61 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | | 0.000 |
| 62 | | Q3 3/31 | | | | | | | | | | | | | |
| 63 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 64 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 65 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | | |
| 66 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | 0.000 |
| 67 | | Q4 6/30 | | | | | | | | | | | | | |
| 68 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | |
| 69 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | |
| 70 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | | |
| 71 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 |
| 72 | | FY 2014/2015 | | | | | | | | | | | | | |
| 73 | | Q1 9/30 | | | | | | | | | | | | | |
| 74 | | Technical | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| 75 | | Management | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| 76 | | Partnering | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | |
| 77 | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| 78 | | Q2 12/31 | | | | | | | | | | | | | |

## *Worksheet VII.A.6*

## *MPR Remediation Schedule Example*

### *(In Millions)*

| | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 79 | | | Technical | | | | | | | | | | | | | | | | | | | |
| 80 | | | Management | | | | | | | | | | | | | | | | | | | |
| 81 | | | Partnering | | | | | | | | | | | | | | | | | | | |
| 82 | | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | | | | 0.000 |
| 83 | | | Q3 3/31 | | | | | | | | | | | | | | | | | | | |
| 84 | | | Technical | | | | | | | | | | | | | | | | | | | |
| 85 | | | Management | | | | | | | | | | | | | | | | | | | |
| 86 | | | Partnering | | | | | | | | | | | | | | | | | | | |
| 87 | | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | | | 0.000 |
| 88 | | | Q4 6/30 | | | | | | | | | | | | | | | | | | | |
| 89 | | | Technical | | | | | | | | | | | | | | | | | | | |
| 90 | | | Management | | | | | | | | | | | | | | | | | | | |
| 91 | | | Partnering | | | | | | | | | | | | | | | | | | | |
| 92 | | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | | 0.000 |
| 93 | | FY 2015/2016 | | | | | | | | | | | | | | | | | | | | |
| 94 | | | Q1 9/30 | | | | | | | | | | | | | | | | | | | |
| 95 | | | Technical | | | | | | | | | | | | | | | | | | | |
| 96 | | | Management | | | | | | | | | | | | | | | | | | | |
| 97 | | | Partnering | | | | | | | | | | | | | | | | | | | |
| 98 | | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | | 0.000 |
| 99 | | | Q2 12/31 | | | | | | | | | | | | | | | | | | | |
| 100 | | | Technical | | | | | | | | | | | | | | | | | | | |
| 101 | | | Management | | | | | | | | | | | | | | | | | | | |
| 102 | | | Partnering | | | | | | | | | | | | | | | | | | | |
| 103 | | | Amount | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 |
| 104 | | | Checksum | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.706 |

Enterprise Data to Revenue (EDR) Project

***Worksheet VII.A.7***

RFP FTB 0910-C001

## *Unanticipated Tasks Labor Rates Example*
## *For the Transition Period*

| | A | B | C |
|---|---|---|---|
| 1 | **Resource Role** | **Rate Per Labor-Hour** | **Average Rate Per Labor-Hour by Category** |
| 2 | | | |
| 3 | **Development** | | |
| 4 | System Development Team Lead | 75.00 | |
| 5 | Senior Developer | 65.00 | |
| 6 | Staff Developer | 55.00 | |
| 7 | System Testing Team Lead | 70.00 | |
| 8 | Senior Tester | 60.00 | |
| 9 | Staff Tester | 50.00 | |
| 10 | Trainer | 50.00 | |
| 11 | ***Average Rate Per Labor-Hour*** | | 60.71 |
| 13 | **Planning** | | |
| 14 | Planning Consultant | 100.00 | |
| 15 | Project Architect | 125.00 | |
| 16 | Architect | 105.00 | |
| 17 | Project Manager | 90.00 | |
| 18 | ***Average Rate Per Labor-Hour*** | | 105.00 |

| Item # | Description | Phase | Component | Environment Supported | Model or Part Number | Manufacturer | Total Cost Per Item | Quantity | Total Hardware |
|---|---|---|---|---|---|---|---|---|---|
| | SFY 2011/12 Purchases | | | | | | | | |
| 1 | | | | | | | $0 | | $0 |
| 2 | | | | | | | $0 | | $0 |
| 3 | | | | | | | $0 | | $0 |
| 4 | | | | | | | $0 | | $0 |
| 5 | | | | | | | $0 | | $0 |
| | **SFY 2011/12 Hardware Total** | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Model or Part Number | Manufacturer | Total Cost Per Item | Quantity | Total Hardware |
|---|---|---|---|---|---|---|---|---|---|
| | SFY 2012/13 Purchases | | | | | | | | |
| 1 | | | | | | | $0 | | $0 |
| 2 | | | | | | | $0 | | $0 |
| 3 | | | | | | | $0 | | $0 |
| 4 | | | | | | | $0 | | $0 |
| 5 | | | | | | | $0 | | $0 |
| | **SFY 2012/13 Hardware Total** | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Model or Part Number | Manufacturer | Total Cost Per Item | Quantity | Total Hardware |
|---|---|---|---|---|---|---|---|---|---|
| | SFY 2013/14 Purchases | | | | | | | | |
| 1 | | | | | | | $0 | | $0 |
| 2 | | | | | | | $0 | | $0 |
| 3 | | | | | | | $0 | | $0 |
| 4 | | | | | | | $0 | | $0 |
| 5 | | | | | | | $0 | | $0 |
| | **SFY 2013/14 Hardware Total** | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Model or Part Number | Manufacturer | Total Cost Per Item | Quantity | Total Hardware |
|---|---|---|---|---|---|---|---|---|---|
| | SFY 2014/15 Purchases | | | | | | | | |
| 1 | | | | | | | $0 | | $0 |
| 2 | | | | | | | $0 | | $0 |
| 3 | | | | | | | $0 | | $0 |
| 4 | | | | | | | $0 | | $0 |
| 5 | | | | | | | $0 | | $0 |
| | **SFY 2014/15 Hardware Total** | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Model or Part Number | Manufacturer | Total Cost Per Item | Quantity | Total Hardware |
|---|---|---|---|---|---|---|---|---|---|
| | SFY 2015/16 Purchases | | | | | | | | |
| 1 | | | | | | | $0 | | $0 |
| 2 | | | | | | | $0 | | $0 |
| 3 | | | | | | | $0 | | $0 |
| 4 | | | | | | | $0 | | $0 |
| 5 | | | | | | | $0 | | $0 |
| | **SFY 2015/16 Hardware Total** | | | | | | | | $0 |
| | **Total Hardware for EDR Project** | | | | | | | | **$0** |

| Item # | Description | Phase | Component | Environment Supported | Item or Model Number | Manufacturer | Version Number | License Type | Upgrades Included? | Total Cost Per Item | Quantity (Licenses) | Total Software |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2011/12 Purchases | | | | | | | | | | | |
| 1 | | | | | | | | | | $0 | | $0 |
| 2 | | | | | | | | | | $0 | | $0 |
| 3 | | | | | | | | | | $0 | | $0 |
| 4 | | | | | | | | | | $0 | | $0 |
| 5 | | | | | | | | | | $0 | | $0 |
| 6 | | | | | | | | | | $0 | | $0 |
| | **SFY 2011/12 Software Total** | | | | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Item or Model Number | Manufacturer | Version Number | License Type | Upgrades Included? | Total Cost Per Item | Quantity (Licenses) | Total Software |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2012/13 Purchases | | | | | | | | | | | |
| 1 | | | | | | | | | | $0 | | $0 |
| 2 | | | | | | | | | | $0 | | $0 |
| 3 | | | | | | | | | | $0 | | $0 |
| 4 | | | | | | | | | | $0 | | $0 |
| 5 | | | | | | | | | | $0 | | $0 |
| 6 | | | | | | | | | | $0 | | $0 |
| | **SFY 2012/13 Software Total** | | | | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Item or Model Number | Manufacturer | Version Number | License Type | Upgrades Included? | Total Cost Per Item | Quantity (Licenses) | Total Software |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2013/14 Purchases | | | | | | | | | | | |
| 1 | | | | | | | | | | $0 | | $0 |
| 2 | | | | | | | | | | $0 | | $0 |
| 3 | | | | | | | | | | $0 | | $0 |
| 4 | | | | | | | | | | $0 | | $0 |
| 5 | | | | | | | | | | $0 | | $0 |
| 6 | | | | | | | | | | $0 | | $0 |
| | **SFY 2013/14 Software Total** | | | | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Item or Model Number | Manufacturer | Version Number | License Type | Upgrades Included? | Total Cost Per Item | Quantity (Licenses) | Total Software |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2014/15 Purchases | | | | | | | | | | | |
| 1 | | | | | | | | | | $0 | | $0 |
| 2 | | | | | | | | | | $0 | | $0 |
| 3 | | | | | | | | | | $0 | | $0 |
| 4 | | | | | | | | | | $0 | | $0 |
| 5 | | | | | | | | | | $0 | | $0 |
| 6 | | | | | | | | | | $0 | | $0 |
| | **SFY 2014/15 Software Total** | | | | | | | | | | | $0 |

| Item # | Description | Phase | Component | Environment Supported | Item or Model Number | Manufacturer | Version Number | License Type | Upgrades Included? | Total Cost Per Item | Quantity (Licenses) | Total Software |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2015/16 Purchases | | | | | | | | | | | |
| 1 | | | | | | | | | | $0 | | $0 |
| 2 | | | | | | | | | | $0 | | $0 |
| 3 | | | | | | | | | | $0 | | $0 |
| 4 | | | | | | | | | | $0 | | $0 |
| 5 | | | | | | | | | | $0 | | $0 |
| 6 | | | | | | | | | | $0 | | $0 |
| | **SFY 2015/16 Software Total** | | | | | | | | | | | $0 |
| | **Total Software for EDR Project** | | | | | | | | | | | **$0** |

| Item # | Change Category | Description | Phase | Party Responsible for Change | Cost or Rate Per Change | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|
| | | SFY 2011/12 Changes | | | | | |
| 1 | | | | | $0 | | $0 |
| 2 | | | | | $0 | | $0 |
| 3 | | | | | $0 | | $0 |
| 4 | | | | | $0 | | $0 |
| 5 | | | | | $0 | | $0 |
| | | **SFY 2011/12 Changes Total** | | | | | $0 |

| Item # | Change Category | Description | Phase | Party Responsible for Change | Cost or Rate Per Change | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|
| | | SFY 2012/13 Changes | | | | | |
| 1 | | | | | $0 | | $0 |
| 2 | | | | | $0 | | $0 |
| 3 | | | | | $0 | | $0 |
| 4 | | | | | $0 | | $0 |
| 5 | | | | | $0 | | $0 |
| | | **SFY 2012/13 Changes Total** | | | | | $0 |

| Item # | Change Category | Description | Phase | Party Responsible for Change | Cost or Rate Per Change | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|
| | | SFY 2013/14 Changes | | | | | |
| 1 | | | | | $0 | | $0 |
| 2 | | | | | $0 | | $0 |
| 3 | | | | | $0 | | $0 |
| 4 | | | | | $0 | | $0 |
| 5 | | | | | $0 | | $0 |
| | | **SFY 2013/14 Changes Total** | | | | | $0 |

| Item # | Change Category | Description | Phase | Party Responsible for Change | Cost or Rate Per Change | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|
| | | SFY 2014/15 Changes | | | | | |
| 1 | | | | | $0 | | $0 |
| 2 | | | | | $0 | | $0 |
| 3 | | | | | $0 | | $0 |
| 4 | | | | | $0 | | $0 |
| 5 | | | | | $0 | | $0 |
| | | **SFY 2014/15 Changes Total** | | | | | $0 |

| Item # | Change Category | Description | Phase | Party Responsible for Change | Cost or Rate Per Change | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|
| | | SFY 2015/16 Changes | | | | | |
| 1 | | | | | $0 | | $0 |
| 2 | | | | | $0 | | $0 |
| 3 | | | | | $0 | | $0 |
| 4 | | | | | $0 | | $0 |
| 5 | | | | | $0 | | $0 |
| | | **SFY 2015/16 Changes Total** | | | | | $0 |
| | | **Total Facilities Changes for EDR Project** | | | | | **$0** |

| Item # | Total Project Services Summary | Bidder Proposed Contract Costs | | | | | Total Services |
|---|---|---|---|---|---|---|---|
| | | SFY 2011/2012 7/01/11 - 6/30/12 | SFY 2012/2013 7/01/12 - 6/30/13 | SFY 2013/2014 7/01/13 -06/30/14 | SFY 2014/2015 7/01/14 - 6/30/15 | SFY 2015/2016 7/01/15 - 6/30/16 | |
| 1 | Governance Consulting Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 2 | Project Management Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 3 | Software Customization Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 4 | BETS Decoupling Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 5 | Data Conversion Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 6 | Training Services | $0 | $0 | $0 | $0 | $0 | $0 |
| 7 | Maintenance and Operations Services | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total Services by Fiscal Year*** | $0 | $0 | $0 | $0 | $0 | |
| | ***Total EDR Project Services*** | | | | | | **$0** |

# Governance Consulting Services

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | | | | **Cost by Quarter** | | | | | | | | | | | | | | | | | | |
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total EDR Project Governance Consulting Services*** | | | | | | | | | | | | | | | | | | | | | $0 |

# Project Management Services

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | | | | **Cost by Quarter** | | | | | | | | | | | | | | | | | | |
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total EDR Project Management Services*** | | | | | | | | | | | | | | | | | | | | | $0 |

# Software Customization Services

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total EDR Project Software Customization Services*** | | | | | | | | | | | | | | | | | | | | | $0 |

EDR Project - CRS Worksheet

# Worksheet VII.B.4.3.1

## Fast Function Points Sizing Approach

RFP FTB 0910-C001

| | | | Fast Function Points | | | | | Environmental Parameters | | | | Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Phase | Component | Number of Tables | Number of Reports | Number of Screens | Number of Logical Interfaces | Number of Web Methods | Lifecycle Type | Documentation Standard | Development Language Primary | Development Language Secondary | |
| 1 | | | | | | | | | | | | |
| 2 | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | |
| 14 | | | | | | | | | | | | |
| 15 | | | | | | | | | | | | |
| 16 | | | | | | | | | | | | |
| 17 | | | | | | | | | | | | |
| 18 | | | | | | | | | | | | |
| 19 | | | | | | | | | | | | |
| 20 | | | | | | | | | | | | |
| 21 | | | | | | | | | | | | |
| 22 | | | | | | | | | | | | |
| 23 | | | | | | | | | | | | |
| 24 | | | | | | | | | | | | |
| | **Total Number of Fast Function Points** | | **0** | **0** | **0** | **0** | **0** | | | | | |
| | **Total Project Cost** | | | | | | | | | | | $0 |

EDR Project - CRS Worksheet

# Worksheet VII.B.4.3.2

## Use Case Methods Sizing Approach

RFP FTB 0910-C001

| | | | Use Case Scenarios | | Environmental Parameters | | | | Cost |
|---|---|---|---|---|---|---|---|---|---|
| Item # | Phase | Component | Number of High Level Use Cases | Number of Detailed Use Cases | Lifecycle Type | Documentation Standard | Development Language Primary | Development Language Secondary | |
| 1 | | | | | | | | | |
| 2 | | | | | | | | | |
| 3 | | | | | | | | | |
| 4 | | | | | | | | | |
| 5 | | | | | | | | | |
| 6 | | | | | | | | | |
| 7 | | | | | | | | | |
| 8 | | | | | | | | | |
| 9 | | | | | | | | | |
| 10 | | | | | | | | | |
| 11 | | | | | | | | | |
| 12 | | | | | | | | | |
| 13 | | | | | | | | | |
| 14 | | | | | | | | | |
| 15 | | | | | | | | | |
| 16 | | | | | | | | | |
| 17 | | | | | | | | | |
| 18 | | | | | | | | | |
| 19 | | | | | | | | | |
| 20 | | | | | | | | | |
| 21 | | | | | | | | | |
| 22 | | | | | | | | | |
| 23 | | | | | | | | | |
| 24 | | | | | | | | | |
| | **Total Number of Use Cases** | | **0** | **0** | | | | | |
| | **Total Project Cost** | | | | | | | | **$0** |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total EDR Project BETS Decoupling Services*** | | | | | | | | | | | | | | | | | | | | | $0 |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | Total Services |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | ***Total EDR Project Data Conversion Services*** | | | | | | | | | | | | | | | | | | | | | $0 |

EDR Project - CRS Worksheet

RFP FTB 0910-C001

# Worksheet VII.B.4.5.1
## Data Conversion Sizing by Database

| Item # | Phase | Component | Database/Source File Converted | Number of Tables or Files | Number of Columns | Number of Records | Cost |
|---|---|---|---|---|---|---|---|
| 1 | | | | | | | $0 |
| 2 | | | | | | | $0 |
| 3 | | | | | | | $0 |
| 4 | | | | | | | $0 |
| 5 | | | | | | | $0 |
| 6 | | | | | | | $0 |
| 7 | | | | | | | $0 |
| 8 | | | | | | | $0 |
| 9 | | | | | | | $0 |
| 10 | | | | | | | $0 |
| 11 | | | | | | | $0 |
| 12 | | | | | | | $0 |
| 13 | | | | | | | $0 |
| 14 | | | | | | | $0 |
| 15 | | | | | | | $0 |
| 16 | | | | | | | $0 |
| 17 | | | | | | | $0 |
| 18 | | | | | | | $0 |
| 19 | | | | | | | $0 |
| 20 | | | | | | | $0 |
| 21 | | | | | | | $0 |
| 22 | | | | | | | $0 |
| 23 | | | | | | | $0 |
| 24 | | | | | | | $0 |
| | **Total Conversion Numbers** | | | **0** | **0** | **0** | |
| | **Total Conversion Cost** | | | | | | **$0** |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | Total Services |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Costs for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | Total Services |
| Item # | Resource Role | Hourly Rate | Total Hours | SFY 2011/2012 | | | | SFY 2012/2013 | | | | SFY 2013/2014 | | | | SFY 2014/2015 | | | | SFY 2015/2016 | | |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Costs for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total EDR Project Training Services** | | | | | | | | | | | | | | | | | | | | | | $0 |

# Maintenance and Operations Services for the Transition Period

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 1 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 1* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

| | | | | Cost by Quarter | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Resource Role** | **Hourly Rate** | **Total Hours** | **SFY 2011/2012** | | | | **SFY 2012/2013** | | | | **SFY 2013/2014** | | | | **SFY 2014/2015** | | | | **SFY 2015/2016** | | **Total Services** |
| | *Phase 2 Services* | | | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | | | | | | | | | | | | $0 |
| | *Total Hours & Cost for Phase 2* | | 0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total EDR Project M&O Services** | | | | | | | | | | | | | | | | | | | | | | $0 |

# Worksheet VII.B.4.7.1
## Custom Code Maintenance
## for the Transition Period

| Item # | Phase | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| | SFY 2011/12 Changes | | | | | | | | | | |
| 1 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 2 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 3 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 4 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 5 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| | | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | |
| | SFY 2012/13 Changes | | | | | | | | | | |
| 1 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 2 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 3 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 4 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 5 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| | | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | |
| | SFY 2013/14 Changes | | | | | | | | | | |
| 1 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 2 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 3 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 4 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 5 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| | | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | |
| | SFY 2014/15 Changes | | | | | | | | | | |
| 1 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 2 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 3 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 4 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 5 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| | | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | |

# Worksheet VII.B.4.7.1

## Custom Code Maintenance for the Transition Period



| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | SFY 2015/16 Changes | | | | | | | | | | |
| 1 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 2 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 3 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 4 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| 5 | | | | $0 | | $0 | | $0 | | $0 | $0 |
| | | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | |
| | ***Grand Totals:*** | | | | | | | | | | |
| | ***Number of Hours by Type*** | | | | **0** | | **0** | | **0** | | |
| | ***Cost by Type*** | | | **$0** | | **$0** | | **$0** | | **$0** | |
| | ***Total Cost*** | | | | | | | | | | **$0** |

| Item # | Hardware, Software, or Service | Description | Component | Environment | Location | Cost | Quantity | Total Cost |
|---|---|---|---|---|---|---|---|---|
| 1 | | | | | | $0 | | $0 |
| 2 | | | | | | $0 | | $0 |
| 3 | | | | | | $0 | | $0 |
| 4 | | | | | | $0 | | $0 |
| 5 | | | | | | $0 | | $0 |
| 6 | | | | | | $0 | | $0 |
| 7 | | | | | | $0 | | $0 |
| 8 | | | | | | $0 | | $0 |
| 9 | | | | | | $0 | | $0 |
| 10 | | | | | | $0 | | $0 |
| 11 | | | | | | $0 | | $0 |
| 12 | | | | | | $0 | | $0 |
| 13 | | | | | | $0 | | $0 |
| 14 | | | | | | $0 | | $0 |
| 15 | | | | | | $0 | | $0 |
| 16 | | | | | | $0 | | $0 |
| 17 | | | | | | $0 | | $0 |
| 18 | | | | | | $0 | | $0 |
| 19 | | | | | | $0 | | $0 |
| 20 | | | | | | $0 | | $0 |
| 21 | | | | | | $0 | | $0 |
| 22 | | | | | | $0 | | $0 |
| 23 | | | | | | $0 | | $0 |
| 24 | | | | | | $0 | | $0 |
| 25 | | | | | | $0 | | $0 |
| 26 | | | | | | $0 | | $0 |
| 27 | | | | | | $0 | | $0 |
| 28 | | | | | | $0 | | $0 |
| 29 | | | | | | $0 | | $0 |
| 30 | | | | | | $0 | | $0 |
| | | **Total Hot Site Costs for EDR Project** | | | | | | **$0** |

# Worksheet VII.B.6

## Five One-Year Maintenance and Operations Contract Options

## Cost Summary

| ***Five (5) One-Year Maintenance and Operations Contract Options Cost Summary*** | | | | | | |
|---|---|---|---|---|---|---|
| ***Type of Service*** | ***First Year*** | ***Second Year*** | ***Third Year*** | ***Fourth Year*** | ***Fifth Year*** | ***Total*** |
| Total Maintenance and Operations (M&O) from VII.6.1 | $0 | $0 | $0 | $0 | $0 | $0 |
| Custom Code Maintenance (CCM) from VII.6.2 | $0 | $0 | $0 | $0 | $0 | $0 |
| System Operations (SO)  from VII.6.3 | $0 | $0 | $0 | $0 | $0 | $0 |
| System Software Support (SSS) from VII.6.4 | $0 | $0 | $0 | $0 | $0 | $0 |
| ***Total*** | $0 | $0 | $0 | $0 | $0 | $0 |

# Five One-Year Total Maintenance and Operations Contract Options

| *First Year Total Maintenance & Operations Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total First Year Total Maintenance and Operations Contract Option Cost* | | | | | | | | | | $0 |

| *Second Year Total Maintenance and Operations Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total Second Year Total Maintenance and Operations Contract Option Cost* | | | | | | | | | | $0 |

# Five One-Year Total Maintenance and Operations Contract Options

| *Third Year Total Maintenance and Operations Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total Third Year Total Maintenance nd Operations Contract Option Cost* | | | | | | | | | | $0 |

| *Fourth Year Total Maintenance and Operations Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total Fourth Year Total Maintenance and Operations Contract Option Cost* | | | | | | | | | | $0 |

## Five One-Year Total Maintenance and Operations Contract Options

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ***FifthYear Total Maintenance and Operations Contract Option*** | | | | | | | | | | | |
| | ***Hardware*** | | | ***Software*** | | | ***Services*** | | | | |
| **Item #** | **Description** | **EDR Solution Component** | **Hardware Costs** | **Description** | **EDR Solution Component** | **Software Costs** | **Resource Role** | **Function** | **Hourly Rate** | **Total Hours** | **Resource Costs** |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | ***Subtotal*** | | $0 | | | $0 | | | | | $0 |
| | ***Total Fifth Year Total Maintenance and Operations Contract Option Cost*** | | | | | | | | | | $0 |

EDR Project - CRS Worksheet

# Worksheet VII.B.6.1.1

## Five One-Year Total Maintenance and Operations Contract Options

## Custom Code Maintenance Detail

RFP FTB 0910-C001

***First Year Total Maintenance and Operations Contract Option Custom Code Maintenance Detail***

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

***Second Year Total Maintenance and Operations Contract Option Custom Code Maintenance Detail***

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

EDR Project - CRS Worksheet

# Worksheet VII.B.6.1.1

RFP FTB 0910-C001

## Five One-Year Total Maintenance and Operations Contract Options

## Custom Code Maintenance Detail

***Third Year Total Maintenance and Operations Contract Option Custom Code Maintenance Detail***

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

***Fourth Year Total Maintenance and Operations Contract Option Custom Code Maintenance Detail***

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

EDR Project - CRS Worksheet

RFP FTB 0910-C001

# Worksheet VII.B.6.1.1

## Five One-Year Total Maintenance and Operations Contract Options

## Custom Code Maintenance Detail

| | ***Fifth Year Total Maintenance and Operations Contract Option Custom Code Maintenance Detail*** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **EDR Component** | **Anticipated Changes** | | | | | | | | |
| | | **Material (Hardware / Software)** | **Cost** | **Estimated Adaptive Hours** | **Cost** | **Estimated Perfective Hours** | **Cost** | **Estimated Corrective Hours** | **Cost** | **Total Costs** |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

EDR Project - CRS Worksheet

# Worksheet VII.B.6.2

## Five One-Year Custom Code Maintenance Contract Options

RFP FTB 0910-C001

### *First Year Custom Code Maintenance (CCM) Contract Option*

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

### *Second Year Custom Code Maintenance (CCM) Contract Option*

| Item # | EDR Component | Anticipated Changes | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Material (Hardware / Software) | Cost | Estimated Adaptive Hours | Cost | Estimated Perfective Hours | Cost | Estimated Corrective Hours | Cost | Total Costs |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

# Worksheet VII.B.6.2

## Five One-Year Custom Code Maintenance Contract Options

| | ***Third Year Custom Code Maintenance (CCM) Contract Option*** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **EDR Component** | **Anticipated Changes** | | | | | | | | |
| | | **Material (Hardware / Software)** | **Cost** | **Estimated Adaptive Hours** | **Cost** | **Estimated Perfective Hours** | **Cost** | **Estimated Corrective Hours** | **Cost** | **Total Costs** |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

| | ***Fourth Year Custom Code Maintenance (CCM) Contract Option*** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **EDR Component** | **Anticipated Changes** | | | | | | | | |
| | | **Material (Hardware / Software)** | **Cost** | **Estimated Adaptive Hours** | **Cost** | **Estimated Perfective Hours** | **Cost** | **Estimated Corrective Hours** | **Cost** | **Total Costs** |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

## Worksheet VII.B.6.2

## Five One-Year Custom Code Maintenance Contract Options

| | ***Fifth Year Custom Code Maintenance (CCM) Contract Option*** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **EDR Component** | **Anticipated Changes** | | | | | | | | |
| | | **Material (Hardware / Software)** | **Cost** | **Estimated Adaptive Hours** | **Cost** | **Estimated Perfective Hours** | **Cost** | **Estimated Corrective Hours** | **Cost** | **Total Costs** |
| 1 | | | | | | | | | | $0 |
| 2 | | | | | | | | | | $0 |
| 3 | | | | | | | | | | $0 |
| 4 | | | | | | | | | | $0 |
| 5 | | | | | | | | | | $0 |
| 6 | | | | | | | | | | $0 |
| 7 | | | | | | | | | | $0 |
| 8 | | | | | | | | | | $0 |
| 9 | | | | | | | | | | $0 |
| 10 | | | | | | | | | | $0 |
| | Total Number of Hours by Type | | | 0 | | 0 | | 0 | | |
| | Total Cost by Type | | $0 | | $0 | | $0 | | $0 | $0 |

# Five One-Year System Operations Contract Options

| *First Year System Operations (SO) Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total First Year System Operations (SO) Contract Option Cost* | | | | | | | | | | $0 |

| *Second Year System Operations (SO) Contract Option* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Hardware* | | | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Hardware Costs | Description | EDR Solution Component | Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Resource Costs |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | $0 | | | | | $0 |
| | *Total Second Year System Operations Contract Option Cost* | | | | | | | | | | $0 |

## Five One-Year System Operations Contract Options

### *Third Year System Operations (SO) Contract Option*

| | *Hardware* | | | *Software* | | | *Services* | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Description** | **EDR Solution Component** | **Hardware Costs** | **Description** | **EDR Solution Component** | **Software Costs** | **Resource Role** | **Function** | **Hourly Rate** | **Total Hours** | **Resource Costs** |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | ***Subtotal*** | | $0 | | | $0 | | | | | $0 |
| | ***Total Third Year System Operations (SO) Contract Option Cost*** | | | | | | | | | | $0 |

### *Fourth Year System Operations (SO) Contract Option*

| | *Hardware* | | | *Software* | | | *Services* | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Item #** | **Description** | **EDR Solution Component** | **Hardware Costs** | **Description** | **EDR Solution Component** | **Software Costs** | **Resource Role** | **Function** | **Hourly Rate** | **Total Hours** | **Resource Costs** |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | ***Subtotal*** | | $0 | | | $0 | | | | | $0 |
| | ***Total Fourth Year System Operations (SO) Contract Option Cost*** | | | | | | | | | | $0 |

## Five One-Year System Operations Contract Options

| | *Fifth Year System Operations (SO) Contract Option* | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | ***Hardware*** | | | ***Software*** | | | ***Services*** | | | | |
| **Item #** | **Description** | **EDR Solution Component** | **Hardware Costs** | **Description** | **EDR Solution Component** | **Software Costs** | **Resource Role** | **Function** | **Hourly Rate** | **Total Hours** | **Resource Costs** |
| 1 | | | | | | | | | | | $0 |
| 2 | | | | | | | | | | | $0 |
| 3 | | | | | | | | | | | $0 |
| 4 | | | | | | | | | | | $0 |
| 5 | | | | | | | | | | | $0 |
| 6 | | | | | | | | | | | $0 |
| 7 | | | | | | | | | | | $0 |
| 8 | | | | | | | | | | | $0 |
| 9 | | | | | | | | | | | $0 |
| 10 | | | | | | | | | | | $0 |
| | ***Subtotal*** | | $0 | | | $0 | | | | | $0 |
| | ***Total Fifth Year System Operations (SO) Contract Option Cost*** | | | | | | | | | | $0 |

# Five One-Year System Software Support Contract Options

| *First Year System Software Support (SSS) Contract Option* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Total Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Total Resource Costs |
| 1 | | | | | | | | $0 |
| 2 | | | | | | | | $0 |
| 3 | | | | | | | | $0 |
| 4 | | | | | | | | $0 |
| 5 | | | | | | | | $0 |
| 6 | | | | | | | | $0 |
| 7 | | | | | | | | $0 |
| 8 | | | | | | | | $0 |
| 9 | | | | | | | | $0 |
| 10 | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | | | $0 |
| | *Total First Year System Software Support (SSS) Contract Option Cost* | | | | | | | $0 |

| *Second Year System Software Support (SSS) Contract Option* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Total Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Total Resource Costs |
| 1 | | | | | | | | $0 |
| 2 | | | | | | | | $0 |
| 3 | | | | | | | | $0 |
| 4 | | | | | | | | $0 |
| 5 | | | | | | | | $0 |
| 6 | | | | | | | | $0 |
| 7 | | | | | | | | $0 |
| 8 | | | | | | | | $0 |
| 9 | | | | | | | | $0 |
| 10 | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | | | $0 |
| | *Total Second Year System Software Support (SSS) Contract Option Cost* | | | | | | | $0 |

# Five One-Year System Software Support Contract Options

| *Third Year System Software Support (SSS) Contract Option* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Total Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Total Resource Costs |
| 1 | | | | | | | | $0 |
| 2 | | | | | | | | $0 |
| 3 | | | | | | | | $0 |
| 4 | | | | | | | | $0 |
| 5 | | | | | | | | $0 |
| 6 | | | | | | | | $0 |
| 7 | | | | | | | | $0 |
| 8 | | | | | | | | $0 |
| 9 | | | | | | | | $0 |
| 10 | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | | | $0 |
| | *Total Third Year System Software Support (SSS) Contract Option Cost* | | | | | | | $0 |

| *Fourth Year System Software Support (SSS) Contract Option* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | *Software* | | | *Services* | | | | |
| Item # | Description | EDR Solution Component | Total Software Costs | Resource Role | Function | Hourly Rate | Total Hours | Total Resource Costs |
| 1 | | | | | | | | $0 |
| 2 | | | | | | | | $0 |
| 3 | | | | | | | | $0 |
| 4 | | | | | | | | $0 |
| 5 | | | | | | | | $0 |
| 6 | | | | | | | | $0 |
| 7 | | | | | | | | $0 |
| 8 | | | | | | | | $0 |
| 9 | | | | | | | | $0 |
| 10 | | | | | | | | $0 |
| | *Subtotal* | | $0 | | | | | $0 |
| | *Total Fourth Year System Software Support (SSS) Contract Option Cost* | | | | | | | $0 |

# Five One-Year System Software Support Contract Options

| *Fifth Year System Software Support (SSS) Contract Option* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | ***Software*** | | | ***Services*** | | | | |
| **Item #** | **Description** | **EDR Solution Component** | **Total Software Costs** | **Resource Role** | **Function** | **Hourly Rate** | **Total Hours** | **Total Resource Costs** |
| 1 | | | | | | | | $0 |
| 2 | | | | | | | | $0 |
| 3 | | | | | | | | $0 |
| 4 | | | | | | | | $0 |
| 5 | | | | | | | | $0 |
| 6 | | | | | | | | $0 |
| 7 | | | | | | | | $0 |
| 8 | | | | | | | | $0 |
| 9 | | | | | | | | $0 |
| 10 | | | | | | | | $0 |
| | ***Subtotal*** | | $0 | | | | | $0 |
| | ***Total Fifth Year System Software Support (SSS) Contract Option Cost*** | | | | | | | $0 |

# Maintenance and Operations Contract Options

## Labor Rates

| Resource Role | Rate Per Labor-Hour | Average Rate Per Labor-Hour by Category |
|---|---|---|
| | | |
| **Development** | | |
| System Development Team Lead | 0.00 | |
| Senior Developer | 0.00 | |
| Staff Developer | 0.00 | |
| System Testing Team Lead | 0.00 | |
| Senior Tester | 0.00 | |
| Staff Tester | 0.00 | |
| Trainer | 0.00 | |
| ***Average Rate Per Labor-Hour*** | | 0.00 |
| | | |
| **Planning** | | |
| Planning Consultant | 0.00 | |
| Project Architect | 0.00 | |
| Architect | 0.00 | |
| Project Manager | 0.00 | |
| ***Average Rate Per Labor-Hour*** | | 0.00 |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION VIII
Proposal Format

November 2, 2009

## TABLE OF CONTENTS

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**A. INTRODUCTION ..... 1**
**B. CONCEPTUAL, DRAFT AND FINAL PROPOSAL ..... 1**
**C. FORMAT DETAIL ..... 2**
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# VIII. PROPOSAL FORMAT

## A. INTRODUCTION

Instructions in this section prescribe the mandatory proposal format for the Conceptual, Draft and Final Proposal. Bidders must adhere to all format instructions, respond to all requirements and supply all requested information. Exhibit VIII-A may be used as a guide to ensure that all required information is included in the proposal. Failure to follow the prescribed format or to provide all required information may result in the proposal being deemed non-responsive.

## B. CONCEPTUAL, DRAFT AND FINAL PROPOSAL

The Conceptual, Draft and Final Proposals are to be prepared in the format listed below. No worksheets are required or should be submitted with Conceptual Proposals. For the Draft Proposal, all worksheets required in RFP Section VII and supporting documentation must be provided with all entries **except for cost information. All cost data included in Volume II for the Draft Proposal must use XXXs in place of actual dollar amounts. The inclusion of any cost information anywhere and in any fashion or format in the Conceptual or Draft Proposal may result in the rejection of the proposal.**

The Conceptual Proposal should include the following sections and must be in the order below:

- Table of Contents
- Section 1: Data Availability
- Section 2: Filing Business Processes
- Section 3: System Redundancy and Reuse
- Section 4: Self-Services
- Section 5: Data Analysis
- Section 6: BETS
- Exhibits

The Draft and Final Proposal must include the following sections and must be in the order below:

- Volume I: Response to Requirements
  - Section 1: Cover Letter and Proposal Signature
  - Section 2: Table of Contents
  - Section 3: Executive Summary
  - Section 4: Administrative Requirements Response
  - Section 5: Functional, Technical, and Management Requirements Response
  - Section 6: Standard Agreement, STD. 213 with original signature of individual who is authorized to bind the firm contractually
- Volume II: Cost Data
- Volume III: Literature

## C. FORMAT DETAIL

The Bidder's Conceptual, Draft and Final Proposal responses to the RFP must comply with the following submission and format requirements:

- All proposals must be sent to the Procurement Official listed in Section I.
- All proposals must be received by the Procurement Official by the date and time specified in Section I.
- Each proposal submission must be delivered in a sealed package clearly labeled "RFP-FTB-0910-C001" "Conceptual Proposal", "Draft Proposal" or "Final Proposal". All submittals, except for the Final Proposal, should be marked "CONFIDENTIAL".
- All proposal submission packages must include the Bidder's name and return address.
- Each proposal submission package must be identified as the Conceptual Proposal, Draft Proposal or Final Proposal, as appropriate. Volume II – Cost Data must be submitted separately in a sealed envelope marked "Volume II – Cost Data".
- The following number of copies of each proposal must be submitted:

| Volume # | Master Hardcopy | Hardcopy | Master Softcopy |
|---|---|---|---|
| Conceptual Proposal | 1 | 13 | 1 on CD |
| Volume I | 1 | 11 | 1 on CD |
| Volume II | 1 | 11 | 1 on CD |
| Volume III | 1 | 3 | 1 on CD |

- Softcopy proposals must be in Microsoft Word or Excel 2003 version.
- Each CD must be clearly marked with the Bidder's name, "RFP-FTB-0910-C001", volume number, and volume title. The master hardcopy and CD must be clearly marked "MASTER COPY".
- The following must be on each page of the Draft and Final Proposal:
  - RFP-FTB-0910-C001
  - Bidder's Name
  - Date
  - Volume and section
  - The page number must be done by proposal section and include reference to the total number of pages for that section. For example, Section 1, Page 1 of 10.
  - The State prefers the use of twelve (12) point Arial font for all text and between 10 (ten) and twelve (12) point Arial font for information presented in tables.
  - The font size should be eight (8) point or larger for all figures and exhibits.

- The text should be single spaced.
- The margins should be one (1) inch on the top, bottom, left, and right.
- The bid should be printed using single-sided pages on standard 3-hole, 8.5" x 11" paper, except for charts, diagrams, and similar materials, which may be foldouts. If foldouts are used, the folded size must fit within the 8.5" x 11" format.

### 1. Volume I – Response to Requirements

This volume must contain all of the section contents listed in Table VIII-1, complete in every detail, **except for cost. The inclusion of any cost data in Volume I may result in the rejection of the Bidder's proposal.**

**Table VIII-1 Volume I Requirements**

| ***Requirement*** |
|---|
| **Section 1 – Cover Letter and Proposal Signature**<br>This section includes the Bidder cover letter as required in RFP Section V. |
| **Section 2 – Table of Contents**<br>The table of contents must:<br>• Identify all major parts of the proposal by volume and page number.<br>• Identify all tables, figures, charts, and graphs. |
| **Section 3 – Executive Summary**<br>This section includes an executive summary as required in RFP Section V. Cost information must not be included in the executive summary. |
| **Section 4 – Administrative Requirements Response**<br>The administrative requirements response must include all the completed forms, exhibits and information requested for each mandatory requirement identified in RFP Section V, including:<br>• Customer In-Use Worksheet, Exhibit V-A<br>• Customer Engagement Reference Form, Exhibit V-B<br>• Letter from financial institution agreeing to issue a $20 million Letter of Credit to Bidder.<br>• Payee Data Record, STD. 204<br>• Certificate of Status from California Secretary of State<br>• State of California preference and incentive forms<br>o TACPA – STD 830 (if applicable)<br>o EZA – STD 831 (if applicable)<br>o LAMBRA – STD 832 (if applicable)<br>o Bidder's Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable)<br>o Manufacturer's Summary – DGS/PD 525 (if applicable)<br>o DVBE Declarations – STD 843 (if applicable)<br>• Bidder Declaration Form GSPD-05-105 (08/09)<br>• Small business approval letter (if applicable)<br>• Commercially Useful Function Documentation, Exhibit V-C (if applicable) |

| *Requirement* |
|---|
| **Section 5 – Functional, Technical and Management Requirements Response**<br>The functional, technical, and management requirements response must include the following completed documents:<br>• Exhibit VI-A – Mandatory Scored and Desirable Scored Response Matrix<br>• Project Management Plan in accordance with:<br>o Exhibit VI-B.1 – Project Management Plan Deliverable Item Description<br>o Exhibit VI-B.2 – Resume Data Matrix<br>• Project Schedule in accordance with Exhibit VI-C – Project Schedule Deliverable Item Description<br>• Technical Management Approach in accordance with Exhibit VI-D – Technical Management Approach Deliverable Item Description<br>o EDR Proposed Solution in accordance with Exhibit VI-E – EDR Proposed Solution Deliverable Item Description |
| **Section 6 – Standard Agreement, STD 213**<br>• Include one original signature of an individual authorized to bind the firm on the Standard Agreement, STD 213 found in RFP Section XI.<br>• Do not include the term dates and dollar amounts on the Standard Agreement, STD 213.<br>• Fill in the Bidder's name and contact information on the Standard Agreement, STD 213. |

## 2. Volume II – Cost Data

For both the Draft and Final Proposals, Volume II **must** be in a **separately sealed and marked envelope, container or box** containing all completed worksheets and any other documentation as required in RFP Section VII.

In the Draft Proposal, this volume must **not** contain actual dollar amounts. Any cost figures in the Draft Proposal must be replaced with "XXX".

**Table VIII-2 Volume II Requirements**

| *Requirement* |
|---|
| The organization of this volume must include all of the required worksheets and must be organized as follows:<br>• Appendix A - Financial Worksheets:<br>o Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary<br>o Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown<br>o Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown<br>o Worksheet VII.A.4 – Total Contract Amount Breakdown<br>o Worksheet VII.A.5 – EDR Project Payment Schedule<br>o Worksheet VII.A.7 – Unanticipated Tasks Labor Rates |

| ***Requirement*** |
|---|
| • Appendix B - Cost Reasonableness Worksheets:<br>o Worksheet VII.B.1 – Hardware Cost<br>o Worksheet VII.B.2 – Software Cost<br>o Worksheet VII.B.3 – Facilities Changes<br>o Worksheet VII.B.4 – Services Cost Summary<br>o Worksheet VII.B.4.1 – Governance Consulting Services<br>o Worksheet VII.B.4.2 – Project Management Services<br>o Worksheet VII.B.4.3 – Software Customization Services<br>o Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach<br>o Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach<br>o Worksheet VII.B.4.4 – BETS Decoupling Services<br>o Worksheet VII.B.4.5 – Data Conversion Services<br>o Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database<br>o Worksheet VII.B.4.6 – Training Services<br>o Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period<br>o Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period<br>o Worksheet VII.B.5 – Hot Site Costs<br>o Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary<br>o Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options<br>o Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail<br>o Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options<br>o Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options<br>o Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options<br>o Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates |

### 3. Volume III – Literature

This volume must contain all technical and other reference literature to support the responses to all the requirements of this RFP. All items included in this volume must be cross-referenced to the volume (and section) where the item is addressed. Only the information in the literature provided will be considered and not any references to other information contained therein.

**EXHIBIT VIII-A**

# BIDDER'S PROPOSAL CHECKLIST

**BIDDERS: THE STATE MAKES NO WARRANTY THAT THE CHECKLIST IS A FULL COMPREHENSIVE LISTING OF EVERY REQUIREMENT SPECIFIED IN THE RFP. CHECKING OFF THE ITEMS ON THE CHECKLIST DOES NOT ESTABLISH THE BIDDER'S INTENT NOR DOES IT CONSTITUTE RESPONSIVENESS TO THE REQUIREMENT(S). THE CHECKLIST IS ONLY A TOOL TO ASSIST PARTICIPATING BIDDERS IN COMPILING THEIR PROPOSAL RESPONSE. BIDDERS ARE ENCOURAGED TO CAREFULLY READ THE ENTIRE RFP. THE NEED TO VERIFY ALL DOCUMENTATION AND RESPONSES PRIOR TO THE SUBMISSION OF FINAL PROPOSALS CANNOT BE OVER EMPHASIZED AND IS THE BIDDER'S RESPONSIBILITY.**

| **Overall Document Compliance** | ü |
|---|---|
| The submission package meets all of format requirements listed in Section VIII.C | |

| **Conceptual Proposal** | ü |
|---|---|
| • Table of Contents | |
| • Section 1: Data Availability | |
| • Section 2: Business Processes | |
| • Section 3: System Redundancy and Reuse | |
| • Section 4: Self-Services | |
| • Section 5: Data Analysis | |
| • Section 6: BETS | |
| • Exhibits, if any | |

| **Volume I – Response to Requirements** | ü |
|---|---|
| Section 1 – Cover Letter and Proposal Signature | |
| Section 2 – Table of Contents | |
| Section 3 – Executive Summary | |
| Section 4 – Administrative Requirements Response<br>• Customer In-Use Worksheet<br>• Customer Engagement Reference Form(s)<br>• Letter from financial institution agreeing to issue a $20 million Letter of Credit to Bidder<br>• Payee Data Record, STD. 204<br>• Certificate of Status from California Secretary of State<br>• State of California preference and incentive forms<br>o TACPA – STD 830 (if applicable)<br>o EZA – STD 831 (if applicable)<br>o LAMBRA – STD 832 (if applicable) | |

| **Volume I – Response to Requirements** | ü |
|---|---|
| o Bidder's Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable)<br>o Manufacturer's Summary – DGS/PD 525 (if applicable)<br>o DVBE Declarations – STD 843 (if applicable)<br>• Bidder Declaration Form GSPD-05-105 (08/09)<br>• Small business approval letter (if applicable)<br>• Commercially Useful Function Documentation (if applicable) | |
| Section 5 – Functional, Technical and Management Requirements Response<br>• Exhibit VI-A – Mandatory Scored and Desirable Scored Response Matrix<br>• Project Management Plan in accordance with:<br>o Exhibit VI-B.1 – Project Management Plan Deliverable Item Description<br>o Exhibit VI-B.2 – Resume Data Matrix<br>• Project Schedule in accordance with Exhibit VI-C – Project Schedule Deliverable Item Description<br>• Technical Management Approach in accordance with Exhibit VI-D – Technical Management Approach Deliverable Item Description<br>o EDR Proposed Solution in accordance with Exhibit VI-E – Deliverable Item Description | |
| Section 6 – Standard Agreement, STD 213 | |

| ***Volume II – Cost Data*** | ü |
|---|---|
| Appendix A- Financial Worksheets:<br>• Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary<br>• Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown<br>• Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown<br>• Worksheet VII.A.4 – Total Contract Amount Breakdown<br>• Worksheet VII.A.5 – EDR Project Payment Schedule<br>• Worksheet VII.A.7 – Unanticipated Tasks Labor Rates | |
| Appendix B - Cost Reasonableness Worksheets:<br>• Worksheet VII.B.1 – Hardware Cost<br>• Worksheet VII.B.2 – Software Cost<br>• Worksheet VII.B.3 – Facilities Changes<br>• Worksheet VII.B.4 – Services Cost Summary<br>• Worksheet VII.B.4.1 – Governance Consulting Services<br>• Worksheet VII.B.4.2 – Project Management Services<br>• Worksheet VII.B.4.3 – Software Customization Services<br>• Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach | |

| ***Volume II – Cost Data*** | ü |
|---|---|
| • Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach<br>• Worksheet VII.B.4.4 – BETS Decoupling Services<br>• Worksheet VII.B.4.5 – Data Conversion Services<br>• Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database<br>• Worksheet VII.B.4.6 – Training Services<br>• Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period<br>• Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period<br>• Worksheet VII.B.5 – Hot Site Costs<br>• Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary<br>• Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options<br>• Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail<br>• Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options<br>• Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options<br>• Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options<br>• Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates | |

| **Volume III – Literature** | ü |
|---|---|
| *Attach and reference all documentation, if any* | |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION VIII
Proposal Format

November 2, 2009

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# VIII. PROPOSAL FORMAT

## A. INTRODUCTION

Instructions in this section prescribe the mandatory proposal format for the Conceptual, Draft and Final Proposal. Bidders must adhere to all format instructions, respond to all requirements and supply all requested information. Exhibit VIII-A may be used as a guide to ensure that all required information is included in the proposal. Failure to follow the prescribed format or to provide all required information may result in the proposal being deemed non-responsive.

## B. CONCEPTUAL, DRAFT AND FINAL PROPOSAL

The Conceptual, Draft and Final Proposals are to be prepared in the format listed below. No worksheets are required or should be submitted with Conceptual Proposals. For the Draft Proposal, all worksheets required in RFP Section VII and supporting documentation must be provided with all entries **except for cost information. All cost data included in Volume II for the Draft Proposal must use XXXs in place of actual dollar amounts. The inclusion of any cost information anywhere and in any fashion or format in the Conceptual or Draft Proposal may result in the rejection of the proposal.**

The Conceptual Proposal should include the following sections and must be in the order below:

- Table of Contents
- Section 1: Data Availability
- Section 2: Filing Business Processes
- Section 3: System Redundancy and Reuse
- Section 4: Self-Services
- Section 5: Data Analysis
- Section 6: BETS
- Exhibits

The Draft and Final Proposal must include the following sections and must be in the order below:

- Volume I: Response to Requirements
  - Section 1: Cover Letter and Proposal Signature
  - Section 2: Table of Contents
  - Section 3: Executive Summary
  - Section 4: Administrative Requirements Response
  - Section 5: Functional, Technical, and Management Requirements Response
  - Section 6: Standard Agreement, STD. 213 with original signature of individual who is authorized to bind the firm contractually
- Volume II: Cost Data
- Volume III: Literature

## C. FORMAT DETAIL

The Bidder's Conceptual, Draft and Final Proposal responses to the RFP must comply with the following submission and format requirements:

- All proposals must be sent to the Procurement Official listed in Section I.
- All proposals must be received by the Procurement Official by the date and time specified in Section I.
- Each proposal submission must be delivered in a sealed package clearly labeled "RFP-FTB-0910-C001" "Conceptual Proposal", "Draft Proposal" or "Final Proposal". All submittals, except for the Final Proposal, should be marked "CONFIDENTIAL".
- All proposal submission packages must include the Bidder's name and return address.
- Each proposal submission package must be identified as the Conceptual Proposal, Draft Proposal or Final Proposal, as appropriate. Volume II – Cost Data must be submitted separately in a sealed envelope marked "Volume II – Cost Data".
- The following number of copies of each proposal must be submitted:

| Volume # | Master Hardcopy | Hardcopy | Master Softcopy |
|---|---|---|---|
| Conceptual Proposal | 1 | 13 | 1 on CD |
| Volume I | 1 | 11 | 1 on CD |
| Volume II | 1 | 11 | 1 on CD |
| Volume III | 1 | 3 | 1 on CD |

- Softcopy proposals must be in Microsoft Word or Excel 2003 version.
- Each CD must be clearly marked with the Bidder's name, "RFP-FTB-0910-C001", volume number, and volume title. The master hardcopy and CD must be clearly marked "MASTER COPY".
- The following must be on each page of the Draft and Final Proposal:
  - RFP-FTB-0910-C001
  - Bidder's Name
  - Date
  - Volume and section
  - The page number must be done by proposal section and include reference to the total number of pages for that section. For example, Section 1, Page 1 of 10.
  - The State prefers the use of twelve (12) point Arial font for all text and between 10 (ten) and twelve (12) point Arial font for information presented in tables.
  - The font size should be eight (8) point or larger for all figures and exhibits.

- The text should be single spaced.
- The margins should be one (1) inch on the top, bottom, left, and right.
- The bid should be printed using single-sided pages on standard 3-hole, 8.5" x 11" paper, except for charts, diagrams, and similar materials, which may be foldouts. If foldouts are used, the folded size must fit within the 8.5" x 11" format.

### 1. Volume I – Response to Requirements

This volume must contain all of the section contents listed in Table VIII-1, complete in every detail, **except for cost. The inclusion of any cost data in Volume I may result in the rejection of the Bidder's proposal.**

**Table VIII-1 Volume I Requirements**

| ***Requirement*** |
|---|
| **Section 1 – Cover Letter and Proposal Signature**<br>This section includes the Bidder cover letter as required in RFP Section V. |
| **Section 2 – Table of Contents**<br>The table of contents must:<br>• Identify all major parts of the proposal by volume and page number.<br>• Identify all tables, figures, charts, and graphs. |
| **Section 3 – Executive Summary**<br>This section includes an executive summary as required in RFP Section V. Cost information must not be included in the executive summary. |
| **Section 4 – Administrative Requirements Response**<br>The administrative requirements response must include all the completed forms, exhibits and information requested for each mandatory requirement identified in RFP Section V, including:<br>• Customer In-Use Worksheet, Exhibit V-A<br>• Customer Engagement Reference Form, Exhibit V-B<br>• Letter from financial institution agreeing to issue a $20 million Letter of Credit to Bidder.<br>• Payee Data Record, STD. 204<br>• Certificate of Status from California Secretary of State<br>• State of California preference and incentive forms<br>o TACPA – STD 830 (if applicable)<br>o EZA – STD 831 (if applicable)<br>o LAMBRA – STD 832 (if applicable)<br>o Bidder's Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable)<br>o Manufacturer's Summary – DGS/PD 525 (if applicable)<br>o DVBE Declarations – STD 843 (if applicable)<br>• Bidder Declaration Form GSPD-05-105 (08/09)<br>• Small business approval letter (if applicable)<br>• Commercially Useful Function Documentation, Exhibit V-C (if applicable) |

| *Requirement* |
|---|
| **Section 5 – Functional, Technical and Management Requirements Response**<br>The functional, technical, and management requirements response must include the following completed documents:<br>• Exhibit VI-A – Mandatory Scored and Desirable Scored Response Matrix<br>• Project Management Plan in accordance with:<br>○ Exhibit VI-B.1 – Project Management Plan Deliverable Item Description<br>○ Exhibit VI-B.2 – Resume Data Matrix<br>• Project Schedule in accordance with Exhibit VI-C – Project Schedule Deliverable Item Description<br>• Technical Management Approach in accordance with Exhibit VI-D – Technical Management Approach Deliverable Item Description<br>○ EDR Proposed Solution in accordance with Exhibit VI-E – EDR Proposed Solution Deliverable Item Description |
| **Section 6 – Standard Agreement, STD 213**<br>• Include one original signature of an individual authorized to bind the firm on the Standard Agreement, STD 213 found in RFP Section XI.<br>• Do not include the term dates and dollar amounts on the Standard Agreement, STD 213.<br>• Fill in the Bidder's name and contact information on the Standard Agreement, STD 213. |

## 2. Volume II – Cost Data

For both the Draft and Final Proposals, Volume II **must** be in a **separately sealed and marked envelope, container or box** containing all completed worksheets and any other documentation as required in RFP Section VII.

In the Draft Proposal, this volume must **not** contain actual dollar amounts. Any cost figures in the Draft Proposal must be replaced with "XXX".

**Table VIII-2 Volume II Requirements**

| *Requirement* |
|---|
| The organization of this volume must include all of the required worksheets and must be organized as follows:<br>• Appendix A - Financial Worksheets:<br>○ Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary<br>○ Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown<br>○ Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown<br>○ Worksheet VII.A.4 – Total Contract Amount Breakdown<br>○ Worksheet VII.A.5 – EDR Project Payment Schedule<br>○ Worksheet VII.A.7 – Unanticipated Tasks Labor Rates |

| ***Requirement*** |
| --- |
| • Appendix B - Cost Reasonableness Worksheets:<br>○ Worksheet VII.B.1 – Hardware Cost<br>○ Worksheet VII.B.2 – Software Cost<br>○ Worksheet VII.B.3 – Facilities Changes<br>○ Worksheet VII.B.4 – Services Cost Summary<br>○ Worksheet VII.B.4.1 – Governance Consulting Services<br>○ Worksheet VII.B.4.2 – Project Management Services<br>○ Worksheet VII.B.4.3 – Software Customization Services<br>○ Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach<br>○ Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach<br>○ Worksheet VII.B.4.4 – BETS Decoupling Services<br>○ Worksheet VII.B.4.5 – Data Conversion Services<br>○ Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database<br>○ Worksheet VII.B.4.6 – Training Services<br>○ Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period<br>○ Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period<br>○ Worksheet VII.B.5 – Hot Site Costs<br>○ Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary<br>○ Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options<br>○ Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail<br>○ Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options<br>○ Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options<br>○ Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options<br>○ Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates |

### 3. Volume III – Literature

This volume must contain all technical and other reference literature to support the responses to all the requirements of this RFP. All items included in this volume must be cross-referenced to the volume (and section) where the item is addressed. Only the information in the literature provided will be considered and not any references to other information contained therein.

**EXHIBIT VIII-A**

# BIDDER'S PROPOSAL CHECKLIST

**BIDDERS: THE STATE MAKES NO WARRANTY THAT THE CHECKLIST IS A FULL COMPREHENSIVE LISTING OF EVERY REQUIREMENT SPECIFIED IN THE RFP. CHECKING OFF THE ITEMS ON THE CHECKLIST DOES NOT ESTABLISH THE BIDDER'S INTENT NOR DOES IT CONSTITUTE RESPONSIVENESS TO THE REQUIREMENT(S). THE CHECKLIST IS ONLY A TOOL TO ASSIST PARTICIPATING BIDDERS IN COMPILING THEIR PROPOSAL RESPONSE. BIDDERS ARE ENCOURAGED TO CAREFULLY READ THE ENTIRE RFP. THE NEED TO VERIFY ALL DOCUMENTATION AND RESPONSES PRIOR TO THE SUBMISSION OF FINAL PROPOSALS CANNOT BE OVER EMPHASIZED AND IS THE BIDDER'S RESPONSIBILITY.**

| **Overall Document Compliance** | ✓ |
|---|---|
| The submission package meets all of format requirements listed in Section VIII.C | |

| **Conceptual Proposal** | ✓ |
|---|---|
| • Table of Contents | |
| • Section 1: Data Availability | |
| • Section 2: Business Processes | |
| • Section 3: System Redundancy and Reuse | |
| • Section 4: Self-Services | |
| • Section 5: Data Analysis | |
| • Section 6: BETS | |
| • Exhibits, if any | |

| **Volume I – Response to Requirements** | ✓ |
|---|---|
| Section 1 – Cover Letter and Proposal Signature | |
| Section 2 – Table of Contents | |
| Section 3 – Executive Summary | |
| Section 4 – Administrative Requirements Response<br>• Customer In-Use Worksheet<br>• Customer Engagement Reference Form(s)<br>• Letter from financial institution agreeing to issue a $20 million Letter of Credit to Bidder<br>• Payee Data Record, STD. 204<br>• Certificate of Status from California Secretary of State<br>• State of California preference and incentive forms<br>  ○ TACPA – STD 830 (if applicable)<br>  ○ EZA – STD 831 (if applicable)<br>  ○ LAMBRA – STD 832 (if applicable) | |

| **Volume I – Response to Requirements** | ✓ |
|---|---|
| ○ Bidder's Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable)<br>○ Manufacturer's Summary – DGS/PD 525 (if applicable)<br>○ DVBE Declarations – STD 843 (if applicable)<br>• Bidder Declaration Form GSPD-05-105 (08/09)<br>• Small business approval letter (if applicable)<br>• Commercially Useful Function Documentation (if applicable) | |
| Section 5 – Functional, Technical and Management Requirements Response<br>• Exhibit VI-A – Mandatory Scored and Desirable Scored Response Matrix<br>• Project Management Plan in accordance with:<br>○ Exhibit VI-B.1 – Project Management Plan Deliverable Item Description<br>○ Exhibit VI-B.2 – Resume Data Matrix<br>• Project Schedule in accordance with Exhibit VI-C – Project Schedule Deliverable Item Description<br>• Technical Management Approach in accordance with Exhibit VI-D – Technical Management Approach Deliverable Item Description<br>○ EDR Proposed Solution in accordance with Exhibit VI-E – Deliverable Item Description | |
| Section 6 – Standard Agreement, STD 213 | |

| ***Volume II – Cost Data*** | ✓ |
|---|---|
| Appendix A- Financial Worksheets:<br>• Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary<br>• Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown<br>• Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown<br>• Worksheet VII.A.4 – Total Contract Amount Breakdown<br>• Worksheet VII.A.5 – EDR Project Payment Schedule<br>• Worksheet VII.A.7 – Unanticipated Tasks Labor Rates | |
| Appendix B - Cost Reasonableness Worksheets:<br>• Worksheet VII.B.1 – Hardware Cost<br>• Worksheet VII.B.2 – Software Cost<br>• Worksheet VII.B.3 – Facilities Changes<br>• Worksheet VII.B.4 – Services Cost Summary<br>• Worksheet VII.B.4.1 – Governance Consulting Services<br>• Worksheet VII.B.4.2 – Project Management Services<br>• Worksheet VII.B.4.3 – Software Customization Services<br>• Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach | |

| ***Volume II – Cost Data*** | ✓ |
|---|---|
| • Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach<br>• Worksheet VII.B.4.4 – BETS Decoupling Services<br>• Worksheet VII.B.4.5 – Data Conversion Services<br>• Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database<br>• Worksheet VII.B.4.6 – Training Services<br>• Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period<br>• Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period<br>• Worksheet VII.B.5 – Hot Site Costs<br>• Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary<br>• Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options<br>• Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail<br>• Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options<br>• Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options<br>• Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options<br>• Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates | |

| **Volume III – Literature** | ✓ |
|---|---|
| *Attach and reference all documentation, if any* | |



State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION IX
Evaluation

November 2, 2009

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**D. EVALUATION AND SCORING OF FINAL PROPOSALS ..... 1**
**E. NON-FINANCIAL REQUIREMENTS EVALUATION PROCESS ..... 9**
**F. COST EVALUATION ..... 59**
**G. DETERMINATION OF WINNING PROPOSAL ..... 73**
**H. CONTRACT AWARD ..... 77**

## A. INTRODUCTION

This section presents information on how the State will evaluate each Bidder's proposal. All Bidders' should read this section carefully to understand how scores are assigned. Proposals will be evaluated using a combination of Pass/Fail and numerically scored criteria. All scoring is consensus scoring.

## B. PRE-DRAFT CONFIDENTIAL DISCUSSIONS

Prior to Bidders submitting Draft Proposals, the State will schedule a Confidential Discussion with each Bidder submitting a Letter of Intention to Submit a Proposal and a Conceptual Proposal by the dates and times designated in the Section I.E. These meetings will be held with each Bidder individually to provide confidential verbal feedback on the Bidder's Conceptual Proposal. These meetings are intended to afford all Bidders an opportunity to gain a better understanding of the EDR requirements and architecture. The State will not offer suggestions or make recommendations for technical solutions or architectural design; however the State will let the Bidder know they are on the right track towards meeting the EDR requirements and architecture or express reservations and concerns about EDR requirements and architecture that do not appear to be appropriately satisfied.

## C. REVIEW OF DRAFT PROPOSALS

The purpose of the Draft Proposal review is to assess the Bidder's response for compliance with the RFP requirements. A Bidder's Draft Proposal will not be scored, however, a Bidder will receive direction from the State regarding those requirement responses which are non-responsive, defective, or may require additional clarification as described in Section II. This information is shared during Confidential Discussions with each Bidder.

## D. EVALUATION AND SCORING OF FINAL PROPOSALS

The Final Proposal Evaluation includes both Pass/Fail and point value components. During Final Proposal evaluation, the State will evaluate each proposal in detail to determine compliance with the RFP requirements. The total score for this procurement is 1,000, excluding any preference or incentive points. The response to Non-Financial Categories can achieve a maximum score of 500 and the response to Cost Categories can achieve a maximum score of 500 as shown in Table IX.14.

**Table IX.14 – Evaluation Categories and Maximum Score**

| Evaluation Categories | Maximum Score | |
|---|---|---|
| Administrative Requirements | Pass/Fail | |
| **Non-Financial Requirements** | | |
| Project Management | 40 | |
| Project Schedule | 60 | |
| Technical Management Approach | 125 | |
| EDR Proposed Solution | 90 | |
| Architecture | 85 | |
| Functional Requirements | Pass/Fail | |
| Technical Requirements (BPM) | 40 | |
| Technical Requirements (SOA) | 17 | |
| Technical Requirements (Data) | 43 | |
| Technical Requirements (Infrastructure, Tools and Security) | Pass/Fail | |
| Technical Requirements (BETS Decouple) | Pass/Fail | |
| **TOTAL NON-FINANCIAL REQUIREMENTS SCORE:** | **500** | |
| | | |
| **Cost** | | |
| Total Contract Amount | 135 | |
| Unanticipated Tasks Labor Rates | 30 | |
| Maintenance and Operations Option Costs | 135 | |
| Total Contract Amount Breakdown | 75 | |
| Benefits | 125 | |
| **TOTAL COST SCORE:** | **500** | |
| **TOTAL SCORE:** | **1000** | |

Proposals will be evaluated using the following process:

- Evaluation of Administrative Requirements
- Evaluation of Non-Financial Requirements Categories
- Evaluation of Cost Categories

## 1. ADMINISTRATIVE REQUIREMENTS REVIEW

### a. Evaluation of Submission and Format Requirements

The Bidder's proposal will be evaluated to determine if all submission and format requirements were met as required in Section V and Section VIII All Proposal Format and Administrative Requirements are Pass/Fail.

| Document | Evaluation Criteria | Score |
|---|---|---|
| Cover Letter | • Prepared on the Bidder's official business letterhead.<br>• Statement to substantiate that the signing person is authorized to bind the Bidder's firm contractually.<br>• Title or position of signing individual is identified.<br>• Statement that the Bidder agrees to meet all requirements and terms and conditions of the RFP including, but not limited to Sections V, VI, VII, and XI.<br>• Does not include cost information.<br>• Identified single point of contact.<br>• Does not exceed two pages. | Pass |
| Executive Summary | • Includes overview of Bidder's company background and qualifications.<br>• Describes salient features of the proposal with a general overview of equipment, software, and services.<br>• Does not include cost information.<br>• Does not exceed ten pages. | Pass |
| Letter of Credit | • Signed letter on official letterhead from a financial institution.<br>• Statement that the financial institution agrees to issue the Bidder the required $20 million Letter of Credit. | Pass |
| Payee Data Record, STD. 204 | • Original signature.<br>• Completed sections 1 through 5. | Pass |
| Secretary of State Certificate of Status | "Active" status on the Secretary of State website (http://kepler.ss.ca.gov/list.html) | Pass |
| Bidder Declaration Form GSPD-05-105 (08/09) | All listed SB and DVBEs' status' will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the certifications are listed as "Approved" and are not expired in order for the Bidder to meet the mandatory participation requirements and incentive points, if applicable. If the Bidder is not a DVBE, at least a 1% DVBE subcontractor participation must be listed on the form. | Pass |

| Document | Evaluation Criteria | Score |
|---|---|---|
| Small Business Approval Letter (if applicable) | The Bidder's status will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the Bidder's certifications are listed as "Approved" and are not expired. | Pass |
| Commercially Useful Function Documentation (CUF) (if applicable) | If submitted, each form must meet the CUF requirement. The response to questions 1-3 must be "Yes" and the response to question 4 must be "No". The form must also include a written statement detailing the role, services and goods the company will provide. | Pass |

**b. Evaluation of Customer In Use Requirements**

The Bidder's completed Exhibit V-A will be evaluated on a Pass/Fail basis to determine if the Critical Software, IT Equipment, and Non-Critical Software proposed meet the Customer-In Use requirements as follows:

Critical Software (as defined in Section V):

| Cost Range | Months In Use | Score |
|---|---|---|
| $500,000 or more | At least 12 months | Pass |
| $100,000 up to $500,00 | At least 6 months | Pass |
| $10,000 up to $100,000 | At least 3 months | Pass |
| Less than $10,000 | At least 1 month | Pass |

IT Equipment and Non-Critical Software (as defined in Section V):

| Cost Range | Months In Use | Score |
|---|---|---|
| $250,000 or more | At least 4 months | Pass |
| $10,000 up to $250,000 | At least 3 months | Pass |
| Less than $10,000 | At least 1 month | Pass |

### c. Evaluation of Customer Reference Qualification

All customer references submitted by the Bidder will be evaluated on a Pass/Fail basis to determine if the reference meets all of the following requirements:

Reference Qualification:

| Qualification | Score |
|---|---|
| All references used to demonstrate technical experience qualifications must be for project contracts completed within the last seven years from the due date of the EDR Final Proposal submission where the Bidder was the prime contractor or subcontractor. | Pass |
| All references used to demonstrate technical experience qualifications must be for project contracts exceeding $5 million where the Bidder was the prime contractor or subcontractor with more than $5 million of responsibility for the project. | Pass |
| At least one reference used to demonstrate technical experience qualification must be any U.S. state contract or project responsibility greater than $25 million, or a federal or foreign government contract or project greater than $50 million, where the Bidder was the prime contractor or subcontractor. | Pass |

### d. Evaluation of Experience and Past Performance

All customer references submitted by the Bidder will be evaluated on a Pass/Fail basis to determine if the Bidder meets all of the following experience and past performance requirements:

| Reference | Criteria | Score |
|---|---|---|
| A | The Bidder must provide experience with active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. | Pass |
| B | The Bidder must provide experience with active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and | Pass |

| | | |
|---|---|---|
| | 1,500 or more concurrent users. | |
| C | The Bidder must provide experience with active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. | Pass |
| D | The Bidder must provide experience with design, development, configuration and use of at least two Enterprise Business Process Management technology solutions capable of peak process levels of 550 thousand electronic and paper documents per day which is comparable to California personal and corporate tax returns. The experience must include Process Capture and Design, Process Modeling, Process Execution, Process Monitoring and Process Optimization. | Pass |
| E | The Bidder must provide experience with design, development, configuration and use of at least two active Enterprise Content Management technology solutions that include electronic data documents, imaged documents, data capture, security management and data sharing. The solutions should be capable of peak volumes described in "D" above. | Pass |

**e. Evaluation of State of California Preference and Incentive Forms**

| Preference and Incentive Forms | Criteria |
|---|---|
| TACPA – STD 830 (if applicable) | If submitted, the completed form must meet the TACPA program requirements for the Bidder to receive the preference. |
| EZA STD – 831 (if applicable) | If submitted, the completed form must meet the EZA program requirements for the Bidder to receive the preference. |
| LAMBRA – STD 832 (if applicable) | If submitted, the completed form must meet the TACPA program requirements for the Bidder to receive the preference. |
| Bidder's Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable) | If submitted, the completed form must be signed by the Bidder in order to receive the preference. |

| | |
|---|---|
| Manufacturer's Summary (if applicable) | If submitted, the completed form must be signed by both the manufacturer and the Bidder in order to receive the preference. |
| DVBE Declarations – STD 843 (if applicable) | The Bidder or subcontractor's DVBE status will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the certifications are listed as "Approved" and are not expired. |

## 2. NON-FINANCIAL REQUIREMENTS EVALUATION CATEGORIES

For each non-financial requirements evaluation category, a Pass/Fail or points will be given based on the Bidder's response. The points awarded for each category will be converted into a Bidder's score for that category. The maximum Bidder's score possible for the non-financial requirements evaluation categories is 500. Table IX.1 summarizes the breakdown of maximum score for each category to be evaluated.

**Table IX.1-Non-Financial Requirements Evaluation Categories and Maximum Score**

| NON-FINANCIAL REQUIREMENTS EVALUATION CATEGORIES | MAXIMUM SCORE |
|---|---|
| Project Management | 40 |
| Project Schedule | 60 |
| Technical Management Approach | 125 |
| EDR Proposed EDR Solution | 90 |
| Architecture | 85 |
| Functional Requirements | Pass/Fail |
| Technical Requirements (BPM) | 40 |
| Technical Requirements (SOA) | 17 |
| Technical Requirements (DATA) | 43 |
| Technical Requirements (INFRASTRUCTURE, TOOLS & SECURITY) | Pass/Fail |
| Technical Requirements (BETS DECOUPLE) | Pass/Fail |
| **MAXIMUM TOTAL SCORE** | **500** |

## 3. MINIMUM SCORE THRESHOLD TO PROCEED TO COST OPENING

Bidders must achieve a minimum score of 176 out of 270 points available in the combined categories of Architecture, Technical Management Approach, and Project Schedule to proceed to cost opening. Preference and incentive points cannot be used to achieve any applicable minimum point requirement. Bidders that do not meet the minimum combined score for the three categories will be eliminated from further consideration.

## 4. COST OPENING AND ASSESSMENT

Those Bidders who have passed all of the administrative and non-financial requirements evaluation categories will be allowed to move forward to cost opening. After cost opening, all responsive proposals will be validated to verify that they are complete and free of mathematical errors. If appropriate, errors will be corrected in accordance with Section II. Table IX.2 summarizes the breakdown of maximum score for each Cost category to be evaluated.

**Table IX.2-Cost Evaluation Categories and Maximum Score**

| COST EVALUATION CATEGORIES | MAXIMUM SCORE |
|---|---|
| Total Contract Amount | 135 |
| Unanticipated Tasks Labor Rates | 30 |
| Maintenance and Operations Option Costs | 135 |
| Total Contract Amount Breakdown | 75 |
| Benefits | 125 |
| **MAXIMUM TOTAL SCORE** | **500** |

## 5. CALCULATING THE TOTAL BID SCORE

The Bidder's total score is the sum of the Bidder's Non-Financial Requirement categories, Cost categories, and any adjustments for preference and incentive programs. Contract award, if any, will be made to the proposal with the highest final score.

## E. NON-FINANCIAL REQUIREMENTS EVALUATION PROCESS

### 1. PROJECT MANAGEMENT

#### a. INTRODUCTION

All Project Management Requirements located in Section VI.D.1 are Mandatory Pass**/**Fail. The Bidder will submit a Project Management Plan (MRD001) following the Deliverable Item Description (DID) outline in Exhibit VI-B.1 which will be Scored.

#### b. MAXIMUM POINTS AND SCORE

| Project Management Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| General Project Management | 60 | 6 |
| Scope Management | 30 | 3 |
| Time and Schedule Management | 110 | 11 |
| Human Resource Management | 70 | 7 |
| Risk Management | 10 | 1 |
| Quality Management | 40 | 4 |
| Issue and Action Item Management | 20 | 2 |
| Communication Management | 60 | 6 |
| **Total** | **400** | **40** |

#### c. EVALUATION PROCESS

Bidders must respond to each Mandatory Pass/Fail Project Management Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to, Section V, Section VI, Section VII, and Section XI. This response acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and may disqualify the Bidder. The Bidder's submitted Project Management Plan (MRD001) will be evaluated for Completeness as follows:

<u>Completeness</u>

- Bidders will submit a Project Management Plan (MRD0001) following the Deliverable Item Description (DID) outline in Exhibit VI-B.1.
- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.3.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.3 included in the Bidder's response.
- Response points for Completeness will be converted to a Bidder's score per Section IX-E.1.d for each Project Management evaluation category.

**Table IX.3-Project Management Evaluation Factors**

| Project Management DID Reference | Project Management Evaluation Factors |
|---|---|
| | **General Project Management** |
| 6.3.1.a | Does the PMP provide information concerning the Contractor's project organization and its relationship to the State's project organization? |
| 6.3.1.b | Does the PMP visually depict and explain the lines of authority, responsibility, and communication within the Contractor's project organization, including subcontractors? |
| 6.3.1.b | Does the Contractor's organization chart provide a level of detail that management and organizational responsibility for work activities and supporting processes can be discerned? |
| 6.3.1.b | Does the Contractor's organization chart(s) indicate prime Contractor versus subcontractor entities? |
| 6.3.1.c | Does the PMP visually depict and explain the lines of authority, responsibility, and communication within the Contractor and State project organization, including the State, Contractor, and subcontractors? |
| 6.3.1.d | Does the PMP depict the overall project roles and responsibilities using a PASI matrix? |
| 6.3.1.d | Do the activities and organizational entities in the PASI matrix conform to the lowest represented level of the organization chart(s)? |
| 6.3.1.e | Does the PMP describe the approach to create an integrated State and Contractor Team, including the following:<br>1. Explanation of the teamwork philosophy as it relates to the various project phases to include the use of one project team (integration of both State and Contractor organizations) and the identification of lines of authority, the plan for co-location of staff, and the use of common management tools. |
| 6.3.1.e | 2. Approach to work collaboratively with the State to determine common goals and objectives and identify and resolve differences, including contractual differences. It must address State involvement in daily activities and decision-making processes, including decisions that may affect contractual obligation. |
| 6.3.1.e | 3. Approach to communicate with the State, to include the approach to meet the State's need for accurate, verifiable, and timely information on all aspects of the project. |

| | |
|---|---|
| 6.3.1.f | Does the PMP describe an approach to develop and implement a Project Closeout Plan? |
| | **Scope Change Management** |
| 6.3.2.a.1 | Does the PMP provide an overview of the project scope change management process, including the integration with schedule control, time control, quality control, and other change control processes? |
| 6.3.2.a.1 | Does the PMP explain the relationship between project scope change management, configuration management, and requirement management activities defined in the Technical Management Approach? |
| 6.3.2.a.2 | Does the PMP describe the approach, methodology, and tools to analyze the impact of proposed changes on existing systems, services, people, and processes? |
| 6.3.2.a.3 | Does the PMP identify baseline metrics that support analysis of proposed changes to project scope and the approach to collect the identified metrics? |
| 6.3.2.a.4 | Does the PMP identify Project Scope Change Management roles and responsibilities using a Primary Responsibility, Approval Authority, Supporting Responsibility, Information Only (PASI) matrix? |
| 6.3.2.a.4 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Time and Schedule Management** |
| 6.3.2.b.1 | Does the PMP describe the approach, methods, and tools used to estimate, create, maintain, and monitor the project Work Breakdown Structure (WBS) and Project Schedule? |
| 6.3.2.b.1 | Does the PMP specify the task, activity, or work product level at which time and schedule should be measured and controlled? |
| 6.3.2.b.2 | Does the PMP describe the approach, methods and tools used to manage major project milestones, compensation deliverables, dependencies, and due dates? |
| 6.3.2.b.3 | Does the PMP describe the approach, methods, and tools used to establish a schedule baseline, to measure and assess time and schedule variance, and to conduct earned value analysis? |
| 6.3.2.b.3 | Does the PMP identify the types of metrics and methods to gather those metrics in accordance with the requirements of the Time and Schedule Variance Report (MRD003)? |

| | |
|---|---|
| 6.3.2.b.4 | Does the PMP describe the approach to prepare and maintain a project staffing budget and baseline consistent with the WBS and Project Schedule, including a process to measure variance against the baseline? |
| 6.3.2.b.5 | Does the PMP describe the approach, methods, and tools used to estimate changes in project time and schedule by task, activity, or work product? |
| 6.3.2.b.6 | Does the PMP describe the approach and tools use to load and level Contractor project human resources? |
| 6.3.2.b.7 | Does the PMP describe the approach, methods, and tools used to develop and execute corrective action plans, including reporting, scope changes, and integration of lessons learned? |
| 6.3.2.b.8 | Does the PMP identify Time and Schedule Management roles and responsibilities using a PASI matrix? |
| 6.3.2.b.8 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Human Resource Management** |
| 6.3.2.c.1 | Does the PMP describe the approach, methods, and tools to estimate Contractor staffing needs throughout the life of the project using the Software Development Lifecycle? |
| 6.3.2.c.2 | Does the PMP identify the number of Contractor staff, including subcontractors, required by project phase, WBS activities, organizational title and skill classification? |
| 6.3.2.c.3 | Does the PMP identify and define the required knowledge, skills, abilities represented by each skill classification? |
| 6.3.2.c.4 | Does the PMP identify and include resumes for each of the key personnel and participants in the Conflict Resolution Process as required in RFP Section XI. Attachment 3, Section 5.3? |
| 6.3.2.c.4 | Do key personnel have a minimum of five years Information Technology project management experience? |

| | |
|---|---|
| 6.3.2.c.4 | Does the Resume Data Matrix for each of the key personnel provide the following for each period of employment:<br>• Name of Company<br>• Period of Employment (MM/YY – MM/YY) including number of full time project management months of experience<br>• Project Management duties or tasks while employed or contracted – include specificduties or tasks as they relate to the role proposed<br>• Education – should be included, if any, as it pertains to the individual's role on the project<br>• Certifications – should be included, if any, as it pertains to the individual's role on the project |
| 6.3.2.c.5 | Does the PMP describe the approach to manage the Contractor and subcontractor staff that contributes work products to the project? |
| 6.3.2.c.5 | Does the PMP include the method to assign work products to teams and to ensure complete and accurate reporting to the State? |
| 6.3.2.c.6 | Does the PMP describe the approach to acquire and retain skilled staff, including internal transfers, new hire, subcontracting, training and other activities? |
| 6.3.2.c.7 | Does the PMP describe the approach and method to orient and train new staff before they begin work on the project, including State security and rules of conduct? |
| 6.3.2.c.8 | Does the PMP describe the approach to identify and mitigate risks, as well as supporting contingency plans, related to staff acquisition and turnover? |
| 6.3.2.c.8 | Does the PMP include the variance threshold(s) within skill classifications at which corrective action should be taken and the process to communicate staffing risks, mitigation plans, contingency plans and corrective actions to the State? |
| 6.3.2.c.9 | Does the PMP identify Human Resource Management roles and responsibilities using a PASI matrix? |
| 6.3.2.c.9 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Risk Management** |
| 6.3.2.d.1 | Does the PMP describe the approach to manage project risks? |

| | |
|---|---|
| 6.3.2.d.2 | Does the PMP describe the approach, methods, and tools used to identify and document risks and communicate risks to the State? |
| | **Quality Management** |
| 6.3.2.e.1 | Does the PMP describe the approach, methods, and tools to document quality management activities, to maintain a library of quality records throughout the life of the project, and to make the information available to the State? |
| 6.3.2.e.2 | Does the PMP describe the relationship and difference between project quality management and technical quality management as described in the Technical Management Approach and Technical Quality Management Plan? |
| 6.3.2.e.3 | Does the PMP describe a plan to periodically assess the project, determine areas for improvement, and implement improvement plans? |
| 6.3.2.e.3 | Does the PMP identify specific roles and responsibilities and the approach to implement process improvements without disruption to on-going project activities? |
| 6.3.2.e.4 | Does the PMP describe the approach to process improvement that supports the development of the Implementation Evaluation Report in accordance with MRD004? |
| | **Issue and Action Item Management** |
| 6.3.2.f.1 | Does the PMP describe the approach to identify, document, assign, track, resolve and report on project issues and action items? |
| 6.3.2.f.2 | Does the PMP describe the approach to communicate Contractor project issues and action items to the State? |
| 6.3.2.f.3 | Does the PMP identify Issue and Action Item Management roles and responsibilities using a PASI matrix? |
| 6.3.2.f.3 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Communication Management** |
| 6.3.2.g.1 | Does the PMP describe the approach, methods, and tools to identify communication needs and promote accurate, complete and timely communication of project information across the project? |
| 6.3.2.g.2 | Does the PMP identify the required key recurring management and technical meetings, including the purpose, required attendance and frequency of each meeting? |

| | |
|---|---|
| 6.3.2.g.2 | Does the PMP indicate which meetings require an agenda and minutes? |
| 6.3.2.g.3 | Does the PMP describe the approach to report project status and progress data to be collected, including Legacy Systems, and how that data must be distributed? |
| 6.3.2.g.3 | Does the approach include the Contractor's participation in the State's In-Process Reviews and Management Performance Reviews? |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>1. Specify the use of Microsoft Office Suite, version 2007 for the development of project deliverables and correspondence. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>2. Identify organizational entities responsible for providing input, generating, and reviewing technical and non-technical documents. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>3. Define the standards to be used project-wide to ensure consistent appearance, and functions of technical and non-technical documents. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>4. Identify and describe project library processes. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>5. Define document naming, classification and version control processes. |
| 6.3.2.g.5 | Does the PMP identify Communication Management roles and responsibilities using a PASI matrix? |
| 6.3.2.g.5 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |

### d. CALCULATION OF SCORE

The score for the Project Management category will be calculated and awarded based on the following procedures:

- The Bidder's response points for each Project Management category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Project Management evaluation category will be added together for a total Project Management score.

**The Bidder's Project Management score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \times \text{(Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Project Management:**

| Project Management Evaluation Categories | Bidder's Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|
| General Project Management | 55 | 60 | 6 | 6 |
| Scope Management | 25 | 30 | 3 | 3 |
| Time and Schedule Management | 110 | 110 | 11 | 11 |
| Human Resource Management | 65 | 70 | 7 | 7 |
| Risk Management | 10 | 10 | 1 | 1 |
| Quality Management | 40 | 40 | 4 | 4 |
| Issue and Action Item Management | 15 | 20 | 2 | 2 |
| Communication Management | 45 | 60 | 6 | 5 |
| **Total** | | **400** | **40** | **36** |

## 2. PROJECT SCHEDULE

### a. INTRODUCTION

The Bidder will submit a Project Schedule (MRD002) following the DID outline in Exhibit VI-C which will be Scored.

### b. MAXIMUM POINTS AND SCORE

| Project Schedule Evaluation Category | Maximum Points | Maximum Score |
|---|---|---|
| Project Schedule | 600 | 60 |
| **Total** | **600** | **60** |

### c. EVALUATION PROCESS

The Bidder's submitted Project Schedule (MRD002) will be evaluated for Completeness and Quality as follows:

Completeness

- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.4.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.4 included in the Bidder's response.
- Completeness response points will be converted to a Bidder's score per Section IX-E.2.d for each Project Schedule evaluation category.

Quality

- The Bidder's response to the factors listed in Table IX.4 will also be evaluated for Quality using the rating guide in Table IX.5.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.
- The Evaluation Team will use the rating guide in Table IX.5 to determine if the Bidder's response demonstrates a quality understanding of the project schedule.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.2.d for each Project Schedule evaluation category.

**Table IX.4-Project Schedule Evaluation Factors**

| Project Schedule DID Reference | Project Schedule Evaluation Factors |
|---|---|
| | **Project Schedule** |
| 6.3.a | Does the Project Schedule include a summary in Microsoft Word, version 2007? |
| 6.3.b | Is the Project Schedule in Microsoft Project, version 2007? |
| 6.3.c | Does the Project Schedule include a WBS that is consistent with the EDR Proposed Solution and include all major deliverables, project milestones and compensation milestones reflected in the Statement of Work? |
| 6.3.d | Is the Project Schedule tied to the WBS? |
| 6.3.e | Does the Project Schedule support the implementation of the EDR Solution in phases with Phase 1 being the Personal Income Tax Return Processing System and Phase 2 being the Final EDR Solution, including the Business Entity Return Processing System? |
| 6.3.f | Does the Project Schedule identify all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones, and milestone start and finish dates that support key project deliverables identified in RFP Section XI – Contract? |
| 6.3.g | Does the Project Schedule identify tasks and timeframes broken down into manageable tasks in 40-80 hour increments? |
| 6.3.h | Does the Project Schedule identify the quantity and classification of Contractor human resources assigned to tasks? |
| 6.3.i | Does the Project Schedule utilize a Critical Path Methodology and identify the project's critical path? |
| 6.3.j | Is the Project Schedule consistent with FTB Legacy System annual change schedules as documented in the Systems Impacted by EDR document? |

**Table IX.5-Project Schedule Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the project schedule evaluation factors meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR schedule management requirements and/or provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the project schedule evaluation factors meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR schedule management requirements and has provided a complete approach to meeting those requirements. |
| **Below Expectations** | 33% | The response to the project schedule evaluation factors meets some of the requirement. The Bidder has demonstrated some understanding of the EDR schedule management requirements and has provided an approach to meeting those requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the project schedule evaluation factors. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR schedule management requirements. |

### d. CALCULATION OF SCORE

The score for the Project Schedule category will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's total response points for each Project Schedule evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Project Schedule evaluation category will be added together for a total Project Schedule score.

**The Bidder's Project Schedule score will be converted as follows:**

$$\frac{\text{(Bidder's Total Points)}}{\text{(Maximum Points)}} \text{ X (Maximum Score)} = \text{Bidder's Project Schedule Score}$$

**Example Calculation of Bidder's Score for Project Schedule:**

| Project Schedule Evaluation Category | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's Project Schedule Score |
|---|---|---|---|---|---|---|
| Project Schedule | 95 | 380 | 475 | 600 | 60 | 48 |
| | | | **Total** | **600** | **60** | **48** |

## 3. TECHNICAL MANAGEMENT APPROACH

### a. INTRODUCTION

All Technical Management Requirements located in Section VI.D.2 are Mandatory Pass/Fail. The Bidder will submit a Technical Management Approach following the DID outline in Exhibit VI-D which will be Scored.

### b. MAXIMUM POINTS AND SCORE

| Technical Management Approach Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| Requirements Management | 150 | 15 |
| Software Development | 200 | 20 |
| Business Process Reengineering | 200 | 20 |
| Database Development | 200 | 20 |
| Legacy System Integration | 150 | 15 |
| Testing | 150 | 15 |
| Knowledge Management | 100 | 10 |
| Service Transition | 50 | 5 |
| Service Operation | 50 | 5 |
| **Total** | **1250** | **125** |

### c. EVALUATION PROCESS

Bidders must respond to each Mandatory Pass/Fail Technical Management Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII, and Section XI. This response acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and may disqualify the Bidder. The Bidder's submitted Technical Management Approach will be evaluated for Completeness and Quality as follows:

Completeness

- The Bidder's response will be evaluated to determine if the response includes the factors in listed in Table IX.6.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.6 included in the Bidder's response.

- Completeness response points will be converted to a Bidder's score per Section IX-E.3.d for each Technical Management Approach evaluation category.

Quality

- Bidder's response to the factors listed in Table IX.6 will also be evaluated for Quality using the rating guide in Table IX.7.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.
- The Evaluation Team will use the rating guide in Table IX.7 to determine if the Bidder's response demonstrates a quality understanding of technical management.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.3.d for each Technical Management Approach evaluation category.

**Table IX.6 Technical Management Approach Evaluation Factors**

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| | **Requirements Management** |
| 6.3.b.1.1 | Does the approach include an overview and methodology for requirements management of:<br>1. Functional requirements |
| 6.3.b.1.2 | 2. System requirements |
| 6.3.b.1.3 | 3. Software requirements |
| 6.3.b.2.1 | Does the approach provide a description of requirements management for:<br>1. Submission of new or changed requirements |
| 6.3.b.2.2 | 2. Standards and criteria for quality requirements |
| 6.3.b.2.3 | 3. Requirement categorization |
| 6.3.b.2.4 | 4. Criticality assessment and establishment of timeframes |
| 6.3.b.2.5 | 5. Impact assessment on requirement changes |
| 6.3.b.2.6 | 6. Reconciliation of requirements |
| 6.3.b.2.7 | 7. Approval of new or changed requirements |
| 6.3.b.2.8 | 8. Tracking of decision rationale and supporting documentation |
| 6.3.b.2.9 | 9. Transition to a baseline requirements |
| 6.3.b.2.10 | 10. Requirement management master process flow chart |
| 6.3.b.3.1 | Does the approach provide a description of requirements traceability backwards, forward, and through for the following:<br>1. Goals |
| 6.3.b.3.2 | 2. Functional requirements |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.b.3.3 | 3. System requirements |
| 6.3.b.3.4 | 4. Sequence diagrams |
| 6.3.b.3.5 | 5. Classes |
| 6.3.b.3.6 | 6. Design |
| 6.3.b.3.7 | 7. Code |
| 6.3.b.3.8 | 8. Use case |
| 6.3.b.3.9 | 9. Testing |
| 6.3.b.3.10 | 10. Defects and problems |
| 6.3.b.3.11 | 11. Mined business rules |
| 6.3.b.4 | Does the approach provide a description of the specialized requirements management tool to be used? |
| 6.3.b.5 | Does the approach provide a description of the relationships and dependencies between requirement management and other MRD plans, activities, and deliverables? |
| 6.3.b.6 | Does the approach provide a description of the use cases for the requirements management process? |
| 6.3.b.7 | Does the approach provide a description of the roles and responsibilities for both the Contractor and State staff involved in requirements management? |
| 6.3.b.8.1 | Does the approach provide a description of the methodology for:<br>1. Communication with impacted staff including project, program, Contractor ,and State |
| 6.3.b.8.2 | 2. Reporting on requirements |
| | **Software Development** |
| 6.3.c.1.1 | Does the approach provide a description of the following software development lifecycle components:<br>1. A software development lifecycle model (for example waterfall model, spiral model, evolutionary prototyping model) |
| 6.3.c.1.2 | 2. Software development major milestones |
| 6.3.c.1.3 | 3. Milestone dependencies |
| 6.3.c.1.4 | 4. Software release schedule |
| 6.3.c.1.5 | 5. Integration of software development activities with the project schedule and other plans |
| 6.3.c.1.6 | 6. Software development process improvement |
| 6.3.c.2 | Does the approach provide a description of the relationships and dependencies between software development and other MRD plans, activities and deliverables? |
| 6.3.c.3 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in software development? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.c.4 | Does the approach provide a description of the utilization of open-standards design, development, testing, and documentation technologies? |
| 6.3.c.5 | Does the approach provide a description of how to achieve software quality through the use of rigorous and standardized processes and tools? |
| 6.3.c.6 | Does the approach provide a description of how the process models work within a heterogeneous software and hardware environment? |
| 6.3.c.7 | Does the approach provide a description of the strategies for integration with system documentation tools and artifacts for TI and BETS legacy systems? |
| 6.3.c.8.1 | Does the approach provide a description of the following architecture components:<br>1. Software development environment and tools for architecture |
| 6.3.c.8.2 | 2. Automated testing tools for architecture |
| 6.3.c.8.3 | 3. Management of the hardware and software resource requirements for architecture |
| 6.3.c.8.4 | 4. Architectural services and components |
| 6.3.c.9.1 | Does the approach provide a description of the following software development activities:<br>1. Establishment of a software development environment |
| 6.3.c.9.2 | 2. Software design methodology |
| 6.3.c.9.3 | 3. Database design methodology |
| 6.3.c.9.4 | 4. Software coding |
| 6.3.c.9.5 | 5. Software testing |
| 6.3.c.9.6 | 6. Software documentation |
| 6.3.c.9.7 | 7. Software transition planning |
| 6.3.c.9.8 | 8. Software configuration management |
| 6.3.c.9.9 | 9. Communication |
| 6.3.c.9.10 | 10. Reporting |
| 6.3.c.10 | Does the approach provide a description of the tools that enable Asset and Configuration Management? |
| 6.3.c.11 | Does the approach provide a description of the methodology for maintaining Technical Quality including integration with other processes? |
| 6.3.c.12 | Does the approach provide a description of how the Proof of Concept will validate the proposed EDR solution? |
| | **Business Process Reengineering** |
| 6.3.d.1 | Does the approach provide a description of how to establish quality through the use of rigorous and standardized processes? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.d.2 | Does the approach provide a description of the discovery and documentation for embedded and manual business rules and processes? |
| 6.3.d.3 | Does the approach provide a description of the Business Process Reengineering schedule and its integration with other project milestones and activities? |
| 6.3.d.4 | Does the approach provide a description of the relationships and dependencies between Business Process Reengineering and other MRD plans and deliverables? |
| 6.3.d.5 | Does the approach provide a description of the methods to achieve diversity and inclusion of State, Contractor and other human resources in the reengineering process? |
| 6.3.d.6 | Does the approach provide a description of the strategies for incorporating organizational change management and user involvement? |
| 6.3.d.7 | Does the approach provide a description of the strategies for optimizing business processes? |
| 6.3.d.8 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in Business Process Reengineering? |
| 6.3.d.9 | Does the approach provide a description of the establishment of enterprise governance for the EDR Proposed Solution? |
| 6.3.d.10 | Does the approach provide a description of the methods to enable organizational change management? |
| | **Database Development** |
| 6.3.e.1.1 | Does the approach provide a description of the following database development lifecycle components:<br>1. A database development lifecycle model |
| 6.3.e.1.2 | 2. Database development plan's major milestones and dependencies |
| 6.3.e.1.3 | 3. Deliverables within the database development plan |
| 6.3.e.1.4 | 4. Risk and contingency management, including rollback and roll forward database recovery |
| 6.3.e.1.5 | 5. A proposed database development schedule |
| 6.3.e.1.6 | 6. Utilization of database development standards |
| 6.3.e.1.7 | 7. Integration of database development activities with the project schedule and other plans |
| 6.3.e.2.1 | Does the approach provide a description of the following architecture components:<br>1. Requirements and constraints on the EDR Proposed Solution databases |
| 6.3.e.2.2 | 2. Traceability to requirements |
| 6.3.e.2.3 | 3. Use of a logical data model |
| 6.3.e.2.4 | 4. Use of a physical data model |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.e.2.5 | 5. Database architecture |
| 6.3.e.2.6 | 6. Database development tools |
| 6.3.e.2.7 | 7. Documentation tools and artifacts |
| 6.3.e.2.8 | 8. Database security, authorization and encryption rules |
| 6.3.e.2.9 | 9. Automation from design to implementation |
| 6.3.e.3.1 | Does the approach provide a description of the following data quality assurance mechanisms:<br>1. Data quality assurance profiling |
| 6.3.e.3.2 | 2. Automated data quality checks |
| 6.3.e.3.3 | 3. Database change control process and procedures |
| 6.3.e.3.4 | 4. Database security, authorization, and encryption rules |
| 6.3.e.3.5 | 5. Record locking and deadlocks |
| 6.3.e.3.6 | 6. Database Backups – hot backups versus cold backups |
| 6.3.e.3.7 | 7. Database development standards |
| 6.3.e.3.8 | 8. Standards and practices for database use |
| 6.3.e.4.1 | Does the approach provide a description of the following detailed database development activities:<br>1. Database testing including performance testing |
| 6.3.e.4.2 | 2. Establishing and managing multiple environments, including development, testing, production simulation, production, and training |
| 6.3.e.4.3 | 3. Database configuration management |
| 6.3.e.4.4 | 4. Database change requests and corrective action |
| 6.3.e.4.5 | 5. Joint technical and management reviews |
| 6.3.e.4.6 | 6. Process improvement |
| 6.3.e.4.7 | 7. Coordination with application development activities and staff |
| 6.3.e.5.1 | Does the approach provide a description of the database development activities for the following impacted legacy systems:<br>1. TI |
| 6.3.e.5.2 | 2. BETS |
| 6.3.e.5.3 | 3. ECAIR |
| 6.3.e.5.4 | 4. E-Gateway |
| 6.3.e.5.5 | 5. SBRD |
| 6.3.e.6 | Does the approach provide a description of the relationships and dependencies between database development and other MRD plans, activities, and deliverables? |
| 6.3.e.7 | Does the approach provide a description of the integration of State staff during design, development, testing, and maintenance of the database? |
| 6.3.e.8 | Does the approach provide a description of the methodology to achieve data quality through rigorous and standardized processes? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.e.9 | Does the approach provide a description of the utilization of modern design, development, testing, and documentation technologies? |
| 6.3.e.10 | Does the approach provide a description of the roles and responsibilities for both Bidder and State staff involved in database development? |
| 6.3.e.11 | Does the approach provide a description and details of the resource requirements? |
| 6.3.e.12 | Does the approach provide a description of a method to maximize the use of automation in data conversion and identification of the tools used for that purpose? |
| 6.3.e.13 | Does the approach provide a description of a method to maximize the use of automation in data conversion testing and identification of the tools used for that purpose? |
| | **Legacy Systems Integration** |
| 6.3.f.1 | Does the approach provide a methodology for system analysis of legacy systems including management of scope and the requirements associated with legacy systems? |
| 6.3.f.2 | Does the approach provide a description of the integration strategies that takes into account all the FTB legacy systems as referenced in MRD Remarks Matrix for LSIP? |
| 6.3.f.3 | Does the approach provide a methodology and strategies used for identification of the legacy system components and systems to be leveraged and identification of what will be modified? |
| 6.3.f.4 | Does the approach provide a description of how to integrate the EDR Proposed Solution with existing legacy systems so business functions may continue during transition? |
| 6.3.f.5 | Does the approach provide a description of risk and contingency management and proposed rollback scenarios? |
| 6.3.f.6 | Does the approach provide a description of the roles and responsibilities for both Bidder and State staff involved in legacy systems integration, including Maintenance and Operations roles and responsibilities? |
| 6.3.f.7 | Does the approach provide a description of the validation whether legacy systems and other components are within or outside of the scope of EDR including a preliminary description of those already identified? |
| 6.3.f.8 | Does the approach provide a description of the relationships and dependencies between LSIP and other MRD plans, activities and deliverables? |
| 6.3.f.9 | Does the approach provide a description of the ways to align EDR development and transition schedule with the legacy system related on-going Maintenance and Operations schedules including the annual change schedule? |
| | **Testing** |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.g.1.1 | Does the approach provide a description of the following technical components:<br>1. Description of automated testing tools |
| 6.3.g.1.2 | 2. Testing documentation tools and artifacts |
| 6.3.g.1.3 | 3. Test data development approach |
| 6.3.g.1.4 | 4. Test environment specifications |
| 6.3.g.2.1 | Does the approach provide a description of the following testing processes:<br>1. Use case testing process |
| 6.3.g.2.2 | 2. Test script development process |
| 6.3.g.2.3 | 3. Test approval process |
| 6.3.g.2.4 | 4. Regression testing process |
| 6.3.g.2.5 | 5. Requirements traceability within the testing process |
| 6.3.g.2.6 | 6. Test results and test reporting process |
| 6.3.g.2.7 | 7. Defect tracking process |
| 6.3.g.3.1 | Does the approach provide a description of the detailed testing for all phases of development and transition including:<br>1. Unit testing |
| 6.3.g.3.2 | 2. Unit integrations testing |
| 6.3.g.3.3 | 3. Usability testing |
| 6.3.g.3.4 | 4. System testing |
| 6.3.g.3.5 | 5. System performance testing |
| 6.3.g.3.6 | 6. System verification testing |
| 6.3.g.3.7 | 7. System qualification testing |
| 6.3.g.4.1 | Does the approach provide a description of following security testing methodologies:<br>1. Confidentiality |
| 6.3.g.4.2 | 2. Integrity |
| 6.3.g.4.3 | 3. Authentication |
| 6.3.g.4.4 | 4. Authorization |
| 6.3.g.4.5 | 5. Availability |
| 6.3.g.4.6 | 6. Non-repudiation |
| 6.3.g.5 | Does the approach provide a description of the relationships and dependencies between testing and other MRD plans, activities and deliverables? |
| 6.3.g.6 | Does the approach provide a description of how to achieve software quality through the use of rigorous and standardized processes? |
| 6.3.g.7 | Does the approach provide a description of the utilization of comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.g.8 | Does the approach provide a description of test data development? |
| 6.3.g.9 | Does the approach provide a description of how testing will be achieved through all phases of development and transition? |
| 6.3.g.10 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in testing the EDR Proposed Solution? |
| | **Knowledge Management** |
| 6.3.h.1 | Does the approach provide a description of how the technical staff will be trained on all components and aspects of the EDR Proposed Solution? |
| 6.3.h.2 | Does the approach provide a description of the metrics utilized to measure staff progress in achieving the requisite knowledge, skills, and abilities directly related to the EDR Proposed Solution? |
| 6.3.h.3 | Does the approach provide a description of the roles and responsibilities of the Contractor and State staff involved in knowledge management? |
| 6.3.h.4 | Does the approach provide a methodology to establishing knowledge transfer requirements which must include requirements for formal training, informal training, and on-the-job training? |
| 6.3.h.5 | Does the approach provide a description of the tools used to deliver training? |
| 6.3.h.6 | Does the approach provide a description of the relationships and dependencies between knowledge management and other MRD plans, activities and deliverables? |
| 6.3.h.7 | Does the approach provide specific EDR Proposed Solution training topics? |
| 6.3.h.8 | Does the approach provide a description of the methods to establish a staff KSA (Knowledge Skills Abilities) baseline and knowledge management objectives. |
| 6.3.h.9 | Does the approach provide a methodology for formal training? |
| | **Service Transition** |
| 6.3.i.1.1 | Does the approach provide a description of a comprehensive governance process that includes the following service transition components:<br>1. Service transition management for Proposed EDR Solution |
| 6.3.i.1.2 | 2. Integration of schedules with other project milestones and activities |
| 6.3.i.1.3 | 3. Process to identify and manage all configuration items |
| 6.3.i.1.4 | 4. Governance rigor |
| 6.3.i.2 | Does the approach provide a description of the relationships and dependencies between service transition and other MRD plans, activities and deliverables? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.i.3 | Does the approach provide a description of the roles and responsibilities for both the Contractor and State staff involved in service transition? |
| 6.3.i.4 | Does the approach provide a description of the integration and improvement of existing FTB service transition processes? |
| 6.3.i.5.2 | 1. Technical resource requirements including hardware and software |
| 6.3.i.5.3 | 2. Infrastructure resource requirements including workspace |
| 6.3.i.6 | Does the approach provide a description of the implementation of technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented and documented using FTB's change management system of record? |
| 6.3.i.7 | Does the approach provide a description of the transitioning of user training to the State? |
| 6.3.i.8 | Does the approach provide a description of the methods to training the business users based on their new roles and responsibilities? |
| 6.3.i.9 | Does the approach provide a description of the knowledge management activities for the transition of system knowledge to the State? |
| | **Service Operation** |
| 6.3.j.1.1 | Does the approach provide a description of a comprehensive governance process that includes the following service operations components:<br>1. Service operations of the EDR Proposed Solution |
| 6.3.j.1.2 | 2. Integration of schedules with other project milestones and activities. |
| 6.3.j.1.3 | 3. Process to identify and manage all configuration items |
| 6.3.j.1.4 | 4. Governance rigor |
| 6.3.j.2 | Does the approach provide a description of implementing an ITIL based service operations environment? |
| 6.3.j.3 | Does the approach provide a strategy for timely maintenance activities for the EDR Proposed Solution? |
| 6.3.j.4 | Does the approach provide a description of the roles and responsibilities of the Contractor and State staff involved in service operations? |
| 6.3.j.5 | Does the approach provide a description of the integration and improvement of existing FTB service operation processes? |
| 6.3.j.6 | Does the approach provide a description of the relationships and dependencies between service operation and other MRD plans, activities and deliverables? |
| 6.3.j.7 | Does the approach provide a methodology used to facilitate business continuity if an unplanned event occurs? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.j.8 | Does the approach provide a description of the methods to enable FTB's IT Service Desk to process incidents caused by the EDR Proposed Solution? |
| 6.3.j.9 | Does the approach provide a strategy to enable security and access control to solution components by users and customers? |

**Table IX.7-Technical Management Approach Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the technical management evaluation factors meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR technical management requirements and/or has provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the technical management evaluation factors meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR technical management requirements and has provided a complete approach to meeting those requirements. |
| **Below Expectations** | 33% | The response to the technical management evaluation factors meets some of the requirement. The Bidder has demonstrated some understanding of the EDR technical management requirements and has provided an approach to meeting those requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the technical management evaluation factors. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR technical management requirements. |

### d. CALCULATION OF SCORE

The score for the Technical Management Approach categories will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's total response points for each Technical Management Approach evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Technical Management Approach evaluation category will be added together for a total Technical Management Approach score.

**The Bidder's Technical Management Approach score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \times \text{(Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Technical Management Approach:**

| Technical Management Approach Evaluation Categories | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|---|---|
| Requirements Management | 28 | 112 | 140 | 150 | 15 | 14 |
| Software Development | 30 | 120 | 150 | 200 | 20 | 15 |
| Business Process Reengineering | 40 | 160 | 200 | 200 | 20 | 20 |
| Database Development | 26 | 104 | 130 | 200 | 20 | 13 |
| Legacy System Integration | 30 | 120 | 150 | 150 | 15 | 15 |
| Testing | 25 | 100 | 125 | 150 | 15 | 13 |
| Knowledge Management | 19 | 76 | 95 | 100 | 10 | 10 |
| Service Transition | 9 | 36 | 45 | 50 | 5 | 5 |
| Service Operation | 10 | 40 | 50 | 50 | 5 | 5 |
| **Total** | | | | **1250** | **125** | **109** |

## 4. EDR PROPOSED SOLUTION

### a. INTRODUCTION

Bidders will be evaluated on six factors associated with their EDR Proposed Solution:

A. Data Availability
B. Filing Business Processes
C. System Redundancy and Reuse
D. Self-Services
E. Data Analysis
F. BETS

### b. MAXIMUM POINTS AND SCORE

| EDR Proposed Solution Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| A. Data Availability | 2090 | 20 |
| B. Filing Business Processes | 2090 | 40 |
| C. System Redundancy and Reuse | 2090 | 10 |
| D. Self-Services | 2090 | 5 |
| E. Data Analysis | 2090 | 10 |
| F. BETS | 2090 | 5 |
| **Total** | 12540 | 90 |

### c. EVALUATION PROCESS

The Bidder's EDR Proposed Solution will be evaluated as follows:

- Bidders will describe their EDR Proposed Solution following the outline of the Business Problem Viewpoint in EDR Proposed Solution DID located in Section VI, Exhibit VI-E.
- Bidder's response to the factors listed in Table IX.8 will be evaluated using the rating guide in Table IX.9.
- Each evaluation factor is weighted based upon relative importance to the State.
- The Evaluation Team will evaluate the Bidder's response to determine if the Bidder's response demonstrates a complete understanding of the EDR Proposed Solution.
- Response points will be converted to a Bidder's score per Section IX-E.4.d for each EDR Proposed Solution category.

**Table IX.8-EDR Proposed Solution Evaluation Factors**

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| | **Data Availability** | | 20 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Filing Business Processes** | | 40 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **System Redundancy and Reuse** | | 10 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Self-Services** | | 5 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Data Analysis** | | 10 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **BETS** | | 5 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |

**Table IX.9-Rating Guide for EDR Proposed Solution**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response demonstrates a thorough understanding of the Strategic Business Problems, there is innovation in the solution, and/or a direct relationship between the solution and the benefits. |
| **Meets Expectations** | 66% | The response demonstrates an adequate understanding of the Strategic Business Problems, there is some innovation in the solution and/or a relationship between the solution and the benefits. |
| **Below Expectations** | 33% | The response demonstrates some understanding of the Strategic Business Problems, there is little innovation in the solution and/or a minimal relationship between the solution and the benefits. |
| **Does Not Meet Expectations** | 0% | The response does not demonstrate an adequate understanding of the Strategic Business Problems, there is no innovation in the solution and/or relationship between the solution and the benefits |

### d. CALCULATION OF SCORE

The score for the EDR Proposed Solution category will be calculated and awarded based on the following procedures:

- The Bidder's total response points for each EDR Proposed Solution evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each EDR Proposed Solution evaluation category will be added together for a total EDR Proposed Solution score.

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**The Bidder's score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \text{ X (Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for EDR Proposed Solution:**

| EDR Proposed Solution Evaluation Categories | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's EDR Proposed Solution Score |
|---|---|---|---|---|
| Data Availability | 2000 | 2090 | 20 | 19 |
| Filing Business Processes | 1950 | 2090 | 40 | 37 |
| System Redundancy and Reuse | 2050 | 2090 | 10 | 10 |
| Self-Services | 2090 | 2090 | 5 | 5 |
| BETS | 1500 | 2090 | 10 | 7 |
| Data Availability | 2010 | 2090 | 5 | 5 |
| **Total** | | | **90** | **83** |

## 5. ARCHITECTURE

### a. INTRODUCTION

The Bidder's proposed architecture must align with the FTB's Target Enterprise Architecture, the State's Target Architecture, and fit within the context of existing infrastructure and applications. The Bidder will submit a description of their proposed architecture following the EDR Proposed Solution DID outline in Exhibit VI-E which will be scored.

### b. MAXIMUM POINTS AND SCORE

| Architecture Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| Architecture Advancement | 220 | 22 |
| System Integration | 110 | 13 |
| Data Management and Delivery | 140 | 14 |
| Business Process Management | 120 | 12 |
| Service Oriented Architecture | 100 | 10 |
| Identity Access Management | 30 | 3 |
| Enterprise Content Management | 110 | 11 |
| **Total** | **830** | **85** |

### c. EVALUATION PROCESS

The Bidder's Architecture will be evaluated for Completeness and Quality as follows:

Completeness

- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.11.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.11 included in the Bidder's response.
- Completeness response points will be converted to a Bidder's score per Section IX-E.5.d for each Architecture evaluation category.

Quality

- The Bidder's response to the factors listed in Table IX.11 will also be evaluated for Quality using the rating guide in Table IX.12.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.

- The Evaluation Team will use the rating guide in Table IX.12 to determine if the Bidder's response demonstrates a quality understanding of the EDR Project architecture.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.5.d for each Architecture evaluation category.

**Table IX.11 Architecture Evaluation Factors**

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| | **Architecture Advancement** |
| 6.3.c.1 | Does the EDR Proposed Solution describe process reengineering for Return Filing and Validation including:<br>1. Scan Correspondence |
| 6.3.c.1 | 2. OCR Tax Declaration Documents |
| 6.3.c.1 | 3. Entity and Tax Declaration Match |
| 6.3.c.1 | 4. Post entity and tax declaration data before processing |
| 6.3.c.1 | 5. Handle all paper and e-workloads through the same process |
| 6.3.c.1 | 6. Implement new validation business rules when processing tax declarations |
| 6.3.c.1 | 7. Reengineered RF&V Processes and rules in the BPM Suite |
| 6.3.c.1 | 8. Process initiation is automated based on Tax Declaration events |
| 6.3.c.1 | 9. Use of KPI's to measure and optimize processes |
| 6.3.c.1 | Does the EDR Proposed Solution focus on business process reengineering rather than IT automation of existing processes? |
| 6.3.c.1 | Does the EDR Proposed Solution redefine or reengineer old processes and legacy system into new systems and processes? |
| 6.3.c.1 | Does the EDR Proposed Solution describe process and system reengineering for BETS system removing dependency on Install/1 and DESIGN/1? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe technology platforms that are FTB standards? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.1 | Does the EDR Proposed Solution prescribe new technology skills and the associated training? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe programming languages that are FTB standards? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe programming languages that are new to FTB and associated training? |
| 6.3.c.1 | Does the EDR Proposed Solution map to and accomplish the proposed technologies to the roadmaps of the following EADs?<br>1. BPM |
| 6.3.c.1 | 2. SOA |
| 6.3.c.1 | 3. DMD |
| 6.3.c.1 | 4. IAM |
| 6.3.c.1 | 5. ECM |
| 6.3.c.1 | 6. Governance |
| | **System Integration** |
| 6.3.c.2 | Does the EDR Proposed Solution include infrastructure that is interoperable with FTB's:<br>1. Existing hardware infrastructure |
| 6.3.c.2 | 2. Existing software infrastructure (OS, databases, SOA, I/O) |
| 6.3.c.2 | 3. Current Skill Set (New skills are credited points if appropriate training is offered) |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported industry standard transport protocols? |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported industry database interface protocols? |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported communication standards? |
| 6.3.c.2 | Does the EDR Proposed Solution reference and describe support of the open standards described in the Target Architecture and associated EAD's including:<br>1. BPM |
| 6.3.c.2 | 2. SOA |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.2 | 3. DMD |
| 6.3.c.2 | 4. IAM |
| 6.3.c.2 | 5. ECM |
| | **Data Management and Delivery** |
| 6.3.c.3 | Does the EDR Proposed Solution describe an enterprise Data Warehouse as single system of record for customer information? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the following data methods used to integrate existing enterprise data into a single Data Warehouse:<br>1. Conversion Strategy |
| 6.3.c.3 | 2. Data purification |
| 6.3.c.3 | 3. Data Profiling |
| 6.3.c.3 | Does the EDR Proposed Solution describe the Data Warehouse as:<br>1. Customer Centric |
| 6.3.c.3 | 2. Business Information Model compliant |
| 6.3.c.3 | 3. An implementation of FTB Data Integration Strategy |
| 6.3.c.3 | Does the EDR Proposed Solution describe how customers will be matched to returns and other tax declarations? |
| 6.3.c.3 | Does the EDR Proposed Solution manage information synchronization between the proposed Enterprise Data Warehouse and existing TI and BETS databases? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the association of unstructured content and captured data? |
| 6.3.c.3 | Does the EDR Proposed Solution describe a post before processing paradigm for the Enterprise Data Warehouse? |
| 6.3.c.3 | Does the EDR Proposed Solution describe a customer identification and data to customer association capability? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the implementation of a meta-data solution? |
| 6.3.c.3 | Does the EDR Proposed Solution describe data availability in terms of the data warehouse and data services? |
| | **Business Process Management** |
| 6.3.c.4 | Does the EDR Proposed Solution describe a model-driven business process management system? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.4 | Does the EDR Proposed Solution describe process lifecycle methodology using a model-driven BPM suite that supports:<br>1. Business Process Reengineering and deployment |
| 6.3.c.4 | 2. New process creation |
| 6.3.c.4 | 3. Process certification |
| 6.3.c.4 | 4. Configurability |
| 6.3.c.4 | Does the EDR Proposed Solution describe a business rules management solution, including a rules engine? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a BPM solution that supports open standards? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a rules management technology that can be managed independent of the other BPM components? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a BPM solution that supports event driven processes? |
| 6.3.c.4 | Does the EDR Proposed Solution remove the dependency on Macros for the BETS system? |
| 6.3.c.4 | Does the EDR Proposed Solution describe the enterprise business rules engine used for discovery, documentation, storage, management, and deployment of FTB business rules? |
| 6.3.c.4 | Does the EDR Proposed Solution describe the enterprise business rules engine in terms of :<br>1. Independence from BPM suite |
| 6.3.c.4 | 2. Scalability for enterprise use |
| 6.3.c.4 | 3. Interoperability with existing application and system infrastructure |
| 6.3.c.4 | 4. Configurability |
| | **Services Oriented Architecture** |
| 6.3.c.5 | Does the EDR Proposed Solution describe the features and components provided as part of the SOA infrastructure including:<br>1. SOA Governance Features |
| 6.3.c.5 | 2. SOA Metadata Management |
| 6.3.c.5 | 3. SOA Backplane Features |
| 6.3.c.5 | 4. SOA Development and Testing Tooling |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.5 | Does the EDR Proposed Solution describe the implementation of SOA governance for build time and run time environments? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the usage of an enterprise service bus? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the creation of an enterprise locate service that incorporates internal and external information sources? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the creation of a protest service that facilitates online self-service protests? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the services to provide a single view of customer (Taxpayer Folder)? |
| 6.3.c.5 | Does the EDR Proposed Solution describe an enterprise noticing solution service? |
| | **Identity Access Management** |
| 6.3.c.6 | Does the EDR Proposed Solution describe an enterprise class IAM solution that accomplishes:<br>1. Synchronization management |
| 6.3.c.6 | 2. Centralization of access control |
| 6.3.c.6 | 3. Reduction of manual processes |
| | **Enterprise Content Management** |
| 6.3.c.7 | Does the EDR Proposed Solution describe the conversion of paper correspondence to electronic format? |
| 6.3.c.7 | Does the EDR Proposed Solution describe an ECM solution that provides:<br>1. Expanded OCR |
| 6.3.c.7 | 2. Validation and matching service |
| 6.3.c.7 | 3. Integration into BPM workflows |
| 6.3.c.7 | 4. Search ability of content |
| 6.3.c.7 | Does the EDR Proposed Solution describe multiple content types that can be captured, stored and reviewed? |
| 6.3.c.7 | Does the EDR Proposed Solution support the identified standard formats for content? |
| 6.3.c.7 | Does the EDR Proposed Solution describe a content viewer applicable to notices and correspondence? |
| 6.3.c.7 | Does the EDR Proposed Solution describe scanning of all tax declarations? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.7 | Does the EDR Proposed Solution describe the decommissioning of any Tax Declaration display and print components? |
| 6.3.c.7 | Does the EDR Proposed Solution describe the ECM component as SOA based? |

**Table IX.12-Architecture Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the architecture evaluation factor meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR Target Architecture and/or has provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the architecture evaluation factor meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR Target Architecture and has provided a complete approach to meeting the requirements. |
| **Below Expectations** | 33% | The response to the architecture evaluation factor meets the some of the requirement. The Bidder has demonstrated some understanding of the EDR Target Architecture and has provided an approach to meeting the requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the architecture evaluation factor. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR Target Architecture. |

### d. CALCULATION OF SCORE

The score for Architecture category will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's response points for each Architecture category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Architecture evaluation category will be added together for a total Architecture score.

**The Bidder's score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points Possible)}} \text{ X (Maximum Score)} = \text{Bidder's Architecture Score}$$

**Example Calculation of Bidder's Score for Architecture**:

| Architecture Evaluation Categories | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's Score |
|---|---|---|---|---|---|---|
| Architecture Advancement | 40 | 160 | 200 | 220 | 22 | 20 |
| System Integration | 22 | 88 | 110 | 110 | 13 | 13 |
| Business Process Management | 20 | 80 | 100 | 120 | 12 | 10 |
| Data Management and Delivery | 26 | 104 | 130 | 140 | 14 | 13 |
| Enterprise Content Management | 17 | 73 | 90 | 110 | 11 | 9 |
| Identity Access Management | 4 | 16 | 20 | 30 | 3 | 2 |
| Service Oriented Architecture | 19 | 76 | 95 | 100 | 10 | 10 |
| **Total** | | | | **830** | **85** | **77** |

## 6. FUNCTIONAL AND TECHNICAL REQUIREMENTS

### a. INTRODUCTION

All Functional Requirements are Mandatory Pass/Fail. All Technical Requirements are Mandatory Pass/Fail, Mandatory Scored, or Desirable Scored as described in Section VI.A.2. Bidders will be evaluated on the functionality associated with the Technical Requirements by selecting the "check boxes" that pertain to their solution.

### b. MAXIMUM POINTS AND SCORE

| Technical Requirements Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| BPM | 248 | 40 |
| SOA | 60 | 17 |
| DATA | 443 | 43 |
| **Total** | **751** | **100** |

### c. EVALUATION PROCESS

**Mandatory Pass or Fail (M)**
Bidders must respond to each Mandatory Pass/Fail Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII and Section XI. This acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and disqualified.

**Example of a Mandatory Pass/Fail Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **M** | The EDR Proposed Solution must X Y Z. | |

**Mandatory Scored (MS)**

All requirements listed with a (MS) are Mandatory Scored and scored first on a Pass/Fail basis. Bidders must respond to each Mandatory Pass/Fail Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII, and Section XI. This acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and disqualified. For the scored portion of the requirements there are two types of scoring criteria as detailed in the following examples:

In MS Example 1, Bidders will be given five points for each Mandatory Scored box checked that applies to the Bidder's solution. In this example, a Bidder can receive up to a maximum of 20 points if their EDR Proposed Solution has all the functionality for that requirement. With three boxes checked, 15 points would be awarded to the Bidder for this requirement. If no boxes are checked then zero points will be awarded but the requirement must still be met.All points will be summed and converted to a Bidder's score.

**MS Example 1: Mandatory Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **MS** | The EDR Proposed Solution must X Y Z.<br><br>Scored Functionality:<br>(Check all that apply, 5 points each)<br><br>☒ Does the solution have H?<br>☒ Does the solution have K?<br>☐ Does the solution have A?<br>☒ Does the solution have B? | |

In MS Example 2, Bidders will be given points by selecting the one box that best describes the functionality of the EDR Proposed Solution. Bidders can achieve a maximum of five points if the desired functionality is provided "out of the box" with no customization needed. Only one box can be checked. If a Bidder selects more than one box or if no boxes are selected then, no points will be given but the requirement must still be met. All points will be summed and converted to a Bidder's score.

**MS Example 2: Mandatory Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **MS** | The EDR Proposed solution must X Y Z.<br><br>Scored Functionality: **(Check only one box)**<br><br>5pts ☒ Functionality provided "out of the box".<br>3pts ☐ Functionality provided by third-party solution.<br>2pts ☐ Functionality requires customization to achieve.<br>1pts ☐ Functionality requires customized third party solution. | |

**MS Example 2: Requirement Functionality Description**

| Points | Functionality | Description |
|---|---|---|
| 5pts | Functionality provided out-of-the-box. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor. No customization or work around is required. |
| 3pts | Functionality provided by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors. No customization or work around is required. |
| 2pts | Functionality requires customization to achieve. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor, but requires some customization or work around. |
| 1pt | Functionality requires customized by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors, but requires some customization or work around. |

**Desirable Scored (DS)**

Bidders may respond to any, all or none of the Desirable Scored Requirements by checking the box of the functionality that applies to the Bidder's solution. By selecting a box, the Bidder agrees to the Desirable Scored Requirement. For the scored portion of the Desirable Scored requirements there are two types of scoring criteria as detailed in the following examples:

In the DS Example 1, Bidders will be given three points for each Desirable Scored box checked that applies to the Bidder's solution. In the example, a Bidder can achieve a maximum of nine points if their EDR Proposed Solution has all the functionality for that requirement. With two boxes checked, six points would be awarded to the Bidder for this requirement. If no boxes are selected then zero points will be awarded. All points will be summed and converted to a Bidder's score.

**DS Example 1: Desirable Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **DS** | The EDR Proposed Solution may X Y Z.<br><br>Scored Functionality:<br>(Check all that apply, 3 points each)<br><br>☒ Does the solution have H?<br>☐ Does the solution have K?<br>☒ Does the solution have A? | |

In DS Example 2, Bidders will be given points by selecting the one box that best describes their functionality in regards to customization. Bidders can achieve a maximum of three points if the desired functionality is provided "out of the box" with no customization needed. Only one box can be checked. If a Bidder selects more than one box or if no boxes are selected then zero points will be awarded. All points will be summed and converted to a Bidder's score.

**DS Example 2: Desirable Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **DS** | The proposed solution must X Y Z.<br><br>Scored Functionality: **(Check only one box)**<br><br>3 pts ☒ Functionality provided "out of the box".<br>2 pts ☐ Functionality provided by third-party solution.<br>1 pts ☐ Functionality requires customization to achieve.<br>.5 pts ☐ Functionality requires customized third party solution. | |

**DS Example 2: Requirement Functionality Description**

| Points | Functionality | Description |
|---|---|---|
| 3pts | Functionality provided out-of-the-box. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor. No customization or work around is required. |
| 2pts | Functionality provided by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors. No customization or work around is required. |
| 1pts | Functionality requires customization to achieve. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor, but requires some customization or work around. |
| .5pt | Functionality requires customized by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors, but requires some customization or work around. |

### d. CALCULATION OF SCORE

The score for the Mandatory Scored and Desirable Scored technical requirements will be calculated and awarded based on the following procedures:

- The points awarded for each selected check box will be added together to calculate the total points awarded for each category.
- The points awarded for each category will be converted to a Bidder's score.
- All calculations will be rounded up at .5 to the nearest whole number.
- The Bidder's scores will be added together for a total score.

**The Bidder's score will be converted as follows:**

**BPM**

$$\frac{\text{Bidder's Points}}{\text{248 (Maximum Points)}} \times 40 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**SOA**

$$\frac{\text{Bidder's Points}}{\text{60 (Maximum Points)}} \times 17 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**DATA**

$$\frac{\text{Bidder's Points}}{\text{443 (Maximum Points)}} \times 43 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Technical Requirements**

| Technical Requirements Evaluation Categories | Bidder's Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|
| BPM | 205 | 248 | 40 | 33 |
| SOA | 60 | 60 | 17 | 17 |
| DATA | 400 | 443 | 43 | 39 |
| **Total** | | 751 | 100 | **89** |

## F. COST EVALUATION

A maximum score of 500 is possible for the Cost evaluation as summarized in Table IX.13. Cost proposals will not be opened until the evaluation process for the Administrative and Non-Financial requirements evaluation categories has been completed. All participating Bidders and interested parties shall be notified as to the date and time when the public cost opening will be held. After the cost opening the State will validate all cost worksheets for accuracy (math errors) prior to calculating Bidder's Cost scores. All errors and inconsistencies will be addressed according to procedures contained in Section II. All Cost calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.

**Table IX.13-Cost Evaluation Categories**

| Cost Evaluation Categories | Maximum Score |
|---|---|
| Total Contract Amount | 135 |
| Unanticipated Tasks Labor Rates | 30 |
| Maintenance and Operations Option Costs | 135 |
| Total Contract Amount Breakdown | 75 |
| Benefits | 125 |
| **TOTAL** | **500** |

### 1. TOTAL CONTRACT AMOUNT

#### a. INTRODUCTION

The Bidder will bid the Total Contract Amount of their entire solution through completion of Worksheet VII-A.1 with the maximum score (135) going to the Bidder with the lowest Total Contract Amount.

#### b. EVALUATION PROCESS

The Bidder's Total Contract Amount will be evaluated as follows:

- Bidders will complete Worksheet VII-A.1.
- The value in Column (G), Row (4) of the Bidders' completed Worksheet VII-A.1 will be evaluated to determine the proposal with the lowest Total Contract Amount.
- The proposal with the lowest Total Contract Amount will be awarded a score of 135.
- A score will be awarded to each subsequent proposal based upon the Total Contract Amount correlation to the lowest Total Contract Amount.

**Bidder's Total Contract Amount Score will be calculated as follows:**

$$\frac{\text{Lowest Total Contract Amount}}{\text{Bidder's Total Contract Amount}} \times 135 \text{ (Maximum Score)} = \text{Bidder's Total Contract Amount Score}$$

**Example Calculation of Bidder's Total Contract Amount Score:**

Bidder's Total Contract Amounts:

Bidder A: $1,100,000
Bidder B: $3,000,000
Bidder C: $2,040,000

| | | |
|---|---|---|
| Bidder A | 1,100,000 / 1,100,000 * 135 | = 135 Total Contract Amount Score |
| Bidder B | 1,100,000 / 3,000,000 * 135 | = 50 Total Contract Amount Score |
| Bidder C | 1,100,000 / 2,040,000 * 135 | = 73 Total Contract Amount Score |

## 2. UNANTICIPATED TASKS LABOR RATES

### a. INTRODUCTION

Bidders must bid labor rates for unanticipated tasks (change requests) that are not otherwise covered by the EDR requirements through the completion of Worksheet VII.A.7. The average labor rate for Development Staff and Planning Staff will be evaluated separately. A maximum score of 25 will be awarded to the Bidder with the lowest average labor rate for Development Staff which are Analysts, Designers, Programmers and Testers. A maximum score of 5 will be awarded to the Bidder with the lowest average labor rate for Planning Staff which are Management, Strategists, Copywriters, and Media.

### b. EVALUATION PROCESS

The Bidder's Unanticipated Tasks Labor Rates for Development Staff will be evaluated as follows:

- Bidders will complete Worksheet VII.A.7.
- The value in Column (C), Row (11) from the Bidders' completed Worksheet VII.A.7 will be used to determine the Bidder with the lowest, second lowest, and third lowest average labor rate for Development Staff.

- A score of 25 will be awarded to the Bidder with the lowest average labor rate for Development Staff.
- A score of 15 will be awarded to the Bidder with the second lowest average labor rate for Development Staff.
- A score of five will be awarded to the Bidder with the third lowest average labor rate for Development Staff.
- A score of zero will be awarded to the remaining Bidders with average labor rates greater than the third lowest average labor rate for Development Staff.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Unanticipated Tasks Labor Rates Score for Development Staff:**

Bidder's Average Labor Rates for Development Staff:

| | |
|---|---|
| Bidder A | $15,000 |
| Bidder B | $10,000 |
| Bidder C | $9,700 |

| | | |
|---|---|---|
| Bidder A: | $15,000 (Third Lowest) | = 5 Unanticipated Tasks Labor Rate Score |
| Bidder B: | $10,000 (Second Lowest) | = 15 Unanticipated Tasks Labor Rate Score |
| Bidder C: | $9700 (Lowest) | = 25 Unanticipated Tasks Labor Rate Score |

The Bidder's Unanticipated Tasks Labor Rates for Planning Staff will be evaluated as follows:

- Bidders will complete Worksheet VII.A.7.
- The value in Column (C), Row (18) from the Bidders' completed Worksheet VII.A.7 will be used to determine the Bidder with the lowest average, second lowest and third lowest labor rate for Planning Staff.
- A score of five will be awarded to the Bidder with the lowest average labor rate for Planning Staff.
- A score of three will be awarded to the Bidder with the second lowest average labor rate for Planning Staff.
- A score of one will be awarded to the Bidder with the third lowest average labor rate for Planning Staff.

- A score of zero will be awarded to the remaining Bidders with average labor rates greater than the third lowest average labor rate for Planning Staff.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Unanticipated Tasks Labor Rates Score for Planning Staff:**

Bidder's Average Labor Rates for Planning Staff:

| | |
|---|---|
| Bidder A | $15,000 |
| Bidder B | $10,000 |
| Bidder C | $9,700 |
| Bidder D | $9,700 |

| | | |
|---|---|---|
| Bidder A: | $15,000 (Third Lowest) | = 1 Unanticipated Tasks Labor Rate Score |
| Bidder B: | $10,000 (Second Lowest) | = 3 Unanticipated Task Labor Rate Score |
| Bidder C: | $9,700 (Lowest) | = 5 Unanticipated Task Labor Rate Score |
| Bidder D: | $9,700 (Lowest) | = 5 Unanticipated Task Labor Rate Score |

## 3. MAINTENANCE AND OPERATIONS (M&O) OPTION COSTS

### a. INTRODUCTION

Bidders must bid five separate one-year options for each of four maintenance types: (Refer to Section XI, IT General Provisions for the EDR Project for a detailed definition of each maintenance type)

1) Total M & O
2) Custom Code Maintenance (CCM)
3) System Operations (SO), which includes System Software Support (SSS)
4) SSS only

Through the completion of Worksheet VII.A.1, Bidder's will be scored in five M&O areas:

1) Total M&O Costs (30)
2) Early M&O Costs (15)
3) Total SSS Costs (30)
4) Total SO Costs (30)
5) Total CCM Costs (30)

### b. TOTAL M&O OPTION COSTS EVALUATION PROCESS (20)

The Bidder's Total M&O Option Costs will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (11) from the Bidder's completed Worksheet VII.A.1 to determine the Bidder with the lowest, second lowest, and third lowest total cost of the five one-year M&O options.
- A score of 30 will be awarded to the Bidder with the lowest Total M&O cost.
- A score of 20 will be awarded to the Bidder with the second lowest Total M&O cost.
- A score of ten will be awarded to the Bidder with the third lowest Total M&O cost.
- A score of zero will be awarded to the remaining Bidders with Total M&O costs greater than the third lowest Total M&O cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Total M&O Cost Score:**

Bidder's Total M&O Cost:

| | |
|---|---|
| Bidder A | $90,000 |
| Bidder B | $110,000 |
| Bidder C | $75,000 |
| Bidder D | $75,000 |

| | | |
|---|---|---|
| Bidder A: | $90,000 (Second Lowest) | = 20 Total M&O Cost Score |
| Bidder B: | $110,000 (Third Lowest) | = 10 Total M&O Cost Score |
| Bidder C: | $75,000 (Lowest) | = 30 Total M&O Cost Score |
| Bidder D: | $75,000 (Lowest) | = 30 Total M&O Cost Score |

### c. EARLY M&O COSTS EVALUATION PROCESS (15)

The Bidder's Early M&O Costs will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The values in Column (B), Row (11) and Column (C), Row (11) from the Bidder's completed Worksheet VII.A.1 will be added together to determine the Bidder with the lowest, second lowest, and third lowest total cost for the first two one-year M&O options.
- A score of 15 will be awarded to the Bidder with the lowest Early M&O cost.
- A score of ten will be awarded to the Bidder with the second lowest Early M&O cost.
- A score of five will be awarded to the Bidder with the third lowest Early M&O cost.
- A score of zero will be awarded to the remaining Bidders with Early M&O costs greater than the third lowest Early M&O cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Early M&O Cost Score:**

Bidder's cost of first two one-year options:

| | | |
|---|---|---|
| Bidder A | $10,000 | |
| Bidder B | $12,000 | |
| Bidder C | $13,000 | |
| Bidder A | $10,000 (Lowest) | = 15 Early M&O Cost Score |
| Bidder B | $12,000 (Second Lowest) | = 10 Early M&O Cost Score |
| Bidder C | $13,000 (Third Lowest) | = 5 Early M&O Cost Score |

### d. M&O COSTS FOR SSS EVALUATION PROCESS (30)

The Bidder's M&O costs for SSS will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (20) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest SSS costs.
- A score of 30 will be awarded to the Bidder with the lowest SSS cost.
- A score of 20 will be awarded to the Bidder with the second lowest SSS cost.
- A score of ten will be awarded to the Bidder with the third lowest SSS cost.
- A score of zero will be awarded to the remaining Bidders with SSS costs greater than the third lowest SSS cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's SSS Cost Score**

Bidder's SSS cost:

| | | |
|---|---|---|
| Bidder A | $6,000 | |
| Bidder B | $6,500 | |
| Bidder C | $8,000 | |
| Bidder A | $6,000 (Lowest) | = 30 SSS Cost Score |
| Bidder B | $6,500 (Second Lowest) | = 20 SSS Cost Score |
| Bidder C | $8,000 (Third Lowest) | = 10 SSS Cost Score |

### e. M&O COSTS FOR SO EVALUATION PROCESS (30)

The Bidder's M&O costs for SO will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (17) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest SO costs.
- A score of 30 will be awarded to the Bidder with the lowest SO cost.
- A score of 20 will be awarded to the Bidder with the second lowest SO cost.
- A score of ten will be awarded to the Bidder with the third lowest SO cost.
- A score of zero will be awarded to the remaining Bidders with SO costs greater than the third lowest SO cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's SO Cost Score**

Bidder's SO cost:

| | | |
|---|---|---|
| Bidder A | $6,000 | |
| Bidder B | $6,500 | |
| Bidder C | $8,000 | |
| Bidder A | $6,000 (Lowest) | = 30 SO Cost Score |
| Bidder B | $6,500 (Second Lowest) | = 20 SO Cost Score |
| Bidder C | $8,000 (Third Lowest) | = 10 SO Cost Score |

### f. M&O COSTS FOR CCM EVALUATION PROCESS (30)

The Bidder's M&O costs for CCM will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (14) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest CCM costs.
- A score of 30 will be awarded to the Bidder with the lowest CCM cost.
- A score of 20 will be awarded to the Bidder with the second lowest CCM cost.
- A score of ten will be awarded to the Bidder with the third lowest CCM cost.
- A score of zero will be awarded to the remaining Bidders with CCM costs greater than the third lowest CCM cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.
- Bid will be rejected if M&O options for or including CCM exceeds 65,000 hours (CCM and Total M&O/CCM).

**Example Calculation of Bidder's CCM Cost Score**

Bidder's CCM cost:

| | |
|---|---|
| Bidder A | $10,000 |
| Bidder B | $12,000 |
| Bidder C | $15,000 |

| | | |
|---|---|---|
| Bidder A | $10,000 (Lowest) | = 30 CCM Cost Score |
| Bidder B | $12,000 (Second Lowest) | = 20 CCM Cost Score |
| Bidder C | $15,000 (Third Lowest) | = 10 CCM Cost Score |

## 4. TOTAL CONTRACT AMOUNT BREAKDOWN

### a. INTRODUCTION

The Bidder must provide a Total Contract Amount Breakdown that allocates the total contract amount to each compensation deliverable. Through the completion of Worksheet VII.A.4, the Bidder will be evaluated on the range between highest and lowest compensation deliverable. Bidders must have a minimum of ten, but no more than 30 compensation deliverables.

### b. Total CONTRACT AMOUNT BREAKDOWN EVALUATION PROCESS

The Bidder's Total Contract Amount Breakdown will be evaluated as follows:

- Bidders will complete Worksheet VII.A.4.
- Using the values in Column (U) of the Bidders' completed Worksheet VII.A.4, the lowest compensation deliverable amount will be subtracted from the highest compensation deliverable amount to determine the Bidder with the smallest range between the highest and lowest compensation deliverable amounts.
- The Bidder with the smallest range between compensation deliverable amounts will be awarded a score of 75.
- A score will be awarded to the next Bidder with the smallest compensation range based upon the correlation to the smallest range.
- In the event of a tie for smallest range, Bidders will be awarded the same maximum score of 75.
- Any Bidder with a zero compensation range will be awarded the maximum score of 75 with Bidder's having a compensation range greater than zero being awarded a score of zero.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**The Bidder's Compensation Payment Schedule will be scored as follows:**

$$\frac{\text{Smallest Compensation Deliverable Range}}{\text{Bidder's Compensation Deliverable Range}} \text{ X 75 (Maximum Score)} = \text{Bidder's Contract Amount Breakdown Score}$$

**Example Calculation of Bidder's Contract Amount Breakdown Score**

Bidder's Compensation Range:

| | |
|---|---|
| Bidder A | $50,000 |
| Bidder B | $42,000 |
| Bidder C | $54,000 |

| | | |
|---|---|---|
| Bidder A | 42,000 / 50,000 * 75 | = 63 Contract Amount Breakdown Score |
| Bidder B | 42,000 /42,000 * 75 | = 75 Contract Amount Breakdown Score |
| Bidder C | 42,000 / 54,000* 75 | = 58 Contract Amount Breakdown Score |

## 5. BENEFITS

### a. INTRODUCTION

The Bidder must bid the total benefits of their EDR Proposed Solution for the 54 month contract term through the completion of Worksheet VII.A.2. Bidders will be scored on the following:

1) Total Benefits (110)
2) Earliest Benefits (15)

### b. TOTAL BENEFITS EVALUATION PROCESS (110)

The Bidder's Total Benefits will be evaluated as follows:

- Bidders will complete Worksheet VII.A.2.
- The value in Column (U), Row (19) from the Bidders' completed Worksheet VII.A.2 will be used to determine the Bidder with the highest Total Benefits.
- The Bidder with the highest Total Benefits will be awarded a score of 110.
- A score will be awarded to each subsequent proposal based upon the Total Benefits correlation to the lowest Total Benefits amount.

**The Bidder's Total Benefit Amount will be scored as follows:**

$$\frac{\text{Bidder's Total Benefit Amount}}{\text{Highest Total Benefit Amount}} \times 110 \text{ (Maximum Score)} = \text{Bidder's Benefit Score}$$

**Example Calculation of Bidder's Benefit Score:**

Bidder's proposed benefits:

| | |
|---|---|
| Bidder A | $800,000,000 |
| Bidder B | $1,500,000,000 |
| Bidder C | $920,000,000 |

| | | |
|---|---|---|
| Bidder A | 800,000,000 / 1,500,000,000 *110 | = 59 Benefit Score |
| Bidder B | 1,500,000,000 / 1,500,000,000 *110 | = 110 Benefit Score |
| Bidder C | 920,000,000 / 1,500,000,000 *110 | = 67 Benefit Score |

## c. EARLY BENEFITS EVALUATION PROCESS (15)

The Bidder's Early Benefits will be evaluated as follows:

- Bidders will complete Worksheet VII.A.2.
- The values in Row (19) from the Bidders' completed Worksheet VII.A.2 will be evaluated to determine the Bidder with any amount of benefits in the earliest quarter, second earliest quarter, and third earliest quarter after project start.
- A score of 15 will be awarded to the Bidder with benefits in the earliest quarter after project start.
- A score of ten will be awarded to the Bidder with benefits in the second earliest quarter after project start.
- A score of five will be awarded to the Bidder with benefits in third earliest quarter after project start.
- A score of zero will be awarded to the remaining Bidders with benefits later than the third earliest quarter.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Early Benefits Score:**

Bidder's Quarter of 1st
Benefits:

| | |
|---|---|
| Bidder A: | Benefits in 3rd Quarter |
| Bidder B: | Benefits in 3rd Quarter |
| Bidder C: | Benefits in 4th Quarter |
| Bidder D: | Benefits in 5th Quarter |

| | | |
|---|---|---|
| Bidder A | 3rd Qtr Benefits (Earliest) | = 15 Early Benefits Score |
| Bidder B | 3rd Qtr Benefits (Earliest –tied) | = 15 Early Benefits Score |
| Bidder C | 4th Qtr Benefits (Second Earliest) | = 10 Early Benefits Score |
| Bidder D | 5th Qtr Benefits (Third Earliest) | = 5 Early Benefits Score |

## G. DETERMINATION OF WINNING PROPOSAL

### 1. FINALIZATION OF FINAL PROPOSALS

Bidders' score awarded for each evaluation category are tallied to determine the total score awarded for each. Table IX.14 illustrates the maximum points possible in each evaluation category.

**Table IX.14 – Evaluation Categories and Maximum Score**

| Evaluation Area | Maximum Score | |
|---|---|---|
| **Preliminary Review** | **Pass** | |
| **Administrative Requirements** | **Pass** | |
| **Non-Financial Requirements** | | |
| Project Management | 40 | |
| Project Schedule | 60 | |
| Technical Management Approach | 125 | |
| EDR Proposed Solution | 90 | |
| Architecture | 85 | |
| Functional Requirements | Pass | |
| Technical Requirements (BPM) | 40 | |
| Technical Requirements (SOA) | 17 | |
| Technical Requirements (Data) | 43 | |
| Technical Requirements (Infrastructure, Tools and Security) | Pass | |
| Technical Requirements (BETS Decouple) | Pass | |
| **TOTAL NON-FINANCIAL REQUIREMENTS SCORE:** | **500** | |
| | | |
| **Cost** | | |
| Total Contract Amount | 135 | |
| Unanticipated Tasks Labor Rates | 30 | |
| Maintenance and Operations Option Costs | 135 | |
| Total Contract Amount Breakdown | 75 | |
| Benefits | 125 | |
| **TOTAL COST SCORE:** | **500** | |
| **TOTAL SCORE:** | **1000** | |

## 2. DETERMINATION OF THE SMALL BUSINESS PREFERENCE

The small business participation preference will be applied after the scores for requirements and cost have been calculated. Per Government Code, section 14835, et seq., Bidders who qualify as a California certified small business and Bidders that commit to using small business subcontractors for twenty-five percent (25%) or more of the value of the contract will be given a five percent (5%) preference for contract evaluation purposes only.

The five percent (5%) preference is calculated on the total number of points awarded to the highest scoring non-small business that is responsible and responsive to the proposal requirements.
The rules and regulations of this law, including the definition of a California certified small business for the delivery of goods and services are contained in the California Code of Regulations, Title 2, section 1896, et seq. and can be viewed online at www.pd.dgs.ca.gov/smbus .

Table IX.15 illustrates how the small business preference would be applied. In the example, Bidder A initially has the most points. Bidder C is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. Bidder D is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. This same California certified small business is also a California certified DVBE. In this scenario, Bidder C earns the five percent (5%) small business preference, which is applied to the total “earned” points (accumulated technical, non-technical and cost points, prior to incentives and preferences). Bidder D earns the five percent (5%) small business preference, which is applied to the total “earned” points. In this example, Bidder C would have the highest number of points (967) and receive the award.

**Table IX.15 – Scoring Example with Small Business Preferences Applied**

| | Scoring Step | Bidder A | Bidder B | Bidder C | Bidder D |
|---|---|---|---|---|---|
| 1 | Is Bidder a Small Business? | No | No | No | No |
| 2 | Does proposal meet Small Business Preference? | No | No | Yes | Yes |
| 3 | Requirements Score | 468 | 455 | 455 | 448 |
| 4 | Financial Score | 480 | 440 | 465 | 470 |
| 5 | Total Score before Preferences and Incentives | 948 | 895 | 920 | 918 |
| 6 | Small Business Preference: Highest points from non-small business Bidder multiplied by 5%. | | | 948 x .05 = 47 | 948 x .05 = 47 |
| 7 | Total Points with Small Business Preference Applied | 948 | 895 | 967 | 965 |

## 3. DETERMINATION OF DVBE INCENTIVES

In accordance with section 999.5(a) of the Military and Veterans Code, an incentive will be given to Bidders who provide California certified Disabled Veteran Business Enterprise (DVBE) participation. The State shall apply an incentive to proposals that include California certified DVBE participation. The maximum incentive for this procurement is three percent (3%) of the 1000 points available, and is based on the amount of DVBE participation obtained, according to Table IX.16.

**Table IX.16 - Confirmed DVBE Participation Incentive**

| Confirmed DVBE Participation of: | DVBE Incentive | DVBE Incentive Points |
|---|---|---|
| 3.0% or more | 3% | 30 |
| 2.7% or more but less than 3.0% | 2.5% | 25 |
| 2.4% or more but less than 2.7% | 2% | 20 |
| 2.1% or more but less than 2.4% | 1.5% | 15 |
| 1.8% or more but less than 2.1% | 1% | 10 |

The DVBE incentive points are applied after the scores for requirements and costs have been calculated and Small Business Preference points, if any, have been calculated. The DVBE incentive points are applied to points earned by the Bidder and cannot be used to achieve any applicable minimum point requirements. For this RFP, the total incentive points available are 30. Table IX.17 illustrates how the Small Business preference and the DVBE incentive would be applied. In this example, Bidder A has the most points (948 total points) after the scoring of Technical Requirements and Cost. Bidder C is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. Bidder D is a non-small business that is using California certified small businesses to perform work that amounts to twenty-five percent (25%) of the value of the contract. This same California certified small business is also a California certified DVBE. As a large business using California certified small businesses to perform work that amounts to twenty-five percent (25%) of the value of the contract, Bidder C earns the five percent (5%) Small Business preference, which is applied to the total “earned” points (accumulated non-financial and cost points prior to incentives and preferences). As a large business using a California certified small business and DVBE to perform work that amounts to twenty-five percent (25%) of the value of the contract, Bidder D earns the five percent (5%) small business preference and the 30 DVBE incentive points which are applied to the total “earned” points. In this example, Bidder D would have the highest number of points (995) and would receive the award.

**Table IX.17-Example of Bidder Points with SB Preferences and DVBE Incentives Applied**

| # | Scoring Step | Bidder A | Bidder B | Bidder C | Bidder D |
|---|---|---|---|---|---|
| 1 | Is Bidder a Small Business? | No | No | No | No |
| 2 | Meets Small Business Preference? | No | No | Yes | Yes |
| 3 | Technical Requirement Score | 468 | 455 | 455 | 448 |
| 4 | Financial Score | 480 | 440 | 465 | 470 |
| 5 | Total Score before Preference and Incentives | 948 | 895 | 920 | 918 |
| 6 | Small Business Preference: Highest points from non-small business Bidder multiplied by 5%. | | | 948 x .05 = 47 | 948 x .05 = 47 |
| 7 | Total Points with Small Business Preference Applied | 948 | 895 | 967 | 965 |
| 8 | DVBE Incentive | 0 | 0 | 0 | 3% |
| 9 | DVBE Incentive Points from Table IX.16 | 0 | 0 | 0 | 30 |
| 10 | Total Points for Evaluation Purposes Only | 948 | 895 | 967 | 995 |

## H. CONTRACT AWARD

Contract award, if any, will be made to the responsive and responsible Bidder having the highest combined score from the non-financial requirements and cost categories including preferences and incentives total score.



State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION IX
Evaluation

November 2, 2009

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## A. INTRODUCTION

This section presents information on how the State will evaluate each Bidder's proposal. All Bidders' should read this section carefully to understand how scores are assigned. Proposals will be evaluated using a combination of Pass/Fail and numerically scored criteria. All scoring is consensus scoring.

## B. PRE-DRAFT CONFIDENTIAL DISCUSSIONS

Prior to Bidders submitting Draft Proposals, the State will schedule a Confidential Discussion with each Bidder submitting a Letter of Intention to Submit a Proposal and a Conceptual Proposal by the dates and times designated in the Section I.E. These meetings will be held with each Bidder individually to provide confidential verbal feedback on the Bidder's Conceptual Proposal. These meetings are intended to afford all Bidders an opportunity to gain a better understanding of the EDR requirements and architecture. The State will not offer suggestions or make recommendations for technical solutions or architectural design; however the State will let the Bidder know they are on the right track towards meeting the EDR requirements and architecture or express reservations and concerns about EDR requirements and architecture that do not appear to be appropriately satisfied.

## C. REVIEW OF DRAFT PROPOSALS

The purpose of the Draft Proposal review is to assess the Bidder's response for compliance with the RFP requirements. A Bidder's Draft Proposal will not be scored, however, a Bidder will receive direction from the State regarding those requirement responses which are non-responsive, defective, or may require additional clarification as described in Section II. This information is shared during Confidential Discussions with each Bidder.

## D. EVALUATION AND SCORING OF FINAL PROPOSALS

The Final Proposal Evaluation includes both Pass/Fail and point value components. During Final Proposal evaluation, the State will evaluate each proposal in detail to determine compliance with the RFP requirements. The total score for this procurement is 1,000, excluding any preference or incentive points. The response to Non-Financial Categories can achieve a maximum score of 500 and the response to Cost Categories can achieve a maximum score of 500 as shown in Table IX.14.

**Table IX.14 – Evaluation Categories and Maximum Score**

| Evaluation Categories | Maximum Score | |
|---|---|---|
| Administrative Requirements | Pass/Fail | |
| **Non-Financial Requirements** | | |
| Project Management | 40 | |
| Project Schedule | 60 | |
| Technical Management Approach | 125 | |
| EDR Proposed Solution | 90 | |
| Architecture | 85 | |
| Functional Requirements | Pass/Fail | |
| Technical Requirements (BPM) | 40 | |
| Technical Requirements (SOA) | 17 | |
| Technical Requirements (Data) | 43 | |
| Technical Requirements (Infrastructure, Tools and Security) | Pass/Fail | |
| Technical Requirements (BETS Decouple) | Pass/Fail | |
| **TOTAL NON-FINANCIAL REQUIREMENTS SCORE:** | **500** | |
| | | |
| **Cost** | | |
| Total Contract Amount | 135 | |
| Unanticipated Tasks Labor Rates | 30 | |
| Maintenance and Operations Option Costs | 135 | |
| Total Contract Amount Breakdown | 75 | |
| Benefits | 125 | |
| **TOTAL COST SCORE:** | **500** | |
| **TOTAL SCORE:** | **1000** | |

Proposals will be evaluated using the following process:

- Evaluation of Administrative Requirements
- Evaluation of Non-Financial Requirements Categories
- Evaluation of Cost Categories

## 1. ADMINISTRATIVE REQUIREMENTS REVIEW

### a. Evaluation of Submission and Format Requirements

The Bidder's proposal will be evaluated to determine if all submission and format requirements were met as required in Section V and Section VIII All Proposal Format and Administrative Requirements are Pass/Fail.

| Document | Evaluation Criteria | Score |
|---|---|---|
| Cover Letter | • Prepared on the Bidder's official business letterhead.<br>• Statement to substantiate that the signing person is authorized to bind the Bidder's firm contractually.<br>• Title or position of signing individual is identified.<br>• Statement that the Bidder agrees to meet all requirements and terms and conditions of the RFP including, but not limited to Sections V, VI, VII, and XI.<br>• Does not include cost information.<br>• Identified single point of contact.<br>• Does not exceed two pages. | Pass |
| Executive Summary | • Includes overview of Bidder's company background and qualifications.<br>• Describes salient features of the proposal with a general overview of equipment, software, and services.<br>• Does not include cost information.<br>• Does not exceed ten pages. | Pass |
| Letter of Credit | • Signed letter on official letterhead from a financial institution.<br>• Statement that the financial institution agrees to issue the Bidder the required $20 million Letter of Credit. | Pass |
| Payee Data Record, STD. 204 | • Original signature.<br>• Completed sections 1 through 5. | Pass |
| Secretary of State Certificate of Status | "Active" status on the Secretary of State website (http://kepler.ss.ca.gov/list.html) | Pass |
| Bidder Declaration Form GSPD-05-105 (08/09) | All listed SB and DVBEs' status' will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the certifications are listed as "Approved" and are not expired in order for the Bidder to meet the mandatory participation requirements and incentive points, if applicable. If the Bidder is not a DVBE, at least a 1% DVBE subcontractor participation must be listed on the form. | Pass |

| Document | Evaluation Criteria | Score |
|---|---|---|
| Small Business Approval Letter (if applicable) | The Bidder's status will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the Bidder's certifications are listed as "Approved" and are not expired. | Pass |
| Commercially Useful Function Documentation (CUF) (if applicable) | If submitted, each form must meet the CUF requirement. The response to questions 1-3 must be "Yes" and the response to question 4 must be "No". The form must also include a written statement detailing the role, services and goods the company will provide. | Pass |

**b. Evaluation of Customer In Use Requirements**

The Bidder's completed Exhibit V-A will be evaluated on a Pass/Fail basis to determine if the Critical Software, IT Equipment, and Non-Critical Software proposed meet the Customer-In Use requirements as follows:

Critical Software (as defined in Section V):

| Cost Range | Months In Use | Score |
|---|---|---|
| $500,000 or more | At least 12 months | Pass |
| $100,000 up to $500,00 | At least 6 months | Pass |
| $10,000 up to $100,000 | At least 3 months | Pass |
| Less than $10,000 | At least 1 month | Pass |

IT Equipment and Non-Critical Software (as defined in Section V):

| Cost Range | Months In Use | Score |
|---|---|---|
| $250,000 or more | At least 4 months | Pass |
| $10,000 up to $250,000 | At least 3 months | Pass |
| Less than $10,000 | At least 1 month | Pass |

### c. Evaluation of Customer Reference Qualification

All customer references submitted by the Bidder will be evaluated on a Pass/Fail basis to determine if the reference meets all of the following requirements:

Reference Qualification:

| Qualification | Score |
|---|---|
| All references used to demonstrate technical experience qualifications must be for project contracts completed within the last seven years from the due date of the EDR Final Proposal submission where the Bidder was the prime contractor or subcontractor. | Pass |
| All references used to demonstrate technical experience qualifications must be for project contracts exceeding $5 million where the Bidder was the prime contractor or subcontractor with more than $5 million of responsibility for the project. | Pass |
| At least one reference used to demonstrate technical experience qualification must be any U.S. state contract or project responsibility greater than $25 million, or a federal or foreign government contract or project greater than $50 million, where the Bidder was the prime contractor or subcontractor. | Pass |

### d. Evaluation of Experience and Past Performance

All customer references submitted by the Bidder will be evaluated on a Pass/Fail basis to determine if the Bidder meets all of the following experience and past performance requirements:

| Reference | Criteria | Score |
|---|---|---|
| A | The Bidder must provide experience with active production deployment of a solution that integrates new systems with legacy systems on multiple platforms, including mainframe, Unix and Windows. | Pass |
| B | The Bidder must provide experience with active production deployment of a large enterprise data warehouse solution which includes data services, data mining, Business Intelligence, Master Data Management, Meta Data Management. A large data warehouse is considered 1,500 or more tables, 40 billion or more rows, 10 terabytes or more of data, and | Pass |

| | | |
|---|---|---|
| | 1,500 or more concurrent users. | |
| C | The Bidder must provide experience with active production deployment of a Service Oriented Architecture technology solution in an enterprise (including a registry and repository, an enterprise service bus, and integration with three or more operating system platforms) using web services and workflow. | Pass |
| D | The Bidder must provide experience with design, development, configuration and use of at least two Enterprise Business Process Management technology solutions capable of peak process levels of 550 thousand electronic and paper documents per day which is comparable to California personal and corporate tax returns. The experience must include Process Capture and Design, Process Modeling, Process Execution, Process Monitoring and Process Optimization. | Pass |
| E | The Bidder must provide experience with design, development, configuration and use of at least two active Enterprise Content Management technology solutions that include electronic data documents, imaged documents, data capture, security management and data sharing. The solutions should be capable of peak volumes described in “D” above. | Pass |

### e. Evaluation of State of California Preference and Incentive Forms

| Preference and Incentive Forms | Criteria |
|---|---|
| TACPA – STD 830 (if applicable) | If submitted, the completed form must meet the TACPA program requirements for the Bidder to receive the preference. |
| EZA STD – 831 (if applicable) | If submitted, the completed form must meet the EZA program requirements for the Bidder to receive the preference. |
| LAMBRA – STD 832 (if applicable) | If submitted, the completed form must meet the TACPA program requirements for the Bidder to receive the preference. |
| Bidder’s Summary of Contract Activities and Labor Hours – DGS/PD 526 (if applicable) | If submitted, the completed form must be signed by the Bidder in order to receive the preference. |

| | |
|---|---|
| Manufacturer's Summary (if applicable) | If submitted, the completed form must be signed by both the manufacturer and the Bidder in order to receive the preference. |
| DVBE Declarations – STD 843 (if applicable) | The Bidder or subcontractor's DVBE status will be checked on DGS' eProcurement website at http://www.bidsync.com/DPXBisCASB to verify that the certifications are listed as "Approved" and are not expired. |

## 2. NON-FINANCIAL REQUIREMENTS EVALUATION CATEGORIES

For each non-financial requirements evaluation category, a Pass/Fail or points will be given based on the Bidder's response. The points awarded for each category will be converted into a Bidder's score for that category. The maximum Bidder's score possible for the non-financial requirements evaluation categories is 500. Table IX.1 summarizes the breakdown of maximum score for each category to be evaluated.

**Table IX.1-Non-Financial Requirements Evaluation Categories and Maximum Score**

| NON-FINANCIAL REQUIREMENTS EVALUATION CATEGORIES | MAXIMUM SCORE |
|---|---|
| Project Management | 40 |
| Project Schedule | 60 |
| Technical Management Approach | 125 |
| EDR Proposed EDR Solution | 90 |
| Architecture | 85 |
| Functional Requirements | Pass/Fail |
| Technical Requirements (BPM) | 40 |
| Technical Requirements (SOA) | 17 |
| Technical Requirements (DATA) | 43 |
| Technical Requirements (INFRASTRUCTURE, TOOLS & SECURITY) | Pass/Fail |
| Technical Requirements (BETS DECOUPLE) | Pass/Fail |
| **MAXIMUM TOTAL SCORE** | **500** |

## 3. MINIMUM SCORE THRESHOLD TO PROCEED TO COST OPENING

Bidders must achieve a minimum score of 176 out of 270 points available in the combined categories of Architecture, Technical Management Approach, and Project Schedule to proceed to cost opening. Preference and incentive points cannot be used to achieve any applicable minimum point requirement. Bidders that do not meet the minimum combined score for the three categories will be eliminated from further consideration.

## 4. COST OPENING AND ASSESSMENT

Those Bidders who have passed all of the administrative and non-financial requirements evaluation categories will be allowed to move forward to cost opening. After cost opening, all responsive proposals will be validated to verify that they are complete and free of mathematical errors. If appropriate, errors will be corrected in accordance with Section II. Table IX.2 summarizes the breakdown of maximum score for each Cost category to be evaluated.

**Table IX.2-Cost Evaluation Categories and Maximum Score**

| COST EVALUATION CATEGORIES | MAXIMUM SCORE |
|---|---|
| Total Contract Amount | 135 |
| Unanticipated Tasks Labor Rates | 30 |
| Maintenance and Operations Option Costs | 135 |
| Total Contract Amount Breakdown | 75 |
| Benefits | 125 |
| **MAXIMUM TOTAL SCORE** | **500** |

## 5. CALCULATING THE TOTAL BID SCORE

The Bidder's total score is the sum of the Bidder's Non-Financial Requirement categories, Cost categories, and any adjustments for preference and incentive programs. Contract award, if any, will be made to the proposal with the highest final score.

## E. NON-FINANCIAL REQUIREMENTS EVALUATION PROCESS

### 1. PROJECT MANAGEMENT

#### a. INTRODUCTION

All Project Management Requirements located in Section VI.D.1 are Mandatory Pass**/**Fail. The Bidder will submit a Project Management Plan (MRD001) following the Deliverable Item Description (DID) outline in Exhibit VI-B.1 which will be Scored.

#### b. MAXIMUM POINTS AND SCORE

| Project Management Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| General Project Management | 60 | 6 |
| Scope Management | 30 | 3 |
| Time and Schedule Management | 110 | 11 |
| Human Resource Management | 70 | 7 |
| Risk Management | 10 | 1 |
| Quality Management | 40 | 4 |
| Issue and Action Item Management | 20 | 2 |
| Communication Management | 60 | 6 |
| **Total** | **400** | **40** |

#### c. EVALUATION PROCESS

Bidders must respond to each Mandatory Pass/Fail Project Management Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to, Section V, Section VI, Section VII, and Section XI. This response acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and may disqualify the Bidder. The Bidder's submitted Project Management Plan (MRD001) will be evaluated for Completeness as follows:

<u>Completeness</u>

- Bidders will submit a Project Management Plan (MRD0001) following the Deliverable Item Description (DID) outline in Exhibit VI-B.1.
- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.3.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.3 included in the Bidder's response.
- Response points for Completeness will be converted to a Bidder's score per Section IX-E.1.d for each Project Management evaluation category.

**Table IX.3-Project Management Evaluation Factors**

| Project Management DID Reference | Project Management Evaluation Factors |
|---|---|
| | **General Project Management** |
| 6.3.1.a | Does the PMP provide information concerning the Contractor's project organization and its relationship to the State's project organization? |
| 6.3.1.b | Does the PMP visually depict and explain the lines of authority, responsibility, and communication within the Contractor's project organization, including subcontractors? |
| 6.3.1.b | Does the Contractor's organization chart provide a level of detail that management and organizational responsibility for work activities and supporting processes can be discerned? |
| 6.3.1.b | Does the Contractor's organization chart(s) indicate prime Contractor versus subcontractor entities? |
| 6.3.1.c | Does the PMP visually depict and explain the lines of authority, responsibility, and communication within the Contractor and State project organization, including the State, Contractor, and subcontractors? |
| 6.3.1.d | Does the PMP depict the overall project roles and responsibilities using a PASI matrix? |
| 6.3.1.d | Do the activities and organizational entities in the PASI matrix conform to the lowest represented level of the organization chart(s)? |
| 6.3.1.e | Does the PMP describe the approach to create an integrated State and Contractor Team, including the following:<br>1. Explanation of the teamwork philosophy as it relates to the various project phases to include the use of one project team (integration of both State and Contractor organizations) and the identification of lines of authority, the plan for co-location of staff, and the use of common management tools. |
| 6.3.1.e | 2. Approach to work collaboratively with the State to determine common goals and objectives and identify and resolve differences, including contractual differences. It must address State involvement in daily activities and decision-making processes, including decisions that may affect contractual obligation. |
| 6.3.1.e | 3. Approach to communicate with the State, to include the approach to meet the State's need for accurate, verifiable, and timely information on all aspects of the project. |

| | |
|---|---|
| 6.3.1.f | Does the PMP describe an approach to develop and implement a Project Closeout Plan? |
| | **Scope Change Management** |
| 6.3.2.a.1 | Does the PMP provide an overview of the project scope change management process, including the integration with schedule control, time control, quality control, and other change control processes? |
| 6.3.2.a.1 | Does the PMP explain the relationship between project scope change management, configuration management, and requirement management activities defined in the Technical Management Approach? |
| 6.3.2.a.2 | Does the PMP describe the approach, methodology, and tools to analyze the impact of proposed changes on existing systems, services, people, and processes? |
| 6.3.2.a.3 | Does the PMP identify baseline metrics that support analysis of proposed changes to project scope and the approach to collect the identified metrics? |
| 6.3.2.a.4 | Does the PMP identify Project Scope Change Management roles and responsibilities using a Primary Responsibility, Approval Authority, Supporting Responsibility, Information Only (PASI) matrix? |
| 6.3.2.a.4 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Time and Schedule Management** |
| 6.3.2.b.1 | Does the PMP describe the approach, methods, and tools used to estimate, create, maintain, and monitor the project Work Breakdown Structure (WBS) and Project Schedule? |
| 6.3.2.b.1 | Does the PMP specify the task, activity, or work product level at which time and schedule should be measured and controlled? |
| 6.3.2.b.2 | Does the PMP describe the approach, methods and tools used to manage major project milestones, compensation deliverables, dependencies, and due dates? |
| 6.3.2.b.3 | Does the PMP describe the approach, methods, and tools used to establish a schedule baseline, to measure and assess time and schedule variance, and to conduct earned value analysis? |
| 6.3.2.b.3 | Does the PMP identify the types of metrics and methods to gather those metrics in accordance with the requirements of the Time and Schedule Variance Report (MRD003)? |

| | |
|---|---|
| 6.3.2.b.4 | Does the PMP describe the approach to prepare and maintain a project staffing budget and baseline consistent with the WBS and Project Schedule, including a process to measure variance against the baseline? |
| 6.3.2.b.5 | Does the PMP describe the approach, methods, and tools used to estimate changes in project time and schedule by task, activity, or work product? |
| 6.3.2.b.6 | Does the PMP describe the approach and tools use to load and level Contractor project human resources? |
| 6.3.2.b.7 | Does the PMP describe the approach, methods, and tools used to develop and execute corrective action plans, including reporting, scope changes, and integration of lessons learned? |
| 6.3.2.b.8 | Does the PMP identify Time and Schedule Management roles and responsibilities using a PASI matrix? |
| 6.3.2.b.8 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Human Resource Management** |
| 6.3.2.c.1 | Does the PMP describe the approach, methods, and tools to estimate Contractor staffing needs throughout the life of the project using the Software Development Lifecycle? |
| 6.3.2.c.2 | Does the PMP identify the number of Contractor staff, including subcontractors, required by project phase, WBS activities, organizational title and skill classification? |
| 6.3.2.c.3 | Does the PMP identify and define the required knowledge, skills, abilities represented by each skill classification? |
| 6.3.2.c.4 | Does the PMP identify and include resumes for each of the key personnel and participants in the Conflict Resolution Process as required in RFP Section XI. Attachment 3, Section 5.3? |
| 6.3.2.c.4 | Do key personnel have a minimum of five years Information Technology project management experience? |

| | |
|---|---|
| 6.3.2.c.4 | Does the Resume Data Matrix for each of the key personnel provide the following for each period of employment:<br>• Name of Company<br>• Period of Employment (MM/YY – MM/YY) including number of full time project management months of experience<br>• Project Management duties or tasks while employed or contracted – include specificduties or tasks as they relate to the role proposed<br>• Education – should be included, if any, as it pertains to the individual's role on the project<br>• Certifications – should be included, if any, as it pertains to the individual's role on the project |
| 6.3.2.c.5 | Does the PMP describe the approach to manage the Contractor and subcontractor staff that contributes work products to the project? |
| 6.3.2.c.5 | Does the PMP include the method to assign work products to teams and to ensure complete and accurate reporting to the State? |
| 6.3.2.c.6 | Does the PMP describe the approach to acquire and retain skilled staff, including internal transfers, new hire, subcontracting, training and other activities? |
| 6.3.2.c.7 | Does the PMP describe the approach and method to orient and train new staff before they begin work on the project, including State security and rules of conduct? |
| 6.3.2.c.8 | Does the PMP describe the approach to identify and mitigate risks, as well as supporting contingency plans, related to staff acquisition and turnover? |
| 6.3.2.c.8 | Does the PMP include the variance threshold(s) within skill classifications at which corrective action should be taken and the process to communicate staffing risks, mitigation plans, contingency plans and corrective actions to the State? |
| 6.3.2.c.9 | Does the PMP identify Human Resource Management roles and responsibilities using a PASI matrix? |
| 6.3.2.c.9 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Risk Management** |
| 6.3.2.d.1 | Does the PMP describe the approach to manage project risks? |

| | |
|---|---|
| 6.3.2.d.2 | Does the PMP describe the approach, methods, and tools used to identify and document risks and communicate risks to the State? |
| | **Quality Management** |
| 6.3.2.e.1 | Does the PMP describe the approach, methods, and tools to document quality management activities, to maintain a library of quality records throughout the life of the project, and to make the information available to the State? |
| 6.3.2.e.2 | Does the PMP describe the relationship and difference between project quality management and technical quality management as described in the Technical Management Approach and Technical Quality Management Plan? |
| 6.3.2.e.3 | Does the PMP describe a plan to periodically assess the project, determine areas for improvement, and implement improvement plans? |
| 6.3.2.e.3 | Does the PMP identify specific roles and responsibilities and the approach to implement process improvements without disruption to on-going project activities? |
| 6.3.2.e.4 | Does the PMP describe the approach to process improvement that supports the development of the Implementation Evaluation Report in accordance with MRD004? |
| | **Issue and Action Item Management** |
| 6.3.2.f.1 | Does the PMP describe the approach to identify, document, assign, track, resolve and report on project issues and action items? |
| 6.3.2.f.2 | Does the PMP describe the approach to communicate Contractor project issues and action items to the State? |
| 6.3.2.f.3 | Does the PMP identify Issue and Action Item Management roles and responsibilities using a PASI matrix? |
| 6.3.2.f.3 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |
| | **Communication Management** |
| 6.3.2.g.1 | Does the PMP describe the approach, methods, and tools to identify communication needs and promote accurate, complete and timely communication of project information across the project? |
| 6.3.2.g.2 | Does the PMP identify the required key recurring management and technical meetings, including the purpose, required attendance and frequency of each meeting? |

| | |
|---|---|
| 6.3.2.g.2 | Does the PMP indicate which meetings require an agenda and minutes? |
| 6.3.2.g.3 | Does the PMP describe the approach to report project status and progress data to be collected, including Legacy Systems, and how that data must be distributed? |
| 6.3.2.g.3 | Does the approach include the Contractor's participation in the State's In-Process Reviews and Management Performance Reviews? |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>1. Specify the use of Microsoft Office Suite, version 2007 for the development of project deliverables and correspondence. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>2. Identify organizational entities responsible for providing input, generating, and reviewing technical and non-technical documents. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>3. Define the standards to be used project-wide to ensure consistent appearance, and functions of technical and non-technical documents. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>4. Identify and describe project library processes. |
| 6.3.2.g.4 | Does the approach, methods and tools to manage project documentation include the following:<br>5. Define document naming, classification and version control processes. |
| 6.3.2.g.5 | Does the PMP identify Communication Management roles and responsibilities using a PASI matrix? |
| 6.3.2.g.5 | Do the activities and organizational entities in the PASI matrix conform to the overall project PASI matrix? |

### d. CALCULATION OF SCORE

The score for the Project Management category will be calculated and awarded based on the following procedures:

- The Bidder's response points for each Project Management category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Project Management evaluation category will be added together for a total Project Management score.

**The Bidder's Project Management score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \times \text{(Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Project Management:**

| Project Management Evaluation Categories | Bidder's Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|
| General Project Management | 55 | 60 | 6 | 6 |
| Scope Management | 25 | 30 | 3 | 3 |
| Time and Schedule Management | 110 | 110 | 11 | 11 |
| Human Resource Management | 65 | 70 | 7 | 7 |
| Risk Management | 10 | 10 | 1 | 1 |
| Quality Management | 40 | 40 | 4 | 4 |
| Issue and Action Item Management | 15 | 20 | 2 | 2 |
| Communication Management | 45 | 60 | 6 | 5 |
| **Total** | | **400** | **40** | **36** |

## 2. PROJECT SCHEDULE

### a. INTRODUCTION

The Bidder will submit a Project Schedule (MRD002) following the DID outline in Exhibit VI-C which will be Scored.

### b. MAXIMUM POINTS AND SCORE

| Project Schedule Evaluation Category | Maximum Points | Maximum Score |
|---|---|---|
| Project Schedule | 600 | 60 |
| **Total** | **600** | **60** |

### c. EVALUATION PROCESS

The Bidder's submitted Project Schedule (MRD002) will be evaluated for Completeness and Quality as follows:

Completeness

- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.4.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.4 included in the Bidder's response.
- Completeness response points will be converted to a Bidder's score per Section IX-E.2.d for each Project Schedule evaluation category.

Quality

- The Bidder's response to the factors listed in Table IX.4 will also be evaluated for Quality using the rating guide in Table IX.5.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.
- The Evaluation Team will use the rating guide in Table IX.5 to determine if the Bidder's response demonstrates a quality understanding of the project schedule.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.2.d for each Project Schedule evaluation category.

**Table IX.4-Project Schedule Evaluation Factors**

| Project Schedule DID Reference | Project Schedule Evaluation Factors |
|---|---|
| | **Project Schedule** |
| 6.3.a | Does the Project Schedule include a summary in Microsoft Word, version 2007? |
| 6.3.b | Is the Project Schedule in Microsoft Project, version 2007? |
| 6.3.c | Does the Project Schedule include a WBS that is consistent with the EDR Proposed Solution and include all major deliverables, project milestones and compensation milestones reflected in the Statement of Work? |
| 6.3.d | Is the Project Schedule tied to the WBS? |
| 6.3.e | Does the Project Schedule support the implementation of the EDR Solution in phases with Phase 1 being the Personal Income Tax Return Processing System and Phase 2 being the Final EDR Solution, including the Business Entity Return Processing System? |
| 6.3.f | Does the Project Schedule identify all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones, and milestone start and finish dates that support key project deliverables identified in RFP Section XI – Contract? |
| 6.3.g | Does the Project Schedule identify tasks and timeframes broken down into manageable tasks in 40-80 hour increments? |
| 6.3.h | Does the Project Schedule identify the quantity and classification of Contractor human resources assigned to tasks? |
| 6.3.i | Does the Project Schedule utilize a Critical Path Methodology and identify the project's critical path? |
| 6.3.j | Is the Project Schedule consistent with FTB Legacy System annual change schedules as documented in the Systems Impacted by EDR document? |

**Table IX.5-Project Schedule Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the project schedule evaluation factors meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR schedule management requirements and/or provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the project schedule evaluation factors meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR schedule management requirements and has provided a complete approach to meeting those requirements. |
| **Below Expectations** | 33% | The response to the project schedule evaluation factors meets some of the requirement. The Bidder has demonstrated some understanding of the EDR schedule management requirements and has provided an approach to meeting those requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the project schedule evaluation factors. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR schedule management requirements. |

### d. CALCULATION OF SCORE

The score for the Project Schedule category will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's total response points for each Project Schedule evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Project Schedule evaluation category will be added together for a total Project Schedule score.

**The Bidder's Project Schedule score will be converted as follows:**

$$\frac{\text{(Bidder's Total Points)}}{\text{(Maximum Points)}} \text{ X (Maximum Score)} = \text{Bidder's Project Schedule Score}$$

**Example Calculation of Bidder's Score for Project Schedule:**

| Project Schedule Evaluation Category | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's Project Schedule Score |
|---|---|---|---|---|---|---|
| Project Schedule | 95 | 380 | 475 | 600 | 60 | 48 |
| | | | **Total** | **600** | **60** | **48** |

## 3. TECHNICAL MANAGEMENT APPROACH

### a. INTRODUCTION

All Technical Management Requirements located in Section VI.D.2 are Mandatory Pass/Fail. The Bidder will submit a Technical Management Approach following the DID outline in Exhibit VI-D which will be Scored.

### b. MAXIMUM POINTS AND SCORE

| Technical Management Approach Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| Requirements Management | 150 | 15 |
| Software Development | 200 | 20 |
| Business Process Reengineering | 200 | 20 |
| Database Development | 200 | 20 |
| Legacy System Integration | 150 | 15 |
| Testing | 150 | 15 |
| Knowledge Management | 100 | 10 |
| Service Transition | 50 | 5 |
| Service Operation | 50 | 5 |
| **Total** | **1250** | **125** |

### c. EVALUATION PROCESS

Bidders must respond to each Mandatory Pass/Fail Technical Management Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII, and Section XI. This response acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and may disqualify the Bidder. The Bidder's submitted Technical Management Approach will be evaluated for Completeness and Quality as follows:

<u>Completeness</u>

- The Bidder's response will be evaluated to determine if the response includes the factors in listed in Table IX.6.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.6 included in the Bidder's response.

- Completeness response points will be converted to a Bidder's score per Section IX-E.3.d for each Technical Management Approach evaluation category.

Quality

- Bidder's response to the factors listed in Table IX.6 will also be evaluated for Quality using the rating guide in Table IX.7.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.
- The Evaluation Team will use the rating guide in Table IX.7 to determine if the Bidder's response demonstrates a quality understanding of technical management.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.3.d for each Technical Management Approach evaluation category.

**Table IX.6 Technical Management Approach Evaluation Factors**

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| | **Requirements Management** |
| 6.3.b.1.1 | Does the approach include an overview and methodology for requirements management of:<br>1. Functional requirements |
| 6.3.b.1.2 | 2. System requirements |
| 6.3.b.1.3 | 3. Software requirements |
| 6.3.b.2.1 | Does the approach provide a description of requirements management for:<br>1. Submission of new or changed requirements |
| 6.3.b.2.2 | 2. Standards and criteria for quality requirements |
| 6.3.b.2.3 | 3. Requirement categorization |
| 6.3.b.2.4 | 4. Criticality assessment and establishment of timeframes |
| 6.3.b.2.5 | 5. Impact assessment on requirement changes |
| 6.3.b.2.6 | 6. Reconciliation of requirements |
| 6.3.b.2.7 | 7. Approval of new or changed requirements |
| 6.3.b.2.8 | 8. Tracking of decision rationale and supporting documentation |
| 6.3.b.2.9 | 9. Transition to a baseline requirements |
| 6.3.b.2.10 | 10. Requirement management master process flow chart |
| 6.3.b.3.1 | Does the approach provide a description of requirements traceability backwards, forward, and through for the following:<br>1. Goals |
| 6.3.b.3.2 | 2. Functional requirements |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.b.3.3 | 3. System requirements |
| 6.3.b.3.4 | 4. Sequence diagrams |
| 6.3.b.3.5 | 5. Classes |
| 6.3.b.3.6 | 6. Design |
| 6.3.b.3.7 | 7. Code |
| 6.3.b.3.8 | 8. Use case |
| 6.3.b.3.9 | 9. Testing |
| 6.3.b.3.10 | 10. Defects and problems |
| 6.3.b.3.11 | 11. Mined business rules |
| 6.3.b.4 | Does the approach provide a description of the specialized requirements management tool to be used? |
| 6.3.b.5 | Does the approach provide a description of the relationships and dependencies between requirement management and other MRD plans, activities, and deliverables? |
| 6.3.b.6 | Does the approach provide a description of the use cases for the requirements management process? |
| 6.3.b.7 | Does the approach provide a description of the roles and responsibilities for both the Contractor and State staff involved in requirements management? |
| 6.3.b.8.1 | Does the approach provide a description of the methodology for:<br>1. Communication with impacted staff including project, program, Contractor ,and State |
| 6.3.b.8.2 | 2. Reporting on requirements |
| | **Software Development** |
| 6.3.c.1.1 | Does the approach provide a description of the following software development lifecycle components:<br>1. A software development lifecycle model (for example waterfall model, spiral model, evolutionary prototyping model) |
| 6.3.c.1.2 | 2. Software development major milestones |
| 6.3.c.1.3 | 3. Milestone dependencies |
| 6.3.c.1.4 | 4. Software release schedule |
| 6.3.c.1.5 | 5. Integration of software development activities with the project schedule and other plans |
| 6.3.c.1.6 | 6. Software development process improvement |
| 6.3.c.2 | Does the approach provide a description of the relationships and dependencies between software development and other MRD plans, activities and deliverables? |
| 6.3.c.3 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in software development? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.c.4 | Does the approach provide a description of the utilization of open-standards design, development, testing, and documentation technologies? |
| 6.3.c.5 | Does the approach provide a description of how to achieve software quality through the use of rigorous and standardized processes and tools? |
| 6.3.c.6 | Does the approach provide a description of how the process models work within a heterogeneous software and hardware environment? |
| 6.3.c.7 | Does the approach provide a description of the strategies for integration with system documentation tools and artifacts for TI and BETS legacy systems? |
| 6.3.c.8.1 | Does the approach provide a description of the following architecture components:<br>1. Software development environment and tools for architecture |
| 6.3.c.8.2 | 2. Automated testing tools for architecture |
| 6.3.c.8.3 | 3. Management of the hardware and software resource requirements for architecture |
| 6.3.c.8.4 | 4. Architectural services and components |
| 6.3.c.9.1 | Does the approach provide a description of the following software development activities:<br>1. Establishment of a software development environment |
| 6.3.c.9.2 | 2. Software design methodology |
| 6.3.c.9.3 | 3. Database design methodology |
| 6.3.c.9.4 | 4. Software coding |
| 6.3.c.9.5 | 5. Software testing |
| 6.3.c.9.6 | 6. Software documentation |
| 6.3.c.9.7 | 7. Software transition planning |
| 6.3.c.9.8 | 8. Software configuration management |
| 6.3.c.9.9 | 9. Communication |
| 6.3.c.9.10 | 10. Reporting |
| 6.3.c.10 | Does the approach provide a description of the tools that enable Asset and Configuration Management? |
| 6.3.c.11 | Does the approach provide a description of the methodology for maintaining Technical Quality including integration with other processes? |
| 6.3.c.12 | Does the approach provide a description of how the Proof of Concept will validate the proposed EDR solution? |
| | **Business Process Reengineering** |
| 6.3.d.1 | Does the approach provide a description of how to establish quality through the use of rigorous and standardized processes? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.d.2 | Does the approach provide a description of the discovery and documentation for embedded and manual business rules and processes? |
| 6.3.d.3 | Does the approach provide a description of the Business Process Reengineering schedule and its integration with other project milestones and activities? |
| 6.3.d.4 | Does the approach provide a description of the relationships and dependencies between Business Process Reengineering and other MRD plans and deliverables? |
| 6.3.d.5 | Does the approach provide a description of the methods to achieve diversity and inclusion of State, Contractor and other human resources in the reengineering process? |
| 6.3.d.6 | Does the approach provide a description of the strategies for incorporating organizational change management and user involvement? |
| 6.3.d.7 | Does the approach provide a description of the strategies for optimizing business processes? |
| 6.3.d.8 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in Business Process Reengineering? |
| 6.3.d.9 | Does the approach provide a description of the establishment of enterprise governance for the EDR Proposed Solution? |
| 6.3.d.10 | Does the approach provide a description of the methods to enable organizational change management? |
| | **Database Development** |
| 6.3.e.1.1 | Does the approach provide a description of the following database development lifecycle components:<br>1. A database development lifecycle model |
| 6.3.e.1.2 | 2. Database development plan's major milestones and dependencies |
| 6.3.e.1.3 | 3. Deliverables within the database development plan |
| 6.3.e.1.4 | 4. Risk and contingency management, including rollback and roll forward database recovery |
| 6.3.e.1.5 | 5. A proposed database development schedule |
| 6.3.e.1.6 | 6. Utilization of database development standards |
| 6.3.e.1.7 | 7. Integration of database development activities with the project schedule and other plans |
| 6.3.e.2.1 | Does the approach provide a description of the following architecture components:<br>1. Requirements and constraints on the EDR Proposed Solution databases |
| 6.3.e.2.2 | 2. Traceability to requirements |
| 6.3.e.2.3 | 3. Use of a logical data model |
| 6.3.e.2.4 | 4. Use of a physical data model |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.e.2.5 | 5. Database architecture |
| 6.3.e.2.6 | 6. Database development tools |
| 6.3.e.2.7 | 7. Documentation tools and artifacts |
| 6.3.e.2.8 | 8. Database security, authorization and encryption rules |
| 6.3.e.2.9 | 9. Automation from design to implementation |
| 6.3.e.3.1 | Does the approach provide a description of the following data quality assurance mechanisms:<br>1. Data quality assurance profiling |
| 6.3.e.3.2 | 2. Automated data quality checks |
| 6.3.e.3.3 | 3. Database change control process and procedures |
| 6.3.e.3.4 | 4. Database security, authorization, and encryption rules |
| 6.3.e.3.5 | 5. Record locking and deadlocks |
| 6.3.e.3.6 | 6. Database Backups – hot backups versus cold backups |
| 6.3.e.3.7 | 7. Database development standards |
| 6.3.e.3.8 | 8. Standards and practices for database use |
| 6.3.e.4.1 | Does the approach provide a description of the following detailed database development activities:<br>1. Database testing including performance testing |
| 6.3.e.4.2 | 2. Establishing and managing multiple environments, including development, testing, production simulation, production, and training |
| 6.3.e.4.3 | 3. Database configuration management |
| 6.3.e.4.4 | 4. Database change requests and corrective action |
| 6.3.e.4.5 | 5. Joint technical and management reviews |
| 6.3.e.4.6 | 6. Process improvement |
| 6.3.e.4.7 | 7. Coordination with application development activities and staff |
| 6.3.e.5.1 | Does the approach provide a description of the database development activities for the following impacted legacy systems:<br>1. TI |
| 6.3.e.5.2 | 2. BETS |
| 6.3.e.5.3 | 3. ECAIR |
| 6.3.e.5.4 | 4. E-Gateway |
| 6.3.e.5.5 | 5. SBRD |
| 6.3.e.6 | Does the approach provide a description of the relationships and dependencies between database development and other MRD plans, activities, and deliverables? |
| 6.3.e.7 | Does the approach provide a description of the integration of State staff during design, development, testing, and maintenance of the database? |
| 6.3.e.8 | Does the approach provide a description of the methodology to achieve data quality through rigorous and standardized processes? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.e.9 | Does the approach provide a description of the utilization of modern design, development, testing, and documentation technologies? |
| 6.3.e.10 | Does the approach provide a description of the roles and responsibilities for both Bidder and State staff involved in database development? |
| 6.3.e.11 | Does the approach provide a description and details of the resource requirements? |
| 6.3.e.12 | Does the approach provide a description of a method to maximize the use of automation in data conversion and identification of the tools used for that purpose? |
| 6.3.e.13 | Does the approach provide a description of a method to maximize the use of automation in data conversion testing and identification of the tools used for that purpose? |
| | **Legacy Systems Integration** |
| 6.3.f.1 | Does the approach provide a methodology for system analysis of legacy systems including management of scope and the requirements associated with legacy systems? |
| 6.3.f.2 | Does the approach provide a description of the integration strategies that takes into account all the FTB legacy systems as referenced in MRD Remarks Matrix for LSIP? |
| 6.3.f.3 | Does the approach provide a methodology and strategies used for identification of the legacy system components and systems to be leveraged and identification of what will be modified? |
| 6.3.f.4 | Does the approach provide a description of how to integrate the EDR Proposed Solution with existing legacy systems so business functions may continue during transition? |
| 6.3.f.5 | Does the approach provide a description of risk and contingency management and proposed rollback scenarios? |
| 6.3.f.6 | Does the approach provide a description of the roles and responsibilities for both Bidder and State staff involved in legacy systems integration, including Maintenance and Operations roles and responsibilities? |
| 6.3.f.7 | Does the approach provide a description of the validation whether legacy systems and other components are within or outside of the scope of EDR including a preliminary description of those already identified? |
| 6.3.f.8 | Does the approach provide a description of the relationships and dependencies between LSIP and other MRD plans, activities and deliverables? |
| 6.3.f.9 | Does the approach provide a description of the ways to align EDR development and transition schedule with the legacy system related on-going Maintenance and Operations schedules including the annual change schedule? |
| | **Testing** |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.g.1.1 | Does the approach provide a description of the following technical components:<br>1. Description of automated testing tools |
| 6.3.g.1.2 | 2. Testing documentation tools and artifacts |
| 6.3.g.1.3 | 3. Test data development approach |
| 6.3.g.1.4 | 4. Test environment specifications |
| 6.3.g.2.1 | Does the approach provide a description of the following testing processes:<br>1. Use case testing process |
| 6.3.g.2.2 | 2. Test script development process |
| 6.3.g.2.3 | 3. Test approval process |
| 6.3.g.2.4 | 4. Regression testing process |
| 6.3.g.2.5 | 5. Requirements traceability within the testing process |
| 6.3.g.2.6 | 6. Test results and test reporting process |
| 6.3.g.2.7 | 7. Defect tracking process |
| 6.3.g.3.1 | Does the approach provide a description of the detailed testing for all phases of development and transition including:<br>1. Unit testing |
| 6.3.g.3.2 | 2. Unit integrations testing |
| 6.3.g.3.3 | 3. Usability testing |
| 6.3.g.3.4 | 4. System testing |
| 6.3.g.3.5 | 5. System performance testing |
| 6.3.g.3.6 | 6. System verification testing |
| 6.3.g.3.7 | 7. System qualification testing |
| 6.3.g.4.1 | Does the approach provide a description of following security testing methodologies:<br>1. Confidentiality |
| 6.3.g.4.2 | 2. Integrity |
| 6.3.g.4.3 | 3. Authentication |
| 6.3.g.4.4 | 4. Authorization |
| 6.3.g.4.5 | 5. Availability |
| 6.3.g.4.6 | 6. Non-repudiation |
| 6.3.g.5 | Does the approach provide a description of the relationships and dependencies between testing and other MRD plans, activities and deliverables? |
| 6.3.g.6 | Does the approach provide a description of how to achieve software quality through the use of rigorous and standardized processes? |
| 6.3.g.7 | Does the approach provide a description of the utilization of comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.g.8 | Does the approach provide a description of test data development? |
| 6.3.g.9 | Does the approach provide a description of how testing will be achieved through all phases of development and transition? |
| 6.3.g.10 | Does the approach provide a description of the roles and responsibilities for both Contractor and State staff involved in testing the EDR Proposed Solution? |
| | **Knowledge Management** |
| 6.3.h.1 | Does the approach provide a description of how the technical staff will be trained on all components and aspects of the EDR Proposed Solution? |
| 6.3.h.2 | Does the approach provide a description of the metrics utilized to measure staff progress in achieving the requisite knowledge, skills, and abilities directly related to the EDR Proposed Solution? |
| 6.3.h.3 | Does the approach provide a description of the roles and responsibilities of the Contractor and State staff involved in knowledge management? |
| 6.3.h.4 | Does the approach provide a methodology to establishing knowledge transfer requirements which must include requirements for formal training, informal training, and on-the-job training? |
| 6.3.h.5 | Does the approach provide a description of the tools used to deliver training? |
| 6.3.h.6 | Does the approach provide a description of the relationships and dependencies between knowledge management and other MRD plans, activities and deliverables? |
| 6.3.h.7 | Does the approach provide specific EDR Proposed Solution training topics? |
| 6.3.h.8 | Does the approach provide a description of the methods to establish a staff KSA (Knowledge Skills Abilities) baseline and knowledge management objectives. |
| 6.3.h.9 | Does the approach provide a methodology for formal training? |
| | **Service Transition** |
| 6.3.i.1.1 | Does the approach provide a description of a comprehensive governance process that includes the following service transition components:<br>1. Service transition management for Proposed EDR Solution |
| 6.3.i.1.2 | 2. Integration of schedules with other project milestones and activities |
| 6.3.i.1.3 | 3. Process to identify and manage all configuration items |
| 6.3.i.1.4 | 4. Governance rigor |
| 6.3.i.2 | Does the approach provide a description of the relationships and dependencies between service transition and other MRD plans, activities and deliverables? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.i.3 | Does the approach provide a description of the roles and responsibilities for both the Contractor and State staff involved in service transition? |
| 6.3.i.4 | Does the approach provide a description of the integration and improvement of existing FTB service transition processes? |
| 6.3.i.5.2 | 1. Technical resource requirements including hardware and software |
| 6.3.i.5.3 | 2. Infrastructure resource requirements including workspace |
| 6.3.i.6 | Does the approach provide a description of the implementation of technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented and documented using FTB's change management system of record? |
| 6.3.i.7 | Does the approach provide a description of the transitioning of user training to the State? |
| 6.3.i.8 | Does the approach provide a description of the methods to training the business users based on their new roles and responsibilities? |
| 6.3.i.9 | Does the approach provide a description of the knowledge management activities for the transition of system knowledge to the State? |
| | **Service Operation** |
| 6.3.j.1.1 | Does the approach provide a description of a comprehensive governance process that includes the following service operations components:<br>1. Service operations of the EDR Proposed Solution |
| 6.3.j.1.2 | 2. Integration of schedules with other project milestones and activities. |
| 6.3.j.1.3 | 3. Process to identify and manage all configuration items |
| 6.3.j.1.4 | 4. Governance rigor |
| 6.3.j.2 | Does the approach provide a description of implementing an ITIL based service operations environment? |
| 6.3.j.3 | Does the approach provide a strategy for timely maintenance activities for the EDR Proposed Solution? |
| 6.3.j.4 | Does the approach provide a description of the roles and responsibilities of the Contractor and State staff involved in service operations? |
| 6.3.j.5 | Does the approach provide a description of the integration and improvement of existing FTB service operation processes? |
| 6.3.j.6 | Does the approach provide a description of the relationships and dependencies between service operation and other MRD plans, activities and deliverables? |
| 6.3.j.7 | Does the approach provide a methodology used to facilitate business continuity if an unplanned event occurs? |

| TMA DID Reference | Technical Management Approach Evaluation Factors |
|---|---|
| 6.3.j.8 | Does the approach provide a description of the methods to enable FTB's IT Service Desk to process incidents caused by the EDR Proposed Solution? |
| 6.3.j.9 | Does the approach provide a strategy to enable security and access control to solution components by users and customers? |

**Table IX.7-Technical Management Approach Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the technical management evaluation factors meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR technical management requirements and/or has provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the technical management evaluation factors meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR technical management requirements and has provided a complete approach to meeting those requirements. |
| **Below Expectations** | 33% | The response to the technical management evaluation factors meets some of the requirement. The Bidder has demonstrated some understanding of the EDR technical management requirements and has provided an approach to meeting those requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the technical management evaluation factors. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR technical management requirements. |

### d. CALCULATION OF SCORE

The score for the Technical Management Approach categories will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's total response points for each Technical Management Approach evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Technical Management Approach evaluation category will be added together for a total Technical Management Approach score.

**The Bidder's Technical Management Approach score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \times \text{(Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Technical Management Approach:**

| Technical Management Approach Evaluation Categories | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|---|---|
| Requirements Management | 28 | 112 | 140 | 150 | 15 | 14 |
| Software Development | 30 | 120 | 150 | 200 | 20 | 15 |
| Business Process Reengineering | 40 | 160 | 200 | 200 | 20 | 20 |
| Database Development | 26 | 104 | 130 | 200 | 20 | 13 |
| Legacy System Integration | 30 | 120 | 150 | 150 | 15 | 15 |
| Testing | 25 | 100 | 125 | 150 | 15 | 13 |
| Knowledge Management | 19 | 76 | 95 | 100 | 10 | 10 |
| Service Transition | 9 | 36 | 45 | 50 | 5 | 5 |
| Service Operation | 10 | 40 | 50 | 50 | 5 | 5 |
| **Total** | | | | **1250** | **125** | **109** |

## 4. EDR PROPOSED SOLUTION

### a. INTRODUCTION

Bidders will be evaluated on six factors associated with their EDR Proposed Solution:

A. Data Availability
B. Filing Business Processes
C. System Redundancy and Reuse
D. Self-Services
E. Data Analysis
F. BETS

### b. MAXIMUM POINTS AND SCORE

| EDR Proposed Solution Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| A. Data Availability | 2090 | 20 |
| B. Filing Business Processes | 2090 | 40 |
| C. System Redundancy and Reuse | 2090 | 10 |
| D. Self-Services | 2090 | 5 |
| E. Data Analysis | 2090 | 10 |
| F. BETS | 2090 | 5 |
| **Total** | 12540 | 90 |

### c. EVALUATION PROCESS

The Bidder's EDR Proposed Solution will be evaluated as follows:

- Bidders will describe their EDR Proposed Solution following the outline of the Business Problem Viewpoint in EDR Proposed Solution DID located in Section VI, Exhibit VI-E.
- Bidder's response to the factors listed in Table IX.8 will be evaluated using the rating guide in Table IX.9.
- Each evaluation factor is weighted based upon relative importance to the State.
- The Evaluation Team will evaluate the Bidder's response to determine if the Bidder's response demonstrates a complete understanding of the EDR Proposed Solution.
- Response points will be converted to a Bidder's score per Section IX-E.4.d for each EDR Proposed Solution category.

**Table IX.8-EDR Proposed Solution Evaluation Factors**

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| | **Data Availability** | | 20 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Filing Business Processes** | | 40 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **System Redundancy and Reuse** | | 10 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Self-Services** | | 5 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **Data Analysis** | | 10 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |
| | **BETS** | | 5 |
| 6.3.d.1 | Does the Bidder identify the legacy systems impacted? | 30 | |
| 6.3.d.1 | Does the Bidder understand the revenue impact of the Strategic Business Problem? | 100 | |
| 6.3.d.2.1 | Does the Bidder identify the business solution components? | 30 | |
| 6.3.d.2.2 | Does the Bidder identify the technology solution components? | 30 | |
| 6.3.d.3.1 | Does the Bidder identify how the business solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the business solution? | 100 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.1.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Audit System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.1.2 | Does the Bidder identify the Collections System of Work and processes addressed by the business solution? | 100 | |
| 6.3.d.3.2 | Does the Bidder explain how the business solution will be implemented? | 60 | |
| 6.3.d.3.2.1 | Does the Bidder provide the strategy and timeframe for business solution implementation? | 60 | |
| 6.3.d.3.3 | Does the Bidder identify how the technology solution solves the Strategic Business Problem? | 200 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Filing System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Return Validation System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the FE System of Work including fraud detection and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Audit System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.3.2 | Does the Bidder identify the Collections System of Work and processes addressed by the technology solution? | 100 | |
| 6.3.d.3.4 | Does the Bidder explain how the technology solution will be implemented? | 60 | |
| 6.3.d.3.4.1 | Does the Bidder provide the strategy and timeframe for technology solution implementation? | 60 | |
| 6.3.d.3.5 | Does the bidder explain how the business and technology solution components integrate and work together? | 60 | |

| EDR Proposed Solution DID Reference | Evaluation Factor | Maximum Points | Maximum Score |
|---|---|---|---|
| 6.3.d.3.6 | Does the Bidder explain how the business and technology solution will produce revenue benefits? | 200 | |
| | Total | 2090 | |

**Table IX.9-Rating Guide for EDR Proposed Solution**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response demonstrates a thorough understanding of the Strategic Business Problems, there is innovation in the solution, and/or a direct relationship between the solution and the benefits. |
| **Meets Expectations** | 66% | The response demonstrates an adequate understanding of the Strategic Business Problems, there is some innovation in the solution and/or a relationship between the solution and the benefits. |
| **Below Expectations** | 33% | The response demonstrates some understanding of the Strategic Business Problems, there is little innovation in the solution and/or a minimal relationship between the solution and the benefits. |
| **Does Not Meet Expectations** | 0% | The response does not demonstrate an adequate understanding of the Strategic Business Problems, there is no innovation in the solution and/or relationship between the solution and the benefits |

### d. CALCULATION OF SCORE

The score for the EDR Proposed Solution category will be calculated and awarded based on the following procedures:

- The Bidder's total response points for each EDR Proposed Solution evaluation category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each EDR Proposed Solution evaluation category will be added together for a total EDR Proposed Solution score.

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**The Bidder's score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points)}} \text{ X (Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for EDR Proposed Solution:**

| EDR Proposed Solution Evaluation Categories | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's EDR Proposed Solution Score |
|---|---|---|---|---|
| Data Availability | 2000 | 2090 | 20 | 19 |
| Filing Business Processes | 1950 | 2090 | 40 | 37 |
| System Redundancy and Reuse | 2050 | 2090 | 10 | 10 |
| Self-Services | 2090 | 2090 | 5 | 5 |
| BETS | 1500 | 2090 | 10 | 7 |
| Data Availability | 2010 | 2090 | 5 | 5 |
| **Total** | | | **90** | **83** |

## 5. ARCHITECTURE

### a. INTRODUCTION

The Bidder's proposed architecture must align with the FTB's Target Enterprise Architecture, the State's Target Architecture, and fit within the context of existing infrastructure and applications. The Bidder will submit a description of their proposed architecture following the EDR Proposed Solution DID outline in Exhibit VI-E which will be scored.

### b. MAXIMUM POINTS AND SCORE

| Architecture Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| Architecture Advancement | 220 | 22 |
| System Integration | 110 | 13 |
| Data Management and Delivery | 140 | 14 |
| Business Process Management | 120 | 12 |
| Service Oriented Architecture | 100 | 10 |
| Identity Access Management | 30 | 3 |
| Enterprise Content Management | 110 | 11 |
| **Total** | **830** | **85** |

### c. EVALUATION PROCESS

The Bidder's Architecture will be evaluated for Completeness and Quality as follows:

Completeness

- The Bidder's response will be evaluated to determine if the response includes the factors listed in Table IX.11.
- Each evaluation factor is weighted based upon relative importance to the State.
- Points will be awarded to each evaluation factor in Table IX.11 included in the Bidder's response.
- Completeness response points will be converted to a Bidder's score per Section IX-E.5.d for each Architecture evaluation category.

Quality

- The Bidder's response to the factors listed in Table IX.11 will also be evaluated for Quality using the rating guide in Table IX.12.
- Only select evaluation factors will be evaluated for Quality based upon relative importance to the State.

- The Evaluation Team will use the rating guide in Table IX.12 to determine if the Bidder's response demonstrates a quality understanding of the EDR Project architecture.
- Response points for Quality will be converted to a Bidder's score per Section IX-E.5.d for each Architecture evaluation category.

**Table IX.11 Architecture Evaluation Factors**

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| | **Architecture Advancement** |
| 6.3.c.1 | Does the EDR Proposed Solution describe process reengineering for Return Filing and Validation including:<br>1. Scan Correspondence |
| 6.3.c.1 | 2. OCR Tax Declaration Documents |
| 6.3.c.1 | 3. Entity and Tax Declaration Match |
| 6.3.c.1 | 4. Post entity and tax declaration data before processing |
| 6.3.c.1 | 5. Handle all paper and e-workloads through the same process |
| 6.3.c.1 | 6. Implement new validation business rules when processing tax declarations |
| 6.3.c.1 | 7. Reengineered RF&V Processes and rules in the BPM Suite |
| 6.3.c.1 | 8. Process initiation is automated based on Tax Declaration events |
| 6.3.c.1 | 9. Use of KPI's to measure and optimize processes |
| 6.3.c.1 | Does the EDR Proposed Solution focus on business process reengineering rather than IT automation of existing processes? |
| 6.3.c.1 | Does the EDR Proposed Solution redefine or reengineer old processes and legacy system into new systems and processes? |
| 6.3.c.1 | Does the EDR Proposed Solution describe process and system reengineering for BETS system removing dependency on Install/1 and DESIGN/1? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe technology platforms that are FTB standards? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.1 | Does the EDR Proposed Solution prescribe new technology skills and the associated training? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe programming languages that are FTB standards? |
| 6.3.c.1 | Does the EDR Proposed Solution prescribe programming languages that are new to FTB and associated training? |
| 6.3.c.1 | Does the EDR Proposed Solution map to and accomplish the proposed technologies to the roadmaps of the following EADs?<br>1. BPM |
| 6.3.c.1 | 2. SOA |
| 6.3.c.1 | 3. DMD |
| 6.3.c.1 | 4. IAM |
| 6.3.c.1 | 5. ECM |
| 6.3.c.1 | 6. Governance |
| | **System Integration** |
| 6.3.c.2 | Does the EDR Proposed Solution include infrastructure that is interoperable with FTB's:<br>1. Existing hardware infrastructure |
| 6.3.c.2 | 2. Existing software infrastructure (OS, databases, SOA, I/O) |
| 6.3.c.2 | 3. Current Skill Set (New skills are credited points if appropriate training is offered) |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported industry standard transport protocols? |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported industry database interface protocols? |
| 6.3.c.2 | Does the EDR Proposed Solution describe the supported communication standards? |
| 6.3.c.2 | Does the EDR Proposed Solution reference and describe support of the open standards described in the Target Architecture and associated EAD's including:<br>1. BPM |
| 6.3.c.2 | 2. SOA |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.2 | 3. DMD |
| 6.3.c.2 | 4. IAM |
| 6.3.c.2 | 5. ECM |
| | **Data Management and Delivery** |
| 6.3.c.3 | Does the EDR Proposed Solution describe an enterprise Data Warehouse as single system of record for customer information? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the following data methods used to integrate existing enterprise data into a single Data Warehouse:<br>1. Conversion Strategy |
| 6.3.c.3 | 2. Data purification |
| 6.3.c.3 | 3. Data Profiling |
| 6.3.c.3 | Does the EDR Proposed Solution describe the Data Warehouse as:<br>1. Customer Centric |
| 6.3.c.3 | 2. Business Information Model compliant |
| 6.3.c.3 | 3. An implementation of FTB Data Integration Strategy |
| 6.3.c.3 | Does the EDR Proposed Solution describe how customers will be matched to returns and other tax declarations? |
| 6.3.c.3 | Does the EDR Proposed Solution manage information synchronization between the proposed Enterprise Data Warehouse and existing TI and BETS databases? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the association of unstructured content and captured data? |
| 6.3.c.3 | Does the EDR Proposed Solution describe a post before processing paradigm for the Enterprise Data Warehouse? |
| 6.3.c.3 | Does the EDR Proposed Solution describe a customer identification and data to customer association capability? |
| 6.3.c.3 | Does the EDR Proposed Solution describe the implementation of a meta-data solution? |
| 6.3.c.3 | Does the EDR Proposed Solution describe data availability in terms of the data warehouse and data services? |
| | **Business Process Management** |
| 6.3.c.4 | Does the EDR Proposed Solution describe a model-driven business process management system? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.4 | Does the EDR Proposed Solution describe process lifecycle methodology using a model-driven BPM suite that supports:<br>1. Business Process Reengineering and deployment |
| 6.3.c.4 | 2. New process creation |
| 6.3.c.4 | 3. Process certification |
| 6.3.c.4 | 4. Configurability |
| 6.3.c.4 | Does the EDR Proposed Solution describe a business rules management solution, including a rules engine? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a BPM solution that supports open standards? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a rules management technology that can be managed independent of the other BPM components? |
| 6.3.c.4 | Does the EDR Proposed Solution describe a BPM solution that supports event driven processes? |
| 6.3.c.4 | Does the EDR Proposed Solution remove the dependency on Macros for the BETS system? |
| 6.3.c.4 | Does the EDR Proposed Solution describe the enterprise business rules engine used for discovery, documentation, storage, management, and deployment of FTB business rules? |
| 6.3.c.4 | Does the EDR Proposed Solution describe the enterprise business rules engine in terms of :<br>1. Independence from BPM suite |
| 6.3.c.4 | 2. Scalability for enterprise use |
| 6.3.c.4 | 3. Interoperability with existing application and system infrastructure |
| 6.3.c.4 | 4. Configurability |
| | **Services Oriented Architecture** |
| 6.3.c.5 | Does the EDR Proposed Solution describe the features and components provided as part of the SOA infrastructure including:<br>1. SOA Governance Features |
| 6.3.c.5 | 2. SOA Metadata Management |
| 6.3.c.5 | 3. SOA Backplane Features |
| 6.3.c.5 | 4. SOA Development and Testing Tooling |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.5 | Does the EDR Proposed Solution describe the implementation of SOA governance for build time and run time environments? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the usage of an enterprise service bus? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the creation of an enterprise locate service that incorporates internal and external information sources? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the creation of a protest service that facilitates online self-service protests? |
| 6.3.c.5 | Does the EDR Proposed Solution describe the services to provide a single view of customer (Taxpayer Folder)? |
| 6.3.c.5 | Does the EDR Proposed Solution describe an enterprise noticing solution service? |
| | **Identity Access Management** |
| 6.3.c.6 | Does the EDR Proposed Solution describe an enterprise class IAM solution that accomplishes:<br>1. Synchronization management |
| 6.3.c.6 | 2. Centralization of access control |
| 6.3.c.6 | 3. Reduction of manual processes |
| | **Enterprise Content Management** |
| 6.3.c.7 | Does the EDR Proposed Solution describe the conversion of paper correspondence to electronic format? |
| 6.3.c.7 | Does the EDR Proposed Solution describe an ECM solution that provides:<br>1. Expanded OCR |
| 6.3.c.7 | 2. Validation and matching service |
| 6.3.c.7 | 3. Integration into BPM workflows |
| 6.3.c.7 | 4. Search ability of content |
| 6.3.c.7 | Does the EDR Proposed Solution describe multiple content types that can be captured, stored and reviewed? |
| 6.3.c.7 | Does the EDR Proposed Solution support the identified standard formats for content? |
| 6.3.c.7 | Does the EDR Proposed Solution describe a content viewer applicable to notices and correspondence? |
| 6.3.c.7 | Does the EDR Proposed Solution describe scanning of all tax declarations? |

| Final EDR Solution DID Reference | Architecture Evaluation Factors |
|---|---|
| 6.3.c.7 | Does the EDR Proposed Solution describe the decommissioning of any Tax Declaration display and print components? |
| 6.3.c.7 | Does the EDR Proposed Solution describe the ECM component as SOA based? |

**Table IX.12-Architecture Quality Rating Guide**

| Rating | Percentage of Points | Criteria |
|---|---|---|
| **Exceeds Expectations** | 100% | The response to the architecture evaluation factor meets the requirement. The Bidder has demonstrated a comprehensive and insightful understanding of the EDR Target Architecture and/or has provided an innovative approach. |
| **Meets Expectations** | 66% | The response to the architecture evaluation factor meets the requirement. The Bidder has demonstrated an adequate level of understanding of the EDR Target Architecture and has provided a complete approach to meeting the requirements. |
| **Below Expectations** | 33% | The response to the architecture evaluation factor meets the some of the requirement. The Bidder has demonstrated some understanding of the EDR Target Architecture and has provided an approach to meeting the requirements. |
| **Does Not Meet Expectations** | 0% | The response completely fails to address the architecture evaluation factor. The Bidder has either not included a response to the requirement or demonstrates a lack of understanding of the EDR Target Architecture. |

### d. CALCULATION OF SCORE

The score for Architecture category will be calculated and awarded based on the following procedures:

- The Bidder's Completeness and Quality response points will be totaled.
- The Bidder's response points for each Architecture category will be divided by the maximum points and multiplied by the maximum score to determine the Bidder's score.
- All scoring calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.
- The Bidder's scores for each Architecture evaluation category will be added together for a total Architecture score.

**The Bidder's score will be converted as follows:**

$$\frac{\text{(Bidder's Points)}}{\text{(Maximum Points Possible)}} \quad \text{X (Maximum Score)} \quad = \text{Bidder's Architecture Score}$$

**Example Calculation of Bidder's Score for Architecture**:

| Architecture Evaluation Categories | Bidder's Completeness Points | Bidder's Quality Points | Bidder's Total Points | Maximum Points | Maximum Score | Bidder's Score |
|---|---|---|---|---|---|---|
| Architecture Advancement | 40 | 160 | 200 | 220 | 22 | 20 |
| System Integration | 22 | 88 | 110 | 110 | 13 | 13 |
| Business Process Management | 20 | 80 | 100 | 120 | 12 | 10 |
| Data Management and Delivery | 26 | 104 | 130 | 140 | 14 | 13 |
| Enterprise Content Management | 17 | 73 | 90 | 110 | 11 | 9 |
| Identity Access Management | 4 | 16 | 20 | 30 | 3 | 2 |
| Service Oriented Architecture | 19 | 76 | 95 | 100 | 10 | 10 |
| **Total** | | | | **830** | **85** | **77** |

## 6. FUNCTIONAL AND TECHNICAL REQUIREMENTS

### a. INTRODUCTION

All Functional Requirements are Mandatory Pass/Fail. All Technical Requirements are Mandatory Pass/Fail, Mandatory Scored, or Desirable Scored as described in Section VI.A.2. Bidders will be evaluated on the functionality associated with the Technical Requirements by selecting the "check boxes" that pertain to their solution.

### b. MAXIMUM POINTS AND SCORE

| Technical Requirements Evaluation Categories | Maximum Points | Maximum Score |
|---|---|---|
| BPM | 248 | 40 |
| SOA | 60 | 17 |
| DATA | 443 | 43 |
| **Total** | **751** | **100** |

### c. EVALUATION PROCESS

**Mandatory Pass or Fail (M)**
Bidders must respond to each Mandatory Pass/Fail Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII and Section XI. This acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and disqualified.

**Example of a Mandatory Pass/Fail Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **M** | The EDR Proposed Solution must X Y Z. | |

**Mandatory Scored (MS)**

All requirements listed with a (MS) are Mandatory Scored and scored first on a Pass/Fail basis. Bidders must respond to each Mandatory Pass/Fail Requirement by stating in their proposal cover letter that they agree to all the requirements and rules in the RFP including, but not limited to Section V, Section VI, Section VII, and Section XI. This acknowledges a Bidder's agreement with the requirements. Exclusion of this statement in the proposal cover letter may result in a proposal being deemed non-responsive and disqualified. For the scored portion of the requirements there are two types of scoring criteria as detailed in the following examples:

In MS Example 1, Bidders will be given five points for each Mandatory Scored box checked that applies to the Bidder's solution. In this example, a Bidder can receive up to a maximum of 20 points if their EDR Proposed Solution has all the functionality for that requirement. With three boxes checked, 15 points would be awarded to the Bidder for this requirement. If no boxes are checked then zero points will be awarded but the requirement must still be met.All points will be summed and converted to a Bidder's score.

**MS Example 1: Mandatory Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **MS** | The EDR Proposed Solution must X Y Z.<br><br>Scored Functionality:<br>(Check all that apply, 5 points each)<br><br>☒ Does the solution have H?<br>☒ Does the solution have K?<br>☐ Does the solution have A?<br>☒ Does the solution have B? | |

In MS Example 2, Bidders will be given points by selecting the one box that best describes the functionality of the EDR Proposed Solution. Bidders can achieve a maximum of five points if the desired functionality is provided "out of the box" with no customization needed. Only one box can be checked. If a Bidder selects more than one box or if no boxes are selected then, no points will be given but the requirement must still be met. All points will be summed and converted to a Bidder's score.

**MS Example 2: Mandatory Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **MS** | The EDR Proposed solution must X Y Z.<br><br>Scored Functionality: **(Check only one box)**<br><br>5pts ☒ Functionality provided "out of the box".<br>3pts ☐ Functionality provided by third-party solution.<br>2pts ☐ Functionality requires customization to achieve.<br>1pts ☐ Functionality requires customized third party solution. | |

**MS Example 2: Requirement Functionality Description**

| Points | Functionality | Description |
|---|---|---|
| 5pts | Functionality provided out-of-the-box. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor. No customization or work around is required. |
| 3pts | Functionality provided by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors. No customization or work around is required. |
| 2pts | Functionality requires customization to achieve. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor, but requires some customization or work around. |
| 1pt | Functionality requires customized by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors, but requires some customization or work around. |

**Desirable Scored (DS)**

Bidders may respond to any, all or none of the Desirable Scored Requirements by checking the box of the functionality that applies to the Bidder's solution. By selecting a box, the Bidder agrees to the Desirable Scored Requirement. For the scored portion of the Desirable Scored requirements there are two types of scoring criteria as detailed in the following examples:

In the DS Example 1, Bidders will be given three points for each Desirable Scored box checked that applies to the Bidder's solution. In the example, a Bidder can achieve a maximum of nine points if their EDR Proposed Solution has all the functionality for that requirement. With two boxes checked, six points would be awarded to the Bidder for this requirement. If no boxes are selected then zero points will be awarded. All points will be summed and converted to a Bidder's score.

**DS Example 1: Desirable Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **DS** | The EDR Proposed Solution may X Y Z.<br><br>Scored Functionality:<br>(Check all that apply, 3 points each)<br><br>☒ Does the solution have H?<br>☐ Does the solution have K?<br>☒ Does the solution have A? | |

In DS Example 2, Bidders will be given points by selecting the one box that best describes their functionality in regards to customization. Bidders can achieve a maximum of three points if the desired functionality is provided "out of the box" with no customization needed. Only one box can be checked. If a Bidder selects more than one box or if no boxes are selected then zero points will be awarded. All points will be summed and converted to a Bidder's score.

**DS Example 2: Desirable Scored Requirement**

| Number | Type | Requirement | State Use |
|---|---|---|---|
| 1 | **DS** | The proposed solution must X Y Z.<br><br>Scored Functionality: **(Check only one box)**<br><br>3 pts ☒ Functionality provided "out of the box".<br>2 pts ☐ Functionality provided by third-party solution.<br>1 pts ☐ Functionality requires customization to achieve.<br>.5 pts ☐ Functionality requires customized third party solution. | |

**DS Example 2: Requirement Functionality Description**

| Points | Functionality | Description |
|---|---|---|
| 3pts | Functionality provided out-of-the-box. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor. No customization or work around is required. |
| 2pts | Functionality provided by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors. No customization or work around is required. |
| 1pts | Functionality requires customization to achieve. | The Bidder provides the functionality with a Commercial Off-the-Shelf product (as defined in Section XI) from a single vendor, but requires some customization or work around. |
| .5pt | Functionality requires customized by multiple vendors. | The Bidder provides the functionality with Commercial Off-the-Shelf products (as defined in Section XI) from multiple vendors, but requires some customization or work around. |

### d. CALCULATION OF SCORE

The score for the Mandatory Scored and Desirable Scored technical requirements will be calculated and awarded based on the following procedures:

- The points awarded for each selected check box will be added together to calculate the total points awarded for each category.
- The points awarded for each category will be converted to a Bidder's score.
- All calculations will be rounded up at .5 to the nearest whole number.
- The Bidder's scores will be added together for a total score.

**The Bidder's score will be converted as follows:**

**BPM**

$$\frac{\text{Bidder's Points}}{\text{248 (Maximum Points)}} \times 40 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**SOA**

$$\frac{\text{Bidder's Points}}{\text{60 (Maximum Points)}} \times 17 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**DATA**

$$\frac{\text{Bidder's Points}}{\text{443 (Maximum Points)}} \times 43 \text{ (Maximum Score)} = \text{Bidder's Score}$$

**Example Calculation of Bidder's Score for Technical Requirements**

| Technical Requirements Evaluation Categories | Bidder's Points | Maximum Points Possible | Maximum Score | Bidder's Score |
|---|---|---|---|---|
| BPM | 205 | 248 | 40 | 33 |
| SOA | 60 | 60 | 17 | 17 |
| DATA | 400 | 443 | 43 | 39 |
| **Total** | | 751 | 100 | **89** |

## F. COST EVALUATION

A maximum score of 500 is possible for the Cost evaluation as summarized in Table IX.13. Cost proposals will not be opened until the evaluation process for the Administrative and Non-Financial requirements evaluation categories has been completed. All participating Bidders and interested parties shall be notified as to the date and time when the public cost opening will be held. After the cost opening the State will validate all cost worksheets for accuracy (math errors) prior to calculating Bidder's Cost scores. All errors and inconsistencies will be addressed according to procedures contained in Section II. All Cost calculations will be rounded down at .49 and rounded up at .5 to the nearest whole number.

**Table IX.13-Cost Evaluation Categories**

| Cost Evaluation Categories | Maximum Score |
|---|---|
| Total Contract Amount | 135 |
| Unanticipated Tasks Labor Rates | 30 |
| Maintenance and Operations Option Costs | 135 |
| Total Contract Amount Breakdown | 75 |
| Benefits | 125 |
| **TOTAL** | **500** |

### 1. TOTAL CONTRACT AMOUNT

#### a. INTRODUCTION

The Bidder will bid the Total Contract Amount of their entire solution through completion of Worksheet VII-A.1 with the maximum score (135) going to the Bidder with the lowest Total Contract Amount.

#### b. EVALUATION PROCESS

The Bidder's Total Contract Amount will be evaluated as follows:

- Bidders will complete Worksheet VII-A.1.
- The value in Column (G), Row (4) of the Bidders' completed Worksheet VII-A.1 will be evaluated to determine the proposal with the lowest Total Contract Amount.
- The proposal with the lowest Total Contract Amount will be awarded a score of 135.
- A score will be awarded to each subsequent proposal based upon the Total Contract Amount correlation to the lowest Total Contract Amount.

**Bidder's Total Contract Amount Score will be calculated as follows:**

$$\frac{\text{Lowest Total Contract Amount}}{\text{Bidder's Total Contract Amount}} \times 135 \text{ (Maximum Score)} = \text{Bidder's Total Contract Amount Score}$$

**Example Calculation of Bidder's Total Contract Amount Score:**

Bidder's Total Contract Amounts:

Bidder A: $1,100,000
Bidder B: $3,000,000
Bidder C: $2,040,000

| | | |
|---|---|---|
| Bidder A | 1,100,000 / 1,100,000 * 135 | = 135 Total Contract Amount Score |
| Bidder B | 1,100,000 / 3,000,000 * 135 | = 50 Total Contract Amount Score |
| Bidder C | 1,100,000 / 2,040,000 * 135 | = 73 Total Contract Amount Score |

## 2. UNANTICIPATED TASKS LABOR RATES

### a. INTRODUCTION

Bidders must bid labor rates for unanticipated tasks (change requests) that are not otherwise covered by the EDR requirements through the completion of Worksheet VII.A.7. The average labor rate for Development Staff and Planning Staff will be evaluated separately. A maximum score of 25 will be awarded to the Bidder with the lowest average labor rate for Development Staff which are Analysts, Designers, Programmers and Testers. A maximum score of 5 will be awarded to the Bidder with the lowest average labor rate for Planning Staff which are Management, Strategists, Copywriters, and Media.

### b. EVALUATION PROCESS

The Bidder's Unanticipated Tasks Labor Rates for Development Staff will be evaluated as follows:

- Bidders will complete Worksheet VII.A.7.
- The value in Column (C), Row (11) from the Bidders' completed Worksheet VII.A.7 will be used to determine the Bidder with the lowest, second lowest, and third lowest average labor rate for Development Staff.

- A score of 25 will be awarded to the Bidder with the lowest average labor rate for Development Staff.
- A score of 15 will be awarded to the Bidder with the second lowest average labor rate for Development Staff.
- A score of five will be awarded to the Bidder with the third lowest average labor rate for Development Staff.
- A score of zero will be awarded to the remaining Bidders with average labor rates greater than the third lowest average labor rate for Development Staff.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Unanticipated Tasks Labor Rates Score for Development Staff:**

Bidder's Average Labor Rates for Development Staff:

| | |
|---|---|
| Bidder A | $15,000 |
| Bidder B | $10,000 |
| Bidder C | $9,700 |

| | | |
|---|---|---|
| Bidder A: | $15,000 (Third Lowest) | = 5 Unanticipated Tasks Labor Rate Score |
| Bidder B: | $10,000 (Second Lowest) | = 15 Unanticipated Tasks Labor Rate Score |
| Bidder C: | $9700 (Lowest) | = 25 Unanticipated Tasks Labor Rate Score |

The Bidder's Unanticipated Tasks Labor Rates for Planning Staff will be evaluated as follows:

- Bidders will complete Worksheet VII.A.7.
- The value in Column (C), Row (18) from the Bidders' completed Worksheet VII.A.7 will be used to determine the Bidder with the lowest average, second lowest and third lowest labor rate for Planning Staff.
- A score of five will be awarded to the Bidder with the lowest average labor rate for Planning Staff.
- A score of three will be awarded to the Bidder with the second lowest average labor rate for Planning Staff.
- A score of one will be awarded to the Bidder with the third lowest average labor rate for Planning Staff.

- A score of zero will be awarded to the remaining Bidders with average labor rates greater than the third lowest average labor rate for Planning Staff.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Unanticipated Tasks Labor Rates Score for Planning Staff:**

Bidder's Average Labor Rates for Planning Staff:

| | |
|---|---|
| Bidder A | $15,000 |
| Bidder B | $10,000 |
| Bidder C | $9,700 |
| Bidder D | $9,700 |

| | | |
|---|---|---|
| Bidder A: | $15,000 (Third Lowest) | = 1 Unanticipated Tasks Labor Rate Score |
| Bidder B: | $10,000 (Second Lowest) | = 3 Unanticipated Task Labor Rate Score |
| Bidder C: | $9,700 (Lowest) | = 5 Unanticipated Task Labor Rate Score |
| Bidder D: | $9,700 (Lowest) | = 5 Unanticipated Task Labor Rate Score |

## 3. MAINTENANCE AND OPERATIONS (M&O) OPTION COSTS

### a. INTRODUCTION

Bidders must bid five separate one-year options for each of four maintenance types: (Refer to Section XI, IT General Provisions for the EDR Project for a detailed definition of each maintenance type)

1) Total M & O
2) Custom Code Maintenance (CCM)
3) System Operations (SO), which includes System Software Support (SSS)
4) SSS only

Through the completion of Worksheet VII.A.1, Bidder's will be scored in five M&O areas:

1) Total M&O Costs (30)
2) Early M&O Costs (15)
3) Total SSS Costs (30)
4) Total SO Costs (30)
5) Total CCM Costs (30)

### b. TOTAL M&O OPTION COSTS EVALUATION PROCESS (20)

The Bidder's Total M&O Option Costs will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (11) from the Bidder's completed Worksheet VII.A.1 to determine the Bidder with the lowest, second lowest, and third lowest total cost of the five one-year M&O options.
- A score of 30 will be awarded to the Bidder with the lowest Total M&O cost.
- A score of 20 will be awarded to the Bidder with the second lowest Total M&O cost.
- A score of ten will be awarded to the Bidder with the third lowest Total M&O cost.
- A score of zero will be awarded to the remaining Bidders with Total M&O costs greater than the third lowest Total M&O cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Total M&O Cost Score:**

Bidder's Total M&O Cost:

| | |
|---|---|
| Bidder A | $90,000 |
| Bidder B | $110,000 |
| Bidder C | $75,000 |
| Bidder D | $75,000 |

| | | |
|---|---|---|
| Bidder A: | $90,000 (Second Lowest) | = 20 Total M&O Cost Score |
| Bidder B: | $110,000 (Third Lowest) | = 10 Total M&O Cost Score |
| Bidder C: | $75,000 (Lowest) | = 30 Total M&O Cost Score |
| Bidder D: | $75,000 (Lowest) | = 30 Total M&O Cost Score |

### c. EARLY M&O COSTS EVALUATION PROCESS (15)

The Bidder's Early M&O Costs will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The values in Column (B), Row (11) and Column (C), Row (11) from the Bidder's completed Worksheet VII.A.1 will be added together to determine the Bidder with the lowest, second lowest, and third lowest total cost for the first two one-year M&O options.
- A score of 15 will be awarded to the Bidder with the lowest Early M&O cost.
- A score of ten will be awarded to the Bidder with the second lowest Early M&O cost.
- A score of five will be awarded to the Bidder with the third lowest Early M&O cost.
- A score of zero will be awarded to the remaining Bidders with Early M&O costs greater than the third lowest Early M&O cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Early M&O Cost Score:**

Bidder's cost of first two one-year options:

| | | |
|---|---|---|
| Bidder A | $10,000 | |
| Bidder B | $12,000 | |
| Bidder C | $13,000 | |
| Bidder A | $10,000 (Lowest) | = 15 Early M&O Cost Score |
| Bidder B | $12,000 (Second Lowest) | = 10 Early M&O Cost Score |
| Bidder C | $13,000 (Third Lowest) | = 5 Early M&O Cost Score |

### d. M&O COSTS FOR SSS EVALUATION PROCESS (30)

The Bidder's M&O costs for SSS will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (20) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest SSS costs.
- A score of 30 will be awarded to the Bidder with the lowest SSS cost.
- A score of 20 will be awarded to the Bidder with the second lowest SSS cost.
- A score of ten will be awarded to the Bidder with the third lowest SSS cost.
- A score of zero will be awarded to the remaining Bidders with SSS costs greater than the third lowest SSS cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's SSS Cost Score**

Bidder's SSS cost:

| | | |
|---|---|---|
| Bidder A | $6,000 | |
| Bidder B | $6,500 | |
| Bidder C | $8,000 | |
| Bidder A | $6,000 (Lowest) | = 30 SSS Cost Score |
| Bidder B | $6,500 (Second Lowest) | = 20 SSS Cost Score |
| Bidder C | $8,000 (Third Lowest) | = 10 SSS Cost Score |

### e. M&O COSTS FOR SO EVALUATION PROCESS (30)

The Bidder's M&O costs for SO will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (17) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest SO costs.
- A score of 30 will be awarded to the Bidder with the lowest SO cost.
- A score of 20 will be awarded to the Bidder with the second lowest SO cost.
- A score of ten will be awarded to the Bidder with the third lowest SO cost.
- A score of zero will be awarded to the remaining Bidders with SO costs greater than the third lowest SO cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's SO Cost Score**

Bidder's SO cost:

| | | |
|---|---|---|
| Bidder A | $6,000 | |
| Bidder B | $6,500 | |
| Bidder C | $8,000 | |
| Bidder A | $6,000 (Lowest) | = 30 SO Cost Score |
| Bidder B | $6,500 (Second Lowest) | = 20 SO Cost Score |
| Bidder C | $8,000 (Third Lowest) | = 10 SO Cost Score |

### f. M&O COSTS FOR CCM EVALUATION PROCESS (30)

The Bidder's M&O costs for CCM will be evaluated as follows:

- Bidders will complete Worksheet VII.A.1.
- The value in Column (G), Row (14) from the Bidders' completed Worksheet VII.A.1 will be evaluated to determine the Bidder with the lowest, second lowest, and third lowest CCM costs.
- A score of 30 will be awarded to the Bidder with the lowest CCM cost.
- A score of 20 will be awarded to the Bidder with the second lowest CCM cost.
- A score of ten will be awarded to the Bidder with the third lowest CCM cost.
- A score of zero will be awarded to the remaining Bidders with CCM costs greater than the third lowest CCM cost.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.
- Bid will be rejected if M&O options for or including CCM exceeds 65,000 hours (CCM and Total M&O/CCM).

**Example Calculation of Bidder's CCM Cost Score**

Bidder's CCM cost:

| | | |
|---|---|---|
| Bidder A | $10,000 | |
| Bidder B | $12,000 | |
| Bidder C | $15,000 | |
| Bidder A | $10,000 (Lowest) | = 30 CCM Cost Score |
| Bidder B | $12,000 (Second Lowest) | = 20 CCM Cost Score |
| Bidder C | $15,000 (Third Lowest) | = 10 CCM Cost Score |

## 4. TOTAL CONTRACT AMOUNT BREAKDOWN

### a. INTRODUCTION

The Bidder must provide a Total Contract Amount Breakdown that allocates the total contract amount to each compensation deliverable. Through the completion of Worksheet VII.A.4, the Bidder will be evaluated on the range between highest and lowest compensation deliverable. Bidders must have a minimum of ten, but no more than 30 compensation deliverables.

### b. Total CONTRACT AMOUNT BREAKDOWN EVALUATION PROCESS

The Bidder's Total Contract Amount Breakdown will be evaluated as follows:

- Bidders will complete Worksheet VII.A.4.
- Using the values in Column (U) of the Bidders' completed Worksheet VII.A.4, the lowest compensation deliverable amount will be subtracted from the highest compensation deliverable amount to determine the Bidder with the smallest range between the highest and lowest compensation deliverable amounts.
- The Bidder with the smallest range between compensation deliverable amounts will be awarded a score of 75.
- A score will be awarded to the next Bidder with the smallest compensation range based upon the correlation to the smallest range.
- In the event of a tie for smallest range, Bidders will be awarded the same maximum score of 75.
- Any Bidder with a zero compensation range will be awarded the maximum score of 75 with Bidder's having a compensation range greater than zero being awarded a score of zero.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**The Bidder's Compensation Payment Schedule will be scored as follows:**

$$\frac{\text{Smallest Compensation Deliverable Range}}{\text{Bidder's Compensation Deliverable Range}} \text{ X 75 (Maximum Score)} = \text{Bidder's Contract Amount Breakdown Score}$$

**Example Calculation of Bidder's Contract Amount Breakdown Score**

Bidder's Compensation Range:

| | |
|---|---|
| Bidder A | $50,000 |
| Bidder B | $42,000 |
| Bidder C | $54,000 |

| | | |
|---|---|---|
| Bidder A | 42,000 / 50,000 * 75 | = 63 Contract Amount Breakdown Score |
| Bidder B | 42,000 /42,000 * 75 | = 75 Contract Amount Breakdown Score |
| Bidder C | 42,000 / 54,000* 75 | = 58 Contract Amount Breakdown Score |

## 5. BENEFITS

### a. INTRODUCTION

The Bidder must bid the total benefits of their EDR Proposed Solution for the 54 month contract term through the completion of Worksheet VII.A.2. Bidders will be scored on the following:

1) Total Benefits (110)
2) Earliest Benefits (15)

### b. TOTAL BENEFITS EVALUATION PROCESS (110)

The Bidder's Total Benefits will be evaluated as follows:

- Bidders will complete Worksheet VII.A.2.
- The value in Column (U), Row (19) from the Bidders' completed Worksheet VII.A.2 will be used to determine the Bidder with the highest Total Benefits.
- The Bidder with the highest Total Benefits will be awarded a score of 110.
- A score will be awarded to each subsequent proposal based upon the Total Benefits correlation to the lowest Total Benefits amount.

**The Bidder's Total Benefit Amount will be scored as follows:**

$$\frac{\text{Bidder's Total Benefit Amount}}{\text{Highest Total Benefit Amount}} \times 110 \text{ (Maximum Score)} = \text{Bidder's Benefit Score}$$

**Example Calculation of Bidder's Benefit Score:**

Bidder's proposed benefits:

| | |
|---|---|
| Bidder A | $800,000,000 |
| Bidder B | $1,500,000,000 |
| Bidder C | $920,000,000 |

| | | |
|---|---|---|
| Bidder A | 800,000,000 / 1,500,000,000 *110 | = 59 Benefit Score |
| Bidder B | 1,500,000,000 / 1,500,000,000 *110 | = 110 Benefit Score |
| Bidder C | 920,000,000 / 1,500,000,000 *110 | = 67 Benefit Score |

### c. EARLY BENEFITS EVALUATION PROCESS (15)

The Bidder's Early Benefits will be evaluated as follows:

- Bidders will complete Worksheet VII.A.2.
- The values in Row (19) from the Bidders' completed Worksheet VII.A.2 will be evaluated to determine the Bidder with any amount of benefits in the earliest quarter, second earliest quarter, and third earliest quarter after project start.
- A score of 15 will be awarded to the Bidder with benefits in the earliest quarter after project start.
- A score of ten will be awarded to the Bidder with benefits in the second earliest quarter after project start.
- A score of five will be awarded to the Bidder with benefits in third earliest quarter after project start.
- A score of zero will be awarded to the remaining Bidders with benefits later than the third earliest quarter.
- In the event of a tie, Bidders will be awarded equal points including maximum points for the ranking achieved and will be considered as the same placement of 1st, 2nd or 3rd, with the next ranked Bidder being awarded the next consecutive placement. For example, if two Bidders both achieve a 2nd place ranking then the next Bidder will be given a 3rd place ranking.

**Example Calculation of Bidder's Early Benefits Score:**

Bidder's Quarter of 1st
Benefits:

| | |
|---|---|
| Bidder A: | Benefits in 3rd Quarter |
| Bidder B: | Benefits in 3rd Quarter |
| Bidder C: | Benefits in 4th Quarter |
| Bidder D: | Benefits in 5th Quarter |

| | | |
|---|---|---|
| Bidder A | 3rd Qtr Benefits (Earliest) | = 15 Early Benefits Score |
| Bidder B | 3rd Qtr Benefits (Earliest –tied) | = 15 Early Benefits Score |
| Bidder C | 4th Qtr Benefits (Second Earliest) | = 10 Early Benefits Score |
| Bidder D | 5th Qtr Benefits (Third Earliest) | = 5 Early Benefits Score |

## G. DETERMINATION OF WINNING PROPOSAL

### 1. FINALIZATION OF FINAL PROPOSALS

Bidders' score awarded for each evaluation category are tallied to determine the total score awarded for each. Table IX.14 illustrates the maximum points possible in each evaluation category.

**Table IX.14 – Evaluation Categories and Maximum Score**

| Evaluation Area | Maximum Score | |
|---|---|---|
| **Preliminary Review** | **Pass** | |
| **Administrative Requirements** | **Pass** | |
| **Non-Financial Requirements** | | |
| Project Management | 40 | |
| Project Schedule | 60 | |
| Technical Management Approach | 125 | |
| EDR Proposed Solution | 90 | |
| Architecture | 85 | |
| Functional Requirements | Pass | |
| Technical Requirements (BPM) | 40 | |
| Technical Requirements (SOA) | 17 | |
| Technical Requirements (Data) | 43 | |
| Technical Requirements (Infrastructure, Tools and Security) | Pass | |
| Technical Requirements (BETS Decouple) | Pass | |
| **TOTAL NON-FINANCIAL REQUIREMENTS SCORE:** | **500** | |
| | | |
| **Cost** | | |
| Total Contract Amount | 135 | |
| Unanticipated Tasks Labor Rates | 30 | |
| Maintenance and Operations Option Costs | 135 | |
| Total Contract Amount Breakdown | 75 | |
| Benefits | 125 | |
| **TOTAL COST SCORE:** | **500** | |
| **TOTAL SCORE:** | **1000** | |

## 2. DETERMINATION OF THE SMALL BUSINESS PREFERENCE

The small business participation preference will be applied after the scores for requirements and cost have been calculated. Per Government Code, section 14835, et seq., Bidders who qualify as a California certified small business and Bidders that commit to using small business subcontractors for twenty-five percent (25%) or more of the value of the contract will be given a five percent (5%) preference for contract evaluation purposes only.

The five percent (5%) preference is calculated on the total number of points awarded to the highest scoring non-small business that is responsible and responsive to the proposal requirements.
The rules and regulations of this law, including the definition of a California certified small business for the delivery of goods and services are contained in the California Code of Regulations, Title 2, section 1896, et seq. and can be viewed online at www.pd.dgs.ca.gov/smbus .

Table IX.15 illustrates how the small business preference would be applied. In the example, Bidder A initially has the most points. Bidder C is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. Bidder D is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. This same California certified small business is also a California certified DVBE. In this scenario, Bidder C earns the five percent (5%) small business preference, which is applied to the total “earned” points (accumulated technical, non-technical and cost points, prior to incentives and preferences). Bidder D earns the five percent (5%) small business preference, which is applied to the total “earned” points. In this example, Bidder C would have the highest number of points (967) and receive the award.

**Table IX.15 – Scoring Example with Small Business Preferences Applied**

| | Scoring Step | Bidder A | Bidder B | Bidder C | Bidder D |
|---|---|---|---|---|---|
| 1 | Is Bidder a Small Business? | No | No | No | No |
| 2 | Does proposal meet Small Business Preference? | No | No | Yes | Yes |
| 3 | Requirements Score | 468 | 455 | 455 | 448 |
| 4 | Financial Score | 480 | 440 | 465 | 470 |
| 5 | Total Score before Preferences and Incentives | 948 | 895 | 920 | 918 |
| 6 | Small Business Preference: Highest points from non-small business Bidder multiplied by 5%. | | | 948 x .05 = 47 | 948 x .05 = 47 |
| 7 | Total Points with Small Business Preference Applied | 948 | 895 | 967 | 965 |

## 3. DETERMINATION OF DVBE INCENTIVES

In accordance with section 999.5(a) of the Military and Veterans Code, an incentive will be given to Bidders who provide California certified Disabled Veteran Business Enterprise (DVBE) participation. The State shall apply an incentive to proposals that include California certified DVBE participation. The maximum incentive for this procurement is three percent (3%) of the 1000 points available, and is based on the amount of DVBE participation obtained, according to Table IX.16.

**Table IX.16 - Confirmed DVBE Participation Incentive**

| Confirmed DVBE Participation of: | DVBE Incentive | DVBE Incentive Points |
|---|---|---|
| 3.0% or more | 3% | 30 |
| 2.7% or more but less than 3.0% | 2.5% | 25 |
| 2.4% or more but less than 2.7% | 2% | 20 |
| 2.1% or more but less than 2.4% | 1.5% | 15 |
| 1.8% or more but less than 2.1% | 1% | 10 |

The DVBE incentive points are applied after the scores for requirements and costs have been calculated and Small Business Preference points, if any, have been calculated. The DVBE incentive points are applied to points earned by the Bidder and cannot be used to achieve any applicable minimum point requirements. For this RFP, the total incentive points available are 30. Table IX.17 illustrates how the Small Business preference and the DVBE incentive would be applied. In this example, Bidder A has the most points (948 total points) after the scoring of Technical Requirements and Cost. Bidder C is a non-small business that is using a California certified small business to perform work that amounts to twenty-five percent (25%) of the value of the contract. Bidder D is a non-small business that is using California certified small businesses to perform work that amounts to twenty-five percent (25%) of the value of the contract. This same California certified small business is also a California certified DVBE. As a large business using California certified small businesses to perform work that amounts to twenty-five percent (25%) of the value of the contract, Bidder C earns the five percent (5%) Small Business preference, which is applied to the total “earned” points (accumulated non-financial and cost points prior to incentives and preferences). As a large business using a California certified small business and DVBE to perform work that amounts to twenty-five percent (25%) of the value of the contract, Bidder D earns the five percent (5%) small business preference and the 30 DVBE incentive points which are applied to the total “earned” points. In this example, Bidder D would have the highest number of points (995) and would receive the award.

**Table IX.17-Example of Bidder Points with SB Preferences and DVBE Incentives Applied**

| # | Scoring Step | Bidder A | Bidder B | Bidder C | Bidder D |
|---|---|---|---|---|---|
| 1 | Is Bidder a Small Business? | No | No | No | No |
| 2 | Meets Small Business Preference? | No | No | Yes | Yes |
| 3 | Technical Requirement Score | 468 | 455 | 455 | 448 |
| 4 | Financial Score | 480 | 440 | 465 | 470 |
| 5 | Total Score before Preference and Incentives | 948 | 895 | 920 | 918 |
| 6 | Small Business Preference: Highest points from non-small business Bidder multiplied by 5%. | | | 948 x .05 = 47 | 948 x .05 = 47 |
| 7 | Total Points with Small Business Preference Applied | 948 | 895 | 967 | 965 |
| 8 | DVBE Incentive | 0 | 0 | 0 | 3% |
| 9 | DVBE Incentive Points from Table IX.16 | 0 | 0 | 0 | 30 |
| 10 | Total Points for Evaluation Purposes Only | 948 | 895 | 967 | 995 |

## H. CONTRACT AWARD

Contract award, if any, will be made to the responsive and responsible Bidder having the highest combined score from the non-financial requirements and cost categories including preferences and incentives total score.

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION X
Benchmark or Demonstration of Requirements

November 2, 2009

# X. BENCHMARK OR DEMONSTRATION OF REQUIREMENTS

This section is not applicable to this RFP.

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION X
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November 2, 2009

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This section is not applicable to this RFP.




State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION XI
Contract

November 2, 2009

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## STANDARD AGREEMENT, STD. FORM 213 FOR I.T. GOODS/SERVICES ONLY

STD. 213 (NEW 06/03)

| | |
|---|---|
| | REGISTRATION NUMBER |
| PURCHASING AUTHORITY NUMBER | AGREEMENT NUMBER C1100001 |

1 This Agreement is entered into between the State Agency and the Contractor named below

STATE AGENCY'S NAME

**Franchise Tax Board**

CONTRACTOR'S NAME

2 The term of this Agreement is:

3 The maximum of this Agreement $

4 The parties agree to comply with the terms and conditions of the following Attachments which are by this reference made a part of the Agreement.

Attachment 1 - IT General Provisions for the EDR Project, dated October 29, 2009
Attachment 2 – IT Special Provisions for the EDR Project, dated October 29, 2009
Attachment 3 - Statement of Work including RFP-FTB-0910-C001 Sections III, IV, VI
Attachment 4 –Glossary of Terms and Definitions, RFP-FTB-0910-C001 Section XII
Attachment 5 - Contract Costs including RFP-FTB-0910-C001 Section VII
Attachment 6 - Contractor's Response to RFP-FTB-0910-C001

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

| **CONTRACTOR** | | **CALIFORNIA Department of General Services Use Only** |
|---|---|---|
| **CONTRACTOR'S NAME** ***(If other than an individual, state whether a corporation, partnership, etc.)*** | | |
| BY *(Authorized Signature)* **?** | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING | | |
| ADDRESS | | |
| **STATE OF CALIFORNIA** | | |
| AGENCY NAME **FRANCHISE TAX BOARD** | | |
| BY (Authorized Signature) **?** | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING **Lisa Garrison, Chief Financial Officer** | | |
| ADDRESS **P. O. Box 1468, Sacramento, CA 95812-1468** | | ☐ Exempt per |

# ATTACHMENT 1 - IT GENERAL PROVISIONS FOR THE EDR PROJECT

**ATTACHMENT 1**

# IT GENERAL PROVISIONS FOR THE EDR PROJECT

## Dated October 29, 2009

**1. CONTRACT FORMATION:**

a. If this Contract results from a sealed bid offered in response to a solicitation conducted pursuant to Chapters 2 (commencing with Section 10290), 3 (commencing with Section 12100), and 3.6 (commencing with Section 12125) of Part 2 of Division 2 of the Public Contract Code (PCC), then Contractor's bid is a firm offer to the State which is accepted by the issuance of this Contract and no further action is required by either party.

b. If this Contract results from a solicitation other than described in paragraph a), above, Contractor's quotation or proposal is deemed a firm offer and this Contract document is the State's acceptance of that offer.

c. If this Contract resulted from a joint bid, it shall be deemed one indivisible Contract. Each such joint Contractor will be jointly and severally liable for the performance of the entire Contract. The State assumes no responsibility or obligation for the division of orders or purchases among joint Contractors.

**2. COMPLETE INTEGRATION:**

This Contract, including any documents incorporated herein by express reference, is intended to be a complete integration and there are no prior or contemporaneous different or additional agreements pertaining to the subject matter of the Contract.

**3. SEVERABILITY:**

The Contractor and the State agree that if any provision of this Contract is found to be illegal or unenforceable, such term or provision shall be deemed stricken and the remainder of the Contract shall remain in full force and effect. Either party having knowledge of such term or provision shall promptly inform the other of the presumed non-applicability of such provision.

**4. INDEPENDENT CONTRACTOR:**

Contractor and the agents and employees of Contractor, in the performance of this Contract, shall act in an independent capacity and not as officers or employees or agents of the State.

**5. APPLICABLE LAW:**

This Contract shall be governed by and shall be interpreted in accordance with the laws of the State of California; venue of any action brought with regard to this Contract shall be in Sacramento County, Sacramento, California. The United Nations Convention on Contracts for the International Sale of Goods shall not apply to this Contract.

**6. COMPLIANCE WITH STATUTES AND REGULATIONS:**

a. Contractor warrants and certifies that in the performance of this Contract, it will comply with all applicable statutes, rules, regulations and orders of the United States and the State of California and agrees to indemnify the State against any loss, cost, damage or liability by reason of the Contractor’s violation of this provision.

b. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and

c. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation

might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

d. If this Contract is in excess of $500,000, it is subject to the requirements of the World Trade Organization (WTO) Government Procurement Agreement (GPA).
e. To the extent that this contract falls within the scope of Government Code Section 11135, Contractor hereby agrees to respond to and resolve any complaint brought to its attention, regarding accessibility of its products or services.

**7. CONTRACTOR'S POWER AND AUTHORITY:**

The Contractor warrants that it has full power and authority to grant the rights herein granted and will hold the State harmless from and against any loss, cost, liability, and expense (including reasonable attorney fees) arising out of any breach of this warranty. Further, Contractor avers that it will not enter into any arrangement with any third party which might abridge any rights of the State under this Contract.

a. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and
b. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

**8. ASSIGNMENT:**

This Contract shall not be assignable by the Contractor in whole or in part without the written consent of the State. For the purpose of this paragraph, State will not unreasonably prohibit Contractor from freely assigning its right to payment, provided that Contractor remains responsible for its obligations hereunder.

**9. WAIVER OF RIGHTS:**

Any action or inaction by the State or the failure of the State on any occasion, to enforce any right or provision of the Contract, shall not be construed to be a waiver by the State of its rights hereunder and shall not prevent the State from enforcing such provision or right on any future occasion. The rights and remedies of the State herein are cumulative and are in addition to any other rights or remedies that the State may have at law or in equity.

**10. ORDER OF PRECEDENCE:**

In the event of any inconsistency between the articles, attachments, specifications or provisions which constitute this Contract, the following order of precedence shall apply:

a. these General Provisions – Information Technology (In the instances provided herein where the paragraph begins: “Unless otherwise specified in the Statement of Work” provisions specified in the Statement of Work replacing these paragraphs shall take precedence over the paragraph referenced in these General Provisions);
b. contract form, i.e., Purchase Order STD 65, Standard Agreement STD 213, etc., and any amendments thereto;
c. information technology special provisions;
d. statement of work, including any specifications incorporated by reference herein; and
e. all other attachments incorporated in the contract by reference.

**11. PACKING AND SHIPMENT:**

a. All Goods are to be packed in suitable containers for protection in shipment and storage, and in accordance with applicable specifications. Each container of a multiple container shipment shall be identified to:
    i. show the number of the container and the total number of containers in the shipment; and
    ii. the number of the container in which the packing sheet has been enclosed.
b. All shipments by Contractor or its subcontractors must include packing sheets identifying: the State’s Contract number; item number; quantity and unit of measure; part number and description of the Goods shipped; and appropriate evidence of inspection, if required. Goods for different Contracts shall be listed on separate packing sheets.
c. Shipments must be made as specified in this Contract, as it may be amended, or otherwise directed in writing by the State’s Transportation Management Unit within the Department of General Services, Procurement Division.

**12. TRANSPORTATION COSTS AND OTHER FEES OR EXPENSES:**

No charge for delivery, drayage, express, parcel post, packing, cartage, insurance, license fees, permits, cost of bonds, or for any other purpose will be paid by the State unless expressly included and itemized in the Contract. Contractor must strictly follow Contract requirements regarding Free on Board (F.O.B.), freight terms and routing instructions. The State may permit use of an alternate carrier at no additional cost to the State with advance written authorization of the Buyer. If “prepay and add” is selected, supporting freight bills are required when over $50, unless an exact freight charge is approved by the Transportation Management Unit within the Department of General Services Procurement Division and a waiver is granted. On "F.O.B. Shipping Point" transactions, should any shipments under the Contract be received by the State in a damaged condition and any related freight loss and damage claims filed against the carrier or carriers be wholly or partially declined by the carrier or carriers with the inference that damage was the result of the act of the shipper such as inadequate packaging or loading or some inherent defect in the Equipment and/or material, Contractor, on request of the State, shall at Contractor's own expense assist the State in establishing carrier liability by supplying evidence that the Equipment and/or material was properly constructed, manufactured, packaged, and secured to withstand normal transportation conditions.

**13. DELIVERY:**

Contractor shall strictly adhere to the delivery and completion schedules specified in this Contract. Time, if stated as a number of days, shall mean calendar days unless otherwise specified. The quantities specified herein are the only quantities required. If Contractor delivers in excess of the quantities specified herein, the State shall not be required to make any payment for the excess Deliverables, and may return them to Contractor at Contractor's expense or utilize any other rights available to the State at law or in equity.

**14. SUBSTITUTIONS:**

Substitution of Deliverables may not be tendered without advance written consent of the Buyer. Contractor shall not use any specification in lieu of those contained in the Contract without written consent of the Buyer.

**15. INSPECTION, ACCEPTANCE AND REJECTION:**

Unless otherwise specified in the Statement of Work:

a. The Contractor and its subcontractors will provide and maintain a quality assurance system acceptable to the State covering Deliverables and services under this Contract and will tender to the State only those Deliverables that have been inspected and found to conform to this Contract's requirements. Contractor will keep records evidencing inspections and their result, and will make these records available to the State during Contract performance and for three years after final payment. Contractor shall permit the State to review procedures, practices, processes, and related documents to determine the acceptability of Contractor's quality assurance System or other similar business practices related to performance of the Contract.
b. All Deliverables will be subject to inspection and test by the State or its authorized representatives.
c. The Contractor and its subcontractors shall provide all reasonable facilities for the safety and convenience of inspectors at no additional cost to the State. Contractor shall furnish to inspectors all information and data as may be reasonably required to perform their inspection.
d. Final State Acceptance of the Final EDR Solution will occur after all EDR Phases and Compensation Deliverables are accepted by the State and all Contractor services are performed including under the one-year Warranty.
e. The State shall give written notice of rejection of Deliverables delivered or services performed hereunder within a reasonable time after receipt of such Deliverables or performance of such services. Such notice of rejection will state the respects in which the Deliverables do not substantially conform to their specifications. If the State does not provide such notice of rejection within thirty (30) days of delivery, such Deliverables and services will be deemed to have been accepted. Acceptance by the State will be final and irreversible, except as it relates to latent defects, fraud, and gross mistakes amounting to fraud. Acceptance shall not be construed to waive any warranty rights that the State might have at law or by express reservation in this Contract with respect to any nonconformity.

**16. SAMPLES:**

a. Samples of items may be required by the State for inspection and specification testing and must be furnished free of expense to the State. The samples furnished must be identical in all respects to the products bid and/or specified in the Contract.

b. Samples, if not destroyed by tests, may, upon request made at the time the sample is furnished, be returned at Contractor's expense.

**17. WARRANTY:**

a. Unless otherwise specified in the Statement of Work, the warranties in this subsection a) begin upon Full Implementation and end one (1) year thereafter. The Contractor warrants that (i) Deliverables and services furnished hereunder will substantially conform to the requirements of this Contract (including without limitation all descriptions, specifications, and drawings identified in the Statement of Work), and (ii) the Deliverables will be free from material defects in materials and workmanship. Where the parties have agreed to design specifications (such as a detailed design document) and incorporated the same or equivalent in the Statement of Work directly or by reference, the Contractor will warrant that its Deliverables provide all material functionality required thereby. In addition to the other warranties set forth herein, where the Contract calls for delivery of Commercial Off the Shelf Software (COTS), the Contractor warrants that such Software will perform in accordance with its license and accompanying Documentation. The State's approval of designs or specifications furnished by the Contractor shall not relieve the Contractor of its obligations under this warranty.

b. Contractor warrants that Deliverables furnished hereunder (i) will be free, at the time of delivery, of harmful code (i.e., computer viruses, worms, trap doors, time bombs, disabling code, or any similar malicious mechanism designed to interfere with the intended operation of, or cause damage to, computers, data, or Software); and (ii) will not infringe or violate any U.S. Intellectual Property Right. Without limiting the generality of the foregoing, if the State believes that harmful code may be present in any COTS delivered hereunder, the Contractor will, upon the State's request, provide a master copy of the Software for comparison and correction.

c. Unless otherwise specified in the Statement of Work:

   i. Contractor does not warrant that any Software provided hereunder is error-free or that it will run without immaterial interruption.

   ii. The Contractor does not warrant and will have no responsibility for a claim to the extent that it arises directly from (A) a modification made by the State, unless such modification is approved or directed by the Contractor, or is performed by the State for knowledge management purposes, (B) use of Software in combination with or on products other than as specified by the Contractor, or (C) misuse by the State.

   iii. Where the Contractor resells Hardware or Software it purchased from a third party, and such third party offers additional or more advantageous warranties than those set forth herein, the Contractor will pass through any such warranties to the State and will reasonably cooperate in enforcing them. Such warranty pass-through will be supplemental to, and not relieve the Contractor from, the Contractor's warranty obligations set forth above.

d. All warranties, including special warranties specified elsewhere herein, shall inure to the State, its successors, assigns, customer agencies, and governmental users of the Deliverables or services.
e. Except as may be specifically provided in the Statement of Work or elsewhere in this Contract, for any breach of the warranties provided in this Section, the State's exclusive remedy and the Contractor's sole obligation will be limited to:
    i. re-performance, repair, or replacement of the nonconforming Deliverable (including without limitation an infringing Deliverable) or service; or
    ii. should the State in its sole discretion consent, refund of all amounts paid by the State for the nonconforming Deliverable or service and payment to the State of any additional amounts necessary to equal the State's Cost to Cover. "Cost to Cover" means the cost, properly mitigated, of procuring Deliverables or services of equivalent capability, function, and performance. The payment obligation in subsection (e)(ii) above will not exceed the limits on Contractor's liability set forth in the Section entitled "Limitation of Liability."
f. EXCEPT FOR THE EXPRESS WARRANTIES SPECIFIED IN THIS SECTION, THE CONTRACTOR MAKES NO WARRANTIES EITHER EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

**18. SAFETY AND ACCIDENT PREVENTION:**

In performing work under this Contract on State premises, Contractor shall conform to any specific safety requirements contained in the Contract or as required by law or regulation. Contractor shall take any additional precautions as the State may reasonably require for safety and accident prevention purposes. Any violation of such rules and requirements, unless promptly corrected, shall be grounds for termination of this Contract in accordance with the default provisions hereof.

**19. INSURANCE:**

When performing work on property in the care, custody or control of the State, Contractor shall maintain all commercial general liability insurance, workers' compensation insurance and any other insurance the State deems appropriate under the Contract. Contractor shall furnish an insurance certificate evidencing required insurance coverage acceptable to the State. Upon request by the Buyer, the Contractor may be required to have the State shown as an "additional insured" on selected policies.

**20. TERMINATION FOR NON-APPROPRIATION OF FUNDS:**

a. If the term of this Contract extends into fiscal years subsequent to that in which it is approved, such continuation of the Contract is contingent on the appropriation of funds for such purpose by the Legislature. If funds to effect such continued payment are not appropriated, Contractor agrees to take back any affected Deliverables furnished under this Contract, terminate any services supplied to the State under this Contract, and relieve the State of any further obligation therefore.
b. STATE AGREES THAT IF PARAGRAPH a) ABOVE IS INVOKED, DELIVERABLES SHALL BE RETURNED TO THE CONTRACTOR IN SUBSTANTIALLY THE SAME CONDITION IN WHICH DELIVERED TO THE STATE, SUBJECT TO NORMAL WEAR AND TEAR. STATE FURTHER AGREES

TO PAY FOR PACKING, CRATING, TRANSPORTATION TO CONTRACTOR'S NEAREST FACILITY AND FOR REIMBURSEMENT TO THE CONTRACTOR FOR EXPENSES INCURRED FOR THEIR ASSISTANCE IN SUCH PACKING AND CRATING.

**21. TERMINATION FOR THE CONVENIENCE OF THE STATE:**

The State may terminate performance of work under this Contract for its convenience in whole or, from time to time, in part, if the Department of General Services, Deputy Director Procurement Division, or designee, determines that a termination is in the State's interest. The Department of General Services, Deputy Director, Procurement Division, or designee, shall terminate by delivering to the Contractor a Notice of Termination specifying the extent of termination and the effective date thereof.

After receipt of a Notice of Termination, and except as directed by the State, the Contractor shall immediately proceed with the following obligations, as applicable, regardless of any delay in determining or adjusting any amounts due under this clause. The Contractor shall:

i. Stop work as specified in the Notice of Termination.
ii. Place no further subcontracts for materials, services, or facilities, except as necessary to complete the continuing portion of the Contract.
iii. Terminate all subcontracts to the extent they relate to the work terminated.
iv. Settle all outstanding liabilities and termination settlement proposals arising from the termination of subcontracts.

**22. TERMINATION FOR DEFAULT:**

a. The State may, subject to the clause titled "Force Majeure" and to sub-section d) below, by written notice of default to the Contractor, terminate this Contract in whole or in part if the Contractor fails to:
   i. Deliver the Deliverables or perform the services within the time specified in the Contract or any amendment thereto;
   ii. Make progress, so that the lack of progress endangers performance of this Contract; or
   iii. Perform any of the other provisions of this Contract.
b. The State's right to terminate this Contract under sub-section a) above, may be exercised if the failure constitutes a material breach of this Contract and if the Contractor does not cure such failure within the time frame stated in the State's cure notice, which in no event will be less than fifteen (15) days, unless the Statement of Work calls for a shorter period.
c. If the State terminates this Contract in whole or in part pursuant to this Section, it may acquire, under terms and in the manner the Buyer considers appropriate, Deliverables or services similar to those terminated, and the Contractor will be liable to the State for any excess costs for those Deliverables and services, including without limitation costs third party vendors charge for Manufacturing Materials (but subject to the clause entitled "Limitation of Liability"). However, the Contractor shall continue the work not terminated.
d. If the Contract is terminated for default, the State may require the Contractor to transfer title, or in the case of licensed Software, license, and deliver to the State, as directed by the Buyer, any:
   i. completed Deliverables,
   ii. partially completed Deliverables, and,

iii. subject to provisions of sub-section e) below, Manufacturing Materials related to the terminated portion of this Contract. Nothing in this sub-section d) will be construed to grant the State rights to Deliverables that it would not have received had this Contract been fully performed. Upon direction of the Buyer, the Contractor shall also protect and preserve property in its possession in which the State has an interest.

e. The State shall pay Contract price for completed Deliverables delivered and accepted. Unless the Statement of Work calls for different procedures or requires no-charge delivery of materials, the Contractor and Buyer shall attempt to agree on the amount of payment for Manufacturing Materials and other materials delivered and accepted by the State for the protection and preservation of the property; provided that where the Contractor has billed the State for any such materials, no additional charge will apply. Failure to agree will constitute a dispute under the Disputes clause. The State may withhold from these amounts any sum it determines to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders.

f. If, after termination, it is determined by a final ruling in accordance with the Disputes Clause that the Contractor was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the State.

g. The rights and remedies of the State in this clause are in addition to any other rights and remedies provided by law or under this Contract, and are subject to the clause titled “Limitation of Liability.”

**23. FORCE MAJEURE**

Except for defaults of subcontractors at any tier, the Contractor shall not be liable for any excess costs if the failure to perform the Contract arises from causes beyond the control and without the fault or negligence of the Contractor. Examples of such causes include, but are not limited to:

a. Acts of God or of the public enemy, and

b. Acts of the federal or State government in either its sovereign or contractual capacity. If the failure to perform is caused by the default of a subcontractor at any tier, and if the cause of the default is beyond the control of both the Contractor and subcontractor, and without the fault or negligence of either, the Contractor shall not be liable for any excess costs for failure to perform.

**24. RIGHTS AND REMEDIES OF STATE FOR DEFAULT:**

a. In the event any Deliverables furnished or services provided by the Contractor in the performance of the Contract should fail to conform to the requirements herein, or to the sample submitted by the Contractor, the State may reject the same, and it shall become the duty of the Contractor to reclaim and remove the item promptly or to correct the performance of services, without expense to the State, and immediately replace all such rejected items with others conforming to the Contract.

b. In addition to any other rights and remedies the State may have, the State may require Contractor, at Contractor’s expense, to ship Deliverables via air freight or expedited routing to avoid or minimize actual or potential delay if the delay is the fault of the Contractor.

c. In the event of the termination of the Contract, either in whole or in part, by reason of default or breach by the Contractor, any loss or damage sustained by the State in procuring any items which the Contractor agreed to supply shall be borne and paid for by the Contractor (but subject to the clause entitled “Limitation of Liability”).
d. The State reserves the right to offset the reasonable cost of all damages caused to the State against any outstanding invoices or amounts owed to Contractor or to make a claim against the Contractor therefore.

**25. LIMITATION OF LIABILITY:**

a. Contractor’s liability for damages to the State for any cause whatsoever, and regardless of the form of action, whether in Contract or in tort, shall be limited to two times the Purchase Price. For purposes of this sub-section a), “Purchase Price” will mean the aggregate Contract price; except that, with respect to a Contract under which multiple purchase orders will be issued (e.g., a Master Agreement or Multiple Award Schedule contract), “Purchase Price” will mean the total price of the purchase order for the Deliverable(s) or service(s) that gave rise to the loss, such that Contractor will have a separate limitation of liability for each purchase order.
b. The foregoing limitation of liability shall not apply (i) to liability under the General Provisions, entitled “Patent, Copyright, and Trade Secret Protection” or to any other liability (including without limitation indemnification obligations) for infringement of third party intellectual property rights; (ii) to claims covered by any specific provision herein calling for liquidated damages; (iii) to claims arising under provisions herein calling for indemnification for third party claims against the State for bodily injury to persons or damage to real or tangible personal property caused by Contractor’s negligence or willful misconduct; or (iv) to costs or attorney’s fees that the State becomes entitled to recover as a prevailing party in any action.
c. The State’s liability for damages for any cause whatsoever, and regardless of the form of action, whether in Contract or in tort, shall be limited to the Purchase Price, as that term is defined in sub-section a) above. Nothing herein shall be construed to waive or limit the State’s sovereign immunity or any other immunity from suit provided by law.
d. In no event will either the Contractor or the State be liable for consequential, incidental, indirect, special, or punitive damages, even if notification has been given as to the possibility of such damages, except (i) to the extent that Contractor’s liability for such damages is specifically set forth in the Statement of Work or (ii) to the extent that Contractor’s liability for such damages arises out of sub-section b)(i), b)(ii), or b)(iv) above.

**26. CONTRACTOR’S LIABILITY FOR INJURY TO PERSONS OR DAMAGE TO PROPERTY:**

a. The Contractor shall be liable for damages arising out of injury to the person and/or damage to the property of the State, employees of the State, persons designated by the State for training, or any other person(s) other than agents or employees of the Contractor, designated by the State for any purpose, prior to, during, or subsequent to delivery, installation, acceptance, and use of the Deliverables either at the Contractor’s site or at the State’s place of business,

provided that the injury or damage was caused by the fault or negligence of the Contractor.

b. Contractor shall not be liable for damages arising out of or caused by an alteration or an Attachment not made or installed by the Contractor, or for damage to alterations or Attachments that may result from the normal operation and maintenance of the Deliverables provided by the Contractor during the Contract.

**27. INDEMNIFICATION:**

Contractor agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all third party claims, costs (including without limitation reasonable attorneys' fees), and losses due to the injury or death of any individual, or the loss or damage to any real or tangible personal property, resulting from the willful misconduct or negligent acts or omissions of Contractor or any of its agents, subcontractors, employees, suppliers, laborers, or any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Contract. Such defense and payment will be conditional upon the following:

a. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and

b. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

**28. INVOICES:**

Unless otherwise specified, invoices shall be sent to the address set forth herein. Invoices shall be submitted in triplicate and shall include the Contract number; release order number (if applicable); item number; unit price, extended item price and invoice total amount. State sales tax and/or use tax shall be itemized separately and added to each invoice as applicable.

**29. REQUIRED PAYMENT DATE:**

Payment will be made in accordance with the provisions of the California Prompt Payment Act, Government Code Section 927 et. seq. Unless expressly exempted by statute, the Act requires State agencies to pay properly submitted, undisputed invoices not more than 45 days after (i) the date of acceptance of Deliverables or performance of services; or (ii) receipt of an undisputed invoice, whichever is later.

**30. TAXES:**

Unless otherwise required by law, the State of California is exempt from Federal excise taxes. The State will only pay for any State or local sales or use taxes on the services rendered or Goods supplied to the State pursuant to this Contract.

**31. NEWLY MANUFACTURED GOODS:**

All Goods furnished under this Contract shall be newly manufactured Goods; used or reconditioned Goods are prohibited, unless otherwise specified.

**32. CONTRACT MODIFICATION:**

No amendment or variation of the terms of this Contract shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or agreement not incorporated in the Contract is binding on any of the parties.

**33. CONFIDENTIALITY OF DATA:**

All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made available to the Contractor in order to carry out this Contract, or which become available to the Contractor in carrying out this Contract, shall be protected by the Contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the Contractor. If the methods and procedures employed by the Contractor for the protection of the Contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The Contractor shall not be required under the provisions of this paragraph to keep confidential any data or information which is or becomes publicly available, is already rightfully in the Contractor's possession, is independently developed by the Contractor outside the scope of this Contract, or is rightfully obtained from third parties.

**34. NEWS RELEASES:**

Unless otherwise exempted, news releases pertaining to this Contract shall not be made without prior written approval of the Department of General Services.

**35. DOCUMENTATION**

a. The Contractor agrees to provide to the State, at no charge, a number of all nonproprietary manuals and other printed materials, as described within the Statement of Work, and updated versions thereof, which are necessary or useful to the State in its use of the Equipment or Software provided hereunder. The Contractor agrees to provide additional Documentation at prices not in excess of charges made by the Contractor to its other customers for similar Documentation.

b. The Contractor agrees that the State may reproduce such Documentation for its own use in maintaining the Equipment. If the Contractor is unable to perform maintenance, the Contractor agrees to license any other Contractor that the State may have hired to maintain the Equipment to use the above noted Documentation. The State agrees to include the Contractor’s copyright notice on any such Documentation reproduced, in accordance with copyright instructions to be provided by the Contractor.

**36. RIGHTS IN WORK PRODUCT:**

a. All inventions, discoveries, intellectual property, technical communications and records originated or prepared by the Contractor pursuant to this Contract including papers, reports, charts, computer programs, and other Documentation or improvements thereto, and including Contractor’s administrative communications

and records relating to this Contract (collectively, the "Work Product"), shall be Contractor's exclusive property. The provisions of this sub-section a) may be revised in a Statement of Work.

b. Software and other materials developed or otherwise obtained by or for Contractor or its affiliates independently of this Contract or applicable purchase order ("Pre-Existing Materials") does not constitute Work Product. If Contractor creates derivative works of Pre-Existing Materials, the elements of such derivative works created pursuant to this Contract constitute Work Product, but other elements do not. Nothing in this Section 37 will be construed to interfere with Contractor's or its affiliates' ownership of Pre-Existing Materials.

c. The State will have Government Purpose Rights to the Work Product as Deliverable or delivered to the State hereunder. "Government Purpose Rights" are the unlimited, irrevocable, worldwide, perpetual, royalty-free, non-exclusive rights and licenses to use, modify, reproduce, perform, release, display, create derivative works from, and disclose the Work Product. "Government Purpose Rights" also include the right to release or disclose the Work Product outside the State for any State government purpose and to authorize recipients to use, modify, reproduce, perform, release, display, create derivative works from, and disclose the Work Product for any State government purpose. Such recipients of the Work Product may include, without limitation, State Contractors, California local governments, the U.S. federal government, and the State and local governments of other states. "Government Purpose Rights" do not include any rights to use, modify, reproduce, perform, release, display, create derivative works from, or disclose the Work Product for any commercial purpose.

d. The ideas, concepts, know-how, or techniques relating to data processing, developed during the course of this Contract by the Contractor or jointly by the Contractor and the State may be used by either party without obligation of notice or accounting.

e. This Contract shall not preclude the Contractor from developing materials outside this Contract that are competitive, irrespective of their similarity to materials which might be delivered to the State pursuant to this Contract.

**37. PROTECTION OF PROPRIETARY SOFTWARE AND OTHER PROPRIETARY DATA**

a. State agrees that all material appropriately marked or identified in writing as proprietary, and furnished hereunder are provided for State's exclusive use for the purposes of this Contract only. All such proprietary data shall remain the property of the Contractor. State agrees to take all reasonable steps to insure that such proprietary data are not disclosed to others, without prior written consent of the Contractor, subject to the California Public Records Act.

b. The State will insure, prior to disposing of any media, that any licensed materials contained thereon have been erased or otherwise destroyed.

c. The State agrees that it will take appropriate action by instruction, agreement or otherwise with its employees or other persons permitted access to licensed software and other proprietary data to satisfy its obligations under this Contract with respect to use, copying, modification, protection and security of proprietary software and other proprietary data.

**38. PATENT, COPYRIGHT AND TRADE SECRET INDEMNITY:**

a. Contractor will indemnify, defend, and save harmless the State, its officers, agents, and employees, from any and all third party claims, costs (including without limitation reasonable attorneys' fees), and losses for infringement or violation of any U.S. Intellectual Property Right by any product or service provided hereunder. With respect to claims arising from computer Hardware or Software manufactured by a third party and sold by Contractor as a reseller, Contractor will pass through to the State such indemnity rights as it receives from such third party ("Third Party Obligation") and will cooperate in enforcing them; provided that if the third party manufacturer fails to honor the Third Party Obligation, Contractor will provide the State with indemnity protection equal to that called for by the Third Party Obligation, but in no event greater than that called for in the first sentence of this Section 39a). The provisions of the preceding sentence apply only to third party computer Hardware or Software sold as a distinct unit and accepted by the State.

   Unless a Third Party Obligation provides otherwise, the defense and payment obligations set forth in this Section 39a) will be conditional upon the following:

   i. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and
   ii. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

b. Contractor may be required to furnish a bond to the State against any and all loss, damage, costs, expenses, claims and liability for patent, copyright and trade secret infringement.

c. Should the Deliverables or Software, or the operation thereof, become, or in the Contractor's opinion are likely to become, the subject of a claim of infringement or violation of a U.S. Intellectual Property Right, the State shall permit the Contractor at its option and expense either to procure for the State the right to continue using the Deliverables or Software, or to replace or modify the same so that they become non infringing. If none of these options can reasonably be taken, or if the use of such Deliverables or Software by the State shall be prevented by injunction, the Contractor agrees to take back such Deliverables or Software and make every reasonable effort to assist the State in procuring substitute Deliverables or Software. If, in the sole opinion of the State, the return of such infringing Deliverables or Software makes the retention of other Deliverables or Software acquired from the Contractor under this Contract impractical, the State shall then have the option of terminating such Contracts, or applicable portions thereof,

without penalty or termination charge. The Contractor agrees to take back such Deliverables or Software and refund any sums the State has paid Contractor less any reasonable amount for use or damage.

d. The Contractor shall have no liability to the State under any provision of this clause with respect to any claim of patent, copyright or trade secret infringement which is based upon:
   i. The combination or utilization of Deliverables furnished hereunder with Equipment or devices not made or furnished by the Contractor; or,
   ii. The operation of Equipment furnished by the Contractor under the control of any Operating Software other than, or in addition to, the current version of Contractor supplied Operating Software; or
   iii. The modification by the State of the Equipment furnished hereunder or of the Software; or
   iv. The combination or utilization of Software furnished hereunder with non contractor supplied Software.

e. Contractor certifies that it has appropriate systems and controls in place to ensure that State funds will not be used in the performance of this Contract for the acquisition, operation or maintenance of computer Software in violation of copyright laws.

**39. EXAMINATION AND AUDIT:**

Contractor agrees that the State, or its designated representative shall have the right to review and copy any records and supporting Documentation pertaining to performance of this Contract. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees or others who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the State to audit records and interview staff in any subcontract related to performance of this Contract.

**40. DISPUTES:**

a. The parties shall deal in good faith and attempt to resolve potential disputes informally. If the dispute persists, Contractor shall submit to the Department Director or designee a written demand for a final decision regarding the disposition of any dispute between the parties arising under, related to or involving this Contract, unless the State, on its own initiative, has already rendered such a final decision. Contractor's written demand shall be fully supported by factual information, and if such demand involves a cost adjustment to the Contract, Contractor shall include with the demand a written statement signed by an authorized person indicating that the demand is made in good faith, that the supporting data are accurate and complete and that the amount requested accurately reflects the Contract adjustment for which Contractor believes the State is liable. If the Contractor is not satisfied with the decision of the Department Director or designee, the Contractor may appeal the decision to the Department of General Services, Deputy Director, Procurement Division. In the event that this Contract is for Information Technology Goods and/or services, the decision may be appealed to an Executive Committee of State and Contractor personnel.

b. Pending the final resolution of any dispute arising under, related to or involving this Contract, Contractor agrees to diligently proceed with the performance of this Contract, including the delivery of Goods or providing of services in accordance with the State's instructions. Contractor's failure to diligently proceed in accordance with the State's instructions shall be considered a material breach of this Contract.

c. Any final decision of the State shall be expressly identified as such, shall be in writing, and shall be signed by the Department Director or designee or Deputy Director, Procurement Division if an appeal was made. If the State fails to render a final decision within 90 days after receipt of Contractor's demand, it shall be deemed a final decision adverse to Contractor's contentions. The State's final decision shall be conclusive and binding regarding the dispute unless Contractor commences an action in a court of competent jurisdiction to contest such decision within 90 days following the date of the final decision or one (1) year following the accrual of the cause of action, whichever is later.

**41. STOP WORK:**

a. The State may, at any time, by written Stop Work Order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this Contract for a period up to 90 days after the Stop Work Order is delivered to the Contractor, and for any further period to which the parties may agree. The Stop Work Order shall be specifically identified as such and shall indicate it is issued under this clause. Upon receipt of the Stop Work Order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the Stop Work Order during the period of work stoppage. Within a period of 90 days after a Stop Work Order is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the State shall either:
   i. Cancel the Stop Work Order; or
   ii. Terminate the work covered by the Stop Work Order as provided for in the termination for default or the termination for convenience clause of this Contract.

b. If a Stop Work Order issued under this clause is canceled or the period of the Stop Work Order or any extension thereof expires, the Contractor shall resume work. The State shall make an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract shall be modified, in writing, accordingly, if:
   i. The Stop Work Order results in an increase in the time required for, or in the Contractor's cost properly allocable to the performance of any part of this Contract; and
   ii. The Contractor asserts its right to an equitable adjustment within 30 days after the end of the period of work stoppage; provided, that if the State decides the facts justify the action, the State may receive and act upon a proposal submitted at any time before final payment under this Contract.

c. If a Stop Work Order is not canceled and the work covered by the Stop Work Order is terminated in accordance with the provision entitled Termination for the Convenience of the State, the State shall allow reasonable costs resulting from the Stop Work Order in arriving at the termination settlement.

d. The State shall not be liable to the Contractor for loss of profits because of a Stop Work Order issued under this clause.

**42. FOLLOW-ON CONTRACTS:**

a. If the Contractor or its affiliates provides Technical Consulting and Direction (as defined below), the Contractor and its affiliates:
   i. will not be awarded a subsequent Contract to supply the service or system, or any significant component thereof, that is used for or in connection with any subject of such Technical Consulting and Direction; and
   ii. will not act as consultant to any person or entity that does receive a Contract described in sub-section (i). This prohibition will continue for one (1) year after termination of this Contract or completion of the Technical Consulting and Direction, whichever comes later.

b. "Technical Consulting and Direction" means services for which the Contractor received compensation from the State and includes:
   i. development of or assistance in the development of work statements, specifications, solicitations, or feasibility studies;
   ii. development or design of test requirements;
   iii. evaluation of test data;
   iv. direction of or evaluation of another Contractor;
   v. provision of formal recommendations regarding the acquisition of Information Technology products or services; or
   vi. provisions of formal recommendations regarding any of the above. For purposes of this Section, "affiliates" are employees, directors, partners, joint venture participants, parent corporations, subsidiaries, or any other entity controlled by, controlling, or under common control with the Contractor. Control exists when an entity owns or directs more than fifty percent (50%) of the outstanding shares or securities representing the right to vote for the election of directors or other managing authority.

c. To the extent permissible by law, the Director of the Department of General Services, or designee, may waive the restrictions set forth in this Section by written notice to the Contractor if the Director determines their application would not be in the State's best interest. Except as prohibited by law, the restrictions of this Section will not apply:
   i. to follow-on advice given by vendors of commercial off-the-shelf products, including Software and Hardware, on the operation, integration, repair, or maintenance of such products after sale; or
   ii. where the State has entered into a master agreement for Software or services and the scope of work at the time of Contract execution expressly calls for future recommendations among the Contractor's own products.

d. The restrictions set forth in this Section are in addition to conflict of interest restrictions imposed on public Contractors by California law ("Conflict Laws"). In the event of any inconsistency, such Conflict Laws override the provisions of this Section, even if enacted after execution of this Contract.

**43. PRIORITY HIRING CONSIDERATIONS:**

If this Contract includes services in excess of $200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified

recipients of aid under Welfare and Institutions Code Section 11200 in accordance with PCC Section 10353.

**44. COVENANT AGAINST GRATUITIES:**

The Contractor warrants that no gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by the Contractor, or any agent or representative of the Contractor, to any officer or employee of the State with a view toward securing the Contract or securing favorable treatment with respect to any determinations concerning the performance of the Contract. For breach or violation of this warranty, the State shall have the right to terminate the Contract, either in whole or in part, and any loss or damage sustained by the State in procuring on the open market any items which Contractor agreed to supply shall be borne and paid for by the Contractor. The rights and remedies of the State provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or in equity.

**45. NONDISCRIMINATION CLAUSE:**

a. During the performance of this Contract, Contractor and its subcontractors shall not unlawfully discriminate, harass or allow harassment, against any employee or applicant for employment because of sex, sexual orientation, race, color, ancestry, religious creed, national origin, disability (including HIV and AIDS), medical condition (cancer), age, marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Government Code, Section 12990 et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285.0 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations are incorporated into this Contract by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement.

b. The Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Contract.

**46. NATIONAL LABOR RELATIONS BOARD CERTIFICATION:**

Contractor swears under penalty of perjury that no more than one final, unappealable finding of contempt of court by a federal court has been issued against the Contractor within the immediately preceding two year period because of the Contractor's failure to comply with an order of the National Labor Relations Board. This provision is required by, and shall be construed in accordance with, PCC Section 10296.

**47. ASSIGNMENT OF ANTITRUST ACTIONS:**

Pursuant to Government Code Sections 4552, 4553, and 4554, the following provisions are incorporated herein:

a. In submitting a bid to the State, the supplier offers and agrees that if the bid is accepted, it will assign to the State all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. 15) or under the Cartwright Act (Chapter 2, commencing with Section 16700, of Part 2 of

Division 7 of the Business and Professions Code), arising from purchases of Goods, material or other items, or services by the supplier for sale to the State pursuant to the solicitation. Such assignment shall be made and become effective at the time the State tenders final payment to the supplier.

b. If the State receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the State any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the State as part of the bid price, less the expenses incurred in obtaining that portion of the recovery.

c. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and
   i. the assignee has not been injured thereby, or
   ii. the assignee declines to file a court action for the cause of action.

**48. DRUG FREE WORKPLACE CERTIFICATION:**

The Contractor certifies under penalty of perjury under the laws of the State of California that the Contractor will comply with the requirements of the Drug Free Workplace Act of 1990 (Government Code Section 8350 et seq.) and will provide a drug free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).

b. Establish a Drug Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:
   i. the dangers of drug abuse in the workplace;
   ii. the person's or organization's policy of maintaining a drug free workplace;
   iii. any available counseling, rehabilitation and employee assistance programs; and,
   iv. penalties that may be imposed upon employees for drug abuse violations.

c. Provide, as required by Government Code Section 8355(c), that every employee who works on the proposed or resulting Contract:
   i. will receive a copy of the company's drug free policy statement; and,
   ii. will agree to abide by the terms of the company's statement as a condition of employment on the Contract.

**49. FOUR-DIGIT DATE COMPLIANCE:**

Contractor warrants that it will provide only Four-Digit Date Compliant (as defined below) Deliverables and/or services to the State. “Four Digit Date Compliant” Deliverables and services can accurately process, calculate, compare, and sequence date data, including without limitation date data arising out of or relating to leap years and changes in centuries. This warranty and representation is subject to the warranty terms and conditions of this Contract and does not limit the generality of warranty obligations set forth elsewhere herein.

**50. SWEATFREE CODE OF CONDUCT:**

a. Contractor declares under penalty of perjury that no equipment, materials, or supplies furnished to the State pursuant to the contract have been produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. Contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at www.dir.ca.gov, and Public Contract Code Section 6108.

b. Contractor agrees to cooperate fully in providing reasonable access to its records, documents, agents or employees, or premises if reasonably required by authorized officials of the State, the Department of Industrial Relations, or the Department of Justice to determine Contractor's compliance with the requirements under paragraph (a).

**51. RECYCLING:**

The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the State regardless of whether the product meets the requirements of Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12156(e), the certification required by this subdivision shall specify that the cartridges so comply (PCC 12205).

**52. CHILD SUPPORT COMPLIANCE ACT:**

For any Contract in excess of $100,000, the Contractor acknowledges in accordance with PCC Section 7110, that:

a. The Contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable State and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with Section 5200) of Part 5 of Division 9 of the Family Code; and

b. The Contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.

**53. AMERICANS WITH DISABILITIES ACT:**

Contractor assures the State that Contractor complies with the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq).

**54. ELECTRONIC WASTE RECYCLING ACT OF 2003:**

The Contractor certifies that it complies with the requirements of the Electronic Waste Recycling Act of 2003, Chapter 8.5, Part 3 of Division 30, commencing with Section 42460 of the Public Resources Code, relating to hazardous and solid waste. Contractor shall maintain documentation and provide reasonable access to its records and documents that evidence compliance.

**55. USE TAX COLLECTION:**

In accordance with PCC Section 10295.1, Contractor certifies that it complies with the requirements of Section 7101 of the Revenue and Taxation Code. Contractor further certifies that it will immediately advise State of any change in its retailer's seller's permit or certification of registration or applicable affiliate's seller's permit or certificate of registration as described in subdivision (a) of PCC Section 10295.1.

**56. EXPATRIATE CORPORATIONS:**

Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of PCC Sections 10286 and 10286.1, and is eligible to contract with the State.

**57. DOMESTIC PARTNERS:**

For contracts over $100,000 executed or amended after January 1, 2007, the contractor certifies that the contractor is in compliance with Public Contract Code section 10295.3.

# ATTACHMENT 2 - IT SPECIAL PROVISIONS FOR THE EDR PROJECT

**ATTACHMENT 2**

# IT SPECIAL PROVISIONS FOR THE EDR PROJECT
# Dated October 29, 2009

## A. PURCHASE

### 1. Liquidated Damages

In the event a phase of the EDR Solution is not fully implemented by the Contractor consistent with the plans and schedules prescribed in the Management Requirement Deliverable (MRD) and Event Matrix (Exhibit XI-A), liquidated damages shall apply from the date of the phase's implementation up to the maximum amount of damages. It is therefore agreed by the State and the Contractor:

a. If the Contractor fails to implement Phase 1 or Phase 2 consistent with the scope in the Service Transition Plan (MRD049), the software, hardware, products and infrastructure specified per the Asset and Configuration Management Plan (MRD010), and the exact date in the Project Schedule (MRD002), or implements causing the State to revert to its former Legacy Systems, liquidated damages shall apply.

It is agreed by the State and the Contractor that in the event of the Contractor's failure to meet the Phase 1 and Phase 2 implementation deadlines as set forth above, damage will be sustained by the State. It is also agreed that it will be impractical and extremely difficult to ascertain and determine the actual damages which the State will sustain in the event of and by reason of such failure. It is therefore agreed that the Contractor will pay the State the amounts set forth below for such failures at the sole discretion of the State. The purpose of liquidated damages is to ensure adherence to the requirements in the Contract. No punitive intention is inherent.

Because time is of the essence in the Contract, it is the State's intent to meet Phase 1 and Phase 2 implementation dates as specified above. If for any reason the Contractor is delayed in meeting these implementation dates, liquidated damages in the amount of $6,500.00 per calendar day will be assessed for each calendar day Phase 1 or Phase 2 implementation dates are delayed; provided, however, that in no event shall the total liquidated damages assessed exceed $2,000,000.00. The State will provide the Contractor a complete accounting for all Liquidated Damages.

The provision of liquidated damages is only for a delay in implementation. The provision of liquidated damages for delays in implementation does not preclude the State from pursuing any and all other general damages pursuant to Paragraph 23 of the IT General Provisions for the EDR Project (Attachment 1) or otherwise available as a matter of law.

**2. Title to Equipment**

Unless otherwise specified in the Statement of Work, title to the Equipment shall remain with the Contractor, until such time as acceptance of the Final EDR Solution. Title to a special feature installed on a Machine and for which only a single installation charge was paid shall pass to the State at no additional charge, together with title to the Machine on which it was installed.

## B. TRANSITION PERIOD HARDWARE MAINTENANCE

**1. Maintenance of Equipment**

The Contractor is responsible under this Contract to maintain the Equipment identified in the Statement of Work. The Contractor shall keep the Equipment in good operating condition and shall always be responsive to the maintenance requirements of the State. Equipment maintenance shall be provided in accordance with this Contract, with the maintenance charges, Period of Maintenance Coverage, locations, etc. listed in the Statement of Work.

**2. Exclusions**

a. Maintenance service does not include:

1) Electrical work external to the Machines or maintenance of accessories, alterations, Attachments, or other devices not listed in the Statement of Work.

2) Repair of damage or increase in service time caused by: accident; disaster, which shall include, but not be limited to, fire, flood, water, wind, and lightning; transportation; neglect, misuse, fault or negligence of the State; and alterations, which shall include, but not be limited to, any deviation from Contractor's physical, mechanical, or electrical Machine design, and Attachments.

3) Repair of damage or increase in service time resulting from failure to provide a suitable installation environment with all facilities prescribed by the appropriate Contractor Installation Manual–Physical Planning (including, but not limited to, failure of, or failure to provide adequate electrical power, air conditioning or humidity control).

4) Repair of damage or increase in service time attributable to the use of the Machines for other than the data processing purpose for which it was acquired.

5) Furnishing platens, supplies or accessories; painting or refinishing the Machines or furnishing material therefore; inspecting Machines altered by other than Contractor; making specification changes or performing services connected with the relocation of Machines; or adding or removing accessories, Attachments or other devices.

6) Such service which is impractical for Contractor to render because of alterations or connection by mechanical or electrical means to another Machine.

7) Repair of damage, replacement of parts (due to other than normal wear) or repetitive service calls caused by the use of supplies or materials not meeting Contractor's specifications for such supplies or materials.

8) Repair of damage or increase in service time caused by conversion from one Contractor model to another or the installation or removal of a Contractor feature whenever any of the foregoing was performed by other than the Contractor.
9) Repair or maintenance by Contractor that is required to restore Equipment to proper operating condition after any person other than Contractor's employee had performed maintenance or otherwise repaired an item of Equipment.

b. The Contractor may be required to perform repair or maintenance on excluded items in paragraph a, above. An additional charge for such repair or maintenance shall be at the established Contract rates in the Statement of Work (SOW), Attachment 3.

**3. Responsibilities of the State**

Responsibilities of the State with regard to hardware maintenance are set forth in Section 2 of the SOW, Attachment 3.

**4. Responsibilities of the Contractor**

Responsibilities of the Contractor with regard to hardware maintenance are set forth in Section 3 of the SOW, Attachment 3.

**5. Hardware Maintenance Coverage**

a. Period of Maintenance Coverage:
1) The State may select a period or periods of maintenance coverage, as stated in the SOW.
2) The hours of maintenance coverage for a Machine on Monday through Friday shall be the same each day; and the hours on Saturday and Sunday shall be the same hours on all Saturdays or Sundays. All Machines covered under this Contract must have a simultaneous span of time within the selected periods of maintenance coverage, at least equal to the shortest period offered for any Machine in the System.
3) The State may change its selected Period of Maintenance Coverage by giving the Contractor 15 days prior written notice.

b. Preventive Maintenance (scheduled)
Preventive maintenance can either be performed within or outside of the Principal Period of Maintenance (PPM). No additional charge shall be made for Preventive Maintenance that is to be performed within the PPM.

c. Remedial Maintenance (unscheduled)
1) Remedial Maintenance shall be performed after notification by authorized State personnel that the Equipment is malfunctioning.
2) The Contractor shall provide the State with a designated point of contact and will initiate the Remedial Maintenance.
3) There shall be no additional maintenance charges for:
(a) Remedial Maintenance during the Period of Maintenance Coverage unless the Remedial Maintenance is due to the fault or negligence of the State.
(b) Time spent by maintenance personnel after arrival at the site awaiting the arrival of additional maintenance personnel or delivery of parts, or other such items, after a service call has been commenced.

(c) Remedial Maintenance required because the scheduled Preventive Maintenance preceding the malfunction had not been performed, unless the State had failed to provide access to the Equipment.

(d) The Contractor shall correct hardware problems within a period of four hours unless otherwise approved by the State. If the Contractor fails to correct such errors within four hours or other State approved timeframe, the State and the Contractor will first attempt to resolve the issues through the Conflict Resolution Process set forth in Section 5.e. of the SOW, Attachment 3.

(e) The first hour of work performed when Remedial Maintenance service is requested during the covered Period of Maintenance and the actual work is begun outside such period.

**6. Hardware Maintenance Charges**

a. All maintenance charges are included in the costs to be paid to the Contractor during the Contract period (Attachment 5 of the Contract).

b. There will be no charge for travel expense associated with maintenance service or programming service under this Contract.

c. All maintenance and other service activities (including but not limited to activities relating to pre-installation planning, inspections, relocation of Machines, engineering changes and altered programming) which may be made available by Contractor to the State at no additional charge, in connection with any Machines or programming supplied under this Contract, shall be subject to the terms and conditions of this Contract and Attachment 5 thereto, unless such activities are provided under another written agreement signed by the State and the Contractor.

**7. Engineering Changes**

Engineering changes, determined applicable by Contractor, will be controlled and installed by Contractor on Equipment covered by this contract. The State may elect to have only mandatory changes, as determined by Contractor, installed on Machines so designated. A written notice of this election must be provided to the Contractor for confirmation. There shall be no charge for engineering changes made. Any Contractor-initiated change shall be installed at a time mutually agreeable to the State and the Contractor.

**8. Relocation of Equipment**

a. In the event the Equipment being maintained under the terms and conditions of this Contract is moved to another location within the State of California, the Contractor shall continue to maintain the Equipment at the new location.

b. The charges of the Contractor to dismantle and pack the Equipment and installation at the new location shall be at the rates set forth in the Statement of Work. The State agrees to pay all costs incidental to any move, including costs for packing, crating, rigging, transportation, unpacking, uncrating, insurance, installation, and State and local sales tax, if any.

c. If Contractor is responsible for the move, no re-certification charges to confirm continued maintenance eligibility will be applicable. If the move is conducted by other than Contractor, State agrees to pay re-certification charges to Contractor at rates set forth in the Statement of Work.

**9. Termination**

Notwithstanding the Termination for Convenience provisions contained in the General Provisions, upon 30 days' written notification to the Contractor, State may terminate, at no cost to the State, maintenance for all or any portion of the Equipment identified in the Statement of Work.

## C. SOFTWARE

**1. License Grant**

a. The Contractor hereby grants to the State and the State accepts from the Contractor, subject to the terms and conditions of this Contract, a non-exclusive, non-transferable, license to use the Software listed in Worksheets VII.B.2, VII.B.4.7.1, VII.B.5, VII.B.6.I, VII.B.6.I.I, VII.B.6.2, VII.B.6.3, and VII.B.6.4 and incorporated into this Contract.

b. The State may use the Software in the conduct of its own business, and any division thereof.

c. By prior written notice, the State may redesignate the CPU in which the Software is to be used. The redesignation will be effective upon the date specified in the notice of redesignation.

d. The State retains the right to upgrade any designated CPU in order to enhance system performance capabilities without loss of licensing rights or grants.

**2. Encryption, CPU ID Authorization, and Source Codes**

a. When Encryption and CPU Identification (ID) authorization codes are required to operate the EDR Solution Software, the Contractor will provide all codes to the State with delivery of the Software.

b. In case of an inoperative CPU as defined in paragraph 1d. above, the Contractor will provide a temporary encryption or CPU ID authorization code to the State for use on a temporarily authorized CPU until the designated CPU is returned to operation.

c. When changes in designated CPUs occur, the State will notify the Contractor via telephone, facsimile, or e-mail of such change. Upon receipt of such notice, Contractor will issue via telephone, facsimile, or e-mail to the State within 24 hours, a temporary encryption ID authorization code for use on the newly designated CPU until such time as a permanent code is assigned.

d. The Contractor shall turn over Work Product and the complete Work Product release implementation directions, and any additional software that is required to prepare, modify, document, or operate the Final EDR Solution to the State prior to Final State Acceptance of the EDR Solution and transition to the State consistent with the System Transition to State Plan (MRD060).

**3. Fees and Charges**

The licenses granted to the State will be perpetual without recurring use charges and is not dependent upon the State's continuing to contract for software maintenance of the Final EDR Solution.

**4. Transition Period Software Maintenance**

a. The Contractor shall be responsible for the maintenance and operations of any and all deliverables placed into production including all Software consistent with the Service Operations Plan (MRD059), the Service Transition Plan (MRD049), and the Asset and Configuration Management Plan (MRD010). The

maintenance and support of any Software delivered to the State shall be provided, during the Transition Period and through the Warranty Period and any optional additional years of maintenance and operations, as per the Service Operations Plan.

b. The Contractor will provide a Warranty on all Software at no additional charge during the Warranty Period. The Warranty shall include all necessary changes required to keep the EDR Solution, Phases and Components thereof operational and meeting the original design objectives, which includes the correction of all errors affecting business functions identified by the State or the Contractor in any Software, including Adaptive, Corrective and Perfective changes (see definitions in RFP-FTB-0910-C001 Section XII).

c. The correction of any residual errors in any Software that may be discovered by Contractor or by the State will be considered maintenance. Such maintenance will be performed by the Contractor without additional charge for the duration of this Contract. Suspected errors discovered by the State in the Software will be handled by the following procedures:

   1) A listing of the output indicating the error and a copy of the identical input data causing the error along with the software component in machine-readable form will be submitted to Contractor along with a completed copy of the appropriate Contractor information form and, if appropriate, a listing of the contents of the memory of the CPU at the time the error condition was noted.
   2) Errors in Software as verified by the Contractor will be corrected by providing a new copy of the Software (or of the affected portions) in machine-readable form.
   3) The Contractor shall correct Software errors within a period of four hours unless otherwise approved by the State. The State may assess liquidated damages provisions provided in the SOW if the Contractor fails to correct such errors within four hours or other State approved timeframe, the State and the Contractor will first attempt to resolve the issues through the Conflict Resolution Process set forth in Section 5.e. of the SOW, Attachment 3.

d. The Contractor shall be responsible for maintenance and operations including all problems and Software defects caused by the State resulting from knowledge management activities per the Knowledge Management Plan (MRD011) unless otherwise approved by the State.

**5. Acceptance of Software**

a. COTS. Any software for the EDR Project must be purchased by and licensed to the Contractor. All required licenses purchased by the Contractor shall include written acceptance by the system software provider of the Third Party COTS General Provisions dated July 15, 2008 found at:

(http://www.documents.dgs.ca.gov/pd/TAS/SICOTSSWGPs071508.pdf).

The Contractor agrees to provide to the State this written acceptance and copies of the software licensing agreement(s) no later than State Acceptance of the Final EDR Solution. Prior to Final State Acceptance, a Contract for IT Goods and Services will be prepared and signed by the Third Party Provider (Sample STD. 213 form attached as Exhibit XI-E) or by the Contractor if the Contractor is

the owner of the software. State Acceptance of the Final EDR Solution is conditioned upon receipt and approval of these documents. Software licensing terms and conditions provided by the Contractor which are not in conflict with the Third Party COTS General Provisions dated July 15, 2008 and California law will be accepted by the State, provided however that any licensing clause, term or condition representing that the licenses are superior to or takes precedence over other articles, attachments, specifications, provisions, contracts, terms or conditions shall be stricken and shall have no legal effect.

The Contractor shall hold all licenses until the State Acceptance of the Final EDR Solution; thereafter, the licenses shall automatically pass to the State. In the event that the Contractor fails to perform on the Contract, the Contractor shall immediately grant all COTS licenses to the State upon request by the State.

The State reserves the right to waive these requirements on a case-by-case basis, at the State's sole discretion, if it is in the best interest of the State.

b. EDR Custom Work Products. State Acceptance of the Final EDR Solution shall include all EDR Solution Software**.**

**6. Right To Copy or Modify**

a. Any Software Product provided by Contractor in machine-readable form may be copied, in whole or in part, in printed or machine-readable form for use by the State with the designated CPU, to perform one-time benchmark tests, for archival or emergency restart purposes, to replace a worn copy, to understand the contents of such machine-readable material, or to modify the Software Product as provided below; provided, however, that no more than the number of printed copies and machine-readable copies as specified in the Statement of Work will be in existence under this Contract at any one time without prior written consent from Contractor. Such consent shall not be unreasonably withheld by the Contractor. The original, and any copies of the Software Product, in whole or in part, which are made hereunder shall be the property of the Contractor.
b. The State agrees to keep any such copies and the original at a mutually designated State location, except that the State may transport or transmit a copy of the original of any Software Product to another State location for backup use when required by CPU malfunction, provided the copy or the original is destroyed or returned to the designated location when the malfunction is corrected.
c. The State may modify any non-personal computer Software Product, in machine-readable form, for its own use and merge it into other program material; provided that nothing in this subsection c) will be construed to contradict the terms of any separate applicable third party license agreement. Any portion of the Software Product included in any merged program material shall be used only on the designated CPUs and shall be subject to the terms and conditions of this Contract.

**7. Future Releases**

Unless otherwise specifically provided in this Contract, or the Statement of Work, if improved versions of any Software Product are developed by Contractor, and are made available to other licensees, they will be made available to the State at the State's option at a price no greater than the Contract price plus a price increase proportionate to the increase from the list price of the original version to that of the new version, if any.

If the Software Product has no list price, such price increase will be proportionate to the increase in average price from the original to the new version, if any, as estimated by the Contractor in good faith.

## D. PERSONAL SERVICES

### 1. Contract Type

a. For work that has been defined, the Management Requirement Deliverable (MRD) and Events identified in the Matrix (Exhibit XI-A) and the related Remarks (Exhibit XI-B) define and authorize such work on a total contract fixed price basis, with a guarantee of task completion.
b. The MRD Remarks (Exhibit XI-B) further define the deliverables in the MRD and Event Matrix (Exhibit XI-A).
c. For additional work not foreseen at the time this Contract is executed, but which is in the scope of this RFP or is necessary to accomplish the goals of the EDR Project, Work Authorizations will define and authorize such work.
d. The term of this Contract is for 54 months to develop and implement the Final EDR Solution including all Phases and Components, and all hardware, software and products plus one year warranty, Maintenance and Operations of the EDR Solution. Additionally, the State may execute at Final State Acceptance any of the five one-year options for each EDR Maintenance and Operations type including: Options Period Total Maintenance and Operations (M&O), Custom Code Maintenance (CCM); System Operations (SO) with System Software Support (SSS); and System Software Support (SSS) only (20 total and separate options). (See RFP-FTB-0910-C001 Section VII.C.)
e. The State may, at its sole choosing, exercise the extensions to the maintenance and operations agreement at the proposed price;
f. The State may, at its sole choosing, exercise the Hot Site option for the services and costs proposed by the Contractor beginning from the first day Phase 1 of the EDR Solution is placed into production to the end of the Contract.

### 2. Responsibilities of the Contractor

Responsibilities of the Contractor with regard to personal services are set forth in Section 3 of the SOW, Attachment 3.

### 3. Responsibilities of the State

Responsibilities of the State with regard to personal services are set forth in Section 2 of the SOW, Attachment 3.

### 4. Benefits

In the event EDR Project revenue benefits based on the revenue baselines and Performance Measures per this Contract are significantly less than projected based on no fault of the Contractor or State and all Contract deliverables have been provided and services performed, the State and Contractor may consider other actual revenue benefits realized that were not anticipated and covered by the EDR Performance Measures in order to compensate the Contractor, subject to EDR Project Steering Committee Chair and Project Director's approval as well as the required external stakeholder and overseer reviews and approvals.

### 5. Unanticipated Tasks

The Contractor's proposal response to RFP-FTB-0910-C001 will include all tasks and deliverables including hardware and software necessary to provide the functionality

and performance specified in the solicitation and promised in the proposal including maintenance and operations. Any additional tasks and deliverables including software and hardware not included in the proposal, but determined necessary or required to meet Contract and proposed functionality and performance will be acquired at the sole expense of the Contractor.

If additional work must be performed that was unanticipated after final proposal submission that were not identified in either RFP-FTB-0910-C001 or the Contractor's proposal in response, but which, in the opinion of the State, are necessary to accomplish the goals of the EDR Project (see RFP-FTB-0910-C001 Section I), the following procedures will be employed.

a. For each item of unanticipated work, the FTB EDR Project Change Request Process will be used. When the Change Control Request is approved, a Work Authorization will be prepared by the Contractor in accordance with the sample attached as Exhibit A. All Contractor rates have been established by Contractor staff classification in their proposal response to RFP-FTB-0910-C001 Section VII. Unless otherwise agreed by both parties, the Contractor Work Authorization will be for a fixed price based on the change request rates in this Contract for the delivery of the change and shall not depend on benefits.
b. Each Work Authorization shall be prepared in accordance with Exhibit A, Sample Work Authorization.
c. The State has the right to require Contractor to stop or suspend work on any Work Authorization with five State business days' written notice.
d. The Contractor shall not initiate work effort for Work Authorizations until authorized in writing by the State, Department of General Services (DGS) and amendment to the Contract.

**7. Avoidance of Conflict of Interest**

The Contractor shall make all reasonable efforts to ensure that no conflict of interest exists between its officers, agents, employees, consultants, or members of its governing body. The Contractor shall prevent its officers, agents, employees, consultants, or members of its governing body from using their positions for purposes that are, or give the appearance of being motivated by a desire for private gain for themselves or others such as those with whom they have family, business, or other ties.

In the event that the State determines that a conflict of interest situation exists, the conflict may constitute grounds for termination of this Contract. This provision shall not be construed to prohibit the employment of persons with whom the Contractor's officers, agents, or employees have family, business or other ties so long as the employment of such persons does not result in increased costs over those associated with the employment of any other equally qualified applicant and such persons have successfully competed for employment with other applicants on a merit basis.

**Exhibit A**

## Sample Work Authorization

| **Schedule #** | |
|---|---|
| **Title** | (Title of the Work Authorization (WA)) |
| **Task Summary** | (Two to three sentence description of the work to be performed, the origin of the request, and the reason for the WA.) |
| **Priority** | (Priority Information from Change Control) |
| **Release Identification** | (Planned Release: Release Identification (if applicable) from Release Management Plan) |
| **Schedule Dates** | (Start Date: Date the work should start) |
| **Completion Date** | (Date the work will be delivered, in final form, for State Acceptance Testing.) |

| **Projected Labor-Hours** | **Rate Per Labor-Hour** | **Cost** |
|---|---|---|
| | $ | $ |
| | $ | $ |
| | $ | $ |
| **TOTAL** | $ | $ |

| **Contractor Personnel To Be Assigned** | **Job Classification and Skill Level** |
|---|---|
| | |
| | |
| | |
| | |

This task will be performed in accordance with this Work Authorization and the provisions of the SOW, Section XI.D.5., entitled "Unanticipated Tasks."

Approval:

Contractor Project Director Date FTB EDR Project Director Date

_____ _____

A. Task Description
[Detailed description of the WA including work to be performed, potential impact to schedule if not performed, dependencies, and other items of significance.]

B. Tasks and Contractor Responsibilities
1.
2.
3.

C. Deliverables
1.
2.
3.

D. Completion Criteria
Delivery of the accepted program and associated deliverable items listed under heading "C" above will constitute completion of this task.

E. Change Criteria
The program developed under this WA shall be subject to the FTB EDR Project Change Control Procedures.

F. State Responsibilities
1.
2.

G. Impacts
1. State Legacy Systems changes
2. State Infrastructure changes
3. State Resources required

H. Acceptance Criteria
1. Testing
2. Measurable Objectives

# ATTACHMENT 3 - STATEMENT OF WORK

**ATTACHMENT 3**

# STATEMENT OF WORK

## 1. Statement of Work (SOW) Introduction

FTB has identified significant opportunities to make fundamental changes to return processing and to improve utilization of data. These opportunities form the basis of the EDR Project. The EDR Project offers opportunities to change FTB's landscape through an enterprise approach of data sharing, reengineering business processes, automating business rules, monitoring business processes and key performance indicators, providing common services and leveraging Legacy Systems resulting in significant increased revenue. The identified architecture and technology areas for improvement, standardization and consolidation are directly related to the six prioritized business problems as follows:

- Filing Business Process
- Data Availability
- Data Analysis
- System Redundancy and Reuse
- Filing Self-Services
- BETS

The Goals of the EDR Project are:

- Reengineer PIT and BE Return Filing and Return Validation including fraud detection; and implement a new integrated PIT and BE Return Processing System with reusable and manageable business processes and rules including Return Filing, Return Validation, modeling and noticing processes integrated with Enterprise Common Services and required FTB Legacy Systems to make the processing of CA income tax returns more agile, efficient and effective;
- Expand and integrate the improved modeling process with Accounts Receivable Collections System (ARCS) to make collection case scoring and prioritization more effective;
- Expand return and supporting document imaging, return data capture and retention to increase the utilization of data including taxpayer relationships to improve the efficiency and effectiveness of Return Filing, Return Validation, fraud detection, Filing Enforcement (FE), Audit and Collections activities;
- Implement a new Enterprise Data Warehouse (EDW) and Enterprise Operational Data (EOD) with centralized data processing, matching and delivery services, enterprise business intelligence and data mining tools to improve the efficiency and effectiveness of data management and analysis and to make all required third party and return data available enterprise-wide for Return Filing, Return Validation, FE, Audit and Collections activities;
- Expand Return Validation to take advantage of the expanded data capture and correct more taxpayer return errors;
- Improve and expand use of data matching especially with regards to return processing to improve data quality and make more efficient and effective;

- Improve the quality of notices to make them easier for taxpayers to understand and reduce the number of contacts;
- Implement Enterprise Common Services including Contact, Notification, Internal Authentication, and Single Sign-on services with service oriented infrastructure to reduce redundancy, leverage, improve and reuse system functionality and to improve Return Filing, Return Validation, FE, Audit and Collections efficiency and effectiveness;
- Establish a Taxpayer Folder that consolidates existing taxpayer information and self-services and provides new taxpayer self-services including return and Notice view, address update, return and refund status, withhold at source waiver and protest Notice of Proposed Assessment self-services to improve the efficiency and effectiveness of Return Filing and Return Validation;
- Provide EDR Solution including Legacy Systems user training to maximize user productivity and revenue benefits;
- Provide Enterprise Common Service, Data and Filing Business Process Management Governance to maximize enterprise decision making and EDR Project success;
- Modify Business Entities Tax System (BETS) to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity and align system more closely with service oriented architecture consistent with requirements and provide training to reduce the cost of EDR Project required changes and the risk of maintainability and increase user productivity;
- Convert, load, or both, the Taxpayer Information (TI), BETS, Enterprise Customer Asset Income and Return (ECAIR), Professional Audit Support System (PASS) modeling, State Business Return Database (SBRD), Fraud, Power of Attorney (POA), Integrated Non-Filer Compliance (INC), e-file and Withhold at Source System (WASS) data to the EDW and EOD as required;
- Make business required data available to the enterprise through the Taxpayer Folder;
- Transition ECAIR and MY FTB Account with minimal impact on customers;
- Retire Personal Income Tax Return Validation (PIT RV), Corporation Document Tracking System, ECAIR, Personal Audit Workstation System (PAWS) interface, PASS modeling databases, SBRD, Image Delivery Application Expansion (IDAX), e-View, b-View, Mainframe File and Print and Business Intelligence and Data Services (BIDS) Process Summary System, Management Information System, and PIT Return Data Mart System;
- Decommission PIT and BE ARCS STRATA;
- Interface Head of Household (HOH), IRS Computer Paragraph #2000 (CP2000), Selected Tax Returns for Automated Audit (STARS), and Federal State Automated Report System (FEDSTAR II) with the EDR Solution to issue automated PIT Notice of Proposed Assessments (NPA);
- Provide a PIT user interface to issue NPAs with the EDR Solution especially for PASS users;
- Modify PASS to use enterprise data, select PIT returns and create PIT cases for audit;
- Retain current capability to issue NPAs with BETS;

- Retain current capability to issue collections notices through ARCS;
- Retain current capability to issue FE NPAs through INC;
- Modify Legacy Systems including TI, BETS, PIT and BE ARCS, PASS and INC to meet EDR Project requirements and support realization of benefits;
- Leverage input systems and infrastructure and retain modified TI, BETS, INC, PASS and ARCS; and
- Provide maintenance and operations of the EDR Solution and acquire the knowledge, skills, abilities and documentation to transition maintenance and operations to the State.

This SOW defines the tasks needed to implement and support the EDR Project. It also establishes responsibilities for completing these tasks.

## 2. Responsibilities of the State

The following shall be the responsibilities of the State:

**a. Hardware Services**

i. Unless mutually agreed to by the Contractor and the State, State personnel will not perform maintenance or attempt repairs to the Equipment while such Equipment is governed by the terms of this Contract.

ii. Subject to the State's security regulations, the Contractor shall have full and free access to the Machines to provide service thereon.

iii. The State shall provide the data center to host and make the necessary changes to the facilities to accommodate the EDR Solution.

iv. The State shall have the facilities ready as identified in Worksheet VII.B.3 to accommodate the EDR Solution no later than 90 days after project start.

**b. Personal Services**

i. The State will provide appropriate facilities and equipment for up to 145 Contractor staff, including workstations, personal computers with approved State applications, and telephones, and access to printers, copiers, and office supplies. The cost for the personal computers will be recouped as specified in RFP-FTB-0910-C001 Section VII.A.8.

ii. Within five State business days after notification from the Contractor of proposed replacement staff or DVBE subcontractors, the FTB EDR Project Director or designee will notify the Contractor of its approval or disapproval of the Contractor's recommended replacement pending the background and security check per Section 3.b.vii., below. The State will also commence a background investigation on the replacement staff, and if the State is notified that the replacement does not pass this investigation, the State will have five State business days after being notified to inform the Contractor that the replacement may not work on the EDR Project. If the State disapproves the recommended replacement or the replacement does not pass the background investigation, and the Contractor disagrees with the State’s decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

iii. The State is responsible for providing required information, data, documentation, and test data to facilitate the Contractor’s performance of the

work, and will provide such additional assistance and services as is specifically set forth in the SOW.

**c. Administrative Services**

i. The State will support required legacy system changes consistent with EDR Requirements and the design proposed by the Contractor, and the State roles and responsibilities as described in the State accepted EDR Solution and Legacy Systems Integration Plan (MRD038).
ii. The State will support data conversion activities limited to planning, validation and fallout clean-up consistent with State roles and responsibilities as described in the State accepted Data Conversion Plan (MRD053).
iii. The State will support required FTB infrastructure changes consistent with EDR requirements and the design proposed by the Contractor, and the State roles and responsibilities described in the State accepted Technical Infrastructure Plan (MRD024).
iv. The State will support the annual loading of EDR required data into the EDW as described in the State accepted Data Conversion Plan (MRD053) and Knowledge Management Plan (MRD011).
v. The State will plan, execute and evaluate System Qualification Testing as described in the State accepted Master Test Plan (MRD040) and the approved State System Qualification Test Plan.
vi. The State is responsible for retiring all FTB legacy systems consistent with EDR Requirements, and after the necessary and approved EDR Solution modifications have been made and State accepted.
vii. The State will contact, coordinate and manage all external agency participation consistent with EDR requirements.
viii. The State will conduct quarterly Management Performance Reviews of Contractor Project Management, Technical Management and Benefits Management consistent with EDR Requirements, rules and Contract.

## 3. Responsibilities of the Contractor

The Contractor shall be responsible for the following:

**a. Hardware Services**

i. Transition Period Hardware maintenance service includes the following:
   (a) Scheduled Preventive Maintenance based upon the specific needs of the individual Machines as determined by manufacturer.
   (b) Unscheduled, on-call Remedial Maintenance. Such maintenance will include lubrication, adjustments, and replacement of maintenance parts deemed necessary by the Contractor.
   (c) Maintenance parts will be furnished by Contractor and will be new or equivalent to new in system performance or meet performance objectives per the State accepted System Performance and Capacity Management Plan (MRD025) when used in these machines. All maintenance parts including original and replaced maintenance parts will become the property of the State at State Acceptance of the Final EDR Solution.
   (d) Preventive maintenance shall be performed on a schedule which is mutually acceptable to the State and the Contractor, which is consistent

with the State's operating requirements, and which is based upon the specific needs of the Equipment as determined by the manufacturer. Such schedules shall be in writing and shall specify the frequency and duration of Preventive Maintenance for the Equipment in the Statement of Work.

(e) Remedial Maintenance shall be commenced promptly after notification by an authorized State representative that Equipment and Software are inoperative.

(f) The Contractor shall only use the State provided data center for hosting and operation of the EDR Solution.

**b. Personal Services**

i. The Contractor must perform EDR Solution analysis, design, development, testing, and training development activities at the FTB Central Office currently in Sacramento during normal business hours. Normal business hours are Monday through Friday, 7:00 a.m. to 6:00 p.m. Pacific Time, excluding approved State holidays. If the Contractor identifies potential tasks that may be accomplished off-site without adversely affecting the project, the FTB EDR Project Director or designee may grant exceptions based on the Contractor's written justification to work off-site. However, the State may require the Contractor to make off-site staff available to work at the FTB Central Office. All expenses (for example, food, transportation, and lodging) to bring the off-site staff to the FTB Central Office will be the Contractor's responsibility.

ii. The State reserves the right to disapprove the continuing assignment of Contractor personnel provided to the State under this Contract.

iii. The Contractor staff considered key personnel are Project Director, Project Manager, Development Manager and Implementation Manager, and other roles at equal or same levels of responsibility, including the participants in the Conflict Resolution Process provided in Section 5.e. below.

(a) The Contractor's key personnel must have the skills, experience and education to effectively perform at the level of the respective roles identified above in an IT project of the scope and complexity like the EDR Project.

(b) Each key personnel must have a minimum of five years IT project management experience

(c) The Contractor must provide the key personnel for the duration of their role on the project if those individuals remain in the employ of the Contractor. The State recognizes that a resignation or other events may cause Contractor project team members to be unavailable and the steps to replace key members are as follows:

(1) If a key member of the Contractor's staff notifies the Contractor that they will be leaving the project, the Contractor must notify the FTB EDR Project Director within two State business days after being notified.

(2) The Contractor must make every reasonable effort to provide qualified replacement personnel ten State business days from notification from key personnel. The proposed replacement staff must have the same or higher-level skills and experience as the

person leaving the project. The State reserves the right to approve replacement of key personnel before they start on the project to ensure that the proposed replacement has the sufficient qualifications to perform at that level. The State reserves the right to validate the proposed replacement staff references prior to approving their participation on the project. The FTB EDR Project Director or designee has up to five State business days to approve or disapprove the selected replacement.

(d) If the FTB EDR Project Director or designee disapproves the recommended replacement and the Contractor disagrees with the State's decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

i. The Contractor will be responsible for successful performance of the Contract including all Contractor staff, subcontractors and support services offered in this RFP. Furthermore, the State will consider the Contractor to be the sole point of contact regarding all communication, contractual, performance and compensation matters for the term of the Contract. The Contractor must not assign financial documents to a third party without prior written approval by the State.

ii. The Contractor will make every effort consistent with sound business practices to honor the specific requests of the State with regard to assignment of its employees; however, the Contractor reserves the sole right to determine the assignment of its employees. If a Contractor employee is unable to perform due to illness, resignation, or other factors beyond the Contractor's control, the Contractor will make every reasonable effort to provide suitable substitute personnel. The services provided by the Contractor to accomplish the SOW shall be under the control, management, and supervision of the Contractor, including any subcontractors or off-site Contractor staff (if applicable).

iii. The Contractor must make available personnel as listed in their Human Resources Management Plan in the Project Management Plan (MRD001) for the purpose of providing the services required to accomplish the tasks described in the SOW and the Management Requirements.

iv. If the Contractor engages a subcontractor that complies with the State of California Disabled Veterans Business Enterprise (DVBE) Participation Program requirements and that a DVBE subcontractor is leaving the project, the replacement subcontractor must be qualified as a DVBE participant.

(a) If a DVBE subcontractor notifies the Contractor that they will be leaving the project, the Contractor must notify the FTB EDR Project Director or designee within two State business days after being notified.

(b) The Contractor must within ten State business days from notification from the subcontractor make every reasonable effort to engage qualified replacement DVBE subcontractors and to provide its recommendations by submitting a completed copy of GSPD-05-105 (08/09) Bidder Declaration and the Std. 843 DVBE Declaration (if applicable) to the FTB EDR Project Director. The State reserves the right to validate DVBE compliance (including Commercially Useful Function) and approve

replacement DVBE subcontractors before they start on the project. The FTB EDR Project Director or designee has up to five State business days to approve or disapprove the selected replacement.

(c) If the FTB EDR Project Director or designee disapproves the recommended replacement DVBE subcontractor and the Contractor disagrees with the State's decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

(d) The State will not compensate the Contractor for any of the Contractor's time or effort to educate or otherwise make a replacement subcontractor ready to begin work on the Contract.

v. The Contractor must comply with FTB security restrictions related to the access of FTB facilities and network, as set forth in FTB-RFP-0910-C001 Section VI.

vi. The Contractor agrees to use State facilities for the sole purpose of performing the work called for in this Contract.

vii. The Contractor staff including all subcontractor staff and replacement staff assigned to the EDR Project will be subject to a pre-employment background investigation and security check in order to be allowed access to FTB facilities and network. The investigation will consist of completion of a pre-employment questionnaire (Form 7866, provided in Bidders' Library), fingerprinting, and an inquiry to the California Department of Justice to disclose criminal records. The criteria for disapproving any Contractor personnel or subcontractor from participating in contract activities relating to misdemeanor and felony criminal offenses fall within four major categories – dishonesty, fraud, theft and acts of violence. Offenses within these categories, which are generally considered to be job related, include, but are not limited to misappropriation of funds, falsification of documents, petty or grand theft, crimes of violence against persons, unlawful transportation or sale of controlled substances, major violations of State tax laws and offenses involving moral turpitude.

(a) If a member of the Contractor's staff or subcontractor staff (including replacements) does not pass the background investigation, the FTB EDR Project Director or designee will notify the Contractor that the individual may not work on the EDR Project. If the Contractor disagrees with this finding, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

viii. Contractor and subcontractor personnel must agree to adhere to FTB policies regarding rules of conduct and must sign the Statement of Incompatible Activities and Rules of Conduct for Departmental Employees (Form 7808, provided in Bidders' Library).

ix. The Contractor must provide the State with a minimum of three weeks written notice, prior to the arrival of the Contractor staff to be housed at the Project site, to arrange workspace and desktop equipment.

x. The Contractor must implement processes to ensure all standards and methodologies applicable to work performed are imposed on all Contractor team members including subcontractors.

xi. The Contractor may advise the State on where State resources should be allocated when actual revenue performance is less than projected.

**c. Administrative Services**

i. The Contractor shall adhere to and meet the requirements as set forth in FTB RFP-0910-C001 Section VI.

ii. The Contractor must provide an EDR Solution to the EDR Strategic Business Problems consistent with EDR Requirements and State-accepted MRD. (MRD018-Requirements Management Plan; MRD019-Functional Requirements Traceability Document).

iii. The Contractor must provide Project Management services and documentation consistent with EDR Project Management Requirements and State-accepted MRD (MRD001-Project Management Plan; MRD003-Cost/Schedule Variance Report; MRD004-Implementation Evaluation Report; MRD005-Project Closeout Plan).

iv. The Contractor must perform Technical Management including Requirements Management and Documentation, System Engineering, System Design and Development, and Software Development, in accordance with the EDR Technical Management Requirements and Technical Management Approach. (See MRD and Event Matrix (Exhibit XI-A).)

v. The Contractor must review the complete RFP-FTB-0910-C001 package and any addenda thereto, as set forth in RFP Section I, Introduction and Overview.

**4. Deliverables**

a. Project Phases

i. The Contractor must implement Phase 1 of the EDR Solution for the 2014 tax season no later than January 2014 and such that 2013 PIT tax returns are processed by the Phase 1 system.

ii. The Contractor must implement Phase 2 of the EDR Solution for the 2015 tax season no later than January 2015 and such that 2014 PIT and BE tax returns are processed by the Phase 2 system.

iii. The Contractor must implement Phase 1 of the EDR Solution on the date agreed to in the Project Schedule (MRD002) due 12 months after Contract award and accepted by the State.

iv. The Contractor must implement Phase 2 of the EDR Solution on the date agreed to in the Project Schedule (MRD002) due 18 months after Contract award and accepted by the State.

b. Management Requirement Deliverable (MRD) and Management Requirement Events (MRE)

i. The numbering of the deliverables in the MRD Matrix and Event Matrix (Exhibit XI-A) does not indicate the order in which they must be worked. They are numbered to segregate the deliverables into specific project stages. Performance of tasks can overlap these stages. The Project deliverable dates and milestones agreed to by the Contractor and the State will determine the exact time these deliverables will be due. Acceptance

criteria, State review period, standards, and detailed content are set forth in the MRD and Event Matrix (Exhibit XI-A) and defined in MRD Remarks (Exhibit XI-B).

ii. Each MRD (Exhibit XI-A) contains the deliverable name and identification number with a cross reference to the number of the task requirement to produce the deliverable. Exhibit XI-A also shows the applicable standard, Acceptance and submission requirements for the deliverable. All required tasks and deliverables shall be performed and provided for the fixed price listed in this Contract. The deliverables are further defined in MRD Remarks (Exhibit XI-B).

iii. The Contractor agrees to perform the services for which it is responsible, to accomplish this work in the manner and time stated in the Project Schedule (MRD002), and to provide the deliverable items as required.

iv. A Deliverable Item Description (DID) is required prior to beginning work on each deliverable in the Management Requirement Deliverables and Event Matrix to validate common understanding of the deliverables. The Contractor Project Director (or designee) will meet with the FTB EDR Project Director (or designee) and other resources as necessary to develop a DID using the approved DID template (Exhibit XI-C). This process will establish expectations for the State and the Contractor regarding the appropriate interpretation of standards, expected deliverable content, milestones, State role and responsibilities in development of the deliverable for Knowledge Management purposes, Acceptance criteria, reviewers, review time frames, time for State Acceptance, process and frequency for maintaining and updating the deliverable, date of first submission and any subsequent submissions required. The due dates for each DID will be driven by the Project Schedule (MRD002), which will be agreed upon by the FTB EDR Project Director (or designee) and the Contractor.

**5. Deliverable Acceptance**

Acceptance of all EDR Project deliverables including the Final EDR Solution will be governed by this SOW. Acceptance is conditioned on compliance with all Contract requirements.

**a. Contractor Formal Transmittal of Deliverables**

The Contractor shall submit for review and approval a formal transmittal letter from the Contractor's Project Director addressed to FTB EDR Project Director (or designee) for each deliverable for the purpose of acceptance. The deliverable must contain an approval page, which indicates the date submitted, to whom submitted, deliverable author, and title of the deliverable. The MRD and Event Matrix (Exhibit XI-A) prepared for State review and acceptance must be attached to the transmittal. The Contractor shall not submit dependent deliverables for State review and acceptance while dependent deliverables as identified in the System Engineering Management Plan (SEMP) (MRD007) are still pending State review and acceptance. In no event shall deliverables be accepted into production with dependent predecessor deliverables per the SEMP still pending State review and acceptance.

**b. Approval of Deliverables**

Detailed deliverable acceptance criteria are included in the MRD and Event Matrix (Exhibit XI-A) based on the type of deliverable being reviewed in accordance with any applicable standards or State-approved equivalent for that deliverable. Upon acceptance of a deliverable, the State will issue a Notice of Accepted Deliverable.

**c. FTB Time for State Acceptance**

The State's time for State acceptance is stated in the MRD and Event Matrix (Exhibit XI-A).

**d. Rejection of Deliverables or Events**

i. If the Contractor submits a Deliverable or conducts an Event as identified in the MRD Matrix that does not conform to the acceptance criteria as specified in the MRD Matrix (Exhibit XI-A) and consistent with the applicable Management Requirements (Section VI.D), MRD Remarks (Exhibit XI-B) and Deliverable Item Description, it may be deemed unsatisfactory and the State will issue a Notice of Rejected Deliverable. The Notice shall be in writing, state the specific reason for the deficiency, and provide the timeline for correction of the deficiency as specified by the FTB EDR Project Director or designee. In the Notice of Rejected Deliverable, which may require the Contractor to submit a Corrective Action Plan (CAP), the State will allow a minimum of five State business days for the Contractor to resubmit the corrected Deliverable to the FTB EDR Project Director or designee.

ii. In the event that significant changes or corrections are required to correct the Deliverable or the Event, the Contractor may request, in writing, an extension to the specified timeline. Approval of the extension is at the sole discretion of the FTB EDR Project Director (or designee).

iii. If the resubmitted Deliverable or Event is not acceptable to the State, a second Notice of Rejected Deliverable will be issued. The Contractor shall correct and resubmit the Deliverable or re-conduct the Event within five State business days of receipt of the second Notice, unless a longer period is approved by the FTB EDR Project Director or designee.

iv. If the corrected Deliverable is not submitted or the Event is not re-conducted within the approved period after receipt of the second Notice, or if the corrected Deliverable is submitted or Event conducted but is still not acceptable, the FTB EDR Project Director (or designee) shall exercise one of the following options:

(a) Issue a third Notice of Rejected Deliverable or Event and allow the Contractor additional attempts to correct the State-specified defects.

(b) Issue a Notice of Conditional Accepted Deliverable or Event thus allowing the Contractor to move forward with the Project.

(c) Send a final Notice of Rejected Deliverable or Event and initiate the EDR Project Conflict Resolution Process described herein. (d) Accept the Deliverable and adjust compensation in consideration of business value as determined by the State.

(e) Reject the Deliverable and withhold compensation consistent with the Management Performance Review.

(f) Proceed with other rights and remedies for the State as appropriate and described in this Contract.

**e. Conflict Resolution**

This process shall be used for all conflicts arising between the State and the Contractor including disagreements arising out of the Management Performance Reviews pertaining to project, technical and benefits management.
The parties shall use their best, good faith efforts to cooperatively resolve conflicts and problems that arise in connection with this Contract. When a conflict arises between the State and Contractor, both parties shall attempt to resolve the conflict pursuant to this Section if they agree in writing that use of this process shall be appropriate and likely to resolve the conflict. Both parties shall continue without delay to carry out all their respective responsibilities under this Contract while attempting to resolve the conflict under this Section.

When a conflict arises between the State and Contractor, the Contractor Project Director and FTB EDR Project Director shall each provide Notice to the other party of the conflict with a copy sent to the Contractor's and State's participants in the next level of the Conflict Resolution Process. The Notice of Conflict shall specify the issues in conflict and the position of the party submitting the Notice. The Contractor Project Director and the FTB Project Director shall use their best, good faith efforts to resolve the conflict within five State business days of submission by either party to the other of such Notice of the conflict. If the Contractor Project Director and FTB Project Director are unable to resolve the conflict within such five days, either party may request that the conflict be escalated for resolution to the EDR Steering Committee Chair and Project Director including the FTB Chief Information Officer and the Contractor's counterpart. Such request must specify the issues in conflict, the position of the party submitting the notice and requestor's understanding of the relative positions of the parties. The EDR Steering Committee Chair and the Contractor Project Director shall use their best, good faith efforts to resolve the conflict within ten State business days of submission by either party of a request for these parties to resolve the conflict. If the EDR Steering Committee Chair and the Contractor Project Director are unable to resolve the conflict within such ten days, the parties will follow instructions within the IT General Provisions for the EDR Project (Attachment 1, IT General Provisions for EDR Project, Section 40, Disputes) within five State business days thereafter.

**f. Inspection of Work in Progress**

The Contractor agrees that the FTB EDR Project Director or designee including the Project Oversight Consultant (POC) or Independent Verification and Validation (IV&V), shall have the authority to inspect any and all of the Contractor's work in progress. The purpose of such inspections will be to verify project progress as reported by the Contractor and to ensure that Work Products are in conformity with requirements or Contract provisions. If, upon such inspection, the State, POC or IV&V identify significant deviations from progress reported by the Contractor, the FTB EDR Project Director or designee may require the Contractor to submit a CAP within five State business days for

consideration and approval by the FTB EDR Project Director or designee. The FTB EDR Project Director or designee may, at his or her sole discretion, order that project activities be suspended until the CAP is approved and implemented.

**g. Defect Tracking**

Suspected defects discovered by the State in the EDR Solution Software will be handled by the following procedures:

i. The State will report the problem to the Contractor and provide a clear description of the problem, including the activity performed when the error occurred, the expected outcome, and the unexpected or undesirable outcome obtained. The State will also identify the impact on business processes of the problem, and identify any workaround implemented to mitigate that impact.

ii. Errors in the EDR Solution Software as verified by the Contractor will be corrected by providing a new copy of both source and object code for said EDR Solution Software (or of the affected portions) in machine-readable form, along with any instructions for implementing the correction.

iii. For errors not covered by the Service Level Agreement (SLA), the Contractor shall correct EDR Solution Software errors within four hours unless an extension is approved by the FTB EDR Project Director or designee, otherwise FTB may assess liquidated damages provisions provided in Section A.1. of the IT Special Provisions for the EDR Project, Attachment 2. The Contractor will apply its best efforts to correct or provide a reasonable workaround for errors affecting business processes.

## 6. Maintenance and Operations

This Section summarizes the Maintenance and Operations (M&O) services the Contractor must meet to maintain and operate the EDR Solution, Phases and all Components during the Transition Period and Warranty Period, and the Final EDR Solution during the Options Period, if exercised by the State. (See Section 17 of the IT General Provisions for the EDR Project, Attachment 1, for the State's definition of Warranty and RFP-FTB-0910-C001 Section XII for the State's definition of Transition Period.)

During the Transition Period, the Contractor is responsible for all Maintenance and Operations of the EDR Solution, Phases, and all Components thereof, including the integration points with the FTB infrastructure and Legacy Systems and all Contractor provided hardware, software and products. This responsibility begins when any of the aforementioned deliverables are placed into production to the end of the EDR Contract term. Furthermore, the Contractor is responsible for coordinating, troubleshooting and resolving all Maintenance and Operations problems and incidents with FTB technical staff that involve the FTB enterprise infrastructure components—mainframe, network, storage, and FTB supported Legacy Systems applications.

The correction of any residual errors in the EDR Solution, Phases, or Components thereof that may be discovered by the Contractor or by the State after State acceptance will be considered maintenance. The Contractor will perform such maintenance under the terms of the EDR Contract consistent with the EDR Requirements and as further

defined in the State accepted Service Transition Plans and Service Operations Plans per the MRD and Event Matrix (Exhibit XI-A) and Remarks (Exhibit XI-B).

During the Options Period, the Contractor is responsible for any of the four separate five one-year Maintenance and Operations Contract options exercised by the State for continued Maintenance and Operations services for the Final EDR Solution as defined in Section VII of this RFP-FTB-0910-C001. The State may exercise any one of these options at their sole discretion provided there is proper notice and there is not a break or an increase in Contractor provided Maintenance and Operations services. The State must provide written notice of their intent to execute the options to the Contractor at least 120 days prior to the beginning of the option period. These options must include, but are not limited to, all Final EDR Solution, hardware, software, and infrastructure services previously covered under the Warranty. (See Section 17 of the IT General Provisions for the EDR Project, Attachment 1.)

**7. Letter of Credit**

The State requires the Contractor to demonstrate financial resources necessary to perform under the EDR Contract by securing a $20 million Letter of Credit. Contractors are required to submit with their Draft and Final Proposals, a signed letter on official letterhead from a financial institution stating that the financial institution is agreeing to issue the Contractor the required Letter of Credit. The awarded Contractor will be required to provide the State with a Letter of Credit that is acceptable to the State within 15 days after Contract execution. The Letter of Credit must be unconditional. A renewable Letter of Credit is unacceptable. The Franchise Tax Board, State of California, must be identified as beneficiary. The financial institution issuing the Letter of Credit must be insured by the Federal Deposit Insurance Corporation and must be licensed to do business in the State of California.

The Letter of Credit must further provide for honor of a draft or demand for payment presented with the State's written statement, signed by the Executive Officer of the Franchise Tax Board, certifying that there has been loss, damage, or liability resulting from the Contractor's performance or nonperformance of duties and obligations under the Contract, or from the negligence or act of omission by the Contractor or its agents, servants, and employees and that the amount of the demand or draft is, therefore, now payable.

The Letter of Credit must remain in effect from Contract execution until sixty calendar days after Full Implementation. The Contractor agrees to extend the Letter of Credit if the date of the Full Implementation is changed.

The State will notify the Contractor in writing when the Letter of Credit provision is being invoked. At no time shall the process be invoked without first attempting to resolve issues through the Conflict Resolution Process set forth in 5.e. above.

**8. Insurance Requirements**

The Contractor must maintain, and require each proposed subcontractor with participation equal to or greater than ten percent (10%) of the Contract value to maintain, the Insurance Policies listed below for the entire Contract term. The insurance carriers must be licensed to do business in the State of California. The Contractor must furnish the State certificates of insurance for all required policies, including all required endorsements and waivers, prior to Contract award and at any time thereafter the State may request. Such certificates must list the Franchise Tax Board as the certificate holder, as follows:

Franchise Tax Board
P.O. Box 2128
Sacramento, CA 95812-2128

a. **Contractor:** Commercial General Liability Insurance with a limit of no less than $5,000,000 each occurrence. If the policy has an aggregate limit, that limit shall apply on a "per project or location" basis. The policy shall include coverage for liability arising out of premises/operations, products/completed operations, independent Contractors, personal/advertising injury and liability assumed under an insured Contract. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
b. **Each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Commercial General Liability Insurance with a limit of no less than $1,000,000 each occurrence. If the policy has an aggregate limit, that limit shall apply on a "per project or location" basis. The policy shall include coverage for liability arising out of premises/operations, products/completed operations, independent Contractors, personal/advertising injury and liability assumed under an insured Contract. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
c. **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Automobile Liability Insurance with a limit of no less than $1,000,000 each accident covering all owned, hired and non-owned autos. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
d. **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Workers' Compensation with statutory limits and employers' liability with a limit of no less than $1,000,000. The policy must include a waiver of subrogation in favor of the State of California, Department of General Services and Franchise Tax Board.

**9. Confidentiality Statement**

All financial, statistical, personal, technical and other data and information relating to the State's operations which are designated confidential by the State and made available to

the Contractor in order to carry out this Contract, or which become available to the Contractor in carrying out this Contract, shall be protected by the Contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State.

The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure are provided in the State Administrative Manual (SAM), SAM Section 5320.5 (http://sam.dgs.ca.gov/TOC/5300/5320.5.htm) and SAM Section 5350.2 (http://sam.dgs.ca.gov/TOC/5300/5350.2.htm), and FTB Information Security Policy (see Bidders' Library for FTB Policy Files 9201, 7611, and 7700.) If the methods and procedures employed by the Contractor for the protection of the Contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph.

The Contractor shall not be required to keep confidential any data or information which is or becomes publicly available, is already rightfully in the Contractor's possession, is independently developed by the Contractor outside the scope of the Contract, or is rightfully obtained from third parties. Any data or information, which the State identifies to the Contractor to be confidential, will be treated in the following manner:

a. The Contractor and all project staff (including subconractor staff and replacement staff) whose duties require access to such data or information, or to any equipment or device which contains such data or information, must first sign a Confidentiality Statement (FTB Form 7912, Exhibit XI-D) as presented in FTB General Procedure Manual, Section 7000.
b. When the Contractor exercises the option to replace defective parts of any equipment or device containing confidential data, the Contractor will certify to the State that all such data contained therein has been destroyed and is no longer readable. Any hard copy printouts created during testing or servicing of equipment or devices which disclose any confidential data or information will be destroyed by the Contractor in accordance with Internal Revenue Service specifications found in Publication 1075 – Tax Information Security Guidelines for Federal, State and Local Agencies and Entities or will be given to the State for proper disposal (http://www.irs.gov/pub/irs-pdf/p1075.pdf).

# ATTACHMENT 4

# GLOSSARY OF TERMS AND DEFINITIONS

**ATTACHMENT 4**

# GLOSSARY OF TERMS AND DEFINITIONS

All terms and definitions are provided in RFP-FTB-0910-C001 Section XII, Glossary of Terms and Definitions.

# ATTACHMENT 5

# CONTRACT COSTS

**ATTACHMENT 5**

# CONTRACT COSTS

It is mutually understood between the parties that this Contract may have been written before ascertaining the availability of legislative appropriation of funds, for the mutual benefit of both parties, in order to avoid program and fiscal delays which would occur if the Contract were executed after that determination was made.

This Contract is valid and enforceable only if sufficient funds are made available by the State Budget Act of the appropriate State fiscal years covered by this Contract for the purposes of this program. In addition, this Contract is subject to any additional restrictions, limitations, or conditions enacted by the Legislature or any statute enacted by the Legislature which may affect the provisions, terms, or funding of this Contract in any manner.

It is mutually agreed that if the Legislature does not appropriate sufficient funds for the program, this Contract shall be amended to reflect any reduction in funds.

**Invoicing and Payment for Services**
All Compensation and payments shall be rendered in accordance with this Attachment. Maintenance and Operations payments made during the Options Period will be paid monthly in arrears.

After State acceptance of a Compensation Deliverable or Authorized Work, the Contractor may render itemized invoices. Invoice payments are subject to availability of benefits in accordance with this Attachment and RFP Section VII. Invoices can only be submitted quarterly in arrears, and in triplicate to:

Franchise Tax Board
Attn: Fiscal Accounting
P.O. Box 2800
Sacramento, CA 95812-2800

**The following worksheets are included in this Contract:**

Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary
Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown
Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown
Worksheet VII.A.4 – Total Contract Amount Breakdown
Worksheet VII.A.5 – EDR Project Payment Schedule
Worksheet VII.A.6 – MPR Remediation Schedule
Worksheet VII.A.7 – Unanticipated Tasks Labor Rates
Worksheet VII.B.1 - Hardware Cost
Worksheet VII.B.2 – Software Cost
Worksheet VII.B.3 – Facilities Changes

Worksheet VII.B.4 – Services Cost Summary
Worksheet VII.B.4.1 – Governance Consulting Services
Worksheet VII.B.4.2 – Project Management Services
Worksheet VII.B.4.3 – Software Customization Services
Worksheet VII.B.4.4 – BETS Decoupling Services
Worksheet VII.B.4.5 – Data Conversion Services
Worksheet VII.B.4.6 – Training Services
Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period
Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period
Worksheet VII.B.5 – Hot Site Costs
Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary
Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options
Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail
Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options
Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options
Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options
Worksheet VII.B.6.5 - Maintenance and Operations Contract Options Labor Rates

Detail worksheets will be inserted upon award of Contract.

# ATTACHMENT 6

# Contractor's Response to RFP-FTB-0910-C001

**ATTACHMENT 6**

# Contractor's Response to RFP-FTB-0910-C001

Attach Contractor’s response to RFP-FTB0910-C001

**EXHIBIT XI-A**

## MANAGEMENT REQUIREMENT DELIVERABLE AND EVENT MATRIX

The deliverables in the table below coincide with and are the deliverables required by the Management Requirements in Section VI of the RFP-FTB-0910-C001. The Standards and Acceptance information in the table are contractual obligations of the Contractor. The submission or execution requirements for these Management Requirement Deliverables and Events are subject to change and State review and acceptance with consideration to the Contractor's Project Schedule and availability of State resources.

| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **Project Management – Stage 1 – Ongoing Project Tasks** | | | | | | | | |
| | MRD001 | Project Management Plan (Initial) | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | N/A | N/A | Once | With Bid | 20 State business days from project start |
| | MRD001 | Project Management Plan (Bi-annual) | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Bi-annual | 180 days after project start | Every180 days thereafter |
| | MRD002 | Project Schedule (Version 1) | MS Project or equivalent | N/A | N/A | Once | With Bid | Project start + 10 State business days |
| | MRD002 | Project Schedule (Weekly) | MS Project or equivalent | Walk-thru prior to delivery - State review and acceptance required | 3 State business days | Updated weekly | Project start + 10 business days | Weekly |
| | MRD003 | Time and Schedule Variance Report (Initial) | IEEE Std 1409-2003 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | Project start + 1 month | N/A |
| | MRD003 | Time and Schedule Variance Report (Ongoing) | IEEE Std 1409-2003 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Monthly | Project start + 1 month | N/A |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| | MRD070 | Risk Management Plan | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start +3 months | N/A |
| | MRD071 | Quality Management Plan | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start +3 months | N/A |
| **Project Management – Stage 6 – First Year Operations and Closeout** | | | | | | | | |
| | MRD004-1 | Phase 1 Implementation Evaluation Report | State Format | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month before implementation of Phase 1 | N/A |
| | MRD004-2 | Phase 2 Implementation Evaluation Report | State Format | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month before implementation of Phase 2 | N/A |
| | MRD005 | Project Closeout Plan | IEEE 1058-1998 and 1490-2003 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months before project completion | N/A |
| **Technical Management – Stage 0 – Technical Reviews** | | | | | | | | |
| **RMP** | MRE001 | System Requirements Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE002 | Logical Database Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE003 | System Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE004 | Physical Database Preliminary Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **RMP** | MRE005 | Software Requirement Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE006 | Physical Database Critical Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE007 | Software Preliminary Design Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE008 | Software Critical Design Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE009 | Software Verification Test Readiness Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE010 | System Verification Test Readiness Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE011 | Operational Readiness Assessment and Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **Technical Management – Stage 1 – Project Initiation and Planning** | | | | | | | | |
| **TMA** | MRD006 | Technical Management Approach | Contractor format | Walk-thru prior to delivery - State review and acceptance required | N/A | Once | With Bid | 20 State business days from project start |
| **TMA** | MRD007 | System Engineering Management Plan | IEEE 1220-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | As needed, when modified |
| **SDP** | MRD008 | Software Development Plan | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 4 months | As needed, when modified |
| **BPRP** | MRD009 | Enterprise Governance Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 3 months | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **SDP** | MRD010 | Asset and Configuration Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start plus 6 months | As needed, when modified |
| **KMP** | MRD011 | Knowledge Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 2 months | As needed, when modified |
| **SDP** | MRD012 | Software Development Tools Training Materials | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Software Development Tools training minus 1 month | As needed, when modified |
| **BPRP** | MRD013 | Organizational Change Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | First implementation minus 8 months | As needed, when modified |
| **BPRP** | MRD014 | Organizational Change Management Guide | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | First implementation minus 8 months | As needed, when modified |
| **SDP** | MRD015 | Software User Manual | IEEE 1063-2001 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Two months prior to production release | As needed, when modified |
| **SDP** | MRD016 | Technical Quality Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 5 months | As necessary |
| **STP** | MRD046 | Implementation Contingency Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | First deployment minus 4 months | As necessary |
| **STP** | MRD017 | Hardware and Software Installation Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 9 months | As necessary |
| **Technical Management – Stage 2 – Requirements** | | | | | | | | |
| **RMP** | MRD018 | Requirements Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Project start + 1 month | Project start + 6 months |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **RMP** | MRD019 | Functional Requirements Traceability Document | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | As needed, when modified |
| **RMP** | MRD020 | System/Subsystem Specification | IEEE 830-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **RMP** | MRD021 | Software Requirements Specification | IEEE 830-1998 Software Requirements | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 12 months | As needed, when modified |
| **Technical Management – Stage 3 – Design** | | | | | | | | |
| **SDP** | MRD022 | System/Subsystem Design Description | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 9 months | As needed, when modified |
| **SDP** | MRD023 | System Integration Design Description | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 10 months | As needed, when modified |
| **SDP** | MRD024 | Technical Infrastructure Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **SDP** | MRD068 | Technical Infrastructure Design Description | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 8 months | As needed, when modified |
| **SDP** | MRD025 | System Performance and Capacity Management Plan | State review and acceptance required | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Critical Design Review + 2 months | As needed, when modified |
| **SDP** | MRD026 | Software Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software preliminary design review + 10 State business days | As needed, when modified |
| **SDP** | MRD027 | Software Detailed Design Description and Model | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Critical Design & Review + 10 State business days | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **DDP** | MRD028 | Database Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Physical Database Preliminary Design review + 10 State business days | As needed, when modified |
| **LSIP** | MRD029 | Legacy Systems Interface Design Description | IEEE 1016-1988 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Preliminary Design Review + 10 State business days | As needed, when modified |
| **LSIP** | MRD030 | External Entity Interface Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 1 month | As needed, when modified |
| **BPRP** | MRD031 | Business Process Reengineering Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **BPRP** | MRD032 | Business Process Reengineering Design Description and Model | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | System design review + 30 State business days | As needed, when modified |
| **Technical Management – Stage 4 – Development** | | | | | | | | |
| **SDP** | MRD033 | User Interface Standard. | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 8 months | As needed, when modified |
| **SDP** | MRD034 | Software Product Specification | IEEE 830-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 8 months | As needed, when modified |
| **DDP** | MRD035 | Database Development Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **DDP** | MRD056 | Database Administration Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 12 months | As needed, when modified |
| **DDP** | MRD036 | Logical Data Model | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 10 months | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **DDP** | MRD037 | Physical Data Model | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 12 months | As needed, when modified |
| **LSIP** | MRD038 | EDR Solution and Legacy Systems Integration Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 2 months | As needed, when modified |
| **SDP** | MRD069 | Proof of Concept Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified. |
| **SDP** | MRD039 | Proof of Concept Report for the Business Rule Engine; Business Process Management ; Data Warehouse; Service Oriented Architecture | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month prior to design | As needed, when modified |
| **Technical Management – Stage 5 – Testing** | | | | | | | | |
| **MTP** | MRD040 | Master Test Plan | Software Test 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **MTP** | MRD041 | System Verification Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD042 | System Verification Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD043 | System Performance Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD044 | System Qualification Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Operation Readiness Assessment Review + 10 State business days | As necessary |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **MTP** | MRD045 | System Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD047 | System Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **Technical Management – Stage 6 - Transition** | | | | | | | | |
| **STP** | MRD048 | Software Version Description | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | System Requirement | As needed, when modified |
| **STP** | MRD049 | Service Transition Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 9 months | As necessary |
| **STP** | MRD050 | Service Level Attainment Report | Contractor format with State acceptance | State acceptance required | 10 State business days | Monthly | First software installation + one month | As necessary |
| **STP** | MRD051 | Technical Change Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Project start + 3 months | As needed, when modified |
| **STP** | MRD052 | Data Conversion Requirements Document. (Phase I) | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Physical Database Preliminary Design Review + 1 month | As needed, when modified |
| **DDP** | MRD053 | Data Conversion Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 4 months | As necessary |
| **DDP** | MRD054 | Data Conversion Test Plan | Software Test 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Data Conversion Requirements Document acceptance + 1 month | As necessary |
| **DDP** | MRD055 | Data Cleanup Report | Contractor format with State acceptance | State review and acceptance required | 20 State business days | NA | Six months prior to each conversion | On demand |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **STP** | MRD057 | Training Transition Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months prior to implementation | As needed, when modified |
| **STP** | MRD060 | System Transition to State Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Full implementation | As necessary |
| **STP** | MRD058 | User Training Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months prior to implementation | As needed, when modified |
| **Technical Management – Stage 7 – Operations and Closeout** | | | | | | | | |
| | MRD059 | Service Operations Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | 6 months prior to project completion | As needed, when modified |
| **SOP** | MRD061 | Service Maintenance and Operations Report | Contractor format with State acceptance | State review and acceptance | 10 State business days | Ongoing | First implementation + 1 month | As necessary |
| **SOP** | MRD062 | Service Operations Manual | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Hardware installation minus 6 months | As necessary |
| **SOP** | MRD063 | Retention Control Document | Contractor format with State acceptance | State acceptance required | 20 State business days | As needed | Completion of requirements development + 1 month | As needed, when modified |
| **SOP** | MRD064 | Business Continuity Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Quarterly | Project start + 6 months | As needed, when modified |
| **SOP** | MRD065 | Service Desk Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Help Desk rollout minus 6 months | As necessary |
| **SOP** | MRD066 | Security and Access Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | |
| **SOP** | MRD067 | Security Incident Report | Contractor format with State acceptance | State review and acceptance required | 10 State business days | As needed | As needed | As necessary |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **Compensation Deliverables** | | | | | | | | |
| **N/A** | MRD072 | Enterprise Data Warehouse and Enterprise Operational Data Store | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD073 | Data Matching Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD074 | Noticing Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD075 | Contact Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD076 | Phase 1 PIT Return Processing Solution | Contractor format with State acceptance | State Acceptance of System Qualification Test | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | N/A |
| **N/A** | MRD077 | Phase 2 including BE Return Processing Solution | Contractor format with State acceptance | Final State Acceptance | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | N/A |
| **N/A** | MRD078 | Modeling Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD079 | Taxpayer Folder | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD080 | BETS Decoupling Solution | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | |
| **N/A** | MRD081 | Completion of Legacy System Changes | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |

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**EXHIBIT XI-B**

# MANAGEMENT REQUIREMENT DELIVERABLE REMARKS

The remarks in the table below further define the requirements for the Management Requirement Deliverables. The MRD numbers in the table below coincide with the MRD number of the deliverable in the Management Requirement Deliverables and Event Matrix above and the Management Requirements in RFP-FTB-0910-C-001 Section VI.

| MRD NO. | DELIVERABLE NAME | DELIVERABLE REMARK |
|---|---|---|
| MRD001 | Project Management Plan | **Project Management Plan (PMP)**<br>The Contractor's Project Management Plan (PMP) must also comply with the EDR Project Management Plan. The PMP is a governing plan that must address how all activities and related plans, documents and deliverables in its scope are managed and executed and how they inter-operate with each other. For Quality Management and Risk Management, the details can be found in the respective plans. The content of the EDR plan must include, at a minimum, the following components:<br>• Scope Change Management Plan<br>• Time and Schedule Management Plan<br>• Human Resources Management Plan<br>• Risk Management Plan<br>• Quality Management Plan<br>• Issue and Action Item Management Plan<br>• Communication Management Plan |
| MRD002 | Project Schedule (Version 1) | The project schedule must be developed to a level of detail consistent with PMBOK Standard. The schedule must be in MS Project and include, at a minimum, all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones for Phase 1 and Phase 2 of the project. |
| MRD003 | Time and Schedule Variance Report (Initial and Monthly) | **Time and Schedule Variance Report (Initial and Monthly)**<br>The Contractor must provide a variance report that depicts deviations from the planned budget or schedule. The report must include, at a minimum:<br>• Graphical depiction showing the cumulative budget and schedule plotted against the actual budget and schedule<br>• Explanation of variances (positive if below budget or ahead of schedule and negative if over budget or behind schedule) |

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| | | • Corrective action plan if project is over budget or behind schedule |
| MRD004 | Phase 1/Phase 2 Implementation Evaluation Report | **Phase 1/Phase 2 Implementation Evaluation Reports**<br>The Contractor must provide Phase 1 and Phase 2 Implementation Evaluation Reports upon completion of Phase 1 and Phase 2 of the Project. This report must consist of the following, at a minimum:<br>• Assessment of the degree of success from the Phase implemented, in particular, the extent to which it met its objectives, delivered planned levels of benefit, and addressed the specific requirements as originally defined.<br>• Examination of the efficacy of all elements of the working business solution to see if further improvements can be made to optimize the benefit delivered.<br>• Identification of lessons learned from each phase of implementation, lessons which can be used by the team members and by the organization to improve future project work and solutions. |
| MRD005 | Project Closeout Plan | **Project Closeout Plan (PCP)**<br>The objective of the Project Closeout Plan (PCP) is to describe all project closeout activities that must be followed for project closeout. This plan must be developed to a level of detail consistent with PMBOK Standard and must address the following topics:<br>• Accept the project's products by sign-off from customer, Project Director, and the Steering Committee as appropriate<br>• Conduct a Lessons Learned Session<br>• Provide content for the Post Implementation Evaluation Report (PIER)<br>• Recognize outstanding work<br>• Celebrate the achievements of the Project Team<br>• Disburse the resources – staff, facilities and automated systems<br>• Complete and archive all final project records<br>• Conduct contract closure and related inspections |
| MRD006 | Technical Management Approach | **Technical Management Approach (TMA)**<br>This objective of this deliverable is to provide information about the overall Technical Management Approach (TMA) covering all aspects of technical management, and how all the other |

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| | | deliverables are related to each other and are planned and executed to achieve the final results. This must describe the system engineering, development, and implementation activities for the EDR System. It must also include the operations approach, which describes managing production support activities such as operations, problem and incident management, IT service desk, and Security and Access Management.<br>The TMA must include, at a minimum, information on the following stages of the Software Development Lifecycle (SDLC):<br>• Introduction<br>• Referenced Documents<br>• Overview of Technical Management Approach<br>• Technical Reviews<br>• Project Initiation and Planning<br>• Requirements Management<br>• Design<br>• Development<br>• Testing<br>• Transition<br>• Operations and Closeout<br><br>The TMA must include the approach, strategies and methodologies associated with the following governing plans: Requirements Management Plan, Software Development Plan, Database Development Plan, Master Test Plan, Business Process Reengineering Plan, EDR Solution and Legacy Systems Integration Plan, Knowledge Management Plan, Service Transition Plan and Service Operation Plan.<br><br>For more details, please see the Deliverable Item Description for the Technical Management Approach. |
| MRD007 | System Engineering Management Plan | **System Engineering Management Plan (SEMP)**<br>The objective of the System Engineering Management Plan (SEMP) is to describe the processes, activities, and tools that must be used by the project team to implement the system engineering activities of the EDR Project. The SEMP must describe an overview of the project engineering activities. The following system development activities and plans must be governed solely, or in part, by the SEMP: Software Development Plan, System Configuration Management Plan, System Configuration Procedures, System Configuration |

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| | | Records, Requirement Management Plan, Knowledge Management, Software Quality, User Interface Standards, Software Product Specification, System/Subsystem Specifications, System/Subsystem Design Descriptions, Technical Infrastructure Descriptions, Software Requirements Specification, Software Design Descriptions, Database Development Plan, External Entity Interface Design, Master Test Plan, Software Test Plan, System Verification, Legacy Data Archive, Release Notes, System Security, Performance and Capacity Management Plan, and Technical Reviews.<br><br>The SEMP is one of few project-wide governing documents, used at a high level to direct the project. In combination, these documents become the catalyst for developing all other project planning deliverables.<br><br>The SEMP must describe, at a minimum, the following system engineering activities:<br>• Project Description<br>• System Engineering Process Planning must, at a minimum, describe the framework and foundation on which the EDR Systems Engineering Process (SEP) will be operating, including the major systems engineering products, technical objectives, work breakdown structure, standards and procedures followed, and work authorization processes.<br>• Requirement Analysis and Requirements Baseline Validation must, at a minimum, describe the process of identifying and documenting the objectives and requirements of the system or system component while considering relevant factors such as constraints that affect the solution.<br>• Requirements Baseline Validation must, at a minimum, describe the process of evaluating the requirements baseline to validate that it represents identified expectations and constraints and assessing the requirements baseline to determine whether the full spectrum of possible system operations and system life cycle support concepts has been adequately addressed.<br>• Functional Analysis must, at a minimum, describe the process of defining the problem defined by requirements analysis in clearer detail and decomposing the system |

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| | | functions to lower-level functions that shall be satisfied by elements of the system design. Functional Analysis essentially defines “what” the system needs to do.<br>• Functional Verification must, at a minimum, describe the process of assessing the completeness of the functional design in satisfying the validated requirements baseline and producing a verified functional design for input into the synthesis sub-process.<br>• Synthesis must, at a minimum, provide information on the process of defining detailed design solutions that satisfy the requirements of the verified functional designs. This must include detailed models, plans, or designs that confirm the requirements defined in the functional design.<br>• Design Verification must, at a minimum, provide information on the process of verifying traceability of the detailed design to the verified functional design and verifying that the detailed design satisfies the validated requirements baseline.<br>• System Analysis must, at a minimum, provide information on the process of resolving conflicts identified during requirements analysis, decomposing functional requirements, allocating performance requirements during functional analysis, evaluating the effectiveness of alternative design solutions, selecting the preferred design solution, assessing the system effectiveness, and managing risk factors. System Analysis must also include Hardware, Software and Infrastructure Analysis.<br>• Control which must include design capture, interface management, data management, systems engineering master schedule, technical performance measurement, all the technical reviews, supplier control, and requirements traceability.<br>• Transitioning critical technologies which must include, at a minimum, technology selection, process improvement, and evolutionary system development.<br>• Integration of system engineering effort, including, at a minimum, organizational structure, and required systems engineering integration.<br>• Additional systems engineering activities including items such as long-lead items, engineering tools, design to cost, value engineering, system integration plan, and interface with other lifecycle functions |

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| MRD008 | Software Development Plan | **Software Development Plan (SDP)**<br>The objective of the Software Development Plan (SDP) is to document all the activities related to Software Development.<br>This plan includes details of the tools, procedures and methodologies that must be used by the EDR Development Team to support the design and construction of the EDR Solution. The SDP expands on the overview of the development lifecycle information provided in the SEMP and provides additional details about the software development process for the EDR Solution. The SDP is governed by the System Engineering Management Plan (SEMP). The SDP must describe, at a minimum, the following system development activities:<br>• Scope<br>• Objective<br>• Referenced documents<br>• Overview of required work, which must include information on requirements and constraints on system/software to be developed, requirements and constraints on development deliverables, position of the project in the development lifecycle, selected development strategy, constraints on project schedule and resources, other requirements and constraints<br>• Plans for performing general software development activities, which must include information on software development roles and responsibilities of State and contract staff, software development risks and mitigation, software development process including software development lifecycle activities, major milestones, release schedule, general approach for software development including software development methods, standards and practices for software products and tools, metadata management, traceability<br>• Plans for performing detailed software development activities, which must include information on project planning and oversight, establish a software development environment, system requirements analysis, system design, software requirements analysis, software design, detail design, database design and development, software build and unit test, unit integration test, system testing, system verification testing, software/hardware item integration and testing, system qualification testing, |

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| | | preparing for software use, preparing for software transition, system configuration management, software product evaluation, software quality assurance, corrective action, joint technical and management reviews, technical risk management, software management indicators, subcontractor management, interfacing with Software IV&V agents, project process improvement<br>• Description of tools to enable asset and configuration management<br>• Schedules and activity network, which must include information on project timeline, milestones and objectives, development dependency diagrams, dependencies between other plans and deliverables, and process improvement approach<br>• Development organization and resources<br>• Methodology for maintaining technical quality including integration with other processes<br>• Other plan components include: software documentation tools, automated testing tools, requirement traceability, design reviews, quality assurance reviews, and the software and hardware environment approach<br>• Description of how Proof of Concept will validate the proposed EDR Solution<br>• Description of how process models will work with a heterogeneous software and hardware environment.<br>• The approach and methodology to ensure software quality through the use of rigorous and standardized processes.<br>• The approach to utilizing open-standards design, development, testing, and documentation technologies<br>• Approach for software development process improvement.<br>• Approach to strategies for integration with system documentation tools and artifacts for Legacy systems, TI, and BETS.<br>• A description of the software development environment and tools for architecture.<br>• Description of the automated testing tools for architecture<br>• Hardware and software resource requirements for architecture<br>• Description of architectural services and components<br>• Establishing a Software Development environment |

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| | | • Methodology based software design activities<br>• Software coding activities<br>• Software testing activities<br>• Software documentation activities<br>• Software transition planning activities<br>• Software configuration management activities |
| MRD009 | Enterprise Governance Plan | **Enterprise Governance Plan (EGP)**<br>The objective of the Enterprise Governance Plan (EGP) is to describe the changes to FTB's existing governance that are required in order to successfully implement and support the EDR Project.<br><br>At a minimum, The EGP must identify and describe the following:<br>• Policies, processes, standards and procedures – Identify the policies, processes, standards, and procedures (either new or changes to existing ones) that are required to support the Enterprise Governance Strategy<br>• Approach to Enterprise Governance<br>• Decision Points and Approval Processes – identify decision points and approval processes related to the Enterprise Governance Strategy<br>• New Organizational Roles – define new organization roles that relate directly to the Enterprise Governance Strategy.<br>• Implementation and Resource Plan – develop an implementation plan that identifies the tasks and resources associated with implementing Enterprise Governance<br>• Training Plan – develop a training plan that supports the Enterprise Governance Strategy<br>• Communication Plan – develop a communication plan regarding the Enterprise Governance Strategy |
| MRD010 | Asset and Configuration Management Plan | **Asset and Configuration Management Plan (ACMP)**<br>The Asset and Configuration Management Plan (ACMP) describes the approach and processes for managing and versioning configuration items created during development, implementation, and maintenance and operations phases of the EDR Project. The plan is part of an overall quality control program that promotes quality development and deployment of the EDR Solution and underlying infrastructure. The ACMP |

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| | | defines the types of items that must be under ACMP control; such as software code, configuration files, design documentation, and other supporting documentation; supports controlled changes to configuration items through well-defined processes; defines the teams responsible for identifying and tracking configuration items, and for overseeing the ACMP process; and identifies necessary tools that enable Asset and Configuration Management. The intended audiences for this document are EDR stakeholders and team members.<br><br>The ACMP Plan must, at a minimum, include planning for:<br><br>• Approach including organization, Asset and Configuration Management, applicable policies, directives and procedures.<br>• Activities including asset and configuration identification including all hardware, all software, and other products, asset and configuration control, configuration status accounting, asset and configuration audits, interface control, subcontractor and Contractor control.<br>• Release and deployment procedures that outline how release packages are to be built, installed, tested and deployed efficiently, successfully and on schedule, and with minimal impact on production services, operations and support teams<br>• Schedules including asset and configuration management work plan, asset and configuration management status and auditing schedules.<br>• Resources including roles and responsibilities, asset and configuration management tools, asset and configuration management training.<br>• Maintenance including maintenance of tools, platform, resources and processes related to asset and configuration management. |

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| MRD011 | Knowledge Management Plan | **Knowledge Management Plan (KMP)**<br>The Knowledge Management Plan (KMP) describes how the vendor intends to conduct, assess, and report knowledge transfer activities. It presents the approach, methodology, requirements, and plan for providing skill and knowledge development opportunities to the State staff involved with the EDR Solution. Because the purpose of the Knowledge Management Plan is to act as the skill and knowledge transfer roadmap, the Knowledge Management leads from the vendor and the State use this plan to design and conduct learning activities. The State and the vendor will use this plan to track and evaluate knowledge transfer progress.<br><br>This plan must include details on how the proposed solution will provide the business benefits listed below:<br>• The right information is delivered to the appropriate place at the right time to enable informed decisions.<br>• Enabling FTB service providers to be more efficient and to improve the quality of services, increase satisfaction and reduce the cost of service.<br>• FTB staff and management have a clear understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services.<br>• Service provider staff has adequate information on who is using their services, the current states of consumption of those services, service deliver constraints, and difficulties faced by the customer in fully realizing the benefits expected from the service.<br>• The solution provides metrics, including quarterly surveys of EDR technical support staff, to measure staff progress towards achieving requisite knowledge, skills, and abilities necessary to provide effective and efficient service management.<br>• Technical staffs are trained on all components and aspects of the EDR Solution including BPM, ECM, SOA and common services, and EDW-EOD including their impacts on legacy systems. This training must enable FTB staff to learn how to maintain the EDR Solution and related services. It must also include methodologies to deliver the training as well as identify training tools.<br>• The plan addresses knowledge transfer requirements |

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| | | which must include formal training, informal training, and on-the-job training.<br>• The plan identifies the dependencies between other plans and deliverables.<br><br>The plan must include, at a minimum, the following aspects of Knowledge Management:<br>• Introduction and overview which must include, at a minimum, description, purpose and overview<br>• Methodology which must include, at a minimum, plans for performing skills assessment, create individual development plans, process for execution of individual development plans, measurement of knowledge management progress and transition<br>• Roles and responsibilities which must include roles and responsibilities of both Contractor and State knowledge management staff, as well as skills levels to support the training as per this plan<br>• Knowledge Transfer Requirements which must include requirements for knowledge transfer with formal training, informal training, and On-the-Job (OJT) training<br>• Curriculum Plan for formal training which must include, at a minimum, the curriculum with the topics that must be covered, the assigned resources for the courses, the duration, the method of delivery, and the number of students<br>• Quality management and metrics which must include, at a minimum, the plan to identify potential issues within Knowledge Management and allow for corrective action, the plan to provide a overall indicator of project progress in the area of Knowledge Management for quality management of both program performance and program schedule<br>• Schedules, timeline and milestones which must include all aspects of schedules, timeline and milestones that are commensurate with the overall project plans<br>• Knowledge management support and tools which must include the system resources and tools to be used for knowledge management and support for knowledge management<br>• Training on requirements management activities<br>• Training on project technical components and solutions<br>• Describe methods to establish a skills baseline and validate the quality and effectiveness of knowledge |

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| | | transfer processes<br>• Description of asset and configuration management knowledge transfer activities<br>• Description of Hardware and Software installation knowledge transfer activities |
| MRD012 | Software Development Tools Training Materials | **Software Development Tools Training Materials (SDTTM)**<br>The Software Development Tools Training Materials (SDTTM) deliverable provides the structure and repository for the available training materials associated with the EDR Project's Knowledge Management Plan (KMP) formal and informal training sessions. It presents the approach and requirements for capturing the materials related to each training session, as well as the plan for augmenting the deliverable on an on-going basis.<br><br>This deliverable must also include, at a minimum:<br>• Identification which must include identification and location of all material related to Knowledge Management Plan training deliverables, identification of personnel requiring related training including: system and print services administration, network administration, E-commerce and web site administration, database administration, and system maintenance personnel.<br>• Resources which must include facilities (physical location) and accommodations required for training, hardware (for example, PC's, printers, overhead projector), and materials (for example, manuals, printer paper, special forms) required for training, a list of personnel required to attend training, including their titles and functions.<br>• Skill Levels: Instructor(s) and their skill level(s).<br>• Schedule which must include a published training schedule including training session, trainer, location, date, time, and staff required.<br>• Curriculum outline.<br>• Method of delivery (such as, web-based or classroom) and provisions for delivery of all training materials for each trainee. |
| MRD013 | Organizational Change Management Plan | **Organizational Change Management Plan (OCMP)**<br>Organizational Change Management Plan (OCMP) must include processes and techniques for creating a change management strategy (readiness assessments), engaging senior managers as change leaders (sponsorship), building awareness of the need for change (communications), developing skills and knowledge to support the change (education and training), |

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| | | helping EDR project stakeholders move through the transition (coaching by managers and supervisors), and methods to sustain the change (measurement systems, rewards and reinforcement).<br>The Plan, at a minimum, must include planning for:<br>• Organizational change methodology – Describe the methodology used for defining and evaluating the changes and the procedures and processes used to implement the recommended changes.<br>• Orientation activities.<br>• Organizational change – Summarize and detail any organizational changes and impact. This should also cover risks and risk mitigations.<br>• Roles and Responsibilities - Clearly define Contractor and FTB roles and responsibilities regarding the approach to transitioning users impacted by the EDR Solution from the current way of doing business to the future way of doing business.<br>• Organizational Change Management Guide (OCMG).<br>• Scheduled presentations. |
| MRD014 | Organizational Change Management Guide | **Organizational Change Management Guide (OCMG)**<br>Produced in accordance with the Organizational Change Management Plan, the Organizational Change Management Guide (OCMG) must include the mapping of old AS-IS business functions, processes and terminology to new TO-BE business functions, processes and terminology, and the identification of the organizational and business procedure changes.<br>The guide must be used as a reference for organizational change methodology, orientation activities, transition activities, and as an aid to presentations to FTB staff regarding the new way of doing business using the EDR Solution. This guide must be written in a format that can be understood by non-technical FTB staff using business service and business process as reference points. The Contractor must make this guide available to all business and technical staff impacted by the EDR Solution. |
| MRD015 | Software User Manual | **Software User Manual (SUM)**<br>This deliverable is user documentation in both printed and electronic format, in conformance to IEEE 1063 standard, to be used in the work environment by users of the system or solution containing the software, so that they are able to effectively perform their duties.<br>The Software User Manual must include, or address the |

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| | | following topics:<br>• Search tools<br>• Online help<br>• Functional area categories<br>• Sample user functions<br>• Detailed user navigations and functions by role |
| MRD016 | Technical Quality Plan | **Technical Quality Plan (TQP)**<br>The Technical Quality Plan (TQP) describes the activities for implementation of Technical Quality Assurance throughout the project effort. The Technical Quality Plan applies to the EDR project solution Compensation Deliverables, which are parts of the EDR Solution, as opposed to the Quality Management Plan (QMP) which applies to the quality assurance of document based deliverables. The TQP must include information and planning for the following aspects of technical quality of the solution deliverables, at a minimum: standards, practices, conventions and metrics, reviews and audits, test, problem reporting and corrective action, tools, techniques, and methodologies, code control, media control, supplier control, records collection, maintenance, and retention, implementation of a technical quality assurance plan, evaluation of a technical quality assurance plan, and modification of a technical quality assurance plan.<br><br>The plan must include the following components:<br>• Purpose and scope<br>• Reference documents<br>• Methodology and approach including integration with other processes<br>• Roles and responsibilities for quality assurance staff<br>• Standards and procedures for the following: project quality, task planning standards and procedures, issue management standards, risk management standards, deliverable management standards, change request standards, requirements standards, meeting and action item standards, asset and configuration management standards, software development standards, Hardware, Software and COTS standards, facilities standards, implementation standards, maintenance and operations standards, tool repositories for quality assurance<br>• Metrics for the following at a minimum: software design metrics, software development metrics, implementation metrics, quality assurance metrics |

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| | | • Reviews and audits for all stages of the Software Development Life Cycle (SDLC)<br>• Implementation, evaluation and modification of a Software Quality Assurance plan |
| MRD017 | Hardware and Software Installation Plan | **Hardware and Software Installation Plan (HSIP)**<br>The Hardware and Software Installation Plan (HSIP), presents the planning and installation information for the EDR project for each site where the Contractor installs hardware and/or software. It defines and describes the planned hardware and software installation strategy and activities including the hardware and software refresh strategy.<br><br>This at a minimum includes:<br>Hardware Deployment Plan<br>Software Deployment Plan<br><br>The Software and Hardware deployment plans must contain the following information:<br>• Scope which must include objectives, methodology, system implementation roles and responsibilities<br>• Installation approach including the Hardware/Software installation process<br>• Installation strategy which must include project management, site survey, cabling assessment, LAN connectivity, customer verification and acceptance, post-installation support, contingency planning to resume business operations if system fails, user handoff<br>• Hardware and Software specifications which must include: network products, EDR Solution Hardware, EDR Solution Software<br>• Staff Roles and Responsibilities involved in Hardware and Software installation<br>• Schedules and timelines for Hardware and Software installation<br>• Technology refresh which must include plans for Hardware and Software<br>• Moves, adds and changes for Hardware and Software |

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| MRD018 | Requirements Management Plan | **Requirements Management Plan (RMP)**<br>The purpose of the Requirements Management Plan (RMP) is to describe how approved and baseline requirements are stored, managed, and linked to each other using project approved requirements management tools. This document must describe how traceability from business to system, system to software requirements, and requirements to code and test scripts are established and maintained to confirm that business requirements are satisfied by code and have been successfully tested. The plan must also discuss how the project controls the process of identifying, analyzing, and implementing changes to the requirements, reports on requirements, identifies and manages resources related to Requirements Management.<br><br>The plan must include at a minimum:<br><br>• Overview of Requirements Management for business and functional requirements, system requirements, and software requirements<br>• Requirements Management Process for:<br>o Submission of new/changed requirements<br>o Standards and criteria for quality requirements<br>o Categorization<br>o Criticality assessment and establishment of timeframes<br>o Impact assessment<br>o Reconciliation of requirements<br>o Approval of new/changed requirements<br>o Tracking of decision rationale and supporting documentation<br>o Transition to baseline requirements<br>o Traceability of goals to business requirements<br>o Traceability to functional requirements<br>o Traceability to system requirements<br>o Traceability to design<br>o Traceability to code<br>o Traceability to testing<br>o Traceability to defects and problems<br>o Traceability of mined business rules to requirements<br>o Traceability of use case<br>o Requirements Management Master Process flow chart<br>• Resources Plan which must include staff roles and responsibilities for Contractor and State staff, the tools and the process flows |

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| | | • How the Contractor will communicate and report on the management of requirements.<br>• Approach to the relationships and dependencies between Requirements Management and other plans, activities, and deliverables<br>• Reporting on requirements to impacted staff including project, program, Contractor, and State |
| MRD019 | Functional Requirements Traceability Document and Report | **Functional Requirements Traceability Document and Report (FRTD)**<br>The Functional Requirements Traceability Document and Report (FRTD) contains the traceability charts and reports on actual traceability from Business Goals and Business and Functional Requirements, and eventually into design documents and actual code. (This deliverable also includes a report )<br><br>The document must include at a minimum:<br>• Business goals to functional and business requirements traceability<br>• Functional requirements to system requirements traceability<br>• System requirements to software requirements traceability<br>• Software requirements to design traceability<br>• Design to code traceability<br>• Requirements to code traceability<br>• Testing traceability<br>• Defect and problem traceability<br>• Mined business rules traceability |
| MRD020 | System/Subsystem Specification | **System/Subsystem Specification (SSS)**<br>The System/Subsystem Specification (SSS) document must provide the System level and Subsystem level description of the capabilities of the EDR Solution.<br>The deliverable is a composite deliverable defining the scope and boundaries of the EDR Solutions' Systems and Subsystems, and also containing functional and a technical requirements as well as high-level use cases that describe the system and sub-systems and are delivered at the completion of the System Requirements phase.<br><br>This document must contain at a minimum:<br>Introduction and document overview which must include information on definition and identification, description and purpose, overview, referenced documents and related deliverables |

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| | | System/subsystem requirements which must include system and subsystem information on requirements and modeling tools, functional requirements and attributes, technical requirements and attributes, and system subsystem capability requirements<br>• System use case analysis which must include information on the system level use cases, actors and diagrams<br>System subsystem decomposition which must include the decomposition of the system intot he various subsystems based on the analysis<br>Requirements traceability which must address the methods of requirements traceability through to subsystems<br>• Executive summary |
| MRD021 | Software Requirements Specification | **The Software Requirements Specification (SRS)**<br>Defines the detailed requirements that must be satisfied by the EDR software. Requirements contained in the SRS must be traceable to the system requirements in System Subsystem Specifications (SSS) and system design in System Subsystem Design Description (SSDD) which are the important inputs for this stage. Acceptance of the SRS baselines the software requirements for the EDR solution. The requirements defined in the SRS are an important input for the software test conditions for versions of the EDR solution. Completion of the SRS is governed by the approach and methods outlined in the SDP and the SEMP.<br><br>This document must contain at a minimum:<br><br>Introduction and document overview which must include information on definition and identification, description and purpose, overview, referenced documents and related deliverables<br><br>Software requirements which must include information on software requirements including functional requirements and attributes, technical requirements and attributes<br><br>Software use case analysis which must include information on the software use cases, actors and diagrams<br><br>Software capability which must include the requirements decomposed by the various software capabilities<br><br>Low-fidelity page layouts which must include the low-fi page layouts which are simple diagrams of possible graphical user |

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| | | interfaces. These diagrams are used to quickly analyze a collection of suggested requirements and confirm that they represent what the users intend<br><br>Requirements traceability which must address the methods of requirements traceability through to software components Executive summary<br><br>Standard: IEEE Std 830-1998 IEEE Recommended Practice for Software Requirements Specifications |
| MRD022 | System/Subsystem Design Description | **System/Subsystem Design Description (SSDD)**<br>The System/Subsystem Design Description (SSDD) describes at a high-level, the hardware, network, software, manual operations, and interfaces necessary to fulfill the system requirements defined in the SSS. The SSDD serves as a communication medium between the System Architecture Design team and the other EDR Project participants. The SSDD is delivered at the completion of the System Design stages which use the SSS as the most important input. The SSDD is created following the approach and methods outlined in the SDP and the SEMP.<br><br>This document must contain at a minimum:<br><br>• Introduction which must include identification, description/purpose, document overview, security/privacy considerations, definitions, referenced documents, related deliverables, stakeholders and assumptions and constraints<br>• System architecture context which must include, at a minimum, description, enterprise principles, deferred design decisions, and system dependencies<br>• System architecture which must include, at a minimum, system architecture overview, description, architecture relationships, architecture attributes and principles<br>• Functional architecture which must include, at a minimum, introduction and description of each of the functional subsystems<br>• Technical architecture which must include, at a minimum, introduction and overview, technical architecture principles, technical architecture subsystems<br>• Application architecture which must include, at a minimum, besides introduction and description information on online architecture, batch architecture, |

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| | | process architecture, integration architecture, security services, shared services, enterprise business, infrastructure and data services used by the EDR Solution<br>• Data architecture which must include, at a minimum, introduction, enterprise data warehouse architecture, enterprise operational data architecture, reporting architecture, data mining architecture, backup services<br>• Physical architecture which must include, at a minimum, introduction, description of the various physical components<br><br>Standard: IEEE/EIA 12207 |
| MRD023 | System Integration Design Description | **System Integration Design Description (SIDD)**<br>The EDR System Integration Design Description (SIDD) expands the technical details for the integration of EDR functionality with the existing systems at the FTB as outlined in the EDR System Integration Plan. It provides details on the impact of EDR on the existing systems at FTB and how they will be integrated into the solution.<br><br>The Contractor must provide an EDR System Integration Design Description (SIDD) that includes, at a minimum, planning for:<br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related Deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Technical solution description<br>• Integration description<br>• Integrating Contractor responsibilities and deliverables<br>• Audits and controls<br>• Mutual/shared performance requirements and how they must be negotiated and allocated<br>• Roles and responsibility for integration tasks<br>• Must, at a minimum, include impact assessments and functional requirements about system integration on:<br>o TI |

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| MRD024 | Technical Infrastructure Plan | **Technical Infrastructure Plan (TIP)**<br>The purpose of this plan, Technical Infrastructure Plan (TIP) is to guide the planning and execution of technical infrastructure so that it helps to meet the needs of the project in terms of management and coordination, system viability and prevention of obsolescence, compliance with the department, state and federal standards, and coverage of all infrastructure components**.**<br>A plan that, at a minimum, must provide planning for:<br>• Management and coordination of all infrastructure components<br>• Identification of the technical infrastructure components and systems to be installed, implemented and leveraged and identification of what will be modified and how it will be maintained<br>• Planning for the installation, implementation and leveraging of technical infrastructure<br>• Test methodology (both functional and performance) and the infrastructure management tools<br>• Strategic planning for the infrastructure<br>• Proposed changes to maintain system viability and system performance<br>• Roles and responsibilities for both the State and Contractor staff<br>• Proposed changes so that they are timely and funding can be approved before system integrity is jeopardized due to failure or obsolescence<br>• Proposed changes so that they must represent sufficiently advanced technology to remain viable through the expected replacement period for the hardware or software components<br>• Proposed equipment so that they must be compliant with department, State, and federal standards<br>• Proposed technical infrastructure changes schedule for each component<br>• Proposed strategy and implementation of SOA infrastructure. |
| MRD025 | System | **System Performance and Capacity Management Plan** |

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| | Performance and Capacity Management Plan | **(PCMP)**<br>The purpose of the plan, the Performance and Capacity Management Plan (PCMP) is to guide the development and operation of the EDR Solution from a performance and capacity management perspective. This plan is focused on the EDR Solution including the applications and the infrastructure and operations to support it. The plan must describe how the EDR Solution can meet performance expectations, define and meet appropriate Service Level Objectives (SLOs), and make good, balanced use of system resources.<br><br>The plan at a minimum must include the following:<br>• Monitoring and measurement of system performance<br>• Usage<br>• System capacity<br>• Historical metrics, comparing to prior month and same month, prior year<br>• Establish and document the performance baseline for the current operational environment<br>• Service level objectives for capacity management and system performance. |
| MRD026 | Software Design Description | **Software Design Description (SDD)**<br>The Software Design Description (SDD) details the software components that must be designed and built to fulfill the software requirements defined in the Software Requirement Specification (SRS). The SDD provides the lowest level of detail about the functionality that must be contained in each software component to meet the SRS for that version of the EDR Solution. The SDD is the most important input into the detailed design (more technical design) of the EDR Solution. Completion of the SDD is governed by the approach and methods outlined in the SDP and the SEMP.<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders |

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| | | • Assumptions and constraints<br>• Software design<br>• Executive summary<br>• High fidelity page layouts<br>• Use case realization diagrams<br>• Component model<br>• Report layouts<br>• Forms<br>• Interface design description<br>• Database design description<br>• Requirements traceability<br><br>Standard**:** IEEE P1016/D9 |
| MRD027 | Software Detailed Design Description and Model | **Software Detailed Design Description and Model (SDDD)**<br>The Software Detailed Design Description and Model (SDDD) details the more technical design of the software components that must be designed and built to fulfill the software requirements defined in the SRS The SDDD provides the lowest level of detail about the technical functionality that must be contained in each software component to meet the software requirements (SRS) for that version of the EDR solution. Completion of the SDDD is governed by the approach and methods outlined in the SDP and the SEMP. . (This deliverable also requires the submission of a model.)<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Software detailed design and model<br>• Executive summary<br>• Sequence diagrams<br>• Detailed class diagrams<br>• Class interaction diagrams<br>• Component model<br>• Report layouts |

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| | | • User interface forms<br>• Interface detailed design description<br>• Database detailed design description<br>• Requirements traceability<br><br>**Standard**: IEEE P1016/D9 |
| MRD028 | Database Design Description | **Database Design Description (DDD)**<br>The Database Design Description (DDD) outlines system-wide database design decisions such as the approach to referential integrity and the chosen levels of normalization. The Database Design Description must provide cross-references to the Logical Data Model and the Physical Data Model.<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Database design with cross references to Physical Data Model and Logical Data Model<br>• Database dictionary<br>• Database detailed design description<br>• Requirements traceability |
| MRD029 | Legacy Systems Interface Design Description and Model | **Legacy Systems Interface Design Description and Model (LSIDD)**<br>The Legacy Systems Integration Design Description and Model (LSIDD) expands the technical details for the integration of FTB systems and infrastructure as outlined in the EDR Solution and the Legacy Systems Integration Plan, by providing the description of the interfaces to the FTB Legacy Systems. (This deliverable also requires the submission of a model)<br><br>The Contractor must describe the leveraging of FTB's systems and infrastructure consistent with the Software Integration Plan including, but not limited to:<br>• Input systems (imaging/scanning and data capture |

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| | | processes)<br>• Wide Area Network<br>• Call centers<br>• IVR<br>• Service desk<br>• TI<br>• BETS<br>• ARCS<br>• INC<br>• PASS<br><br>This document must include details of the interface to the FTB Legacy Systems including the data to be exchanged including detailed specifications, format and frequency, and must describe and contain at a minimum:<br><br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy protection, stakeholders, assumptions and constraints<br>• Legacy System Interface Design descriptions including overview, interface design, interface detail, error handling and validation, IDD change process, interface security concerns<br>• Requirements Traceability<br>• Executive Summary<br>• Appendix containing the Interface Design Document<br>• Appendix containing the record layout<br>• Appendix containing Interfaces by FTB Legacy System |
| MRD030 | External Entity Interface Design Description | **External Entity Interface Design Description (EEIDD)**<br>The External Entity Interface Design Description (EEIDD) describes all interfaces external to the customer. The Contractor must identify the business functions supported by the interface. This must meet the State of California Standard for external web interfaces.<br><br>External Entity Interface Design Description (EEIDD) must describe the interfaces to the External Systems and Interfaces that include impact assessments.<br><br>This document must include details of the interface to the External Entities including the data to be exchanged including |

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| | | detailed specifications, format and frequency, and must describe and contain at a minimum:<br><br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy considerations, stakeholders, assumptions and constraints<br>• External Entity Interface Design including overview, interface design, interface detail, error handling and validation, IDD change process, interface security concerns<br>• Requirements traceability<br>• Executive summary<br>• Appendix containing the Interface Design Document<br>• Appendix containing the record layout<br>• Appendix containing interfaces by Agency or external entity |
| MRD031 | Business Process Re-engineering Plan | **Business Process Re-engineering Plan (BPRP)**<br>The Plan is the detail description of how the Business Process Reengineering Plan must be developed and implemented. All BPRP activities and deliverables have to be based on final State review and approval.<br><br>This plan must describe and contain at a minimum the Contractor's detailed approach to Business Process Reengineering to include but not be limited to:<br><br>• Methods to maintain and encourage necessary business process reengineering support at all levels, across teams, with stakeholders, business partners or other collaborators.<br>• Methods to ensure compliance with business process reengineering principles, success factors and best practices.<br>• Methods to ensure diversity and inclusion of human resources to be involved in the reengineering process.<br>• Methods to demonstrate rigorous approaches to reengineering analysis and solution implementation.<br>• Introduction including description and purpose, document overview, definitions, referenced documents, relationships and dependencies to related deliverables and plans, security and privacy protection constraints<br>• Scope and Structure of the BPRP including scope of the |

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| | | system implementation management approach, scope and descriptions of the business environment<br>• Schedules and integration with other project milestones and activities<br>• overview of the current business environment including the Phase 1 PIT Business Environment and Phase 2 BE Business Environment<br>• Overview of the Future Business Environment, including the Future Process Vision, Phase 1 PIT Business Environment and Phase 2 BE Business Environment<br>• Business process gap analysis and design including technical design, organization design, process transformation, optimization and evaluation<br>• Business process transition approach<br>• BPR Roles and responsibilities<br>• Organizational change management<br>• Managing the transition and potential impacts<br>• Enterprise governance activities related to plan<br>• Business process rollback planning for both phases<br>• Executive summary<br><br>Standard: IEEE Standard for Software Project Management Plans 1058.1-1987 |
| MRD032 | Business Process Reengineering Design Description and Model | **BUSINESS PROCESS REENGINEERING DESIGN DESCRIPTION AND MODEL (BPRDD)**<br>The EDR Project will introduce new systems, processes, and procedures to the FTB tax system environment. The new systems will utilize new technologies on platforms substantially different from the legacy environment. To prepare for these changes a BPRDD must contain the Identification of BPR To-Be processes with all the related information. Though the BPR Plan does provide for the overview of the Future processes, the BPRDD on the other hand provides all the design details.<br><br>The Contractor must provide a Business Process Reengineering Design Description (BPRDD) that contains, at a minimum:<br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy considerations, stakeholders, assumptions and constraints<br>• Business process reengineering design overview of the to-be business processes including overview, process design, process detail, error handling and validation, |

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| | | process change process, process security concerns<br>• Requirements traceability<br>• Executive summary<br>• Appendix containing the process design details by business areas and categories<br>• A model of the BPRDD<br><br>Reference: Software Design Descriptions IEEE Std 1016-1998 |
| MRD033 | User Interface Standard. | **User Interface Standard (UIS)**<br>This is a standard that must define the universal design and characteristics of visual displays for the edr system. The UIS must address the visual and functional characteristics that are applicable to the technology on which the solution is to run. This document is to be a collection of standards that the application development teams must follow to build a system that users find efficient and simple to use. This document is not to be a comprehensive description of all the interactive functions that must be present in the final system; rather it is a set of standards and guidelines for creating a usable EDR Solution. Adhering to these standards provides application developers with a head start toward creating a usable system, but does not guarantee success. User testing and evaluation are still required to create such a system. The benefits of creating a usable system are wide-ranging but the fundamental goal is user efficiency. Shortened task completion time and reduced user frustration increase productivity and improve user satisfaction. The EDR Solution must achieve this efficiency by incorporating key components of usability including learnability, memorability and consistency. This document must describe standards and guidelines for creating a usable interface for all users, including those with diverse skills, experience, knowledge and abilities.<br><br>The UIS must, at a minimum, include the following categories and attributes:<br>• General presentation standards on characteristics, behavior, placement, and color-coding of information relative to: Windows, groups, lists and tables, labels and fields, cursors and pointers, images and text, and web parts.<br>• Methods for user system guidance in terms of: user interface architecture, user interface menus, navigation from task to task, screen to screen, window to window, |

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| | | short-cut commands, definitions and characteristics, prompts for input, task or request status, feedback, and error management.<br>• User help features including: on-line help, help navigation, browse-able and context sensitive help, and search.<br>• Management, organization and presentation of system menus: menu structures, grouping and sequencing, navigation, option selection and execution, and presentation.<br>• User short-cut command definitions and physical characteristics, such as: timing and availability, syntax and structure, function keys, hot keys, command arguments, feedback, and help.<br>• User interface object characteristics and behavior upon user activation. consider attributes, such as: placement, appearance, feedback, input devices, pointing and selecting, dragging, sizing, scaling and rotation, manipulation of text objects and windows, and appropriateness of manipulation.<br>• Description of form filling or data entry in which the user fills in, select entries for or modifies enterable fields presented by the system. Consider attributes, such as: form filling structures, layout, field, label lengths, alignments, input considerations, alphanumeric text entry, choice entries, controls, feedback, navigation, graphics and color coding<br>• Accessibility and adherence to accessibility standards: must be ADA compliant and follow standard for California State Web Portal |
| MRD034 | Software Product Specification | **Software Product Specification (SPS)**<br>The purpose of the SPS is to verify and report on any or all configuration items (CIs) which comprise a specific system release entering production. I t provides the method for qualifying that a given body of software is a valid copy of the release. The Software Product Specification also references and validates the “as built” software through the software design, compilation, and build and modification procedures.<br><br>The companion to this document is the Software Version Description (SVD). The SVD lists all of the deployable units that comprise the system release, with instructions on how to deploy them. |

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| | | This document must contain at a minimum:<br><br>• Scope<br>• Overview<br>• Description/purpose<br>• Document overview<br>• Software history<br>• Operating sites<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Requirements traceability<br><br>Standard: IEEE 12207 |
| MRD035 | Database Development Plan | **Database Development Plan (DDP)**<br>The Database Development Plan (DDP) defines the activities performed during design and development of the EDR databases. It includes a discussion of general and detailed database development activities, information on the schedule of database activities, and the organization and personnel involved with database design, and build activities. It includes a discussion on how the use of metadata, data integration, and data modeling must be integrated into the solution.<br><br>This plan, at a minimum, must include at a minimum the following:<br><u>Scope</u><br>• Identification<br>• System overview<br>• Document overview<br>• Relationship to other plans<br>• Plan objectives<br>• Database development methodology overview<br><br><u>The following database development lifecycle components and descriptions:</u><br>• Database development lifecycle model<br>• Database development plan major milestones with dependencies<br>• Database development methods<br>• Handling of critical requirements<br>• Recording rationale |

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| | | • Administrative plan<br>• Activity report<br>• Plan that shows the integration of database development activities with project schedule and other plans<br>• Description of how modern design, development, testing, and documentation technologies will be used<br><br><u>Plans for risk and contingency management:</u><br>• Rollback and roll forward database recovery<br>• Proposed database development schedule<br><br><u>Data architecture:</u><br>• Requirements and constraints on EDR Proposed Solution to be developed<br>• Traceability to requirements<br>• Logical data model<br>• Physical data model<br>• Database architecture<br>• A description of the database development tools<br>• Documentation tools and artifacts<br><br><u>Mechanisms to achieve quality assurance</u><br>• Data quality assurance profiling<br>• Automated data quality checks<br>• Database change control process and procedures<br>• Database security, authorization and encryption rules<br>• Record locking and deadlocks<br>• Database backups – hot backups vs. cold backups<br>• Database development standards<br>• Standards and practices for database use<br>• Automation from Design to Implementation<br><br><u>Plans for performing detailed database development activities</u><br>• Planning and oversight<br>o Database development planning (covering updates to this plan)<br>o Database test, including performance test planning<br>o Following and updating plans, including the intervals for<br>o Management review<br><br>• Establishing managing database development environments:<br>o Database environment(s) including development, |

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| | | testing, production simulation, production, and training.<br>o Database language development library<br>o Database development files<br>• Database configuration management<br>o Preparing source files<br>o Preparing the "as-built" database design and maintenance<br>o Information<br>o Configuration identification<br>o Packaging, storage, handling, and delivery<br>o Updating the database requirement specification<br>• Database Change Requests and Corrective action<br>o Problem/change reports (with items to be recorded)<br>o Corrective action approach<br>• Joint technical and management reviews<br>o Joint technical reviews, including a proposed set of reviews<br>o Joint management reviews, including a proposed set of reviews<br>• Process improvement<br>• Automation of data conversion and identification of a tool for that process<br>• Coordination with application development activities and staff<br>• Database conversion activities for TI, BETS, ECAIR, E-Gateway, and SBRD<br>• Schedules and activity network<br><br>A description of the relationship and dependencies between other MRD plans, activities and deliverables<br><br>A plan to integrate state staff during design, development, testing, and maintenance of the database.<br><br>A description of the roles and responsibilities for both contractor and state staff involved in database development.<br><br>Project organization and resources<br>• Project organization<br>• Project resources |
| MRD036 | Logical Data Model | **Logical Data Model (LDM)**<br>A logical data model (LDM) is a functional representation of the data structure. It describes the information requirements of the |

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| | | system architecture's operational views and the structured business rules associated with these requirements. Its purpose is to discover, analyze, carefully define, standardize, and identify normalization opportunities within the data elements required by the EDR system as defined in the input documentation. The LDM design process addresses the correct interpretation of the business information requirements and the data elements, which satisfy those requirements. |
| MRD037 | Physical Data Model | **Physical Database Model (PDM)**<br>The objective of the Physical Data Model PDM is to represent the data structures as they could be implemented by the RDBMS. The PDM provides the view necessary to produce a structure in which the system stores and retrieves the data. The objectives for the changes to the LDM are to provide best performance, ease of development and maintenance, and to address RDBMS specific requirements/practices. |
| MRD038 | EDR Solution and Legacy Systems Integration Plan | **EDR Solution and Legacy Systems Integration Plan (LSIP)**<br>The EDR Solution and Legacy Systems Integration Plan (LSIP) must provide a framework for the integration of the EDR Solution with the FTB Legacy Systems, including but not limited to TI, BETS, ARCS, INC, Input systems, call centers, IVR, and Help Desk. This document provides the framework for the creation, documentation, implementation and communication of the technical architecture and integration solution, the activities for the integration, roles and responsibilities, deliverables, audits and controls, and performance requirements.<br><br>The Contractor must leverage FTB's systems and infrastructure consistent with the EDR Requirements including, but not limited to:<br>• Input systems (imaging/scanning and data capture processes)<br>• Wide Area Network<br>• Call centers<br>• IVR<br>• Help desk<br>• TI<br>• RV<br>• PASS<br>• BETS<br>• ARCS<br>• INC<br>• Mail handling and correspondence |

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| | | The LSIP must contain the following information:<br>• Scope which must include: objectives, methodology, system implementation roles and responsibilities<br>• Integration Approach and Strategy for each FTB Legacy System which must include identification of the Legacy System components and systems to be leveraged and identification of what will be modified and how it will be maintained<br>• Integration design and specifications which must include data, processes and services<br>• Staff roles and responsibilities for both Contractor and State staff involved in EDR Solution and Legacy Systems integration<br>• Schedules and timelines for Integration<br>• Impact assessments for each FTB Legacy System<br>• Risk and contingency management and rollback plans<br>• Dependencies to other plans and deliverables<br>• Methodology for system analysis for Legacy Systems including management of scope and requirements.<br>• Integration approach and strategy that will be used which takes into account FTB Legacy Systems as referenced here.<br>• Methodology and approach for identification of the Legacy System components and systems to be leveraged and identification of what will be modified.<br>• Approach to integrate the EDR Solution with existing Legacy Systems so business functions may continue during transition.<br>• Approach to risk and contingency management and proposed rollback scenarios.<br>• Roles and responsibilities for both Contractor and State staff involved in Legacy Systems Integration.<br>• Approach to determining Legacy Systems within and outside of the scope of EDR Solution including a preliminary description of those already identified<br>• Description of methods to align EDR development and transition schedule with the Legacy System related on-going Maintenance and Operations schedules including annual changes schedule |
| MRD039 | Proof of Concept Report | **Proof of Concept Report (POCR)**<br>The Proof Of Concept Report (POCR) must include the results of the development and implementation of the Proof Of Concept (POC) in relationship to the EDR Solution. This includes how the POC meets benchmark indicators and baseline indicators. This |

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| | | report must determine the viability of the EDR Solution as well as identify areas that need revision in order to move the solution forward.<br><br>The Proof of Concept Report must include the results from the:<br>• Business rule engine<br>• Business Process Management<br>• Data warehouse<br>• Service Oriented Architecture |
| MRD040 | Master Test Plan | **Master Test Plan (MTP)**<br>The Master Test Plan (MTP) must describe the types of testing that must be executed, how testing concepts must be applied to the project, testing prerequisites, the project's approach to testing with external entities, resource and schedule constraints, and how the project must make use of automation during test processes.<br><br>The Master Test Plan must include:<br>• Identification of broad test concepts, procedures, tasks and deliverables<br>• Plan objectives<br>• A description of the testing methodology, process and timing, process flow diagram<br>• Test data development approach<br>• Milestone dependencies<br>• Dependencies between other plans and deliverables<br>• Roles and responsibilities for both Contractor and State staff involved in testing process<br>• Resources required and responsibilities<br>• Test condition entrance and exit criteria<br>• Timing<br>• Planning, execution and evaluation of the following types of tests:<br>o Unit testing<br>o Use-case testing<br>o Unit integration testing<br>o System testing<br>o System verification testing<br>o System qualification testing (support)<br>o Architecture performance test<br>o Regression testing<br>o Security testing<br>o System performance test |

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| | | • Testing automation (to include software product usage), test scripts<br>• Testing results/reporting process, approval process and defect process<br>• Test environment specifications<br>• Risk and contingency management<br>• Requirements traceability<br>• Hardware and software resource requirements<br>• Approach to identifying and managing requirements and constraints on testing deliverables.<br>• Development of test process flow diagrams<br>• Technical components and descriptions:<br>• A description of automated testing tools<br>• Testing documentation tools and artifacts<br>• Test data development approach<br>• Describe the following testing processes:<br>o Use case testing process<br>o Test scripts development<br>o Test approval process<br>o Regression testing process<br>o Requirements traceability within the testing process<br>o Test results and test reporting process<br>o Defect tracking process<br>• The approach and methodology of security testing to ensure:<br>o Confidentiality<br>o Integrity<br>o Authentication<br>o Authorization<br>o Availability<br>o Non-repudiation<br>• Dependencies between other plans and deliverables.<br>• Approach to ensure software quality through the use of rigorous and standardized processes.<br>• The approach to utilizing comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development.<br>• Approach to thorough test data development.<br>• Approach to testing for all phases of development and transition. |
| MRD041 | System Verification Test Description | **System Verification Test Description (SVTD)**<br>The System Verification Test Description documents the approach for System Verification Testing (SVT) and System Qualification Testing (SQT). The testing approach takes into |

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| | | consideration lessons learned and leverages existing testing activities, processes, infrastructure and deliverables from both testing phases. This results in testing functionality earlier and detecting defects sooner, avoiding redundancy and minimizing risks associated with introducing new processes and procedures, while maximizing the amount of testing to be completed.<br><br>The SVTD provides the SVT plan and execution strategy for the implementation of the EDR Solution and for any further major releases as established by the EDR Change Control Board (CCB). The SVTD includes the SVT Overview Document work product. This work product describes the high-level approach for the SVT portion of the EDR test activities. The main body of the SVTD outlines the State SQT and Business Partner (BP) System Test teams' preparation, execution and validation approach to the overall SVT testing effort.<br><br>The System Verification Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• SVT test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel<br>• Metrics<br><br>Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD042 | System Verification Test Report | **System Verification Test Report (SVTR)**<br>The System Verification Test Report (SVTR) is the result of the execution of the System Verification Test.<br><br>The System Verification Test Report (SVTR) must describe the System Verification Testing of EDR and include relevant appendices for both System Test and the System Performance Testing that is performed by the Performance Test team.<br><br>This report must provide an overall assessment of the software |

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| | | tested. The assessment must describe the scope and objective of SVT; it must also provide an overview of the number of scripts (tests) executed, and the number of defects logged. At a minimum, this report must cover information on the following sections and appendices:<br><br>• Scope – This section gives an overview of the System Verification Test Report, lists all the referenced documents and provides any assumptions made during SVT.<br>• Overview of test results – This section provides an overall assessment of the software which includes assumptions and constraints, an overall assessment and a discussion of the remaining deficiencies and constraints.<br>• Impact of test environments - This section describes the differences between the System Verification Test environment and the production environment where the system will be running. This section also outlines the recommended improvements to the design of the software, to the operation of the software, and to the testing process.<br>• Detailed test results – This section provides a summary of the results for system test and system performance test. Also included in this section is a detailed summary of the System Verification Test results, which includes a breakdown of defects among the different functional areas and the supporting details for defects.<br>• Test Logs – This section includes a screen shot of the important components of the system test logs appendix.<br>• Notes – This section includes any notes that were not documented in other sections of the document.<br>• Appendix A provides the system test report, which summarizes the results from the system test execution. As part of system test, results from the SVT tests (including defects) are included in the system test report.<br>• Appendix B details the remaining SVT deficiencies at the conclusion of system verification testing<br><br>Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD043 | System Performance Test Description | **System Performance Test Description (SPTD)**<br>The referenced must be tailored for the system performance test. |

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| | | The System Performance Test Description (SPTD) documents the approach for System Performance Testing (SPT). System Performance Testing is specifically related to system speed, scalability and stability. The SPT allows the State and Business Partner to gather predictions or estimates of various performance characteristics that end users are likely to encounter when using the EDR Solution. Additionally, SPT provides information about how various performance characteristics of the EDR Solution in production will relate to real or perceived performance requirements and/or competitive applications. SPT enables identification of existing or potential bottlenecks and performance defects that are likely to detract from user satisfaction if not resolved prior to releasing the EDR Solution into production. Assessments of the accuracy of scalability and/or capacity planning models based on actual production usage must be conducted in the SPT. SPT also helps identify existing or potential functional errors that aren't detectable with single-user scenarios but can or will manifest under multi-user scenarios.<br><br>The SPTD provides the SPT plan and execution strategy for the implementation of the EDR Solution and for any further major releases as established by the EDR Change Control Board (CCB). The SPTD includes the SPT Overview Document work product. This work product describes the high-level approach for the SPT portion of the EDR test activities. The main body of the SPTD outlines the State SQT and Contractor System Test teams' preparation, execution and validation approach to the overall SPT testing effort.<br><br>The System Performance Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• SPT test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel<br>• Metrics |

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| | | Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD044 | System Qualification Test Report | **System Qualification Test Report (SQTR)**<br>The System Qualification Test helps ensure that the users and stakeholders are satisfied with the EDR Solution. As with SVT, System Qualification Test (SQT) is driven based on the software business requirements and is at the application level. Only after this test is complete can the product be released. The SQTR is the result of the execution of the systems qualification test.<br><br>At a minimum, this report must provide information on the following sections and appendices:<br><br>• Scope – This section gives an overview of the System Qualification Test Report, lists all the referenced documents and provides any assumptions made during SQT.<br>• Overview of test results – This section provides an overall assessment of the software which includes assumptions and constraints, an overall assessment and a discussion of the remaining deficiencies and constraints.<br>• Impact of test environments - This section describes the differences between the System Qualification Test environment and the production environment where the system will be running. This section also outlines the recommended improvements to the design of the software, to the operation of the software, and to the testing process.<br>• Detailed test results – This section provides a summary of the results for System Test and System Performance Test. Also included in this section is a detailed summary of the system qualification test results, which includes a breakdown of defects among the different functional areas and the supporting details for defects.<br>• Test logs – This section includes a screen shot of the important components of the system test logs appendix.<br>• Notes – This section includes any notes that were not documented in other sections of the document.<br>• Appendix A provides the system test report, which summarizes the results from the system test execution. as part of system test, results from the SQT tests (including defects) are included in the system test report.<br>• Appendix B details the remaining SQT deficiencies at the conclusion of System Qualification Testing |

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| | | Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD045 | System Test Report | **System Test Report (STR)**<br>The System Test Report (STR) documents the expected and actual results of the System Test and is used in the determination of operational readiness. This report includes metrics that help validate test activities to plan, identify deviations, assess the impact on other build activities, and adjust build plans accordingly. The document is developed the conclusion of System Test execution.<br><br>The document must include at a minimum:<br>• Scope – This section gives an overview on identification, document overview, referenced documents and assumptions<br>• Overview of Test Results – This section must provide information, at a minimum, on overall assessment of the software tested, scope of testing, impact of test environment, problems encountered, recommended improvements, recommended improvements to design, recommended improvements to operation, recommended improvements to testing process and risks identified<br>• Detailed System Verification Test Results – This section must provide information on, at a minimum, the test coverage, test metric, test schedule, defect analysis, deviations from procedures, traceability summary for requirements, system verification test exit criteria, outstanding items including planned vs. actual, plan for resolving high severity defects and change requests identified<br><br>• Work Product Inventory – This section must provide information on all aspects of the work product inventory.<br><br>Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD046 | Implementation Contingency Management Plan | **Implementation Contingency Management Plan (ICMP)**<br>The Implementation Contingency Management Plan (ICMP) must describe contingency procedures and processes to back out the EDR Solution and restore service to a point in time to allow the resumption of all business services. At a minimum, it must: |

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| | | • Identify a process to restore service<br>• Identify alternatives to resume business activities<br>• Identify methodology, schedule, and process to address rollback activities that are dependent on retired Legacy Systems<br>• Identify roles and responsibilities of individuals that must execute this plan. |
| MRD047 | System Test Description | **System Test Description (STD)**<br>The System Test Description documents the approach for System Testing (ST). System Testing is intended to validate that the system satisfied the requirements for its intended use and user needs; validate that the right problem is solved (for example, implement business rules and use the proper system assumptions); establish responsibility and accountability for the testing processes; facilitate early detection and correction of software and system anomalies; provide an early assessment of software and system performance. This results in testing functionality earlier and detecting defects sooner, avoiding redundancy and minimizing risks associated with introducing new processes and procedures, while maximizing the amount of testing to be completed.<br><br>The STD provides the ST plan and execution strategy for the implementation of the EDR Solution, Phases and Components and for any further major releases as established by the EDR Change Control Board (CCB). The STD includes the ST Overview Document work product. This work product describes the high-level approach for the ST portion of the EDR Test activities. The main body of the STD outlines the State SQT and Contractor System Test teams' preparation, execution and validation approach to the overall ST testing effort.<br><br>The System Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• Test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel |

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| | | • Metrics<br><br>Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD048 | Software Version Description | **Software Version Description (SVD)**<br>The Software Version Description (SVD) identifies and describes the software version consisting of one or more Computer Software Configuration Items (CSCIs). It is used to release, track, and control software versions.<br><br>The purpose of the SVD is to inventory the deployable units that make up a system release. It also includes deployment instructions for how to install each of the deployable units into the Production environment.<br><br>The companion to this document is the Software Product Specification (SPS). The SPS lists the configuration items (CIs) that are built into the deployable units inventoried in this document.<br><br>The term “version” may be applied to the initial release of software, to a subsequent release of software, or to one of multiple forms of the software release at approximately the same time.<br><br>Standard: J-STD-016 and IEEE 12207 |
| MRD049 | Service Transition Plan | **Service Transition Plan (STP)**<br>The Service Transition Plan (STP) must describe the necessary activities, as well as the roles and responsibilities, to transition the EDR solution to the FTB production environment post Systems Qualification Test acceptance. This plan must address the process to ensure the EDR Solution is functional and operational in an ITIL environment.<br>This plan must include:<br>• Introduction, purpose, scope, document, overview, reengineering strategy, definitions, referenced documents, and related deliverables.<br>• The roles and responsibilities for both the Contract and State staff<br>• Managing and coordinating State and vendor resources involved in transition activities, such as data verification and cleanup<br>• Managing Legacy System changes and coordinate changes with the EDR Solution development and implementation activities; preparing and publishing |

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| | | Legacy System application release schedules<br>• Implementing technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented, and documented using FTB's Change Management System of record.<br>• Performing operational readiness assessment reviews for making production go/no-go decisions<br>• Establishing and maintaining the technical infrastructure including the Wide Area Network, training and production support environments, and the service desk.<br>• Integrating the Contractor's Knowledge Management activities for the transition of system knowledge to the State.<br>• Placing the EDR Solution into productive use and managing facility closeouts, supporting system retirements, and equipment de-installations<br>• With the Contractor, conducting and coordinating organizational change management activities to prepare users, customers, and stakeholders<br>• Estimating and communicating expected production volumes<br>• Establishing policies to manage work-in-progress during transition and prepare operational rollback strategies and identifying related technical design constraints<br>• Process to describe that all configuration items are identified and managed<br>• Transitioning User Training to the State<br>• Description of relationship and dependencies between the Service Transition plan and other plans, activities, and deliverables<br>Description of how the Contractor will integrate and improve existing FTB Service Transition processes<br>• Define roles and responsibilities of State and contract staff in relation to transition activities for both Phase 1 and Phase 2 implementations<br>• Schedules and integration with other milestones and activities<br>• Approach to ensure governance rigor |
| MRD050 | Service Level Attainment Report | **Service Level Attainment Report (SLAR)**<br>This report must provide metrics and narrative to evaluate how the EDR Solution meets service level expectations based on service level agreements (SLA). The report must include:<br>• Does service meet SLA performance requirements?<br>• Does service have a modified SLA for deployment |

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| | | phase?<br>• Metrics regarding whether SLA are met or broken<br>• Analysis of how service must be improved if SLA's continuously not met.<br>• Does the business understand all aspects of the SLA's<br>• Is the SLA visible and clear? |

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| MRD051 | Technical Change Management Plan | **Technical Change Management Plan (TCMP)**<br>The Technical Change Management Plan (TCMP) must describe how the Contractor must adhere to FTB change management objective after the EDR solution is introduced to FTB's production environment. FTB's change management objectives are as follows:<br>• Ensure that changes are implemented in a controlled manner (such as, evaluated, prioritized, planned, tested, authorized, approved, implemented, and documented) using FTB's change management system of record<br>• Use documented standardized methods and procedures for the efficient and prompt handling of all changes.<br>• Be part of or linked to the Configuration Management System or Configuration Management Database (CMS/CMDB) so that change requests and the documentation of the change lifecycle are efficiently recorded into the CMS/CMDB.<br>• Quickly and efficiently respond to the customer's changing business requirements while maximizing value and reducing incidents, disruption and re-work.<br>• Quickly and efficiently respond to the business and IT requests for change that must align the services with the business needs.<br>• Utilize an automated or virtual Change Advisory Board (CAB) approval process (such as through the use of email or IM) to obtain CAB member approval, denial, or request for additional information.<br>• Use previously defined terms identifiable to the CMS/CMDB that also must clearly identify system dependencies.<br>• Based on those predefined terms (such as service and system names and configuration items), the process must be able to appropriately display to CM system users (such as requestors, assignees, change agents, CAB members) based on their authorized access level, potential impact to dependent services and systems.<br>• The process must ensure that change agents have the ability to quickly and easily determine system/service dependencies and service owners, Change Advisory Board (CAB) members, and/or their representatives in order to know who is in the position to authorize or deny any potential change request. |

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| | | • Detect and prevent the implementation of unmanaged changes.<br>• The process must provide the ability to display and report point-to-point, in-time changes to all configuration items in order to provide audit capabilities for change management (such as requires a tool). |
| MRD052 | Data Conversion Requirements Document. | **Data Conversion Requirements Document (DCRD)**<br>The Data Conversion Requirements Document (DCRD) defines the conversion requirements for the target system databases to be populated during EDR project. Conversion requirements for each target system database must also include a Conversion Data Dictionary (CDD). The CDD must include a description of the conversion tables, table elements, field formats, edits, validations, and valid value codes. Because the target system databases have unique requirements, each has its own independent CDD.<br><br>This deliverable must also include, at a minimum, the following:<br>• An assessment of potential sources of conversion data<br>• Conversion data dictionary for each target system database<br>• Include information about location and volume of data<br>• Supporting reports<br>• Rules for selection and conversion of data established by the State and Contractor |
| MRD053 | Data Conversion Plan | **Data Conversion Plan (DCP)**<br>As a part of the EDR project, the Data Conversion Plan (DCP) must define and describe the activities, procedures and tools for data conversion that focuses on the need to extract, derive, edit and load data from multiple source databases to multiple target databases specifically the Enterprise Data Warehouse (EDW) and the Enterprise Operational Data (EOD) store. It must include defining, planning and executing activities related to management and communications, roles and responsibilities, schedules and timelines, conversion methodology, data conversion automation, data quality, risk and issue management, data conversion analysis, data conversion development, pre-cutover, post-cutover<br><br>Plan that includes, at a minimum, an appendix for each database planning for:<br>• Management and communications that include, at a minimum, addressing management of the enterprise |

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| | | databases related conversion activities, and maintenance implications, activities, resources, deliverables, considerations, rationale, and minimization of any disruption to the FTB staff in the usual operation of business during the conversion process, prevention of any delay in processing.<br>• Roles and responsibilities that include, at a minimum, the roles and responsibilities for the Contractor and State staff, inclusion of both automated and manual conversion tasks.<br>• Schedule and timelines that include, at a minimum, the data conversion schedule, timelines, milestones, timing issues, inclusion of both automated and manual conversion tasks.<br>• Conversion methodology that includes, at a minimum, the methodology that must be followed for data conversion, definition of the process for extracting data from database, addressing the archival of historical data, historical data storage requirements, historical data retrieval mechanics, system requirements, and historical data backup, support of interfaces with other systems.<br>• Data conversion automation that includes, at a minimum, the steps taken to automate manual and repetitive tasks, maximizing the amount of data converted automatically.<br>• Data quality management that includes, at a minimum, steps taken to address data quality.<br>• Identification of tools for automated conversion to maximize that process<br>• Issue and risk management that includes, at a minimum, documenting potential issues, the plan for addressing issues, identification and addressing of conversion risks.<br>• Data conversion analysis that includes, at a minimum, the approach to defining the data conversion requirements, analysis to identify the source of data.<br>• Data conversion development that includes, at a minimum, the approach to data conversion software development.<br>• Pre-cutover that includes, at a minimum, the approach to pre-cutover data conversion activities, describing the methodology for each database conversion cutover process to achieve minimal downtime.<br>• Post-cutover that includes, at a minimum, the approach to post-cutover data conversion activities<br>• Transition of data conversion responsibilities to the State |

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| MRD054 | Data Conversion Test Plan | **Data Conversion Test Plan (DCTP)**<br>Plan that contains site-specific planning and must include at a minimum:<br>• Test methodology<br>• Test activities<br>• Roles and responsibilities<br>• System requirements<br>• Historical data<br>• Baseline testing criteria<br>• Creation of test data<br>• Testing timelines<br>• Load balance testing<br>• Reconciliation and balances<br>• Evaluation of conversion test results<br>• The use of automation in data conversion and the tools used for that automation. |
| MRD055 | Data Cleanup Report | **Data Cleanup Report (DCR)**<br>Pre-conversion efforts and includes information by database including:<br>• Bad data<br>• Missing data<br>• Duplicate data<br>• Fragmented data<br>• Suspected duplicate data<br>The conversion Data Cleanup Report must be used for problem resolution and for data cleansing efforts. |
| MRD056 | Database Administration Plan | **Data Administration Plan (DAP)**<br>The purpose of the Data Administration Plan (DAP) is to document and help implement the process, procedures, tools and solutions for managing and administering the database and all other aspects and artifacts of the persistence layer, including ORM, and object and data models.<br>This plan must include planning and description for the following:<br>• Scope, which must include, at a minimum, identification, system overview, document overview, relationship to other plans<br>• Installing and configuring DBMS and other artifacts, which must include, at a minimum, the DBMS installation options, installing the DBMS, verifying the DBMS installation, configuring the DBMS, troubleshooting the DBMS installation, handling of critical requirements, |

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| | | upgrading the DBMS, including management of upgrades and patches and testing of upgrades with related software, keeping records<br>• Managing DBMS security which must include, at a minimum, DBMS authentication method, DBMS login account and roles, default logins, permissions on group 'public', Database object ownership, application's role in DBMS security scheme<br>• Managing database storage which must include, at a minimum, database files, calculating required storage space, creating databases, altering databases, dropping databases, physical storage configuration, capacity planning<br>• Backing up databases which must include, at a minimum, backup strategy, DBMS backup, restricted database activity, DBMS system databases (system catalogs), user databases, temporary backups, permanent backups, database backup schedules, performance backups, types of backup methods<br>• Restoring databases which must include, at a minimum, general DBMS recovery process, verifying backups, restoring backups, restoring backups from different backup types, restoring damaged or corrupt DBMS system databases<br>• Automating administrative tasks which must include, at a minimum, automating routine tasks, creating routine jobs, verifying job executions, exception handling, trouble shooting automated tasks, automating multiple DBMS jobs<br>• Transferring data which must include, at a minimum, importing and exporting data, DBMS specific tools and utilities, available APIs, planned data exporting and importing activities, data transformation during development, conversion, between environments and task specific<br>• Maintaining and monitoring DBMS which must include, at a minimum, monitoring of performance, data quality, consistency, and throughput, DBMS specific tools, utilities and methods, use of COTS tools and utilities, performance tuning, DBMS system auditing, DBMS system startup and shutdown<br>• Performing and managing replication which must include, at a minimum, distributed data, replication DBMSs, DBMS configuration, replication agents, replication types, physical replication methods, monitoring and |

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| | | troubleshooting replication, replicating in heterogeneous environments, publishing on the internet<br>• High availability DBMS which must include, at a minimum, general architecture, general administration, integration with other DBMS<br>• Updates to this plan |
| MRD057 | Training Transition Plan | **Training Transition Plan (TTP)**<br>The Training Transition Plan (TTP) must describe the transitioning all user training functions, products and tools to the State who is responsible for the ongoing operation and maintenance of the EDR solution. The purpose of the Plan is to document a comprehensive strategy and details for transitioning the User Training functions, products, and tools to the State during the transition period and prior to the end of the contract. Throughout this transition period, the Contractor must work with the State in order to facilitate a successful assumption of the User Training program by the State. The Plan describes the activities, timelines, milestones, and roles and responsibilities for the Contractor to transition User Training functions, products, and tools to the State.<br>The plan must address the transitioning of all functions of the User Training that are also specified in the User Training Plan, including but not limited to:<br>• Management<br>• Approach to transition and identification of important factors<br>• Roles and responsibilities<br>• Scope<br>• Training schedules and procedures<br>• Functional analysis<br>• Quality control<br>• Materials development<br>• Delivery<br>• Tech tools support<br>• Training liaison<br><br>It must also, at a minimum, include planning for: transition activities for training handover to FTB, schedule with milestones, cutover dates and timelines for handover, roles and responsibilities, training materials for handover, transition check list, and risk and mitigation strategies. |

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| MRD058 | User Training Plan | **User Training Plan (UTP)**<br>The User Training Plan (UTP) must describe the Contractor's plans for training State personnel (users) who will operate and use the EDR Solution and the modified Legacy Systems installed at user sites to perform their job duties. It must also include how the Contractor must plan and train the FTB staff that will perform the necessary training activities, both one-time and ongoing, to train all the impacted users of the new EDR solution and the modified Legacy Systems. The plan must describe in detail the number and identity of the trainers, the methodology and media used for training, the training materials, the schedule for training, the quality management of the training including incorporation of feedback, the assessment of the requirements for the user training for example, who is impacted and needs further training, and the ability to provide on-demand training.<br>The User Training Plan must include, at a minimum, the following functions:<br>• Management – The details of all training activities as well as the overall direction and oversight for the User Training team and overseeing the execution of the team's daily activities. Management activities include planning, documentation of the team's plans, status reporting to all stakeholders, and maintenance of the team's schedule.<br>• Roles and responsibilities - Roles and responsibilities of both Contractor and State staff in all aspects of user training, instructors and their skill levels.<br>• Scope - Assessment of the training base, assessment and establishment of training requirements and identification of which users need to be trained on what topics. A list of State personnel required to attend training, including their titles and functions. Initial training for existing employees, follow-up and ongoing training for existing and new employees.<br>• Training Schedule and Procedures - A published training schedule including training session, trainer, location, date, time, and staff required including milestones and timelines, web page dissemination of training schedules and classes, System use policies and procedures training (such as, file storage guidelines, equipment usage, software tool usage, internet).<br>• Functional Analysis – The functional analysis function includes gathering knowledge regarding the EDR Solution and providing that knowledge to the User Training team<br>• Quality Control - Quality Control procedures and direction |

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| | | of the overall quality process. Training quality management and incorporation of improvement feedback, Assessment of training effectiveness, identifying areas of needed improvement, and allowance for retraining staff if required<br>• Materials Development - Strategy to develop a learning tool, such as a CBT, to help external users navigate the EDR solution. Curriculum outline and method of delivery (such as, web-based, classroom, PowerPoint, Computer Based Training). The materials development function must include development and maintaining the training materials including: WBT modules, How-to Guides, Quick Reference Guides (QRGs), Trainer Guides, the training updates document, the Software User Manual (SUM), the Policy Procedures and Regulations Database (PPR), and form sets and reports documentation. Training material to include: “hands-on” training scripts (including all transaction types), Software user manual instructions, Quick reference guide instructions, tutorial instructions, help text instructions, archived historical data access training, new desktop tools training, such as report writing tools, conversion fallout data management training<br>• Delivery - Strategy for training of users based on their roles and systems. The delivery function must also include methods of training audiences of end-users in a classroom setting or other mediums using the training materials created by the materials development function and environments maintained by the project’s Environments and Data teams. This must also include other aspects such as: Hardware (such as, PC’s, printers, overhead projector), and materials (such as, manuals, printer paper, special forms) required for training, facilities (physical location) and accommodations required for training on FTB’s site, and the use of Training Lab.<br>• Tech Tools Support - The tech tools support function includes maintaining the tools used by the User Training materials development and delivery functions.<br>• Training Liaison - The training liaison function includes the facilitation of scheduling and preparation for all instructor-led training (ILT) and training-for-trainers (T4T) sessions. |

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| MRD059 | Service Operations Plan | **Service Operations Plan (SOP)**<br>The Service Operations Plan (SOP) must follow ITIL Version 3 standards to develop or improve, integrate, and execute the service operations processes bulleted below:<br>• Incident management process<br>• Problem management process<br>• Event management process<br>• Request fulfillment process<br>• Access management process<br>• Technical management process<br>• Development of service level agreements<br>• This plan must also describe the dependencies between other plans and deliverables<br>This plan must also include:<br>• Process to ensure timely system and service maintenance including corrective, adaptive, perfective, remedial and preventive maintenance of any and all deliverables placed into production including all system hardware and software.<br>• Roles and responsibilities of the Contractor and State staff for EDR Proposed Solution maintenance activities<br>• Description of service hours and scope during principal period of maintenance development of service level agreements<br>• Approach to implementing an ITIL based service operations environment.<br>• Approach and methodology used to facilitate business continuity if an unplanned event occurs.<br>• Approach used to enable FTB's IT service desk to process incidents caused by the EDR Solution<br>• Approach and strategy to enable security and access controls to solution components by users and customers.<br>• A strategy for ensuring timely maintenance activities for the EDR Proposed Solution.<br>• Approach to integrate with and improve existing FTB service operation processes.<br>• Approach must describe the dependencies between other plans and deliverables.<br>• Description of specific processes of an ITIL based service operations environment.<br>• Approach to ensuring timely maintenance activities for the EDR Proposed Solution.<br>• The dependencies between other plans and deliverables. |

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| | | • Approach to service operations of EDR Proposed Solution<br>• Schedules and integration with other project milestones and activities<br>• Process to describe that all configuration items are identified and managed<br>• Approach to describe governance rigor |
| MRD060 | System Transition to State Plan | **State Systems Transition Plan (SSTP)**<br>This plan covers the transfer of Maintenance and Operations functions and activities to the State or its designee.<br><br>The SSTP and must include, at a minimum, planning and description for:<br>• Introduction and overview including objectives, purpose and scope, referenced documents and related deliverables<br>• System Baselines including functionality, processes, programs, services, data, infrastructure and supporting staff<br>• Transition planning process and methodology including transition task descriptions, activities, systems to be transferred, check lists for everything that needs to be transferred to the State,<br>• The utilization of the knowledge management program and its integration with transition activities.<br>• An assessment process to determine if the State has the requisite knowledge, skills, and abilities to manage and execute asset and configuration management, hardware and software installations, as well as all other aspects of the Final EDR Solution<br>• to be transitioned to State technical staff<br>• Roles and responsibilities including skill levels, for both the Contractor and State staff<br>• Schedules and timelines including milestones and dates<br>• Risk mitigation and workflow continuity<br>• updates to all transition documents<br>• Executive summary including summary of findings, summary of recommendations, next steps, transfer agreement, state review and approval signoffs<br>• Activities related to hardware and software installation related activities<br>• Activities related to asset and configuration management activities |

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| MRD061 | Service Maintenance and Operations Report | **Service Maintenance and Operations Report (SMOP)**<br>This report must describe how service maintenance objectives are met as set in the Service Operations Plan. |
| MRD062 | Service Operations Manual | **Service Operations Manual (SOM)**<br>This manual must describe how Service Operations will coordinate and carry out the activities and processes required to deliver and manage services at agreed upon levels to business users and customers as described in the Service Operations Plan. |
| MRD063 | Retention Control Document | **Retention Control Document (RCD)**<br>Enterprise information is an asset that has to be protected by the organization. This can be done using simple document retention and control systems that manage all kinds of documents in the organization. The files that need to be protected and controlled are first identified based on their attributes. They are then moved to appropriate storages according to the life expectancy of that data. Document control is primary for governance, risk and compliance solutions. |
| MRD064 | Business Continuity Plan | **Business Continuity Plan (BCP)**<br>The primary objective of the Business Continuity Plan (BCP) and program is to facilitate FTB's business resumption efforts in a timely and organized manner if an unplanned event occurs. The program must utilize various planning documents, and the plans must be scalable to address single site events, such as a fire, to large scale, regional or national events, such as an area-wide flood or a pandemic outbreak. This plan must include:<br>• Emergency response processes and triggers<br>• Approach and methodology to continuity<br>• Emergency alert and notification procedures<br>• Recovery team rosters<br>• Roles and responsibilities of response team<br>• Employee notification procedures<br>• Media notification procedures<br>• Telecommunication devices<br>• Relocation and recovery strategies<br>• Resource requirements for hot sites<br>• Data backup and restoration procedures<br>• Identify key contract staff to lead and implement this process |

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| MRD065 | Service Desk Plan | **Service Desk Plan (SDKP)**<br>The Service Desk Plan (SDKP) must describe how the Contractor must ensure that FTB's IT Service Desk can process incidents that are caused by, or related to, the EDR solution.<br>This plan must include steps on how the service desk staff will:<br>• Log all relevant incidents/service requests<br>• Provide first level investigation and diagnosis of incidents<br>• Identify incidents that can be resolved at first level<br>• Escalate incidents or requests that they cannot resolve within SLA<br>• Keep users informed of progress<br>• Close all resolved incidents, requests, or other calls<br>• Be trained on first level, second level, and vender resolutions<br>• Ensure high quality and faster turn-around of customer requests.<br>• Provide more meaningful management information for decision support |
| MRD066 | Security and Access Management Plan | **Security and Access Management Plan (SAMP)**<br>The EDR Security and Access Management Plan (SAMP) must identify elements of the architecture and portal design and define connectivity, security and access design, as well as identify an implementation strategy that identifies roles and responsibilities of the State and the vender in securing the EDR Solution and user access to that solution. It must define a security and access strategy and design that must address site, access, and information security, identity management, and connectivity for local, remote, and mobile users inside and outside the organization.<br><br>The Security and Access Management Plan, in accordance with all other requirements, must at a minimum, include planning for:<br>• Accountabilities, separation of duties, roles, and responsibilities for system and information security<br>• User security education<br>• Security policy and procedure communication<br>• Security incident reporting, impact, and cause analysis<br>• Security audit procedures and practices<br>• Malicious code protection<br>• Disaster Recovery<br>• Business Continuity<br>• Physical security of hardware, software and components |

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| | | • Data classification<br>• Legal and regulatory requirements<br>• Ongoing review and updates of security policies and procedures<br>• Impact and cause analysis<br>• Incidents and reporting |
| MRD067 | Security Incident Report | **Security Incident Report**<br>A report on any breach of security as described in the Security and Access Management Plan. This report must be produced as per the California State Administrative Manual (SAM) Chapter 5300.2 format and adhere to the process specified therein. |
| MRD068 | Technical Infrastructure Design Description | **Technical Infrastructure Design Description (TIDD)**<br>The Technical Infrastructure Design Description **(**TIDD) shows how the technical infrastructure must be structured to satisfy the requirements identified in the technical requirements. It is a translation of requirements into a description of the hardware components, software structure, software components, interfaces, and data necessary for the implementation phase. In essence, the TIDD becomes a detailed blueprint for the implementation activity. In a complete Technical Infrastructure Design Description, each requirement must be traceable to one or more design entities. |
| MRD069 | Proof of Concept Plan | **Proof of Concept Plan (POCP)**<br>The Proof Of Concept Plan (POCP) must outline the development and implementation steps to show that core EDR Solution ideas and assumptions are workable and feasible. The use of a “proof of concept” helps establish viability, technical direction, and overall direction. This plan must be reviewed and must be accepted by the State as a pre-condition to further developmental activities.<br><br>**The Proof of Concept Plan must include at a minimum:**<br>• Defines Proof of Concept (POC) scope.<br>• Identifies POC implementation team including roles and responsibilities for Contractor and State staff.<br>• Defines plan to capacitate the team.<br>• Describe the approach to ensure that the scope selected for the POC will validate the final EDR Solution.<br>• Measurable and concrete benchmark indicators.<br>• Baseline indicators and process for determining baseline indicators.<br>• Benchmark test to demonstrate improved cost of maintenance. |

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| | | • Benchmark test to demonstrate improved time to deliver new data sources to the data layer for modeling, scoring and predictive analysis.<br>• POC schedule<br>• Scheduled time for revisions and improvements to demonstrate optimization capabilities.<br>• State approval and acceptance signoff process. |
| MRD070 | Risk Management Plan | **Risk Management Plan (RIMP)**<br>The Risk Management Plan (RIMP) must be created to foresee risks, to estimate the effectiveness, and to create response plans to mitigate them. The plan must also include the risk assessment matrix. The risk management plan must contain an analysis of likely risks with both high and low impact, as well as mitigation strategies to help the project avoid being derailed should common problems arises.<br><br>The Risk Management Plan must include the following components:<br><br>• Approach, methods, and tools used to identify and document risks and communicate risks to the State<br>• Approach, methods, and tools to analyze, prioritize and escalate risks.<br>• Approach and methods to monitor, control and mitigate risks.<br>• Approach to how contingency plans will be developed and initiated.<br>• Approach to how risks will be tracked and methods used to evaluate the effectiveness of mitigation activities.<br>• Identification of risk management roles and responsibilities using a primary responsibility, approval authority, supporting responsibility, information only (PASI) matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix<br>• Approach to maintaining the EDR Project risk register |
| MRD071 | Quality Management Plan | **Quality Management Plan (QMP)**<br>The Quality Management Plan (QMP) must provide a systematic quality assurance/quality control approach capable of ensuring that the EDR Solution and services consistently meet quality goals. The QMP must include all aspects of technical quality planning and management as well. This plan must include information and planning for the following aspects of quality, at a |

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| | | minimum: standards, practices, conventions and metrics, reviews and audits, test, problem reporting and corrective action, tools, techniques, and methodologies, code control, media control, supplier control, records collection, maintenance, and retention, implementation of a quality assurance plan, evaluation of a technical quality assurance plan, and modification of a quality assurance plan.<br><br>The Quality Management Plan must include information on, at a minimum, the key aspects listed below:<br><br>• Quality planning - This involves defining the ranking of quality vis-à-vis schedule, scope, and budget, and defining the quality standards (thresholds) for the end product.<br>• Quality assurance - The process of determining whether the plans (deliverables, tasks, resources, and milestones) to create the quality are appropriate and adequate. Must provide for periodic assessment of the project in progress to assure that the finished product will meet quality requirements. The process must use independent reviews by subject matter expert(s) who are not a part of the project core team (they are not the people who are responsible for creating the overall functionality of the end product).<br>• Quality control - Must provide process for specifically assessing project deliverables (as they are being defined, designed, built, and used) to ensure that they map to the defined quality standards and variance thresholds.<br><br>The Quality Management Plan must include, at a minimum, the following sections:<br>• Introduction – This section includes purpose and scope, overview, referenced documents, related deliverables<br>• Participant roles and responsibilities including Contractor and State staff (such as, Project Sponsor, Executive Steering Committee, Project Director, Project Manager, Project Team members)<br>• Methodology and procedures **-** Method to determine compliance with the standards and guidelines be determined and to which project deliverable will they apply, quality management steps, process to be followed for managing project quality, standards and guidelines that must be followed; the specific actions involved in the quality review; the planned procedures to be followed to |

| | | |
|---|---|---|
| | | prevent, track or resolve problems or issues identified in project processes detected in QA reviews of this project; reviews and audits for all stages of the Software Development Life Cycle (SDLC); Implementation, evaluation and modification of a software quality assurance plan<br>• Quality Metrics - The project, product, and process metrics to be captured and monitored, quality review and audit process and measures of quality<br>• Deliverables – the specific product deliverables that must go through a review, walk through, or some other method of determining if the deliverable meets the quality requirements.<br>• Schedules and target dates – this must include, besides schedules, the dates by which the quality review must be performed.<br>• Resources – the people, equipment and/or other resources needed to perform the quality review/audit, tools used for managing quality, and the repository where information for all project quality documentation is stored<br>• Quality action form |

**EXHIBIT XI-C**

# DELIVERABLE ITEM DESCRIPTION (DID)

*TEMPLATE*

---

**1. TITLE:** *Name of the deliverable*

**2. DESCRIPTION AND PURPOSE:** *Description and purpose for the deliverable*

**3. DID APPROVAL DATE:** *Date the DID is approved*

**4. REFERENCE DOCUMENTS:** *List of any requirements, acceptance criteria, documents, policies, standards or procedures used as reference material during the preparation of the DID*

**5. DEFINITIONS:** *Definitions for any terms used within the DID as needed*

**6. PREPARATION INSTRUCTIONS:** *This section defines the format and minimum content requirements and acceptance criteria for the deliverable.*

**6.1 General Instructions:** *The DID must define the general instructions governing the preparation of the deliverable, including the following:*

*a. Title Page or Identifier*

*b. Table of Contents*

*c. Page Numbering and Labeling*

*d. Multiple Sections*

*e. Paragraph Markings*

*f. Deliverable Identification*

*g. Internal References*

*h. External References*

*i. Standards and Deliverables*

**6.2 Content Requirements:** *The DID includes the organization and content of the deliverable that includes, at a minimum:*

*a. Introduction*

*b. Purpose*

*c. Methodology*

*d. Document Overview*

*e. Definitions*

*f. Referenced Documents*

*g. Overview*

*h. Body*

*i. Deliverables and Timeline*

*j. Roles and Responsibilities*

*k. Knowledge Management Activities*

*l. Reviews*

**7 APPENDICES:** *Add as necessary to incorporate documents cited within this document.*

**EXHIBIT XI-D**

STATE OF CALIFORNIA
FRANCHISE TAX BOARD

# CONFIDENTIALITY STATEMENT

I, _____ an employee of _____
PRINT YOUR NAME — PRINT YOUR EMPLOYER'S NAME

hereby acknowledge that confidential information is protected from disclosure by law, regulation, and policy. I further acknowledge that protecting confidential information is in the public's interest, the State's interest, and my own personal interest. I also acknowledge that the Franchise Tax Board strictly enforces information security. I understand that accessing tax accounts of my family, friends, neighbors, and MYSELF is strictly forbidden and may result in serious consequences including termination.

**State employees and contractors:**

I, _____ (INITIALS) agree to protect the following types of confidential information:
- Tax account information.
- Taxpayer and feepayer information.
- Claimant and employer information.
- Information about individuals that relates to their personal life or identifies or describes an individual.
- Internal Revenue Service's confidential and proprietary information.
- Other agencies' confidential and proprietary information.
- Criteria used for initiating tax audit selection.
- Methods agencies use to safeguard their information, including computer systems, networks, server configurations, etc.
- Any other information that is considered proprietary, copyrighted, or otherwise protected by law or contract.

I, _____ (INITIALS) agree to protect confidential information in the following ways:
- Access, inspect, use, disclose, or modify information *only* to perform official duties.
- Never access, inspect, use, disclose, or modify information, including my own, for curiosity, personal gain, or any non-business related reason.
- Never attempt to access, use, disclose, or modify information, including my own, for any non-business or personal reason.
- Secure confidential information in approved locations.
- Never remove confidential information from my work site without authorization.

I, _____ (INITIALS) acknowledge that as a state employee or contractor, I am required to know whether information I have been granted access to is confidential. If I have any questions, I will contact FTB's Disclosure Officer or Information Security Officer.

I, _____ (INITIALS) acknowledge that unauthorized access, inspection, use, or disclosure of confidential information is a crime under state and federal laws, including but not limited to: California Revenue and Taxation Code sections 19542, 19542.1, and 19552; California Penal Code section 502; California Unemployment Insurance Code sections 1094, 2111, and 2714; California Government Code section 15619; California Labor Code section 1198.6; and Internal Revenue Code sections 6103, 7213, 7213A, and 7431.

I, _____ (INITIALS) acknowledge that unauthorized access, inspection, use, disclosure, or modification of confidential information, including my own, or any attempt to engage in such acts can result in:
- Administrative discipline, including but not limited to: *reprimand, suspension without pay, salary reduction, demotion, and/or dismissal from state service.*
- Criminal prosecution.
- Civil lawsuit.
- Termination of contract.

I, _____ (INITIALS) expressly consent to the monitoring of my access to computer-based confidential information by the Franchise Tax Board, the Employment Development Department, the State Board of Equalization, and any other state agency designated by them.

## CERTIFICATION

**I certify that I understand information security is strictly enforced and wrongful access, inspection, use, modification, or disclosure of confidential information, or attempts to engage in such acts, is punishable as a crime and/or can result in disciplinary and/or civil action taken against me. I certify that I have received and read this confidentiality statement and have been provided the Information Security Requirement for Employees with Access to Confidential Information (FTB 7700) pamphlet.**

Employee/Contractor Name (print) | Signature | Date

**I certify that I reviewed and discussed this Confidentiality Statement with the employee named above.**

Supervisor Name (print) | Signature | Date

FTB 7912 (REV 11-2007)

**EXHIBIT XI-E**
STATE OF CALIFORNIA
STANDARD AGREEMENT
STD. 213 (NEW 06/03)
FOR I.T. GOODS/SERVICES ONLY

# STANDARD AGREEMENT

| PURCHASING AUTHORITY NUMBER | REGISTRATION NUMBER / AGREEMENT NUMBER |
|---|---|
| | |

1. This Agreement is entered into between the State Agency and the Contractor named below

STATE AGENCY'S NAME
**Franchise Tax Board** (hereinafter called State)

CONTRACTOR'S NAME (hereafter called Contractor)

2. The Agreement term is: Effective date will be upon Final State Acceptance of the Final EDR Solution

3. The maximum amount of this Agreement is: $0.00 (zero dollars) Includes all applicable taxes.

4. The parties agree to comply with the terms and conditions of the following attachments which are by this reference made a part of the Agreement:

Attachment 1: Third Party COTS General Provisions dated July 15, 2008, incorporated by reference as published at: http://www.documents.dgs.ca.gov/pd/TAS/SICOTSSWGPs071508.pdf.
Attachment 2: Contractor's Software License Agreement
Attachment 3: Contractor's Software Products

This contract is not effective unless and until Final Acceptance of the Final EDR Solution pursuant to the terms of Franchise Tax Board Contract C1100001. Pursuant to FTB Contract C1100001, licenses for the software products listed on Attachment 3 will be transferred to the State at Final Acceptance of the Final EDR Solution. At the time of the Final State Acceptance of the Final EDR Solution, the Software Vendor grants to the State these licenses. These licenses are subject to the terms and conditions of this Contract.

**Order of Precedence**:
1. STD 213
2. Third Party COTS General Provisions dated July 15, 2008 (Attachment 1)
3. Contractor's Software License Agreement (Attachment 2)
3. Contractor's Software Products (Attachment 3)

The Contractor's Software License Agreement terms and conditions are accepted to the extent that they do not conflict with this STD 213, the Third Party COTS General Provisions dated July 15, 2008, or any California law. Any language in the Contractor's Software License Agreement setting forth a different order of precedence or claiming superiority is hereby stricken and of no force or effect in this Contract.

**IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.**

| CONTRACTOR | | **CALIFORNIA - Department of General Services Use Only** |
|---|---|---|
| CONTRACTOR'S NAME *(If other than an individual, state whether a corporation, partnership, etc.)* | | |
| BY *(Authorized Signature)* **?** | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING | | |
| ADDRESS | | |
| STATE OF CALIFORNIA | | |
| AGENCY NAME **FRANCHISE TAX BOARD** | | |
| BY (Authorized Signature) **?** | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING **Lisa Garrison, Chief Financial Officer** | | |
| ADDRESS **P. O. Box 1468, Sacramento, CA 95812-1468** | | ¨ Exempt per |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION XI
Contract

November 2, 2009

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## STANDARD AGREEMENT, STD. FORM 213 FOR I.T. GOODS/SERVICES ONLY

STD. 213 (NEW 06/03)

| REGISTRATION NUMBER | |
|---|---|
| PURCHASING AUTHORITY NUMBER | AGREEMENT NUMBER C1100001 |

1 This Agreement is entered into between the State Agency and the Contractor named below

STATE AGENCY'S NAME

**Franchise Tax Board**

CONTRACTOR'S NAME

2 The term of this Agreement is:

3 The maximum of this Agreement $

4 The parties agree to comply with the terms and conditions of the following Attachments which are by this reference made a part of the Agreement.

Attachment 1 - IT General Provisions for the EDR Project, dated October 29, 2009
Attachment 2 – IT Special Provisions for the EDR Project, dated October 29, 2009
Attachment 3 - Statement of Work including RFP-FTB-0910-C001 Sections III, IV, VI
Attachment 4 –Glossary of Terms and Definitions, RFP-FTB-0910-C001 Section XII
Attachment 5 - Contract Costs including RFP-FTB-0910-C001 Section VII
Attachment 6 - Contractor's Response to RFP-FTB-0910-C001

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

| **CONTRACTOR** | | **CALIFORNIA Department of General Services Use Only** |
|---|---|---|
| **CONTRACTOR'S NAME** ***(If other than an individual, state whether a corporation, partnership, etc.)*** | | |
| BY *(Authorized Signature)* ✍ | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING | | |
| ADDRESS | | |
| **STATE OF CALIFORNIA** | | |
| AGENCY NAME **FRANCHISE TAX BOARD** | | |
| BY (Authorized Signature) ✍ | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING **Lisa Garrison, Chief Financial Officer** | | |
| ADDRESS **P. O. Box 1468, Sacramento, CA 95812-1468** | | ☐ Exempt per |

# ATTACHMENT 1 - IT GENERAL PROVISIONS FOR THE EDR PROJECT

**ATTACHMENT 1**

# IT GENERAL PROVISIONS FOR THE EDR PROJECT

## Dated October 29, 2009

**1. CONTRACT FORMATION:**

a. If this Contract results from a sealed bid offered in response to a solicitation conducted pursuant to Chapters 2 (commencing with Section 10290), 3 (commencing with Section 12100), and 3.6 (commencing with Section 12125) of Part 2 of Division 2 of the Public Contract Code (PCC), then Contractor's bid is a firm offer to the State which is accepted by the issuance of this Contract and no further action is required by either party.

b. If this Contract results from a solicitation other than described in paragraph a), above, Contractor's quotation or proposal is deemed a firm offer and this Contract document is the State's acceptance of that offer.

c. If this Contract resulted from a joint bid, it shall be deemed one indivisible Contract. Each such joint Contractor will be jointly and severally liable for the performance of the entire Contract. The State assumes no responsibility or obligation for the division of orders or purchases among joint Contractors.

**2. COMPLETE INTEGRATION:**

This Contract, including any documents incorporated herein by express reference, is intended to be a complete integration and there are no prior or contemporaneous different or additional agreements pertaining to the subject matter of the Contract.

**3. SEVERABILITY:**

The Contractor and the State agree that if any provision of this Contract is found to be illegal or unenforceable, such term or provision shall be deemed stricken and the remainder of the Contract shall remain in full force and effect. Either party having knowledge of such term or provision shall promptly inform the other of the presumed non-applicability of such provision.

**4. INDEPENDENT CONTRACTOR:**

Contractor and the agents and employees of Contractor, in the performance of this Contract, shall act in an independent capacity and not as officers or employees or agents of the State.

**5. APPLICABLE LAW:**

This Contract shall be governed by and shall be interpreted in accordance with the laws of the State of California; venue of any action brought with regard to this Contract shall be in Sacramento County, Sacramento, California. The United Nations Convention on Contracts for the International Sale of Goods shall not apply to this Contract.

**6. COMPLIANCE WITH STATUTES AND REGULATIONS:**

a. Contractor warrants and certifies that in the performance of this Contract, it will comply with all applicable statutes, rules, regulations and orders of the United States and the State of California and agrees to indemnify the State against any loss, cost, damage or liability by reason of the Contractor’s violation of this provision.

b. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and

c. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation

might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

d. If this Contract is in excess of $500,000, it is subject to the requirements of the World Trade Organization (WTO) Government Procurement Agreement (GPA).
e. To the extent that this contract falls within the scope of Government Code Section 11135, Contractor hereby agrees to respond to and resolve any complaint brought to its attention, regarding accessibility of its products or services.

**7. CONTRACTOR'S POWER AND AUTHORITY:**

The Contractor warrants that it has full power and authority to grant the rights herein granted and will hold the State harmless from and against any loss, cost, liability, and expense (including reasonable attorney fees) arising out of any breach of this warranty. Further, Contractor avers that it will not enter into any arrangement with any third party which might abridge any rights of the State under this Contract.

a. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and
b. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

**8. ASSIGNMENT:**

This Contract shall not be assignable by the Contractor in whole or in part without the written consent of the State. For the purpose of this paragraph, State will not unreasonably prohibit Contractor from freely assigning its right to payment, provided that Contractor remains responsible for its obligations hereunder.

**9. WAIVER OF RIGHTS:**

Any action or inaction by the State or the failure of the State on any occasion, to enforce any right or provision of the Contract, shall not be construed to be a waiver by the State of its rights hereunder and shall not prevent the State from enforcing such provision or right on any future occasion. The rights and remedies of the State herein are cumulative and are in addition to any other rights or remedies that the State may have at law or in equity.

**10. ORDER OF PRECEDENCE:**

In the event of any inconsistency between the articles, attachments, specifications or provisions which constitute this Contract, the following order of precedence shall apply:

a. these General Provisions – Information Technology (In the instances provided herein where the paragraph begins: “Unless otherwise specified in the Statement of Work” provisions specified in the Statement of Work replacing these paragraphs shall take precedence over the paragraph referenced in these General Provisions);
b. contract form, i.e., Purchase Order STD 65, Standard Agreement STD 213, etc., and any amendments thereto;
c. information technology special provisions;
d. statement of work, including any specifications incorporated by reference herein; and
e. all other attachments incorporated in the contract by reference.

**11. PACKING AND SHIPMENT:**

a. All Goods are to be packed in suitable containers for protection in shipment and storage, and in accordance with applicable specifications. Each container of a multiple container shipment shall be identified to:
    i. show the number of the container and the total number of containers in the shipment; and
    ii. the number of the container in which the packing sheet has been enclosed.
b. All shipments by Contractor or its subcontractors must include packing sheets identifying: the State’s Contract number; item number; quantity and unit of measure; part number and description of the Goods shipped; and appropriate evidence of inspection, if required. Goods for different Contracts shall be listed on separate packing sheets.
c. Shipments must be made as specified in this Contract, as it may be amended, or otherwise directed in writing by the State’s Transportation Management Unit within the Department of General Services, Procurement Division.

**12. TRANSPORTATION COSTS AND OTHER FEES OR EXPENSES:**

No charge for delivery, drayage, express, parcel post, packing, cartage, insurance, license fees, permits, cost of bonds, or for any other purpose will be paid by the State unless expressly included and itemized in the Contract. Contractor must strictly follow Contract requirements regarding Free on Board (F.O.B.), freight terms and routing instructions. The State may permit use of an alternate carrier at no additional cost to the State with advance written authorization of the Buyer. If “prepay and add” is selected, supporting freight bills are required when over $50, unless an exact freight charge is approved by the Transportation Management Unit within the Department of General Services Procurement Division and a waiver is granted. On "F.O.B. Shipping Point" transactions, should any shipments under the Contract be received by the State in a damaged condition and any related freight loss and damage claims filed against the carrier or carriers be wholly or partially declined by the carrier or carriers with the inference that damage was the result of the act of the shipper such as inadequate packaging or loading or some inherent defect in the Equipment and/or material, Contractor, on request of the State, shall at Contractor's own expense assist the State in establishing carrier liability by supplying evidence that the Equipment and/or material was properly constructed, manufactured, packaged, and secured to withstand normal transportation conditions.

**13. DELIVERY:**

Contractor shall strictly adhere to the delivery and completion schedules specified in this Contract. Time, if stated as a number of days, shall mean calendar days unless otherwise specified. The quantities specified herein are the only quantities required. If Contractor delivers in excess of the quantities specified herein, the State shall not be required to make any payment for the excess Deliverables, and may return them to Contractor at Contractor's expense or utilize any other rights available to the State at law or in equity.

**14. SUBSTITUTIONS:**

Substitution of Deliverables may not be tendered without advance written consent of the Buyer. Contractor shall not use any specification in lieu of those contained in the Contract without written consent of the Buyer.

**15. INSPECTION, ACCEPTANCE AND REJECTION:**

Unless otherwise specified in the Statement of Work:

a. The Contractor and its subcontractors will provide and maintain a quality assurance system acceptable to the State covering Deliverables and services under this Contract and will tender to the State only those Deliverables that have been inspected and found to conform to this Contract's requirements. Contractor will keep records evidencing inspections and their result, and will make these records available to the State during Contract performance and for three years after final payment. Contractor shall permit the State to review procedures, practices, processes, and related documents to determine the acceptability of Contractor's quality assurance System or other similar business practices related to performance of the Contract.
b. All Deliverables will be subject to inspection and test by the State or its authorized representatives.
c. The Contractor and its subcontractors shall provide all reasonable facilities for the safety and convenience of inspectors at no additional cost to the State. Contractor shall furnish to inspectors all information and data as may be reasonably required to perform their inspection.
d. Final State Acceptance of the Final EDR Solution will occur after all EDR Phases and Compensation Deliverables are accepted by the State and all Contractor services are performed including under the one-year Warranty.
e. The State shall give written notice of rejection of Deliverables delivered or services performed hereunder within a reasonable time after receipt of such Deliverables or performance of such services. Such notice of rejection will state the respects in which the Deliverables do not substantially conform to their specifications. If the State does not provide such notice of rejection within thirty (30) days of delivery, such Deliverables and services will be deemed to have been accepted. Acceptance by the State will be final and irreversible, except as it relates to latent defects, fraud, and gross mistakes amounting to fraud. Acceptance shall not be construed to waive any warranty rights that the State might have at law or by express reservation in this Contract with respect to any nonconformity.

**16. SAMPLES:**

a. Samples of items may be required by the State for inspection and specification testing and must be furnished free of expense to the State. The samples furnished must be identical in all respects to the products bid and/or specified in the Contract.

b. Samples, if not destroyed by tests, may, upon request made at the time the sample is furnished, be returned at Contractor's expense.

**17. WARRANTY:**

a. Unless otherwise specified in the Statement of Work, the warranties in this subsection a) begin upon Full Implementation and end one (1) year thereafter. The Contractor warrants that (i) Deliverables and services furnished hereunder will substantially conform to the requirements of this Contract (including without limitation all descriptions, specifications, and drawings identified in the Statement of Work), and (ii) the Deliverables will be free from material defects in materials and workmanship. Where the parties have agreed to design specifications (such as a detailed design document) and incorporated the same or equivalent in the Statement of Work directly or by reference, the Contractor will warrant that its Deliverables provide all material functionality required thereby. In addition to the other warranties set forth herein, where the Contract calls for delivery of Commercial Off the Shelf Software (COTS), the Contractor warrants that such Software will perform in accordance with its license and accompanying Documentation. The State's approval of designs or specifications furnished by the Contractor shall not relieve the Contractor of its obligations under this warranty.

b. Contractor warrants that Deliverables furnished hereunder (i) will be free, at the time of delivery, of harmful code (i.e., computer viruses, worms, trap doors, time bombs, disabling code, or any similar malicious mechanism designed to interfere with the intended operation of, or cause damage to, computers, data, or Software); and (ii) will not infringe or violate any U.S. Intellectual Property Right. Without limiting the generality of the foregoing, if the State believes that harmful code may be present in any COTS delivered hereunder, the Contractor will, upon the State's request, provide a master copy of the Software for comparison and correction.

c. Unless otherwise specified in the Statement of Work:

   i. Contractor does not warrant that any Software provided hereunder is error-free or that it will run without immaterial interruption.

   ii. The Contractor does not warrant and will have no responsibility for a claim to the extent that it arises directly from (A) a modification made by the State, unless such modification is approved or directed by the Contractor, or is performed by the State for knowledge management purposes, (B) use of Software in combination with or on products other than as specified by the Contractor, or (C) misuse by the State.

   iii. Where the Contractor resells Hardware or Software it purchased from a third party, and such third party offers additional or more advantageous warranties than those set forth herein, the Contractor will pass through any such warranties to the State and will reasonably cooperate in enforcing them. Such warranty pass-through will be supplemental to, and not relieve the Contractor from, the Contractor's warranty obligations set forth above.

d. All warranties, including special warranties specified elsewhere herein, shall inure to the State, its successors, assigns, customer agencies, and governmental users of the Deliverables or services.
e. Except as may be specifically provided in the Statement of Work or elsewhere in this Contract, for any breach of the warranties provided in this Section, the State's exclusive remedy and the Contractor's sole obligation will be limited to:
    i. re-performance, repair, or replacement of the nonconforming Deliverable (including without limitation an infringing Deliverable) or service; or
    ii. should the State in its sole discretion consent, refund of all amounts paid by the State for the nonconforming Deliverable or service and payment to the State of any additional amounts necessary to equal the State's Cost to Cover. "Cost to Cover" means the cost, properly mitigated, of procuring Deliverables or services of equivalent capability, function, and performance. The payment obligation in subsection (e)(ii) above will not exceed the limits on Contractor's liability set forth in the Section entitled "Limitation of Liability."
f. EXCEPT FOR THE EXPRESS WARRANTIES SPECIFIED IN THIS SECTION, THE CONTRACTOR MAKES NO WARRANTIES EITHER EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

**18. SAFETY AND ACCIDENT PREVENTION:**

In performing work under this Contract on State premises, Contractor shall conform to any specific safety requirements contained in the Contract or as required by law or regulation. Contractor shall take any additional precautions as the State may reasonably require for safety and accident prevention purposes. Any violation of such rules and requirements, unless promptly corrected, shall be grounds for termination of this Contract in accordance with the default provisions hereof.

**19. INSURANCE:**

When performing work on property in the care, custody or control of the State, Contractor shall maintain all commercial general liability insurance, workers' compensation insurance and any other insurance the State deems appropriate under the Contract. Contractor shall furnish an insurance certificate evidencing required insurance coverage acceptable to the State. Upon request by the Buyer, the Contractor may be required to have the State shown as an "additional insured" on selected policies.

**20. TERMINATION FOR NON-APPROPRIATION OF FUNDS:**

a. If the term of this Contract extends into fiscal years subsequent to that in which it is approved, such continuation of the Contract is contingent on the appropriation of funds for such purpose by the Legislature. If funds to effect such continued payment are not appropriated, Contractor agrees to take back any affected Deliverables furnished under this Contract, terminate any services supplied to the State under this Contract, and relieve the State of any further obligation therefore.
b. STATE AGREES THAT IF PARAGRAPH a) ABOVE IS INVOKED, DELIVERABLES SHALL BE RETURNED TO THE CONTRACTOR IN SUBSTANTIALLY THE SAME CONDITION IN WHICH DELIVERED TO THE STATE, SUBJECT TO NORMAL WEAR AND TEAR. STATE FURTHER AGREES

TO PAY FOR PACKING, CRATING, TRANSPORTATION TO CONTRACTOR'S NEAREST FACILITY AND FOR REIMBURSEMENT TO THE CONTRACTOR FOR EXPENSES INCURRED FOR THEIR ASSISTANCE IN SUCH PACKING AND CRATING.

**21. TERMINATION FOR THE CONVENIENCE OF THE STATE:**

The State may terminate performance of work under this Contract for its convenience in whole or, from time to time, in part, if the Department of General Services, Deputy Director Procurement Division, or designee, determines that a termination is in the State's interest. The Department of General Services, Deputy Director, Procurement Division, or designee, shall terminate by delivering to the Contractor a Notice of Termination specifying the extent of termination and the effective date thereof. After receipt of a Notice of Termination, and except as directed by the State, the Contractor shall immediately proceed with the following obligations, as applicable, regardless of any delay in determining or adjusting any amounts due under this clause. The Contractor shall:

i. Stop work as specified in the Notice of Termination.
ii. Place no further subcontracts for materials, services, or facilities, except as necessary to complete the continuing portion of the Contract.
iii. Terminate all subcontracts to the extent they relate to the work terminated.
iv. Settle all outstanding liabilities and termination settlement proposals arising from the termination of subcontracts.

**22. TERMINATION FOR DEFAULT:**

a. The State may, subject to the clause titled "Force Majeure" and to sub-section d) below, by written notice of default to the Contractor, terminate this Contract in whole or in part if the Contractor fails to:
   i. Deliver the Deliverables or perform the services within the time specified in the Contract or any amendment thereto;
   ii. Make progress, so that the lack of progress endangers performance of this Contract; or
   iii. Perform any of the other provisions of this Contract.
b. The State's right to terminate this Contract under sub-section a) above, may be exercised if the failure constitutes a material breach of this Contract and if the Contractor does not cure such failure within the time frame stated in the State's cure notice, which in no event will be less than fifteen (15) days, unless the Statement of Work calls for a shorter period.
c. If the State terminates this Contract in whole or in part pursuant to this Section, it may acquire, under terms and in the manner the Buyer considers appropriate, Deliverables or services similar to those terminated, and the Contractor will be liable to the State for any excess costs for those Deliverables and services, including without limitation costs third party vendors charge for Manufacturing Materials (but subject to the clause entitled "Limitation of Liability"). However, the Contractor shall continue the work not terminated.
d. If the Contract is terminated for default, the State may require the Contractor to transfer title, or in the case of licensed Software, license, and deliver to the State, as directed by the Buyer, any:
   i. completed Deliverables,
   ii. partially completed Deliverables, and,

iii. subject to provisions of sub-section e) below, Manufacturing Materials related to the terminated portion of this Contract. Nothing in this sub-section d) will be construed to grant the State rights to Deliverables that it would not have received had this Contract been fully performed. Upon direction of the Buyer, the Contractor shall also protect and preserve property in its possession in which the State has an interest.

e. The State shall pay Contract price for completed Deliverables delivered and accepted. Unless the Statement of Work calls for different procedures or requires no-charge delivery of materials, the Contractor and Buyer shall attempt to agree on the amount of payment for Manufacturing Materials and other materials delivered and accepted by the State for the protection and preservation of the property; provided that where the Contractor has billed the State for any such materials, no additional charge will apply. Failure to agree will constitute a dispute under the Disputes clause. The State may withhold from these amounts any sum it determines to be necessary to protect the State against loss because of outstanding liens or claims of former lien holders.

f. If, after termination, it is determined by a final ruling in accordance with the Disputes Clause that the Contractor was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the State.

g. The rights and remedies of the State in this clause are in addition to any other rights and remedies provided by law or under this Contract, and are subject to the clause titled “Limitation of Liability.”

**23. FORCE MAJEURE**

Except for defaults of subcontractors at any tier, the Contractor shall not be liable for any excess costs if the failure to perform the Contract arises from causes beyond the control and without the fault or negligence of the Contractor. Examples of such causes include, but are not limited to:

a. Acts of God or of the public enemy, and

b. Acts of the federal or State government in either its sovereign or contractual capacity. If the failure to perform is caused by the default of a subcontractor at any tier, and if the cause of the default is beyond the control of both the Contractor and subcontractor, and without the fault or negligence of either, the Contractor shall not be liable for any excess costs for failure to perform.

**24. RIGHTS AND REMEDIES OF STATE FOR DEFAULT:**

a. In the event any Deliverables furnished or services provided by the Contractor in the performance of the Contract should fail to conform to the requirements herein, or to the sample submitted by the Contractor, the State may reject the same, and it shall become the duty of the Contractor to reclaim and remove the item promptly or to correct the performance of services, without expense to the State, and immediately replace all such rejected items with others conforming to the Contract.

b. In addition to any other rights and remedies the State may have, the State may require Contractor, at Contractor’s expense, to ship Deliverables via air freight or expedited routing to avoid or minimize actual or potential delay if the delay is the fault of the Contractor.

c. In the event of the termination of the Contract, either in whole or in part, by reason of default or breach by the Contractor, any loss or damage sustained by the State in procuring any items which the Contractor agreed to supply shall be borne and paid for by the Contractor (but subject to the clause entitled “Limitation of Liability”).
d. The State reserves the right to offset the reasonable cost of all damages caused to the State against any outstanding invoices or amounts owed to Contractor or to make a claim against the Contractor therefore.

**25. LIMITATION OF LIABILITY:**

a. Contractor’s liability for damages to the State for any cause whatsoever, and regardless of the form of action, whether in Contract or in tort, shall be limited to two times the Purchase Price. For purposes of this sub-section a), “Purchase Price” will mean the aggregate Contract price; except that, with respect to a Contract under which multiple purchase orders will be issued (e.g., a Master Agreement or Multiple Award Schedule contract), “Purchase Price” will mean the total price of the purchase order for the Deliverable(s) or service(s) that gave rise to the loss, such that Contractor will have a separate limitation of liability for each purchase order.
b. The foregoing limitation of liability shall not apply (i) to liability under the General Provisions, entitled “Patent, Copyright, and Trade Secret Protection” or to any other liability (including without limitation indemnification obligations) for infringement of third party intellectual property rights; (ii) to claims covered by any specific provision herein calling for liquidated damages; (iii) to claims arising under provisions herein calling for indemnification for third party claims against the State for bodily injury to persons or damage to real or tangible personal property caused by Contractor’s negligence or willful misconduct; or (iv) to costs or attorney’s fees that the State becomes entitled to recover as a prevailing party in any action.
c. The State’s liability for damages for any cause whatsoever, and regardless of the form of action, whether in Contract or in tort, shall be limited to the Purchase Price, as that term is defined in sub-section a) above. Nothing herein shall be construed to waive or limit the State’s sovereign immunity or any other immunity from suit provided by law.
d. In no event will either the Contractor or the State be liable for consequential, incidental, indirect, special, or punitive damages, even if notification has been given as to the possibility of such damages, except (i) to the extent that Contractor’s liability for such damages is specifically set forth in the Statement of Work or (ii) to the extent that Contractor’s liability for such damages arises out of sub-section b)(i), b)(ii), or b)(iv) above.

**26. CONTRACTOR’S LIABILITY FOR INJURY TO PERSONS OR DAMAGE TO PROPERTY:**

a. The Contractor shall be liable for damages arising out of injury to the person and/or damage to the property of the State, employees of the State, persons designated by the State for training, or any other person(s) other than agents or employees of the Contractor, designated by the State for any purpose, prior to, during, or subsequent to delivery, installation, acceptance, and use of the Deliverables either at the Contractor’s site or at the State’s place of business,

provided that the injury or damage was caused by the fault or negligence of the Contractor.

b. Contractor shall not be liable for damages arising out of or caused by an alteration or an Attachment not made or installed by the Contractor, or for damage to alterations or Attachments that may result from the normal operation and maintenance of the Deliverables provided by the Contractor during the Contract.

**27. INDEMNIFICATION:**

Contractor agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all third party claims, costs (including without limitation reasonable attorneys' fees), and losses due to the injury or death of any individual, or the loss or damage to any real or tangible personal property, resulting from the willful misconduct or negligent acts or omissions of Contractor or any of its agents, subcontractors, employees, suppliers, laborers, or any other person, firm, or corporation furnishing or supplying work, services, materials, or supplies in connection with the performance of this Contract. Such defense and payment will be conditional upon the following:

a. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and

b. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

**28. INVOICES:**

Unless otherwise specified, invoices shall be sent to the address set forth herein. Invoices shall be submitted in triplicate and shall include the Contract number; release order number (if applicable); item number; unit price, extended item price and invoice total amount. State sales tax and/or use tax shall be itemized separately and added to each invoice as applicable.

**29. REQUIRED PAYMENT DATE:**

Payment will be made in accordance with the provisions of the California Prompt Payment Act, Government Code Section 927 et. seq. Unless expressly exempted by statute, the Act requires State agencies to pay properly submitted, undisputed invoices not more than 45 days after (i) the date of acceptance of Deliverables or performance of services; or (ii) receipt of an undisputed invoice, whichever is later.

**30. TAXES:**

Unless otherwise required by law, the State of California is exempt from Federal excise taxes. The State will only pay for any State or local sales or use taxes on the services rendered or Goods supplied to the State pursuant to this Contract.

**31. NEWLY MANUFACTURED GOODS:**

All Goods furnished under this Contract shall be newly manufactured Goods; used or reconditioned Goods are prohibited, unless otherwise specified.

**32. CONTRACT MODIFICATION:**

No amendment or variation of the terms of this Contract shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or agreement not incorporated in the Contract is binding on any of the parties.

**33. CONFIDENTIALITY OF DATA:**

All financial, statistical, personal, technical and other data and information relating to the State's operation which are designated confidential by the State and made available to the Contractor in order to carry out this Contract, or which become available to the Contractor in carrying out this Contract, shall be protected by the Contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State. The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure shall be provided by the State in writing to the Contractor. If the methods and procedures employed by the Contractor for the protection of the Contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph. The Contractor shall not be required under the provisions of this paragraph to keep confidential any data or information which is or becomes publicly available, is already rightfully in the Contractor's possession, is independently developed by the Contractor outside the scope of this Contract, or is rightfully obtained from third parties.

**34. NEWS RELEASES:**

Unless otherwise exempted, news releases pertaining to this Contract shall not be made without prior written approval of the Department of General Services.

**35. DOCUMENTATION**

a. The Contractor agrees to provide to the State, at no charge, a number of all nonproprietary manuals and other printed materials, as described within the Statement of Work, and updated versions thereof, which are necessary or useful to the State in its use of the Equipment or Software provided hereunder. The Contractor agrees to provide additional Documentation at prices not in excess of charges made by the Contractor to its other customers for similar Documentation.

b. The Contractor agrees that the State may reproduce such Documentation for its own use in maintaining the Equipment. If the Contractor is unable to perform maintenance, the Contractor agrees to license any other Contractor that the State may have hired to maintain the Equipment to use the above noted Documentation. The State agrees to include the Contractor’s copyright notice on any such Documentation reproduced, in accordance with copyright instructions to be provided by the Contractor.

**36. RIGHTS IN WORK PRODUCT:**

a. All inventions, discoveries, intellectual property, technical communications and records originated or prepared by the Contractor pursuant to this Contract including papers, reports, charts, computer programs, and other Documentation or improvements thereto, and including Contractor’s administrative communications

and records relating to this Contract (collectively, the "Work Product"), shall be Contractor's exclusive property. The provisions of this sub-section a) may be revised in a Statement of Work.

b. Software and other materials developed or otherwise obtained by or for Contractor or its affiliates independently of this Contract or applicable purchase order ("Pre-Existing Materials") does not constitute Work Product. If Contractor creates derivative works of Pre-Existing Materials, the elements of such derivative works created pursuant to this Contract constitute Work Product, but other elements do not. Nothing in this Section 37 will be construed to interfere with Contractor's or its affiliates' ownership of Pre-Existing Materials.

c. The State will have Government Purpose Rights to the Work Product as Deliverable or delivered to the State hereunder. "Government Purpose Rights" are the unlimited, irrevocable, worldwide, perpetual, royalty-free, non-exclusive rights and licenses to use, modify, reproduce, perform, release, display, create derivative works from, and disclose the Work Product. "Government Purpose Rights" also include the right to release or disclose the Work Product outside the State for any State government purpose and to authorize recipients to use, modify, reproduce, perform, release, display, create derivative works from, and disclose the Work Product for any State government purpose. Such recipients of the Work Product may include, without limitation, State Contractors, California local governments, the U.S. federal government, and the State and local governments of other states. "Government Purpose Rights" do not include any rights to use, modify, reproduce, perform, release, display, create derivative works from, or disclose the Work Product for any commercial purpose.

d. The ideas, concepts, know-how, or techniques relating to data processing, developed during the course of this Contract by the Contractor or jointly by the Contractor and the State may be used by either party without obligation of notice or accounting.

e. This Contract shall not preclude the Contractor from developing materials outside this Contract that are competitive, irrespective of their similarity to materials which might be delivered to the State pursuant to this Contract.

**37. PROTECTION OF PROPRIETARY SOFTWARE AND OTHER PROPRIETARY DATA**

a. State agrees that all material appropriately marked or identified in writing as proprietary, and furnished hereunder are provided for State's exclusive use for the purposes of this Contract only. All such proprietary data shall remain the property of the Contractor. State agrees to take all reasonable steps to insure that such proprietary data are not disclosed to others, without prior written consent of the Contractor, subject to the California Public Records Act.

b. The State will insure, prior to disposing of any media, that any licensed materials contained thereon have been erased or otherwise destroyed.

c. The State agrees that it will take appropriate action by instruction, agreement or otherwise with its employees or other persons permitted access to licensed software and other proprietary data to satisfy its obligations under this Contract with respect to use, copying, modification, protection and security of proprietary software and other proprietary data.

**38. PATENT, COPYRIGHT AND TRADE SECRET INDEMNITY:**

a. Contractor will indemnify, defend, and save harmless the State, its officers, agents, and employees, from any and all third party claims, costs (including without limitation reasonable attorneys' fees), and losses for infringement or violation of any U.S. Intellectual Property Right by any product or service provided hereunder. With respect to claims arising from computer Hardware or Software manufactured by a third party and sold by Contractor as a reseller, Contractor will pass through to the State such indemnity rights as it receives from such third party ("Third Party Obligation") and will cooperate in enforcing them; provided that if the third party manufacturer fails to honor the Third Party Obligation, Contractor will provide the State with indemnity protection equal to that called for by the Third Party Obligation, but in no event greater than that called for in the first sentence of this Section 39a). The provisions of the preceding sentence apply only to third party computer Hardware or Software sold as a distinct unit and accepted by the State.

   Unless a Third Party Obligation provides otherwise, the defense and payment obligations set forth in this Section 39a) will be conditional upon the following:

   i. The State will notify Contractor of any such claim in writing and tender the defense thereof within a reasonable time; and
   ii. Contractor will have sole control of the defense of any action on such claim and all negotiations for its settlement or compromise; provided that (i) when substantial principles of government or public law are involved, when litigation might create precedent affecting future State operations or liability, or when involvement of the State is otherwise mandated by law, the State may participate in such action at its own expense with respect to attorneys' fees and costs (but not liability); (ii) the State will have the right to approve or disapprove any settlement or compromise, which approval will not unreasonably be withheld or delayed; and (iii) the State will reasonably cooperate in the defense and in any related settlement negotiations.

b. Contractor may be required to furnish a bond to the State against any and all loss, damage, costs, expenses, claims and liability for patent, copyright and trade secret infringement.

c. Should the Deliverables or Software, or the operation thereof, become, or in the Contractor's opinion are likely to become, the subject of a claim of infringement or violation of a U.S. Intellectual Property Right, the State shall permit the Contractor at its option and expense either to procure for the State the right to continue using the Deliverables or Software, or to replace or modify the same so that they become non infringing. If none of these options can reasonably be taken, or if the use of such Deliverables or Software by the State shall be prevented by injunction, the Contractor agrees to take back such Deliverables or Software and make every reasonable effort to assist the State in procuring substitute Deliverables or Software. If, in the sole opinion of the State, the return of such infringing Deliverables or Software makes the retention of other Deliverables or Software acquired from the Contractor under this Contract impractical, the State shall then have the option of terminating such Contracts, or applicable portions thereof,

without penalty or termination charge. The Contractor agrees to take back such Deliverables or Software and refund any sums the State has paid Contractor less any reasonable amount for use or damage.

d. The Contractor shall have no liability to the State under any provision of this clause with respect to any claim of patent, copyright or trade secret infringement which is based upon:
   i. The combination or utilization of Deliverables furnished hereunder with Equipment or devices not made or furnished by the Contractor; or,
   ii. The operation of Equipment furnished by the Contractor under the control of any Operating Software other than, or in addition to, the current version of Contractor supplied Operating Software; or
   iii. The modification by the State of the Equipment furnished hereunder or of the Software; or
   iv. The combination or utilization of Software furnished hereunder with non contractor supplied Software.

e. Contractor certifies that it has appropriate systems and controls in place to ensure that State funds will not be used in the performance of this Contract for the acquisition, operation or maintenance of computer Software in violation of copyright laws.

**39. EXAMINATION AND AUDIT:**

Contractor agrees that the State, or its designated representative shall have the right to review and copy any records and supporting Documentation pertaining to performance of this Contract. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees or others who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the State to audit records and interview staff in any subcontract related to performance of this Contract.

**40. DISPUTES:**

a. The parties shall deal in good faith and attempt to resolve potential disputes informally. If the dispute persists, Contractor shall submit to the Department Director or designee a written demand for a final decision regarding the disposition of any dispute between the parties arising under, related to or involving this Contract, unless the State, on its own initiative, has already rendered such a final decision. Contractor's written demand shall be fully supported by factual information, and if such demand involves a cost adjustment to the Contract, Contractor shall include with the demand a written statement signed by an authorized person indicating that the demand is made in good faith, that the supporting data are accurate and complete and that the amount requested accurately reflects the Contract adjustment for which Contractor believes the State is liable. If the Contractor is not satisfied with the decision of the Department Director or designee, the Contractor may appeal the decision to the Department of General Services, Deputy Director, Procurement Division. In the event that this Contract is for Information Technology Goods and/or services, the decision may be appealed to an Executive Committee of State and Contractor personnel.

b. Pending the final resolution of any dispute arising under, related to or involving this Contract, Contractor agrees to diligently proceed with the performance of this Contract, including the delivery of Goods or providing of services in accordance with the State's instructions. Contractor's failure to diligently proceed in accordance with the State's instructions shall be considered a material breach of this Contract.

c. Any final decision of the State shall be expressly identified as such, shall be in writing, and shall be signed by the Department Director or designee or Deputy Director, Procurement Division if an appeal was made. If the State fails to render a final decision within 90 days after receipt of Contractor's demand, it shall be deemed a final decision adverse to Contractor's contentions. The State's final decision shall be conclusive and binding regarding the dispute unless Contractor commences an action in a court of competent jurisdiction to contest such decision within 90 days following the date of the final decision or one (1) year following the accrual of the cause of action, whichever is later.

**41. STOP WORK:**

a. The State may, at any time, by written Stop Work Order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this Contract for a period up to 90 days after the Stop Work Order is delivered to the Contractor, and for any further period to which the parties may agree. The Stop Work Order shall be specifically identified as such and shall indicate it is issued under this clause. Upon receipt of the Stop Work Order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the Stop Work Order during the period of work stoppage. Within a period of 90 days after a Stop Work Order is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the State shall either:
   i. Cancel the Stop Work Order; or
   ii. Terminate the work covered by the Stop Work Order as provided for in the termination for default or the termination for convenience clause of this Contract.

b. If a Stop Work Order issued under this clause is canceled or the period of the Stop Work Order or any extension thereof expires, the Contractor shall resume work. The State shall make an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract shall be modified, in writing, accordingly, if:
   i. The Stop Work Order results in an increase in the time required for, or in the Contractor's cost properly allocable to the performance of any part of this Contract; and
   ii. The Contractor asserts its right to an equitable adjustment within 30 days after the end of the period of work stoppage; provided, that if the State decides the facts justify the action, the State may receive and act upon a proposal submitted at any time before final payment under this Contract.

c. If a Stop Work Order is not canceled and the work covered by the Stop Work Order is terminated in accordance with the provision entitled Termination for the Convenience of the State, the State shall allow reasonable costs resulting from the Stop Work Order in arriving at the termination settlement.

d. The State shall not be liable to the Contractor for loss of profits because of a Stop Work Order issued under this clause.

**42. FOLLOW-ON CONTRACTS:**

a. If the Contractor or its affiliates provides Technical Consulting and Direction (as defined below), the Contractor and its affiliates:
   i. will not be awarded a subsequent Contract to supply the service or system, or any significant component thereof, that is used for or in connection with any subject of such Technical Consulting and Direction; and
   ii. will not act as consultant to any person or entity that does receive a Contract described in sub-section (i). This prohibition will continue for one (1) year after termination of this Contract or completion of the Technical Consulting and Direction, whichever comes later.

b. "Technical Consulting and Direction" means services for which the Contractor received compensation from the State and includes:
   i. development of or assistance in the development of work statements, specifications, solicitations, or feasibility studies;
   ii. development or design of test requirements;
   iii. evaluation of test data;
   iv. direction of or evaluation of another Contractor;
   v. provision of formal recommendations regarding the acquisition of Information Technology products or services; or
   vi. provisions of formal recommendations regarding any of the above. For purposes of this Section, "affiliates" are employees, directors, partners, joint venture participants, parent corporations, subsidiaries, or any other entity controlled by, controlling, or under common control with the Contractor. Control exists when an entity owns or directs more than fifty percent (50%) of the outstanding shares or securities representing the right to vote for the election of directors or other managing authority.

c. To the extent permissible by law, the Director of the Department of General Services, or designee, may waive the restrictions set forth in this Section by written notice to the Contractor if the Director determines their application would not be in the State's best interest. Except as prohibited by law, the restrictions of this Section will not apply:
   i. to follow-on advice given by vendors of commercial off-the-shelf products, including Software and Hardware, on the operation, integration, repair, or maintenance of such products after sale; or
   ii. where the State has entered into a master agreement for Software or services and the scope of work at the time of Contract execution expressly calls for future recommendations among the Contractor's own products.

d. The restrictions set forth in this Section are in addition to conflict of interest restrictions imposed on public Contractors by California law ("Conflict Laws"). In the event of any inconsistency, such Conflict Laws override the provisions of this Section, even if enacted after execution of this Contract.

**43. PRIORITY HIRING CONSIDERATIONS:**

If this Contract includes services in excess of $200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified

recipients of aid under Welfare and Institutions Code Section 11200 in accordance with PCC Section 10353.

**44. COVENANT AGAINST GRATUITIES:**

The Contractor warrants that no gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by the Contractor, or any agent or representative of the Contractor, to any officer or employee of the State with a view toward securing the Contract or securing favorable treatment with respect to any determinations concerning the performance of the Contract. For breach or violation of this warranty, the State shall have the right to terminate the Contract, either in whole or in part, and any loss or damage sustained by the State in procuring on the open market any items which Contractor agreed to supply shall be borne and paid for by the Contractor. The rights and remedies of the State provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or in equity.

**45. NONDISCRIMINATION CLAUSE:**

a. During the performance of this Contract, Contractor and its subcontractors shall not unlawfully discriminate, harass or allow harassment, against any employee or applicant for employment because of sex, sexual orientation, race, color, ancestry, religious creed, national origin, disability (including HIV and AIDS), medical condition (cancer), age, marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Government Code, Section 12990 et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285.0 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations are incorporated into this Contract by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other agreement.

b. The Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Contract.

**46. NATIONAL LABOR RELATIONS BOARD CERTIFICATION:**

Contractor swears under penalty of perjury that no more than one final, unappealable finding of contempt of court by a federal court has been issued against the Contractor within the immediately preceding two year period because of the Contractor's failure to comply with an order of the National Labor Relations Board. This provision is required by, and shall be construed in accordance with, PCC Section 10296.

**47. ASSIGNMENT OF ANTITRUST ACTIONS:**

Pursuant to Government Code Sections 4552, 4553, and 4554, the following provisions are incorporated herein:

a. In submitting a bid to the State, the supplier offers and agrees that if the bid is accepted, it will assign to the State all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. 15) or under the Cartwright Act (Chapter 2, commencing with Section 16700, of Part 2 of

Division 7 of the Business and Professions Code), arising from purchases of Goods, material or other items, or services by the supplier for sale to the State pursuant to the solicitation. Such assignment shall be made and become effective at the time the State tenders final payment to the supplier.

b. If the State receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the State any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the State as part of the bid price, less the expenses incurred in obtaining that portion of the recovery.

c. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and
   i. the assignee has not been injured thereby, or
   ii. the assignee declines to file a court action for the cause of action.

**48. DRUG FREE WORKPLACE CERTIFICATION:**

The Contractor certifies under penalty of perjury under the laws of the State of California that the Contractor will comply with the requirements of the Drug Free Workplace Act of 1990 (Government Code Section 8350 et seq.) and will provide a drug free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).

b. Establish a Drug Free Awareness Program as required by Government Code Section 8355(b) to inform employees about all of the following:
   i. the dangers of drug abuse in the workplace;
   ii. the person's or organization's policy of maintaining a drug free workplace;
   iii. any available counseling, rehabilitation and employee assistance programs; and,
   iv. penalties that may be imposed upon employees for drug abuse violations.

c. Provide, as required by Government Code Section 8355(c), that every employee who works on the proposed or resulting Contract:
   i. will receive a copy of the company's drug free policy statement; and,
   ii. will agree to abide by the terms of the company's statement as a condition of employment on the Contract.

**49. FOUR-DIGIT DATE COMPLIANCE:**

Contractor warrants that it will provide only Four-Digit Date Compliant (as defined below) Deliverables and/or services to the State. “Four Digit Date Compliant” Deliverables and services can accurately process, calculate, compare, and sequence date data, including without limitation date data arising out of or relating to leap years and changes in centuries. This warranty and representation is subject to the warranty terms and conditions of this Contract and does not limit the generality of warranty obligations set forth elsewhere herein.

**50. SWEATFREE CODE OF CONDUCT:**

a. Contractor declares under penalty of perjury that no equipment, materials, or supplies furnished to the State pursuant to the contract have been produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. Contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at www.dir.ca.gov, and Public Contract Code Section 6108.

b. Contractor agrees to cooperate fully in providing reasonable access to its records, documents, agents or employees, or premises if reasonably required by authorized officials of the State, the Department of Industrial Relations, or the Department of Justice to determine Contractor's compliance with the requirements under paragraph (a).

**51. RECYCLING:**

The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the State regardless of whether the product meets the requirements of Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12156(e), the certification required by this subdivision shall specify that the cartridges so comply (PCC 12205).

**52. CHILD SUPPORT COMPLIANCE ACT:**

For any Contract in excess of $100,000, the Contractor acknowledges in accordance with PCC Section 7110, that:

a. The Contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable State and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with Section 5200) of Part 5 of Division 9 of the Family Code; and

b. The Contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.

**53. AMERICANS WITH DISABILITIES ACT:**

Contractor assures the State that Contractor complies with the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq).

**54. ELECTRONIC WASTE RECYCLING ACT OF 2003:**

The Contractor certifies that it complies with the requirements of the Electronic Waste Recycling Act of 2003, Chapter 8.5, Part 3 of Division 30, commencing with Section 42460 of the Public Resources Code, relating to hazardous and solid waste. Contractor shall maintain documentation and provide reasonable access to its records and documents that evidence compliance.

**55. USE TAX COLLECTION:**

In accordance with PCC Section 10295.1, Contractor certifies that it complies with the requirements of Section 7101 of the Revenue and Taxation Code. Contractor further certifies that it will immediately advise State of any change in its retailer's seller's permit or certification of registration or applicable affiliate's seller's permit or certificate of registration as described in subdivision (a) of PCC Section 10295.1.

**56. EXPATRIATE CORPORATIONS:**

Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of PCC Sections 10286 and 10286.1, and is eligible to contract with the State.

**57. DOMESTIC PARTNERS:**

For contracts over $100,000 executed or amended after January 1, 2007, the contractor certifies that the contractor is in compliance with Public Contract Code section 10295.3.

# ATTACHMENT 2 - IT SPECIAL PROVISIONS FOR THE EDR PROJECT

**ATTACHMENT 2**

# IT SPECIAL PROVISIONS FOR THE EDR PROJECT
# Dated October 29, 2009

## A. PURCHASE

### 1. Liquidated Damages

In the event a phase of the EDR Solution is not fully implemented by the Contractor consistent with the plans and schedules prescribed in the Management Requirement Deliverable (MRD) and Event Matrix (Exhibit XI-A), liquidated damages shall apply from the date of the phase's implementation up to the maximum amount of damages. It is therefore agreed by the State and the Contractor:

a. If the Contractor fails to implement Phase 1 or Phase 2 consistent with the scope in the Service Transition Plan (MRD049), the software, hardware, products and infrastructure specified per the Asset and Configuration Management Plan (MRD010), and the exact date in the Project Schedule (MRD002), or implements causing the State to revert to its former Legacy Systems, liquidated damages shall apply.

It is agreed by the State and the Contractor that in the event of the Contractor's failure to meet the Phase 1 and Phase 2 implementation deadlines as set forth above, damage will be sustained by the State. It is also agreed that it will be impractical and extremely difficult to ascertain and determine the actual damages which the State will sustain in the event of and by reason of such failure. It is therefore agreed that the Contractor will pay the State the amounts set forth below for such failures at the sole discretion of the State. The purpose of liquidated damages is to ensure adherence to the requirements in the Contract. No punitive intention is inherent.

Because time is of the essence in the Contract, it is the State's intent to meet Phase 1 and Phase 2 implementation dates as specified above. If for any reason the Contractor is delayed in meeting these implementation dates, liquidated damages in the amount of $6,500.00 per calendar day will be assessed for each calendar day Phase 1 or Phase 2 implementation dates are delayed; provided, however, that in no event shall the total liquidated damages assessed exceed $2,000,000.00. The State will provide the Contractor a complete accounting for all Liquidated Damages.

The provision of liquidated damages is only for a delay in implementation. The provision of liquidated damages for delays in implementation does not preclude the State from pursuing any and all other general damages pursuant to Paragraph 23 of the IT General Provisions for the EDR Project (Attachment 1) or otherwise available as a matter of law.

**2. Title to Equipment**

Unless otherwise specified in the Statement of Work, title to the Equipment shall remain with the Contractor, until such time as acceptance of the Final EDR Solution. Title to a special feature installed on a Machine and for which only a single installation charge was paid shall pass to the State at no additional charge, together with title to the Machine on which it was installed.

## B. TRANSITION PERIOD HARDWARE MAINTENANCE

**1. Maintenance of Equipment**

The Contractor is responsible under this Contract to maintain the Equipment identified in the Statement of Work. The Contractor shall keep the Equipment in good operating condition and shall always be responsive to the maintenance requirements of the State. Equipment maintenance shall be provided in accordance with this Contract, with the maintenance charges, Period of Maintenance Coverage, locations, etc. listed in the Statement of Work.

**2. Exclusions**

a. Maintenance service does not include:

1) Electrical work external to the Machines or maintenance of accessories, alterations, Attachments, or other devices not listed in the Statement of Work.

2) Repair of damage or increase in service time caused by: accident; disaster, which shall include, but not be limited to, fire, flood, water, wind, and lightning; transportation; neglect, misuse, fault or negligence of the State; and alterations, which shall include, but not be limited to, any deviation from Contractor's physical, mechanical, or electrical Machine design, and Attachments.

3) Repair of damage or increase in service time resulting from failure to provide a suitable installation environment with all facilities prescribed by the appropriate Contractor Installation Manual–Physical Planning (including, but not limited to, failure of, or failure to provide adequate electrical power, air conditioning or humidity control).

4) Repair of damage or increase in service time attributable to the use of the Machines for other than the data processing purpose for which it was acquired.

5) Furnishing platens, supplies or accessories; painting or refinishing the Machines or furnishing material therefore; inspecting Machines altered by other than Contractor; making specification changes or performing services connected with the relocation of Machines; or adding or removing accessories, Attachments or other devices.

6) Such service which is impractical for Contractor to render because of alterations or connection by mechanical or electrical means to another Machine.

7) Repair of damage, replacement of parts (due to other than normal wear) or repetitive service calls caused by the use of supplies or materials not meeting Contractor's specifications for such supplies or materials.

8) Repair of damage or increase in service time caused by conversion from one Contractor model to another or the installation or removal of a Contractor feature whenever any of the foregoing was performed by other than the Contractor.
9) Repair or maintenance by Contractor that is required to restore Equipment to proper operating condition after any person other than Contractor's employee had performed maintenance or otherwise repaired an item of Equipment.

b. The Contractor may be required to perform repair or maintenance on excluded items in paragraph a, above. An additional charge for such repair or maintenance shall be at the established Contract rates in the Statement of Work (SOW), Attachment 3.

**3. Responsibilities of the State**

Responsibilities of the State with regard to hardware maintenance are set forth in Section 2 of the SOW, Attachment 3.

**4. Responsibilities of the Contractor**

Responsibilities of the Contractor with regard to hardware maintenance are set forth in Section 3 of the SOW, Attachment 3.

**5. Hardware Maintenance Coverage**

a. Period of Maintenance Coverage:
1) The State may select a period or periods of maintenance coverage, as stated in the SOW.
2) The hours of maintenance coverage for a Machine on Monday through Friday shall be the same each day; and the hours on Saturday and Sunday shall be the same hours on all Saturdays or Sundays. All Machines covered under this Contract must have a simultaneous span of time within the selected periods of maintenance coverage, at least equal to the shortest period offered for any Machine in the System.
3) The State may change its selected Period of Maintenance Coverage by giving the Contractor 15 days prior written notice.

b. Preventive Maintenance (scheduled)
Preventive maintenance can either be performed within or outside of the Principal Period of Maintenance (PPM). No additional charge shall be made for Preventive Maintenance that is to be performed within the PPM.

c. Remedial Maintenance (unscheduled)
1) Remedial Maintenance shall be performed after notification by authorized State personnel that the Equipment is malfunctioning.
2) The Contractor shall provide the State with a designated point of contact and will initiate the Remedial Maintenance.
3) There shall be no additional maintenance charges for:
(a) Remedial Maintenance during the Period of Maintenance Coverage unless the Remedial Maintenance is due to the fault or negligence of the State.
(b) Time spent by maintenance personnel after arrival at the site awaiting the arrival of additional maintenance personnel or delivery of parts, or other such items, after a service call has been commenced.

(c) Remedial Maintenance required because the scheduled Preventive Maintenance preceding the malfunction had not been performed, unless the State had failed to provide access to the Equipment.

(d) The Contractor shall correct hardware problems within a period of four hours unless otherwise approved by the State. If the Contractor fails to correct such errors within four hours or other State approved timeframe, the State and the Contractor will first attempt to resolve the issues through the Conflict Resolution Process set forth in Section 5.e. of the SOW, Attachment 3.

(e) The first hour of work performed when Remedial Maintenance service is requested during the covered Period of Maintenance and the actual work is begun outside such period.

**6. Hardware Maintenance Charges**

a. All maintenance charges are included in the costs to be paid to the Contractor during the Contract period (Attachment 5 of the Contract).

b. There will be no charge for travel expense associated with maintenance service or programming service under this Contract.

c. All maintenance and other service activities (including but not limited to activities relating to pre-installation planning, inspections, relocation of Machines, engineering changes and altered programming) which may be made available by Contractor to the State at no additional charge, in connection with any Machines or programming supplied under this Contract, shall be subject to the terms and conditions of this Contract and Attachment 5 thereto, unless such activities are provided under another written agreement signed by the State and the Contractor.

**7. Engineering Changes**

Engineering changes, determined applicable by Contractor, will be controlled and installed by Contractor on Equipment covered by this contract. The State may elect to have only mandatory changes, as determined by Contractor, installed on Machines so designated. A written notice of this election must be provided to the Contractor for confirmation. There shall be no charge for engineering changes made. Any Contractor-initiated change shall be installed at a time mutually agreeable to the State and the Contractor.

**8. Relocation of Equipment**

a. In the event the Equipment being maintained under the terms and conditions of this Contract is moved to another location within the State of California, the Contractor shall continue to maintain the Equipment at the new location.

b. The charges of the Contractor to dismantle and pack the Equipment and installation at the new location shall be at the rates set forth in the Statement of Work. The State agrees to pay all costs incidental to any move, including costs for packing, crating, rigging, transportation, unpacking, uncrating, insurance, installation, and State and local sales tax, if any.

c. If Contractor is responsible for the move, no re-certification charges to confirm continued maintenance eligibility will be applicable. If the move is conducted by other than Contractor, State agrees to pay re-certification charges to Contractor at rates set forth in the Statement of Work.

**9. Termination**

Notwithstanding the Termination for Convenience provisions contained in the General Provisions, upon 30 days' written notification to the Contractor, State may terminate, at no cost to the State, maintenance for all or any portion of the Equipment identified in the Statement of Work.

## C. SOFTWARE

**1. License Grant**

a. The Contractor hereby grants to the State and the State accepts from the Contractor, subject to the terms and conditions of this Contract, a non-exclusive, non-transferable, license to use the Software listed in Worksheets VII.B.2, VII.B.4.7.1, VII.B.5, VII.B.6.I, VII.B.6.I.I, VII.B.6.2, VII.B.6.3, and VII.B.6.4 and incorporated into this Contract.

b. The State may use the Software in the conduct of its own business, and any division thereof.

c. By prior written notice, the State may redesignate the CPU in which the Software is to be used. The redesignation will be effective upon the date specified in the notice of redesignation.

d. The State retains the right to upgrade any designated CPU in order to enhance system performance capabilities without loss of licensing rights or grants.

**2. Encryption, CPU ID Authorization, and Source Codes**

a. When Encryption and CPU Identification (ID) authorization codes are required to operate the EDR Solution Software, the Contractor will provide all codes to the State with delivery of the Software.

b. In case of an inoperative CPU as defined in paragraph 1d. above, the Contractor will provide a temporary encryption or CPU ID authorization code to the State for use on a temporarily authorized CPU until the designated CPU is returned to operation.

c. When changes in designated CPUs occur, the State will notify the Contractor via telephone, facsimile, or e-mail of such change. Upon receipt of such notice, Contractor will issue via telephone, facsimile, or e-mail to the State within 24 hours, a temporary encryption ID authorization code for use on the newly designated CPU until such time as a permanent code is assigned.

d. The Contractor shall turn over Work Product and the complete Work Product release implementation directions, and any additional software that is required to prepare, modify, document, or operate the Final EDR Solution to the State prior to Final State Acceptance of the EDR Solution and transition to the State consistent with the System Transition to State Plan (MRD060).

**3. Fees and Charges**

The licenses granted to the State will be perpetual without recurring use charges and is not dependent upon the State's continuing to contract for software maintenance of the Final EDR Solution.

**4. Transition Period Software Maintenance**

a. The Contractor shall be responsible for the maintenance and operations of any and all deliverables placed into production including all Software consistent with the Service Operations Plan (MRD059), the Service Transition Plan (MRD049), and the Asset and Configuration Management Plan (MRD010). The

maintenance and support of any Software delivered to the State shall be provided, during the Transition Period and through the Warranty Period and any optional additional years of maintenance and operations, as per the Service Operations Plan.

b. The Contractor will provide a Warranty on all Software at no additional charge during the Warranty Period. The Warranty shall include all necessary changes required to keep the EDR Solution, Phases and Components thereof operational and meeting the original design objectives, which includes the correction of all errors affecting business functions identified by the State or the Contractor in any Software, including Adaptive, Corrective and Perfective changes (see definitions in RFP-FTB-0910-C001 Section XII).

c. The correction of any residual errors in any Software that may be discovered by Contractor or by the State will be considered maintenance. Such maintenance will be performed by the Contractor without additional charge for the duration of this Contract. Suspected errors discovered by the State in the Software will be handled by the following procedures:
   1) A listing of the output indicating the error and a copy of the identical input data causing the error along with the software component in machine-readable form will be submitted to Contractor along with a completed copy of the appropriate Contractor information form and, if appropriate, a listing of the contents of the memory of the CPU at the time the error condition was noted.
   2) Errors in Software as verified by the Contractor will be corrected by providing a new copy of the Software (or of the affected portions) in machine-readable form.
   3) The Contractor shall correct Software errors within a period of four hours unless otherwise approved by the State. The State may assess liquidated damages provisions provided in the SOW if the Contractor fails to correct such errors within four hours or other State approved timeframe, the State and the Contractor will first attempt to resolve the issues through the Conflict Resolution Process set forth in Section 5.e. of the SOW, Attachment 3.

d. The Contractor shall be responsible for maintenance and operations including all problems and Software defects caused by the State resulting from knowledge management activities per the Knowledge Management Plan (MRD011) unless otherwise approved by the State.

**5. Acceptance of Software**

a. COTS. Any software for the EDR Project must be purchased by and licensed to the Contractor. All required licenses purchased by the Contractor shall include written acceptance by the system software provider of the Third Party COTS General Provisions dated July 15, 2008 found at:

(http://www.documents.dgs.ca.gov/pd/TAS/SICOTSSWGPs071508.pdf).

The Contractor agrees to provide to the State this written acceptance and copies of the software licensing agreement(s) no later than State Acceptance of the Final EDR Solution. Prior to Final State Acceptance, a Contract for IT Goods and Services will be prepared and signed by the Third Party Provider (Sample STD. 213 form attached as Exhibit XI-E) or by the Contractor if the Contractor is

the owner of the software. State Acceptance of the Final EDR Solution is conditioned upon receipt and approval of these documents. Software licensing terms and conditions provided by the Contractor which are not in conflict with the Third Party COTS General Provisions dated July 15, 2008 and California law will be accepted by the State, provided however that any licensing clause, term or condition representing that the licenses are superior to or takes precedence over other articles, attachments, specifications, provisions, contracts, terms or conditions shall be stricken and shall have no legal effect.

The Contractor shall hold all licenses until the State Acceptance of the Final EDR Solution; thereafter, the licenses shall automatically pass to the State. In the event that the Contractor fails to perform on the Contract, the Contractor shall immediately grant all COTS licenses to the State upon request by the State.

The State reserves the right to waive these requirements on a case-by-case basis, at the State's sole discretion, if it is in the best interest of the State.

b. EDR Custom Work Products. State Acceptance of the Final EDR Solution shall include all EDR Solution Software**.**

**6. Right To Copy or Modify**

a. Any Software Product provided by Contractor in machine-readable form may be copied, in whole or in part, in printed or machine-readable form for use by the State with the designated CPU, to perform one-time benchmark tests, for archival or emergency restart purposes, to replace a worn copy, to understand the contents of such machine-readable material, or to modify the Software Product as provided below; provided, however, that no more than the number of printed copies and machine-readable copies as specified in the Statement of Work will be in existence under this Contract at any one time without prior written consent from Contractor. Such consent shall not be unreasonably withheld by the Contractor. The original, and any copies of the Software Product, in whole or in part, which are made hereunder shall be the property of the Contractor.
b. The State agrees to keep any such copies and the original at a mutually designated State location, except that the State may transport or transmit a copy of the original of any Software Product to another State location for backup use when required by CPU malfunction, provided the copy or the original is destroyed or returned to the designated location when the malfunction is corrected.
c. The State may modify any non-personal computer Software Product, in machine-readable form, for its own use and merge it into other program material; provided that nothing in this subsection c) will be construed to contradict the terms of any separate applicable third party license agreement. Any portion of the Software Product included in any merged program material shall be used only on the designated CPUs and shall be subject to the terms and conditions of this Contract.

**7. Future Releases**

Unless otherwise specifically provided in this Contract, or the Statement of Work, if improved versions of any Software Product are developed by Contractor, and are made available to other licensees, they will be made available to the State at the State's option at a price no greater than the Contract price plus a price increase proportionate to the increase from the list price of the original version to that of the new version, if any.

If the Software Product has no list price, such price increase will be proportionate to the increase in average price from the original to the new version, if any, as estimated by the Contractor in good faith.

## D. PERSONAL SERVICES

### 1. Contract Type

a. For work that has been defined, the Management Requirement Deliverable (MRD) and Events identified in the Matrix (Exhibit XI-A) and the related Remarks (Exhibit XI-B) define and authorize such work on a total contract fixed price basis, with a guarantee of task completion.
b. The MRD Remarks (Exhibit XI-B) further define the deliverables in the MRD and Event Matrix (Exhibit XI-A).
c. For additional work not foreseen at the time this Contract is executed, but which is in the scope of this RFP or is necessary to accomplish the goals of the EDR Project, Work Authorizations will define and authorize such work.
d. The term of this Contract is for 54 months to develop and implement the Final EDR Solution including all Phases and Components, and all hardware, software and products plus one year warranty, Maintenance and Operations of the EDR Solution. Additionally, the State may execute at Final State Acceptance any of the five one-year options for each EDR Maintenance and Operations type including: Options Period Total Maintenance and Operations (M&O), Custom Code Maintenance (CCM); System Operations (SO) with System Software Support (SSS); and System Software Support (SSS) only (20 total and separate options). (See RFP-FTB-0910-C001 Section VII.C.)
e. The State may, at its sole choosing, exercise the extensions to the maintenance and operations agreement at the proposed price;
f. The State may, at its sole choosing, exercise the Hot Site option for the services and costs proposed by the Contractor beginning from the first day Phase 1 of the EDR Solution is placed into production to the end of the Contract.

### 2. Responsibilities of the Contractor

Responsibilities of the Contractor with regard to personal services are set forth in Section 3 of the SOW, Attachment 3.

### 3. Responsibilities of the State

Responsibilities of the State with regard to personal services are set forth in Section 2 of the SOW, Attachment 3.

### 4. Benefits

In the event EDR Project revenue benefits based on the revenue baselines and Performance Measures per this Contract are significantly less than projected based on no fault of the Contractor or State and all Contract deliverables have been provided and services performed, the State and Contractor may consider other actual revenue benefits realized that were not anticipated and covered by the EDR Performance Measures in order to compensate the Contractor, subject to EDR Project Steering Committee Chair and Project Director's approval as well as the required external stakeholder and overseer reviews and approvals.

### 5. Unanticipated Tasks

The Contractor's proposal response to RFP-FTB-0910-C001 will include all tasks and deliverables including hardware and software necessary to provide the functionality

and performance specified in the solicitation and promised in the proposal including maintenance and operations. Any additional tasks and deliverables including software and hardware not included in the proposal, but determined necessary or required to meet Contract and proposed functionality and performance will be acquired at the sole expense of the Contractor.

If additional work must be performed that was unanticipated after final proposal submission that were not identified in either RFP-FTB-0910-C001 or the Contractor's proposal in response, but which, in the opinion of the State, are necessary to accomplish the goals of the EDR Project (see RFP-FTB-0910-C001 Section I), the following procedures will be employed.

a. For each item of unanticipated work, the FTB EDR Project Change Request Process will be used. When the Change Control Request is approved, a Work Authorization will be prepared by the Contractor in accordance with the sample attached as Exhibit A. All Contractor rates have been established by Contractor staff classification in their proposal response to RFP-FTB-0910-C001 Section VII. Unless otherwise agreed by both parties, the Contractor Work Authorization will be for a fixed price based on the change request rates in this Contract for the delivery of the change and shall not depend on benefits.
b. Each Work Authorization shall be prepared in accordance with Exhibit A, Sample Work Authorization.
c. The State has the right to require Contractor to stop or suspend work on any Work Authorization with five State business days' written notice.
d. The Contractor shall not initiate work effort for Work Authorizations until authorized in writing by the State, Department of General Services (DGS) and amendment to the Contract.

**7. Avoidance of Conflict of Interest**

The Contractor shall make all reasonable efforts to ensure that no conflict of interest exists between its officers, agents, employees, consultants, or members of its governing body. The Contractor shall prevent its officers, agents, employees, consultants, or members of its governing body from using their positions for purposes that are, or give the appearance of being motivated by a desire for private gain for themselves or others such as those with whom they have family, business, or other ties.

In the event that the State determines that a conflict of interest situation exists, the conflict may constitute grounds for termination of this Contract. This provision shall not be construed to prohibit the employment of persons with whom the Contractor's officers, agents, or employees have family, business or other ties so long as the employment of such persons does not result in increased costs over those associated with the employment of any other equally qualified applicant and such persons have successfully competed for employment with other applicants on a merit basis.

**Exhibit A**

## Sample Work Authorization

| **Schedule #** | |
|---|---|
| **Title** | (Title of the Work Authorization (WA)) |
| **Task Summary** | (Two to three sentence description of the work to be performed, the origin of the request, and the reason for the WA.) |
| **Priority** | (Priority Information from Change Control) |
| **Release Identification** | (Planned Release: Release Identification (if applicable) from Release Management Plan) |
| **Schedule Dates** | (Start Date: Date the work should start) |
| **Completion Date** | (Date the work will be delivered, in final form, for State Acceptance Testing.) |

| **Projected Labor-Hours** | **Rate Per Labor-Hour** | **Cost** |
|---|---|---|
| | $ | $ |
| | $ | $ |
| | $ | $ |
| **TOTAL** | $ | $ |

| **Contractor Personnel To Be Assigned** | **Job Classification and Skill Level** |
|---|---|
| | |
| | |
| | |
| | |

This task will be performed in accordance with this Work Authorization and the provisions of the SOW, Section XI.D.5., entitled "Unanticipated Tasks."

Approval:

Contractor Project Director Date FTB EDR Project Director Date

_____ _____

A. Task Description
[Detailed description of the WA including work to be performed, potential impact to schedule if not performed, dependencies, and other items of significance.]

B. Tasks and Contractor Responsibilities
1.
2.
3.

C. Deliverables
1.
2.
3.

D. Completion Criteria
Delivery of the accepted program and associated deliverable items listed under heading "C" above will constitute completion of this task.

E. Change Criteria
The program developed under this WA shall be subject to the FTB EDR Project Change Control Procedures.

F. State Responsibilities
1.
2.

G. Impacts
1. State Legacy Systems changes
2. State Infrastructure changes
3. State Resources required

H. Acceptance Criteria
1. Testing
2. Measurable Objectives

# ATTACHMENT 3 - STATEMENT OF WORK

**ATTACHMENT 3**

# STATEMENT OF WORK

## 1. Statement of Work (SOW) Introduction

FTB has identified significant opportunities to make fundamental changes to return processing and to improve utilization of data. These opportunities form the basis of the EDR Project. The EDR Project offers opportunities to change FTB's landscape through an enterprise approach of data sharing, reengineering business processes, automating business rules, monitoring business processes and key performance indicators, providing common services and leveraging Legacy Systems resulting in significant increased revenue. The identified architecture and technology areas for improvement, standardization and consolidation are directly related to the six prioritized business problems as follows:

- Filing Business Process
- Data Availability
- Data Analysis
- System Redundancy and Reuse
- Filing Self-Services
- BETS

The Goals of the EDR Project are:

- Reengineer PIT and BE Return Filing and Return Validation including fraud detection; and implement a new integrated PIT and BE Return Processing System with reusable and manageable business processes and rules including Return Filing, Return Validation, modeling and noticing processes integrated with Enterprise Common Services and required FTB Legacy Systems to make the processing of CA income tax returns more agile, efficient and effective;
- Expand and integrate the improved modeling process with Accounts Receivable Collections System (ARCS) to make collection case scoring and prioritization more effective;
- Expand return and supporting document imaging, return data capture and retention to increase the utilization of data including taxpayer relationships to improve the efficiency and effectiveness of Return Filing, Return Validation, fraud detection, Filing Enforcement (FE), Audit and Collections activities;
- Implement a new Enterprise Data Warehouse (EDW) and Enterprise Operational Data (EOD) with centralized data processing, matching and delivery services, enterprise business intelligence and data mining tools to improve the efficiency and effectiveness of data management and analysis and to make all required third party and return data available enterprise-wide for Return Filing, Return Validation, FE, Audit and Collections activities;
- Expand Return Validation to take advantage of the expanded data capture and correct more taxpayer return errors;
- Improve and expand use of data matching especially with regards to return processing to improve data quality and make more efficient and effective;

- Improve the quality of notices to make them easier for taxpayers to understand and reduce the number of contacts;
- Implement Enterprise Common Services including Contact, Notification, Internal Authentication, and Single Sign-on services with service oriented infrastructure to reduce redundancy, leverage, improve and reuse system functionality and to improve Return Filing, Return Validation, FE, Audit and Collections efficiency and effectiveness;
- Establish a Taxpayer Folder that consolidates existing taxpayer information and self-services and provides new taxpayer self-services including return and Notice view, address update, return and refund status, withhold at source waiver and protest Notice of Proposed Assessment self-services to improve the efficiency and effectiveness of Return Filing and Return Validation;
- Provide EDR Solution including Legacy Systems user training to maximize user productivity and revenue benefits;
- Provide Enterprise Common Service, Data and Filing Business Process Management Governance to maximize enterprise decision making and EDR Project success;
- Modify Business Entities Tax System (BETS) to decouple proprietary INSTALL/1 and DESIGN/1 products, increase modularity and align system more closely with service oriented architecture consistent with requirements and provide training to reduce the cost of EDR Project required changes and the risk of maintainability and increase user productivity;
- Convert, load, or both, the Taxpayer Information (TI), BETS, Enterprise Customer Asset Income and Return (ECAIR), Professional Audit Support System (PASS) modeling, State Business Return Database (SBRD), Fraud, Power of Attorney (POA), Integrated Non-Filer Compliance (INC), e-file and Withhold at Source System (WASS) data to the EDW and EOD as required;
- Make business required data available to the enterprise through the Taxpayer Folder;
- Transition ECAIR and MY FTB Account with minimal impact on customers;
- Retire Personal Income Tax Return Validation (PIT RV), Corporation Document Tracking System, ECAIR, Personal Audit Workstation System (PAWS) interface, PASS modeling databases, SBRD, Image Delivery Application Expansion (IDAX), e-View, b-View, Mainframe File and Print and Business Intelligence and Data Services (BIDS) Process Summary System, Management Information System, and PIT Return Data Mart System;
- Decommission PIT and BE ARCS STRATA;
- Interface Head of Household (HOH), IRS Computer Paragraph #2000 (CP2000), Selected Tax Returns for Automated Audit (STARS), and Federal State Automated Report System (FEDSTAR II) with the EDR Solution to issue automated PIT Notice of Proposed Assessments (NPA);
- Provide a PIT user interface to issue NPAs with the EDR Solution especially for PASS users;
- Modify PASS to use enterprise data, select PIT returns and create PIT cases for audit;
- Retain current capability to issue NPAs with BETS;

- Retain current capability to issue collections notices through ARCS;
- Retain current capability to issue FE NPAs through INC;
- Modify Legacy Systems including TI, BETS, PIT and BE ARCS, PASS and INC to meet EDR Project requirements and support realization of benefits;
- Leverage input systems and infrastructure and retain modified TI, BETS, INC, PASS and ARCS; and
- Provide maintenance and operations of the EDR Solution and acquire the knowledge, skills, abilities and documentation to transition maintenance and operations to the State.

This SOW defines the tasks needed to implement and support the EDR Project. It also establishes responsibilities for completing these tasks.

## 2. Responsibilities of the State

The following shall be the responsibilities of the State:

**a. Hardware Services**

i. Unless mutually agreed to by the Contractor and the State, State personnel will not perform maintenance or attempt repairs to the Equipment while such Equipment is governed by the terms of this Contract.

ii. Subject to the State's security regulations, the Contractor shall have full and free access to the Machines to provide service thereon.

iii. The State shall provide the data center to host and make the necessary changes to the facilities to accommodate the EDR Solution.

iv. The State shall have the facilities ready as identified in Worksheet VII.B.3 to accommodate the EDR Solution no later than 90 days after project start.

**b. Personal Services**

i. The State will provide appropriate facilities and equipment for up to 145 Contractor staff, including workstations, personal computers with approved State applications, and telephones, and access to printers, copiers, and office supplies. The cost for the personal computers will be recouped as specified in RFP-FTB-0910-C001 Section VII.A.8.

ii. Within five State business days after notification from the Contractor of proposed replacement staff or DVBE subcontractors, the FTB EDR Project Director or designee will notify the Contractor of its approval or disapproval of the Contractor's recommended replacement pending the background and security check per Section 3.b.vii., below. The State will also commence a background investigation on the replacement staff, and if the State is notified that the replacement does not pass this investigation, the State will have five State business days after being notified to inform the Contractor that the replacement may not work on the EDR Project. If the State disapproves the recommended replacement or the replacement does not pass the background investigation, and the Contractor disagrees with the State’s decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

iii. The State is responsible for providing required information, data, documentation, and test data to facilitate the Contractor’s performance of the

work, and will provide such additional assistance and services as is specifically set forth in the SOW.

**c. Administrative Services**

i. The State will support required legacy system changes consistent with EDR Requirements and the design proposed by the Contractor, and the State roles and responsibilities as described in the State accepted EDR Solution and Legacy Systems Integration Plan (MRD038).
ii. The State will support data conversion activities limited to planning, validation and fallout clean-up consistent with State roles and responsibilities as described in the State accepted Data Conversion Plan (MRD053).
iii. The State will support required FTB infrastructure changes consistent with EDR requirements and the design proposed by the Contractor, and the State roles and responsibilities described in the State accepted Technical Infrastructure Plan (MRD024).
iv. The State will support the annual loading of EDR required data into the EDW as described in the State accepted Data Conversion Plan (MRD053) and Knowledge Management Plan (MRD011).
v. The State will plan, execute and evaluate System Qualification Testing as described in the State accepted Master Test Plan (MRD040) and the approved State System Qualification Test Plan.
vi. The State is responsible for retiring all FTB legacy systems consistent with EDR Requirements, and after the necessary and approved EDR Solution modifications have been made and State accepted.
vii. The State will contact, coordinate and manage all external agency participation consistent with EDR requirements.
viii. The State will conduct quarterly Management Performance Reviews of Contractor Project Management, Technical Management and Benefits Management consistent with EDR Requirements, rules and Contract.

## 3. Responsibilities of the Contractor

The Contractor shall be responsible for the following:

**a. Hardware Services**

i. Transition Period Hardware maintenance service includes the following:
   (a) Scheduled Preventive Maintenance based upon the specific needs of the individual Machines as determined by manufacturer.
   (b) Unscheduled, on-call Remedial Maintenance. Such maintenance will include lubrication, adjustments, and replacement of maintenance parts deemed necessary by the Contractor.
   (c) Maintenance parts will be furnished by Contractor and will be new or equivalent to new in system performance or meet performance objectives per the State accepted System Performance and Capacity Management Plan (MRD025) when used in these machines. All maintenance parts including original and replaced maintenance parts will become the property of the State at State Acceptance of the Final EDR Solution.
   (d) Preventive maintenance shall be performed on a schedule which is mutually acceptable to the State and the Contractor, which is consistent

with the State's operating requirements, and which is based upon the specific needs of the Equipment as determined by the manufacturer. Such schedules shall be in writing and shall specify the frequency and duration of Preventive Maintenance for the Equipment in the Statement of Work.

(e) Remedial Maintenance shall be commenced promptly after notification by an authorized State representative that Equipment and Software are inoperative.

(f) The Contractor shall only use the State provided data center for hosting and operation of the EDR Solution.

**b. Personal Services**

i. The Contractor must perform EDR Solution analysis, design, development, testing, and training development activities at the FTB Central Office currently in Sacramento during normal business hours. Normal business hours are Monday through Friday, 7:00 a.m. to 6:00 p.m. Pacific Time, excluding approved State holidays. If the Contractor identifies potential tasks that may be accomplished off-site without adversely affecting the project, the FTB EDR Project Director or designee may grant exceptions based on the Contractor's written justification to work off-site. However, the State may require the Contractor to make off-site staff available to work at the FTB Central Office. All expenses (for example, food, transportation, and lodging) to bring the off-site staff to the FTB Central Office will be the Contractor's responsibility.

ii. The State reserves the right to disapprove the continuing assignment of Contractor personnel provided to the State under this Contract.

iii. The Contractor staff considered key personnel are Project Director, Project Manager, Development Manager and Implementation Manager, and other roles at equal or same levels of responsibility, including the participants in the Conflict Resolution Process provided in Section 5.e. below.

(a) The Contractor's key personnel must have the skills, experience and education to effectively perform at the level of the respective roles identified above in an IT project of the scope and complexity like the EDR Project.

(b) Each key personnel must have a minimum of five years IT project management experience

(c) The Contractor must provide the key personnel for the duration of their role on the project if those individuals remain in the employ of the Contractor. The State recognizes that a resignation or other events may cause Contractor project team members to be unavailable and the steps to replace key members are as follows:

(1) If a key member of the Contractor's staff notifies the Contractor that they will be leaving the project, the Contractor must notify the FTB EDR Project Director within two State business days after being notified.

(2) The Contractor must make every reasonable effort to provide qualified replacement personnel ten State business days from notification from key personnel. The proposed replacement staff must have the same or higher-level skills and experience as the

person leaving the project. The State reserves the right to approve replacement of key personnel before they start on the project to ensure that the proposed replacement has the sufficient qualifications to perform at that level. The State reserves the right to validate the proposed replacement staff references prior to approving their participation on the project. The FTB EDR Project Director or designee has up to five State business days to approve or disapprove the selected replacement.

(d) If the FTB EDR Project Director or designee disapproves the recommended replacement and the Contractor disagrees with the State's decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

i. The Contractor will be responsible for successful performance of the Contract including all Contractor staff, subcontractors and support services offered in this RFP. Furthermore, the State will consider the Contractor to be the sole point of contact regarding all communication, contractual, performance and compensation matters for the term of the Contract. The Contractor must not assign financial documents to a third party without prior written approval by the State.

ii. The Contractor will make every effort consistent with sound business practices to honor the specific requests of the State with regard to assignment of its employees; however, the Contractor reserves the sole right to determine the assignment of its employees. If a Contractor employee is unable to perform due to illness, resignation, or other factors beyond the Contractor's control, the Contractor will make every reasonable effort to provide suitable substitute personnel. The services provided by the Contractor to accomplish the SOW shall be under the control, management, and supervision of the Contractor, including any subcontractors or off-site Contractor staff (if applicable).

iii. The Contractor must make available personnel as listed in their Human Resources Management Plan in the Project Management Plan (MRD001) for the purpose of providing the services required to accomplish the tasks described in the SOW and the Management Requirements.

iv. If the Contractor engages a subcontractor that complies with the State of California Disabled Veterans Business Enterprise (DVBE) Participation Program requirements and that a DVBE subcontractor is leaving the project, the replacement subcontractor must be qualified as a DVBE participant.

(a) If a DVBE subcontractor notifies the Contractor that they will be leaving the project, the Contractor must notify the FTB EDR Project Director or designee within two State business days after being notified.

(b) The Contractor must within ten State business days from notification from the subcontractor make every reasonable effort to engage qualified replacement DVBE subcontractors and to provide its recommendations by submitting a completed copy of GSPD-05-105 (08/09) Bidder Declaration and the Std. 843 DVBE Declaration (if applicable) to the FTB EDR Project Director. The State reserves the right to validate DVBE compliance (including Commercially Useful Function) and approve

replacement DVBE subcontractors before they start on the project. The FTB EDR Project Director or designee has up to five State business days to approve or disapprove the selected replacement.

(c) If the FTB EDR Project Director or designee disapproves the recommended replacement DVBE subcontractor and the Contractor disagrees with the State's decision, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

(d) The State will not compensate the Contractor for any of the Contractor's time or effort to educate or otherwise make a replacement subcontractor ready to begin work on the Contract.

v. The Contractor must comply with FTB security restrictions related to the access of FTB facilities and network, as set forth in FTB-RFP-0910-C001 Section VI.

vi. The Contractor agrees to use State facilities for the sole purpose of performing the work called for in this Contract.

vii. The Contractor staff including all subcontractor staff and replacement staff assigned to the EDR Project will be subject to a pre-employment background investigation and security check in order to be allowed access to FTB facilities and network. The investigation will consist of completion of a pre-employment questionnaire (Form 7866, provided in Bidders' Library), fingerprinting, and an inquiry to the California Department of Justice to disclose criminal records. The criteria for disapproving any Contractor personnel or subcontractor from participating in contract activities relating to misdemeanor and felony criminal offenses fall within four major categories – dishonesty, fraud, theft and acts of violence. Offenses within these categories, which are generally considered to be job related, include, but are not limited to misappropriation of funds, falsification of documents, petty or grand theft, crimes of violence against persons, unlawful transportation or sale of controlled substances, major violations of State tax laws and offenses involving moral turpitude.

(a) If a member of the Contractor's staff or subcontractor staff (including replacements) does not pass the background investigation, the FTB EDR Project Director or designee will notify the Contractor that the individual may not work on the EDR Project. If the Contractor disagrees with this finding, the Contractor may invoke the Conflict Resolution Process set forth in Section 5.e. below.

viii. Contractor and subcontractor personnel must agree to adhere to FTB policies regarding rules of conduct and must sign the Statement of Incompatible Activities and Rules of Conduct for Departmental Employees (Form 7808, provided in Bidders' Library).

ix. The Contractor must provide the State with a minimum of three weeks written notice, prior to the arrival of the Contractor staff to be housed at the Project site, to arrange workspace and desktop equipment.

x. The Contractor must implement processes to ensure all standards and methodologies applicable to work performed are imposed on all Contractor team members including subcontractors.

xi. The Contractor may advise the State on where State resources should be allocated when actual revenue performance is less than projected.

**c. Administrative Services**

i. The Contractor shall adhere to and meet the requirements as set forth in FTB RFP-0910-C001 Section VI.

ii. The Contractor must provide an EDR Solution to the EDR Strategic Business Problems consistent with EDR Requirements and State-accepted MRD. (MRD018-Requirements Management Plan; MRD019-Functional Requirements Traceability Document).

iii. The Contractor must provide Project Management services and documentation consistent with EDR Project Management Requirements and State-accepted MRD (MRD001-Project Management Plan; MRD003-Cost/Schedule Variance Report; MRD004-Implementation Evaluation Report; MRD005-Project Closeout Plan).

iv. The Contractor must perform Technical Management including Requirements Management and Documentation, System Engineering, System Design and Development, and Software Development, in accordance with the EDR Technical Management Requirements and Technical Management Approach. (See MRD and Event Matrix (Exhibit XI-A).)

v. The Contractor must review the complete RFP-FTB-0910-C001 package and any addenda thereto, as set forth in RFP Section I, Introduction and Overview.

**4. Deliverables**

a. Project Phases

i. The Contractor must implement Phase 1 of the EDR Solution for the 2014 tax season no later than January 2014 and such that 2013 PIT tax returns are processed by the Phase 1 system.

ii. The Contractor must implement Phase 2 of the EDR Solution for the 2015 tax season no later than January 2015 and such that 2014 PIT and BE tax returns are processed by the Phase 2 system.

iii. The Contractor must implement Phase 1 of the EDR Solution on the date agreed to in the Project Schedule (MRD002) due 12 months after Contract award and accepted by the State.

iv. The Contractor must implement Phase 2 of the EDR Solution on the date agreed to in the Project Schedule (MRD002) due 18 months after Contract award and accepted by the State.

b. Management Requirement Deliverable (MRD) and Management Requirement Events (MRE)

i. The numbering of the deliverables in the MRD Matrix and Event Matrix (Exhibit XI-A) does not indicate the order in which they must be worked. They are numbered to segregate the deliverables into specific project stages. Performance of tasks can overlap these stages. The Project deliverable dates and milestones agreed to by the Contractor and the State will determine the exact time these deliverables will be due. Acceptance

criteria, State review period, standards, and detailed content are set forth in the MRD and Event Matrix (Exhibit XI-A) and defined in MRD Remarks (Exhibit XI-B).

ii. Each MRD (Exhibit XI-A) contains the deliverable name and identification number with a cross reference to the number of the task requirement to produce the deliverable. Exhibit XI-A also shows the applicable standard, Acceptance and submission requirements for the deliverable. All required tasks and deliverables shall be performed and provided for the fixed price listed in this Contract. The deliverables are further defined in MRD Remarks (Exhibit XI-B).

iii. The Contractor agrees to perform the services for which it is responsible, to accomplish this work in the manner and time stated in the Project Schedule (MRD002), and to provide the deliverable items as required.

iv. A Deliverable Item Description (DID) is required prior to beginning work on each deliverable in the Management Requirement Deliverables and Event Matrix to validate common understanding of the deliverables. The Contractor Project Director (or designee) will meet with the FTB EDR Project Director (or designee) and other resources as necessary to develop a DID using the approved DID template (Exhibit XI-C). This process will establish expectations for the State and the Contractor regarding the appropriate interpretation of standards, expected deliverable content, milestones, State role and responsibilities in development of the deliverable for Knowledge Management purposes, Acceptance criteria, reviewers, review time frames, time for State Acceptance, process and frequency for maintaining and updating the deliverable, date of first submission and any subsequent submissions required. The due dates for each DID will be driven by the Project Schedule (MRD002), which will be agreed upon by the FTB EDR Project Director (or designee) and the Contractor.

**5. Deliverable Acceptance**

Acceptance of all EDR Project deliverables including the Final EDR Solution will be governed by this SOW. Acceptance is conditioned on compliance with all Contract requirements.

**a. Contractor Formal Transmittal of Deliverables**

The Contractor shall submit for review and approval a formal transmittal letter from the Contractor's Project Director addressed to FTB EDR Project Director (or designee) for each deliverable for the purpose of acceptance. The deliverable must contain an approval page, which indicates the date submitted, to whom submitted, deliverable author, and title of the deliverable. The MRD and Event Matrix (Exhibit XI-A) prepared for State review and acceptance must be attached to the transmittal. The Contractor shall not submit dependent deliverables for State review and acceptance while dependent deliverables as identified in the System Engineering Management Plan (SEMP) (MRD007) are still pending State review and acceptance. In no event shall deliverables be accepted into production with dependent predecessor deliverables per the SEMP still pending State review and acceptance.

**b. Approval of Deliverables**

Detailed deliverable acceptance criteria are included in the MRD and Event Matrix (Exhibit XI-A) based on the type of deliverable being reviewed in accordance with any applicable standards or State-approved equivalent for that deliverable. Upon acceptance of a deliverable, the State will issue a Notice of Accepted Deliverable.

**c. FTB Time for State Acceptance**

The State's time for State acceptance is stated in the MRD and Event Matrix (Exhibit XI-A).

**d. Rejection of Deliverables or Events**

i. If the Contractor submits a Deliverable or conducts an Event as identified in the MRD Matrix that does not conform to the acceptance criteria as specified in the MRD Matrix (Exhibit XI-A) and consistent with the applicable Management Requirements (Section VI.D), MRD Remarks (Exhibit XI-B) and Deliverable Item Description, it may be deemed unsatisfactory and the State will issue a Notice of Rejected Deliverable. The Notice shall be in writing, state the specific reason for the deficiency, and provide the timeline for correction of the deficiency as specified by the FTB EDR Project Director or designee. In the Notice of Rejected Deliverable, which may require the Contractor to submit a Corrective Action Plan (CAP), the State will allow a minimum of five State business days for the Contractor to resubmit the corrected Deliverable to the FTB EDR Project Director or designee.

ii. In the event that significant changes or corrections are required to correct the Deliverable or the Event, the Contractor may request, in writing, an extension to the specified timeline. Approval of the extension is at the sole discretion of the FTB EDR Project Director (or designee).

iii. If the resubmitted Deliverable or Event is not acceptable to the State, a second Notice of Rejected Deliverable will be issued. The Contractor shall correct and resubmit the Deliverable or re-conduct the Event within five State business days of receipt of the second Notice, unless a longer period is approved by the FTB EDR Project Director or designee.

iv. If the corrected Deliverable is not submitted or the Event is not re-conducted within the approved period after receipt of the second Notice, or if the corrected Deliverable is submitted or Event conducted but is still not acceptable, the FTB EDR Project Director (or designee) shall exercise one of the following options:

(a) Issue a third Notice of Rejected Deliverable or Event and allow the Contractor additional attempts to correct the State-specified defects.

(b) Issue a Notice of Conditional Accepted Deliverable or Event thus allowing the Contractor to move forward with the Project.

(c) Send a final Notice of Rejected Deliverable or Event and initiate the EDR Project Conflict Resolution Process described herein. (d) Accept the Deliverable and adjust compensation in consideration of business value as determined by the State.

(e) Reject the Deliverable and withhold compensation consistent with the Management Performance Review.

(f) Proceed with other rights and remedies for the State as appropriate and described in this Contract.

**e. Conflict Resolution**

This process shall be used for all conflicts arising between the State and the Contractor including disagreements arising out of the Management Performance Reviews pertaining to project, technical and benefits management.
The parties shall use their best, good faith efforts to cooperatively resolve conflicts and problems that arise in connection with this Contract. When a conflict arises between the State and Contractor, both parties shall attempt to resolve the conflict pursuant to this Section if they agree in writing that use of this process shall be appropriate and likely to resolve the conflict. Both parties shall continue without delay to carry out all their respective responsibilities under this Contract while attempting to resolve the conflict under this Section.

When a conflict arises between the State and Contractor, the Contractor Project Director and FTB EDR Project Director shall each provide Notice to the other party of the conflict with a copy sent to the Contractor's and State's participants in the next level of the Conflict Resolution Process. The Notice of Conflict shall specify the issues in conflict and the position of the party submitting the Notice. The Contractor Project Director and the FTB Project Director shall use their best, good faith efforts to resolve the conflict within five State business days of submission by either party to the other of such Notice of the conflict. If the Contractor Project Director and FTB Project Director are unable to resolve the conflict within such five days, either party may request that the conflict be escalated for resolution to the EDR Steering Committee Chair and Project Director including the FTB Chief Information Officer and the Contractor's counterpart. Such request must specify the issues in conflict, the position of the party submitting the notice and requestor's understanding of the relative positions of the parties. The EDR Steering Committee Chair and the Contractor Project Director shall use their best, good faith efforts to resolve the conflict within ten State business days of submission by either party of a request for these parties to resolve the conflict. If the EDR Steering Committee Chair and the Contractor Project Director are unable to resolve the conflict within such ten days, the parties will follow instructions within the IT General Provisions for the EDR Project (Attachment 1, IT General Provisions for EDR Project, Section 40, Disputes) within five State business days thereafter.

**f. Inspection of Work in Progress**

The Contractor agrees that the FTB EDR Project Director or designee including the Project Oversight Consultant (POC) or Independent Verification and Validation (IV&V), shall have the authority to inspect any and all of the Contractor's work in progress. The purpose of such inspections will be to verify project progress as reported by the Contractor and to ensure that Work Products are in conformity with requirements or Contract provisions. If, upon such inspection, the State, POC or IV&V identify significant deviations from progress reported by the Contractor, the FTB EDR Project Director or designee may require the Contractor to submit a CAP within five State business days for

consideration and approval by the FTB EDR Project Director or designee. The FTB EDR Project Director or designee may, at his or her sole discretion, order that project activities be suspended until the CAP is approved and implemented.

**g. Defect Tracking**

Suspected defects discovered by the State in the EDR Solution Software will be handled by the following procedures:

i. The State will report the problem to the Contractor and provide a clear description of the problem, including the activity performed when the error occurred, the expected outcome, and the unexpected or undesirable outcome obtained. The State will also identify the impact on business processes of the problem, and identify any workaround implemented to mitigate that impact.

ii. Errors in the EDR Solution Software as verified by the Contractor will be corrected by providing a new copy of both source and object code for said EDR Solution Software (or of the affected portions) in machine-readable form, along with any instructions for implementing the correction.

iii. For errors not covered by the Service Level Agreement (SLA), the Contractor shall correct EDR Solution Software errors within four hours unless an extension is approved by the FTB EDR Project Director or designee, otherwise FTB may assess liquidated damages provisions provided in Section A.1. of the IT Special Provisions for the EDR Project, Attachment 2. The Contractor will apply its best efforts to correct or provide a reasonable workaround for errors affecting business processes.

## 6. Maintenance and Operations

This Section summarizes the Maintenance and Operations (M&O) services the Contractor must meet to maintain and operate the EDR Solution, Phases and all Components during the Transition Period and Warranty Period, and the Final EDR Solution during the Options Period, if exercised by the State. (See Section 17 of the IT General Provisions for the EDR Project, Attachment 1, for the State's definition of Warranty and RFP-FTB-0910-C001 Section XII for the State's definition of Transition Period.)

During the Transition Period, the Contractor is responsible for all Maintenance and Operations of the EDR Solution, Phases, and all Components thereof, including the integration points with the FTB infrastructure and Legacy Systems and all Contractor provided hardware, software and products. This responsibility begins when any of the aforementioned deliverables are placed into production to the end of the EDR Contract term. Furthermore, the Contractor is responsible for coordinating, troubleshooting and resolving all Maintenance and Operations problems and incidents with FTB technical staff that involve the FTB enterprise infrastructure components—mainframe, network, storage, and FTB supported Legacy Systems applications.

The correction of any residual errors in the EDR Solution, Phases, or Components thereof that may be discovered by the Contractor or by the State after State acceptance will be considered maintenance. The Contractor will perform such maintenance under the terms of the EDR Contract consistent with the EDR Requirements and as further

defined in the State accepted Service Transition Plans and Service Operations Plans per the MRD and Event Matrix (Exhibit XI-A) and Remarks (Exhibit XI-B).

During the Options Period, the Contractor is responsible for any of the four separate five one-year Maintenance and Operations Contract options exercised by the State for continued Maintenance and Operations services for the Final EDR Solution as defined in Section VII of this RFP-FTB-0910-C001. The State may exercise any one of these options at their sole discretion provided there is proper notice and there is not a break or an increase in Contractor provided Maintenance and Operations services. The State must provide written notice of their intent to execute the options to the Contractor at least 120 days prior to the beginning of the option period. These options must include, but are not limited to, all Final EDR Solution, hardware, software, and infrastructure services previously covered under the Warranty. (See Section 17 of the IT General Provisions for the EDR Project, Attachment 1.)

**7. Letter of Credit**

The State requires the Contractor to demonstrate financial resources necessary to perform under the EDR Contract by securing a $20 million Letter of Credit. Contractors are required to submit with their Draft and Final Proposals, a signed letter on official letterhead from a financial institution stating that the financial institution is agreeing to issue the Contractor the required Letter of Credit. The awarded Contractor will be required to provide the State with a Letter of Credit that is acceptable to the State within 15 days after Contract execution. The Letter of Credit must be unconditional. A renewable Letter of Credit is unacceptable. The Franchise Tax Board, State of California, must be identified as beneficiary. The financial institution issuing the Letter of Credit must be insured by the Federal Deposit Insurance Corporation and must be licensed to do business in the State of California.

The Letter of Credit must further provide for honor of a draft or demand for payment presented with the State's written statement, signed by the Executive Officer of the Franchise Tax Board, certifying that there has been loss, damage, or liability resulting from the Contractor's performance or nonperformance of duties and obligations under the Contract, or from the negligence or act of omission by the Contractor or its agents, servants, and employees and that the amount of the demand or draft is, therefore, now payable.

The Letter of Credit must remain in effect from Contract execution until sixty calendar days after Full Implementation. The Contractor agrees to extend the Letter of Credit if the date of the Full Implementation is changed.

The State will notify the Contractor in writing when the Letter of Credit provision is being invoked. At no time shall the process be invoked without first attempting to resolve issues through the Conflict Resolution Process set forth in 5.e. above.

## 8. Insurance Requirements

The Contractor must maintain, and require each proposed subcontractor with participation equal to or greater than ten percent (10%) of the Contract value to maintain, the Insurance Policies listed below for the entire Contract term. The insurance carriers must be licensed to do business in the State of California. The Contractor must furnish the State certificates of insurance for all required policies, including all required endorsements and waivers, prior to Contract award and at any time thereafter the State may request. Such certificates must list the Franchise Tax Board as the certificate holder, as follows:

Franchise Tax Board
P.O. Box 2128
Sacramento, CA 95812-2128

a. **Contractor:** Commercial General Liability Insurance with a limit of no less than $5,000,000 each occurrence. If the policy has an aggregate limit, that limit shall apply on a "per project or location" basis. The policy shall include coverage for liability arising out of premises/operations, products/completed operations, independent Contractors, personal/advertising injury and liability assumed under an insured Contract. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
b. **Each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Commercial General Liability Insurance with a limit of no less than $1,000,000 each occurrence. If the policy has an aggregate limit, that limit shall apply on a "per project or location" basis. The policy shall include coverage for liability arising out of premises/operations, products/completed operations, independent Contractors, personal/advertising injury and liability assumed under an insured Contract. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
c. **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Automobile Liability Insurance with a limit of no less than $1,000,000 each accident covering all owned, hired and non-owned autos. The policy shall include an endorsement naming the State of California, Department of General Services and Franchise Tax Board their officers, agents and employees as additional insureds.
d. **Contractor and each subcontractor with participation equal to or greater than ten percent (10%) of the Contract value:** Workers' Compensation with statutory limits and employers' liability with a limit of no less than $1,000,000. The policy must include a waiver of subrogation in favor of the State of California, Department of General Services and Franchise Tax Board.

## 9. Confidentiality Statement

All financial, statistical, personal, technical and other data and information relating to the State's operations which are designated confidential by the State and made available to

the Contractor in order to carry out this Contract, or which become available to the Contractor in carrying out this Contract, shall be protected by the Contractor from unauthorized use and disclosure through the observance of the same or more effective procedural requirements as are applicable to the State.

The identification of all such confidential data and information as well as the State's procedural requirements for protection of such data and information from unauthorized use and disclosure are provided in the State Administrative Manual (SAM), SAM Section 5320.5 (http://sam.dgs.ca.gov/TOC/5300/5320.5.htm) and SAM Section 5350.2 (http://sam.dgs.ca.gov/TOC/5300/5350.2.htm), and FTB Information Security Policy (see Bidders' Library for FTB Policy Files 9201, 7611, and 7700.) If the methods and procedures employed by the Contractor for the protection of the Contractor's data and information are deemed by the State to be adequate for the protection of the State's confidential information, such methods and procedures may be used, with the written consent of the State, to carry out the intent of this paragraph.

The Contractor shall not be required to keep confidential any data or information which is or becomes publicly available, is already rightfully in the Contractor's possession, is independently developed by the Contractor outside the scope of the Contract, or is rightfully obtained from third parties. Any data or information, which the State identifies to the Contractor to be confidential, will be treated in the following manner:

a. The Contractor and all project staff (including subconractor staff and replacement staff) whose duties require access to such data or information, or to any equipment or device which contains such data or information, must first sign a Confidentiality Statement (FTB Form 7912, Exhibit XI-D) as presented in FTB General Procedure Manual, Section 7000.
b. When the Contractor exercises the option to replace defective parts of any equipment or device containing confidential data, the Contractor will certify to the State that all such data contained therein has been destroyed and is no longer readable. Any hard copy printouts created during testing or servicing of equipment or devices which disclose any confidential data or information will be destroyed by the Contractor in accordance with Internal Revenue Service specifications found in Publication 1075 – Tax Information Security Guidelines for Federal, State and Local Agencies and Entities or will be given to the State for proper disposal (http://www.irs.gov/pub/irs-pdf/p1075.pdf).

# ATTACHMENT 4

# GLOSSARY OF TERMS AND DEFINITIONS

**ATTACHMENT 4**

# GLOSSARY OF TERMS AND DEFINITIONS

All terms and definitions are provided in RFP-FTB-0910-C001 Section XII, Glossary of Terms and Definitions.

# ATTACHMENT 5

# CONTRACT COSTS

**ATTACHMENT 5**

# CONTRACT COSTS

It is mutually understood between the parties that this Contract may have been written before ascertaining the availability of legislative appropriation of funds, for the mutual benefit of both parties, in order to avoid program and fiscal delays which would occur if the Contract were executed after that determination was made.

This Contract is valid and enforceable only if sufficient funds are made available by the State Budget Act of the appropriate State fiscal years covered by this Contract for the purposes of this program. In addition, this Contract is subject to any additional restrictions, limitations, or conditions enacted by the Legislature or any statute enacted by the Legislature which may affect the provisions, terms, or funding of this Contract in any manner.

It is mutually agreed that if the Legislature does not appropriate sufficient funds for the program, this Contract shall be amended to reflect any reduction in funds.

**Invoicing and Payment for Services**
All Compensation and payments shall be rendered in accordance with this Attachment. Maintenance and Operations payments made during the Options Period will be paid monthly in arrears.

After State acceptance of a Compensation Deliverable or Authorized Work, the Contractor may render itemized invoices. Invoice payments are subject to availability of benefits in accordance with this Attachment and RFP Section VII. Invoices can only be submitted quarterly in arrears, and in triplicate to:

Franchise Tax Board
Attn: Fiscal Accounting
P.O. Box 2800
Sacramento, CA 95812-2800

**The following worksheets are included in this Contract:**

Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary
Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown
Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown
Worksheet VII.A.4 – Total Contract Amount Breakdown
Worksheet VII.A.5 – EDR Project Payment Schedule
Worksheet VII.A.6 – MPR Remediation Schedule
Worksheet VII.A.7 – Unanticipated Tasks Labor Rates
Worksheet VII.B.1 - Hardware Cost
Worksheet VII.B.2 – Software Cost
Worksheet VII.B.3 – Facilities Changes

Worksheet VII.B.4 – Services Cost Summary
Worksheet VII.B.4.1 – Governance Consulting Services
Worksheet VII.B.4.2 – Project Management Services
Worksheet VII.B.4.3 – Software Customization Services
Worksheet VII.B.4.4 – BETS Decoupling Services
Worksheet VII.B.4.5 – Data Conversion Services
Worksheet VII.B.4.6 – Training Services
Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period
Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period
Worksheet VII.B.5 – Hot Site Costs
Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary
Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options
Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail
Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options
Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options
Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options
Worksheet VII.B.6.5 - Maintenance and Operations Contract Options Labor Rates

Detail worksheets will be inserted upon award of Contract.

# ATTACHMENT 6

# Contractor's Response to RFP-FTB-0910-C001

**ATTACHMENT 6**

# Contractor's Response to RFP-FTB-0910-C001

Attach Contractor’s response to RFP-FTB0910-C001

**EXHIBIT XI-A**

## MANAGEMENT REQUIREMENT DELIVERABLE AND EVENT MATRIX

The deliverables in the table below coincide with and are the deliverables required by the Management Requirements in Section VI of the RFP-FTB-0910-C001. The Standards and Acceptance information in the table are contractual obligations of the Contractor. The submission or execution requirements for these Management Requirement Deliverables and Events are subject to change and State review and acceptance with consideration to the Contractor's Project Schedule and availability of State resources.

| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **Project Management – Stage 1 – Ongoing Project Tasks** | | | | | | | | |
| | MRD001 | Project Management Plan (Initial) | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | N/A | N/A | Once | With Bid | 20 State business days from project start |
| | MRD001 | Project Management Plan (Bi-annual) | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Bi-annual | 180 days after project start | Every180 days thereafter |
| | MRD002 | Project Schedule (Version 1) | MS Project or equivalent | N/A | N/A | Once | With Bid | Project start + 10 State business days |
| | MRD002 | Project Schedule (Weekly) | MS Project or equivalent | Walk-thru prior to delivery - State review and acceptance required | 3 State business days | Updated weekly | Project start + 10 business days | Weekly |
| | MRD003 | Time and Schedule Variance Report (Initial) | IEEE Std 1409-2003 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | Project start + 1 month | N/A |
| | MRD003 | Time and Schedule Variance Report (Ongoing) | IEEE Std 1409-2003 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Monthly | Project start + 1 month | N/A |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| | MRD070 | Risk Management Plan | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start +3 months | N/A |
| | MRD071 | Quality Management Plan | IEEE 1058-1998 and 1490-2003, PMBOK, OCIO Project. Mgmt. Methodology | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start +3 months | N/A |
| **Project Management – Stage 6 – First Year Operations and Closeout** | | | | | | | | |
| | MRD004-1 | Phase 1 Implementation Evaluation Report | State Format | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month before implementation of Phase 1 | N/A |
| | MRD004-2 | Phase 2 Implementation Evaluation Report | State Format | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month before implementation of Phase 2 | N/A |
| | MRD005 | Project Closeout Plan | IEEE 1058-1998 and 1490-2003 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months before project completion | N/A |
| **Technical Management – Stage 0 – Technical Reviews** | | | | | | | | |
| **RMP** | MRE001 | System Requirements Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE002 | Logical Database Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE003 | System Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE004 | Physical Database Preliminary Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **RMP** | MRE005 | Software Requirement Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **DDP** | MRE006 | Physical Database Critical Design Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE007 | Software Preliminary Design Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **SDP** | MRE008 | Software Critical Design Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE009 | Software Verification Test Readiness Review | IEEE 1028-2008 | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE010 | System Verification Test Readiness Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **MTP** | MRE011 | Operational Readiness Assessment and Review | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 5 State business days | Once | State accepted project schedule | N/A |
| **Technical Management – Stage 1 – Project Initiation and Planning** | | | | | | | | |
| **TMA** | MRD006 | Technical Management Approach | Contractor format | Walk-thru prior to delivery - State review and acceptance required | N/A | Once | With Bid | 20 State business days from project start |
| **TMA** | MRD007 | System Engineering Management Plan | IEEE 1220-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | As needed, when modified |
| **SDP** | MRD008 | Software Development Plan | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 4 months | As needed, when modified |
| **BPRP** | MRD009 | Enterprise Governance Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 3 months | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **SDP** | MRD010 | Asset and Configuration Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start plus 6 months | As needed, when modified |
| **KMP** | MRD011 | Knowledge Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 2 months | As needed, when modified |
| **SDP** | MRD012 | Software Development Tools Training Materials | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Software Development Tools training minus 1 month | As needed, when modified |
| **BPRP** | MRD013 | Organizational Change Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | First implementation minus 8 months | As needed, when modified |
| **BPRP** | MRD014 | Organizational Change Management Guide | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | First implementation minus 8 months | As needed, when modified |
| **SDP** | MRD015 | Software User Manual | IEEE 1063-2001 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Two months prior to production release | As needed, when modified |
| **SDP** | MRD016 | Technical Quality Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 5 months | As necessary |
| **STP** | MRD046 | Implementation Contingency Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | First deployment minus 4 months | As necessary |
| **STP** | MRD017 | Hardware and Software Installation Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 9 months | As necessary |
| **Technical Management – Stage 2 – Requirements** | | | | | | | | |
| **RMP** | MRD018 | Requirements Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Project start + 1 month | Project start + 6 months |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **RMP** | MRD019 | Functional Requirements Traceability Document | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | As needed, when modified |
| **RMP** | MRD020 | System/Subsystem Specification | IEEE 830-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **RMP** | MRD021 | Software Requirements Specification | IEEE 830-1998 Software Requirements | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 12 months | As needed, when modified |
| **Technical Management – Stage 3 – Design** | | | | | | | | |
| **SDP** | MRD022 | System/Subsystem Design Description | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 9 months | As needed, when modified |
| **SDP** | MRD023 | System Integration Design Description | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 10 months | As needed, when modified |
| **SDP** | MRD024 | Technical Infrastructure Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **SDP** | MRD068 | Technical Infrastructure Design Description | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 8 months | As needed, when modified |
| **SDP** | MRD025 | System Performance and Capacity Management Plan | State review and acceptance required | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Critical Design Review + 2 months | As needed, when modified |
| **SDP** | MRD026 | Software Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software preliminary design review + 10 State business days | As needed, when modified |
| **SDP** | MRD027 | Software Detailed Design Description and Model | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Critical Design & Review + 10 State business days | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **DDP** | MRD028 | Database Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Physical Database Preliminary Design review + 10 State business days | As needed, when modified |
| **LSIP** | MRD029 | Legacy Systems Interface Design Description | IEEE 1016-1988 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Software Preliminary Design Review + 10 State business days | As needed, when modified |
| **LSIP** | MRD030 | External Entity Interface Design Description | IEEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 1 month | As needed, when modified |
| **BPRP** | MRD031 | Business Process Reengineering Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **BPRP** | MRD032 | Business Process Reengineering Design Description and Model | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | System design review + 30 State business days | As needed, when modified |
| **Technical Management – Stage 4 – Development** | | | | | | | | |
| **SDP** | MRD033 | User Interface Standard. | EEE Std 1016-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 8 months | As needed, when modified |
| **SDP** | MRD034 | Software Product Specification | IEEE 830-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 8 months | As needed, when modified |
| **DDP** | MRD035 | Database Development Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **DDP** | MRD056 | Database Administration Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 12 months | As needed, when modified |
| **DDP** | MRD036 | Logical Data Model | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 10 months | As needed, when modified |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **DDP** | MRD037 | Physical Data Model | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 12 months | As needed, when modified |
| **LSIP** | MRD038 | EDR Solution and Legacy Systems Integration Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 2 months | As needed, when modified |
| **SDP** | MRD069 | Proof of Concept Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified. |
| **SDP** | MRD039 | Proof of Concept Report for the Business Rule Engine; Business Process Management ; Data Warehouse; Service Oriented Architecture | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | One month prior to design | As needed, when modified |
| **Technical Management – Stage 5 – Testing** | | | | | | | | |
| **MTP** | MRD040 | Master Test Plan | Software Test 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 6 months | As needed, when modified |
| **MTP** | MRD041 | System Verification Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD042 | System Verification Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD043 | System Performance Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD044 | System Qualification Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Operation Readiness Assessment Review + 10 State business days | As necessary |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **MTP** | MRD045 | System Test Report | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **MTP** | MRD047 | System Test Description | IEEE 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Upon completion of testing of each phase | As necessary |
| **Technical Management – Stage 6 - Transition** | | | | | | | | |
| **STP** | MRD048 | Software Version Description | IEEE 12207 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | System Requirement | As needed, when modified |
| **STP** | MRD049 | Service Transition Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 9 months | As necessary |
| **STP** | MRD050 | Service Level Attainment Report | Contractor format with State acceptance | State acceptance required | 10 State business days | Monthly | First software installation + one month | As necessary |
| **STP** | MRD051 | Technical Change Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | As needed | Project start + 3 months | As needed, when modified |
| **STP** | MRD052 | Data Conversion Requirements Document. (Phase I) | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Physical Database Preliminary Design Review + 1 month | As needed, when modified |
| **DDP** | MRD053 | Data Conversion Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Project start + 4 months | As necessary |
| **DDP** | MRD054 | Data Conversion Test Plan | Software Test 829-1998 | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Data Conversion Requirements Document acceptance + 1 month | As necessary |
| **DDP** | MRD055 | Data Cleanup Report | Contractor format with State acceptance | State review and acceptance required | 20 State business days | NA | Six months prior to each conversion | On demand |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **STP** | MRD057 | Training Transition Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months prior to implementation | As needed, when modified |
| **STP** | MRD060 | System Transition to State Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | N/A | Full implementation | As necessary |
| **STP** | MRD058 | User Training Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Six months prior to implementation | As needed, when modified |
| **Technical Management – Stage 7 – Operations and Closeout** | | | | | | | | |
| | MRD059 | Service Operations Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | 6 months prior to project completion | As needed, when modified |
| **SOP** | MRD061 | Service Maintenance and Operations Report | Contractor format with State acceptance | State review and acceptance | 10 State business days | Ongoing | First implementation + 1 month | As necessary |
| **SOP** | MRD062 | Service Operations Manual | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Hardware installation minus 6 months | As necessary |
| **SOP** | MRD063 | Retention Control Document | Contractor format with State acceptance | State acceptance required | 20 State business days | As needed | Completion of requirements development + 1 month | As needed, when modified |
| **SOP** | MRD064 | Business Continuity Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Quarterly | Project start + 6 months | As needed, when modified |
| **SOP** | MRD065 | Service Desk Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Help Desk rollout minus 6 months | As necessary |
| **SOP** | MRD066 | Security and Access Management Plan | Contractor format with State acceptance | Walk-thru prior to delivery - State review and acceptance required | 20 State business days | Once | Project start + 4 months | |
| **SOP** | MRD067 | Security Incident Report | Contractor format with State acceptance | State review and acceptance required | 10 State business days | As needed | As needed | As necessary |

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| Governing Plan | MRD/ MRE No. | Deliverable or Event Name | Standard | Acceptance | Time for State Acceptance | Frequency | Date of First Submission | Date of Subsequent Submissions |
|---|---|---|---|---|---|---|---|---|
| **Compensation Deliverables** | | | | | | | | |
| **N/A** | MRD072 | Enterprise Data Warehouse and Enterprise Operational Data Store | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD073 | Data Matching Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD074 | Noticing Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD075 | Contact Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD076 | Phase 1 PIT Return Processing Solution | Contractor format with State acceptance | State Acceptance of System Qualification Test | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | N/A |
| **N/A** | MRD077 | Phase 2 including BE Return Processing Solution | Contractor format with State acceptance | Final State Acceptance | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | per State accepted SEMP (MRD007) | N/A |
| **N/A** | MRD078 | Modeling Function | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD079 | Taxpayer Folder | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |
| **N/A** | MRD080 | BETS Decoupling Solution | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | |
| **N/A** | MRD081 | Completion of Legacy System Changes | Contractor format with State acceptance | State Acceptance of System Qualification Test | N/A | N/A | N/A | N/A |

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**EXHIBIT XI-B**

# MANAGEMENT REQUIREMENT DELIVERABLE REMARKS

The remarks in the table below further define the requirements for the Management Requirement Deliverables. The MRD numbers in the table below coincide with the MRD number of the deliverable in the Management Requirement Deliverables and Event Matrix above and the Management Requirements in RFP-FTB-0910-C-001 Section VI.

| MRD NO. | DELIVERABLE NAME | DELIVERABLE REMARK |
|---|---|---|
| MRD001 | Project Management Plan | **Project Management Plan (PMP)**<br>The Contractor's Project Management Plan (PMP) must also comply with the EDR Project Management Plan. The PMP is a governing plan that must address how all activities and related plans, documents and deliverables in its scope are managed and executed and how they inter-operate with each other. For Quality Management and Risk Management, the details can be found in the respective plans. The content of the EDR plan must include, at a minimum, the following components:<br>• Scope Change Management Plan<br>• Time and Schedule Management Plan<br>• Human Resources Management Plan<br>• Risk Management Plan<br>• Quality Management Plan<br>• Issue and Action Item Management Plan<br>• Communication Management Plan |
| MRD002 | Project Schedule (Version 1) | The project schedule must be developed to a level of detail consistent with PMBOK Standard. The schedule must be in MS Project and include, at a minimum, all major activities of both State and Contractor resources, start and finish dates, dependencies, key milestones for Phase 1 and Phase 2 of the project. |
| MRD003 | Time and Schedule Variance Report (Initial and Monthly) | **Time and Schedule Variance Report (Initial and Monthly)**<br>The Contractor must provide a variance report that depicts deviations from the planned budget or schedule. The report must include, at a minimum:<br>• Graphical depiction showing the cumulative budget and schedule plotted against the actual budget and schedule<br>• Explanation of variances (positive if below budget or ahead of schedule and negative if over budget or behind schedule) |

| MRD NO. | DELIVERABLE NAME | DELIVERABLE REMARK |
|---|---|---|
| | | • Corrective action plan if project is over budget or behind schedule |
| MRD004 | Phase 1/Phase 2 Implementation Evaluation Report | **Phase 1/Phase 2 Implementation Evaluation Reports**<br>The Contractor must provide Phase 1 and Phase 2 Implementation Evaluation Reports upon completion of Phase 1 and Phase 2 of the Project. This report must consist of the following, at a minimum:<br>• Assessment of the degree of success from the Phase implemented, in particular, the extent to which it met its objectives, delivered planned levels of benefit, and addressed the specific requirements as originally defined.<br>• Examination of the efficacy of all elements of the working business solution to see if further improvements can be made to optimize the benefit delivered.<br>• Identification of lessons learned from each phase of implementation, lessons which can be used by the team members and by the organization to improve future project work and solutions. |
| MRD005 | Project Closeout Plan | **Project Closeout Plan (PCP)**<br>The objective of the Project Closeout Plan (PCP) is to describe all project closeout activities that must be followed for project closeout. This plan must be developed to a level of detail consistent with PMBOK Standard and must address the following topics:<br>• Accept the project's products by sign-off from customer, Project Director, and the Steering Committee as appropriate<br>• Conduct a Lessons Learned Session<br>• Provide content for the Post Implementation Evaluation Report (PIER)<br>• Recognize outstanding work<br>• Celebrate the achievements of the Project Team<br>• Disburse the resources – staff, facilities and automated systems<br>• Complete and archive all final project records<br>• Conduct contract closure and related inspections |
| MRD006 | Technical Management Approach | **Technical Management Approach (TMA)**<br>This objective of this deliverable is to provide information about the overall Technical Management Approach (TMA) covering all aspects of technical management, and how all the other |

| MRD NO. | DELIVERABLE NAME | DELIVERABLE REMARK |
|---|---|---|
| | | deliverables are related to each other and are planned and executed to achieve the final results. This must describe the system engineering, development, and implementation activities for the EDR System. It must also include the operations approach, which describes managing production support activities such as operations, problem and incident management, IT service desk, and Security and Access Management.<br>The TMA must include, at a minimum, information on the following stages of the Software Development Lifecycle (SDLC):<br>• Introduction<br>• Referenced Documents<br>• Overview of Technical Management Approach<br>• Technical Reviews<br>• Project Initiation and Planning<br>• Requirements Management<br>• Design<br>• Development<br>• Testing<br>• Transition<br>• Operations and Closeout<br><br>The TMA must include the approach, strategies and methodologies associated with the following governing plans: Requirements Management Plan, Software Development Plan, Database Development Plan, Master Test Plan, Business Process Reengineering Plan, EDR Solution and Legacy Systems Integration Plan, Knowledge Management Plan, Service Transition Plan and Service Operation Plan.<br><br>For more details, please see the Deliverable Item Description for the Technical Management Approach. |
| MRD007 | System Engineering Management Plan | **System Engineering Management Plan (SEMP)**<br>The objective of the System Engineering Management Plan (SEMP) is to describe the processes, activities, and tools that must be used by the project team to implement the system engineering activities of the EDR Project. The SEMP must describe an overview of the project engineering activities. The following system development activities and plans must be governed solely, or in part, by the SEMP: Software Development Plan, System Configuration Management Plan, System Configuration Procedures, System Configuration |

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| | | Records, Requirement Management Plan, Knowledge Management, Software Quality, User Interface Standards, Software Product Specification, System/Subsystem Specifications, System/Subsystem Design Descriptions, Technical Infrastructure Descriptions, Software Requirements Specification, Software Design Descriptions, Database Development Plan, External Entity Interface Design, Master Test Plan, Software Test Plan, System Verification, Legacy Data Archive, Release Notes, System Security, Performance and Capacity Management Plan, and Technical Reviews.<br><br>The SEMP is one of few project-wide governing documents, used at a high level to direct the project. In combination, these documents become the catalyst for developing all other project planning deliverables.<br><br>The SEMP must describe, at a minimum, the following system engineering activities:<br>• Project Description<br>• System Engineering Process Planning must, at a minimum, describe the framework and foundation on which the EDR Systems Engineering Process (SEP) will be operating, including the major systems engineering products, technical objectives, work breakdown structure, standards and procedures followed, and work authorization processes.<br>• Requirement Analysis and Requirements Baseline Validation must, at a minimum, describe the process of identifying and documenting the objectives and requirements of the system or system component while considering relevant factors such as constraints that affect the solution.<br>• Requirements Baseline Validation must, at a minimum, describe the process of evaluating the requirements baseline to validate that it represents identified expectations and constraints and assessing the requirements baseline to determine whether the full spectrum of possible system operations and system life cycle support concepts has been adequately addressed.<br>• Functional Analysis must, at a minimum, describe the process of defining the problem defined by requirements analysis in clearer detail and decomposing the system |

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| | | functions to lower-level functions that shall be satisfied by elements of the system design. Functional Analysis essentially defines “what” the system needs to do.<br>• Functional Verification must, at a minimum, describe the process of assessing the completeness of the functional design in satisfying the validated requirements baseline and producing a verified functional design for input into the synthesis sub-process.<br>• Synthesis must, at a minimum, provide information on the process of defining detailed design solutions that satisfy the requirements of the verified functional designs. This must include detailed models, plans, or designs that confirm the requirements defined in the functional design.<br>• Design Verification must, at a minimum, provide information on the process of verifying traceability of the detailed design to the verified functional design and verifying that the detailed design satisfies the validated requirements baseline.<br>• System Analysis must, at a minimum, provide information on the process of resolving conflicts identified during requirements analysis, decomposing functional requirements, allocating performance requirements during functional analysis, evaluating the effectiveness of alternative design solutions, selecting the preferred design solution, assessing the system effectiveness, and managing risk factors. System Analysis must also include Hardware, Software and Infrastructure Analysis.<br>• Control which must include design capture, interface management, data management, systems engineering master schedule, technical performance measurement, all the technical reviews, supplier control, and requirements traceability.<br>• Transitioning critical technologies which must include, at a minimum, technology selection, process improvement, and evolutionary system development.<br>• Integration of system engineering effort, including, at a minimum, organizational structure, and required systems engineering integration.<br>• Additional systems engineering activities including items such as long-lead items, engineering tools, design to cost, value engineering, system integration plan, and interface with other lifecycle functions |

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| MRD008 | Software Development Plan | **Software Development Plan (SDP)**<br>The objective of the Software Development Plan (SDP) is to document all the activities related to Software Development.<br>This plan includes details of the tools, procedures and methodologies that must be used by the EDR Development Team to support the design and construction of the EDR Solution. The SDP expands on the overview of the development lifecycle information provided in the SEMP and provides additional details about the software development process for the EDR Solution. The SDP is governed by the System Engineering Management Plan (SEMP). The SDP must describe, at a minimum, the following system development activities:<br>• Scope<br>• Objective<br>• Referenced documents<br>• Overview of required work, which must include information on requirements and constraints on system/software to be developed, requirements and constraints on development deliverables, position of the project in the development lifecycle, selected development strategy, constraints on project schedule and resources, other requirements and constraints<br>• Plans for performing general software development activities, which must include information on software development roles and responsibilities of State and contract staff, software development risks and mitigation, software development process including software development lifecycle activities, major milestones, release schedule, general approach for software development including software development methods, standards and practices for software products and tools, metadata management, traceability<br>• Plans for performing detailed software development activities, which must include information on project planning and oversight, establish a software development environment, system requirements analysis, system design, software requirements analysis, software design, detail design, database design and development, software build and unit test, unit integration test, system testing, system verification testing, software/hardware item integration and testing, system qualification testing, |

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| | | preparing for software use, preparing for software transition, system configuration management, software product evaluation, software quality assurance, corrective action, joint technical and management reviews, technical risk management, software management indicators, subcontractor management, interfacing with Software IV&V agents, project process improvement<br>• Description of tools to enable asset and configuration management<br>• Schedules and activity network, which must include information on project timeline, milestones and objectives, development dependency diagrams, dependencies between other plans and deliverables, and process improvement approach<br>• Development organization and resources<br>• Methodology for maintaining technical quality including integration with other processes<br>• Other plan components include: software documentation tools, automated testing tools, requirement traceability, design reviews, quality assurance reviews, and the software and hardware environment approach<br>• Description of how Proof of Concept will validate the proposed EDR Solution<br>• Description of how process models will work with a heterogeneous software and hardware environment.<br>• The approach and methodology to ensure software quality through the use of rigorous and standardized processes.<br>• The approach to utilizing open-standards design, development, testing, and documentation technologies<br>• Approach for software development process improvement.<br>• Approach to strategies for integration with system documentation tools and artifacts for Legacy systems, TI, and BETS.<br>• A description of the software development environment and tools for architecture.<br>• Description of the automated testing tools for architecture<br>• Hardware and software resource requirements for architecture<br>• Description of architectural services and components<br>• Establishing a Software Development environment |

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| | | • Methodology based software design activities<br>• Software coding activities<br>• Software testing activities<br>• Software documentation activities<br>• Software transition planning activities<br>• Software configuration management activities |
| MRD009 | Enterprise Governance Plan | **Enterprise Governance Plan (EGP)**<br>The objective of the Enterprise Governance Plan (EGP) is to describe the changes to FTB's existing governance that are required in order to successfully implement and support the EDR Project.<br><br>At a minimum, The EGP must identify and describe the following:<br>• Policies, processes, standards and procedures – Identify the policies, processes, standards, and procedures (either new or changes to existing ones) that are required to support the Enterprise Governance Strategy<br>• Approach to Enterprise Governance<br>• Decision Points and Approval Processes – identify decision points and approval processes related to the Enterprise Governance Strategy<br>• New Organizational Roles – define new organization roles that relate directly to the Enterprise Governance Strategy.<br>• Implementation and Resource Plan – develop an implementation plan that identifies the tasks and resources associated with implementing Enterprise Governance<br>• Training Plan – develop a training plan that supports the Enterprise Governance Strategy<br>• Communication Plan – develop a communication plan regarding the Enterprise Governance Strategy |
| MRD010 | Asset and Configuration Management Plan | **Asset and Configuration Management Plan (ACMP)**<br>The Asset and Configuration Management Plan (ACMP) describes the approach and processes for managing and versioning configuration items created during development, implementation, and maintenance and operations phases of the EDR Project. The plan is part of an overall quality control program that promotes quality development and deployment of the EDR Solution and underlying infrastructure. The ACMP |

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| | | defines the types of items that must be under ACMP control; such as software code, configuration files, design documentation, and other supporting documentation; supports controlled changes to configuration items through well-defined processes; defines the teams responsible for identifying and tracking configuration items, and for overseeing the ACMP process; and identifies necessary tools that enable Asset and Configuration Management. The intended audiences for this document are EDR stakeholders and team members.<br><br>The ACMP Plan must, at a minimum, include planning for:<br><br>• Approach including organization, Asset and Configuration Management, applicable policies, directives and procedures.<br>• Activities including asset and configuration identification including all hardware, all software, and other products, asset and configuration control, configuration status accounting, asset and configuration audits, interface control, subcontractor and Contractor control.<br>• Release and deployment procedures that outline how release packages are to be built, installed, tested and deployed efficiently, successfully and on schedule, and with minimal impact on production services, operations and support teams<br>• Schedules including asset and configuration management work plan, asset and configuration management status and auditing schedules.<br>• Resources including roles and responsibilities, asset and configuration management tools, asset and configuration management training.<br>• Maintenance including maintenance of tools, platform, resources and processes related to asset and configuration management. |

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| MRD011 | Knowledge Management Plan | **Knowledge Management Plan (KMP)**<br>The Knowledge Management Plan (KMP) describes how the vendor intends to conduct, assess, and report knowledge transfer activities. It presents the approach, methodology, requirements, and plan for providing skill and knowledge development opportunities to the State staff involved with the EDR Solution. Because the purpose of the Knowledge Management Plan is to act as the skill and knowledge transfer roadmap, the Knowledge Management leads from the vendor and the State use this plan to design and conduct learning activities. The State and the vendor will use this plan to track and evaluate knowledge transfer progress.<br><br>This plan must include details on how the proposed solution will provide the business benefits listed below:<br>• The right information is delivered to the appropriate place at the right time to enable informed decisions.<br>• Enabling FTB service providers to be more efficient and to improve the quality of services, increase satisfaction and reduce the cost of service.<br>• FTB staff and management have a clear understanding of the value that their services provide to customers and the ways in which benefits are realized from the use of those services.<br>• Service provider staff has adequate information on who is using their services, the current states of consumption of those services, service deliver constraints, and difficulties faced by the customer in fully realizing the benefits expected from the service.<br>• The solution provides metrics, including quarterly surveys of EDR technical support staff, to measure staff progress towards achieving requisite knowledge, skills, and abilities necessary to provide effective and efficient service management.<br>• Technical staffs are trained on all components and aspects of the EDR Solution including BPM, ECM, SOA and common services, and EDW-EOD including their impacts on legacy systems. This training must enable FTB staff to learn how to maintain the EDR Solution and related services. It must also include methodologies to deliver the training as well as identify training tools.<br>• The plan addresses knowledge transfer requirements |

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| | | which must include formal training, informal training, and on-the-job training.<br>• The plan identifies the dependencies between other plans and deliverables.<br><br>The plan must include, at a minimum, the following aspects of Knowledge Management:<br>• Introduction and overview which must include, at a minimum, description, purpose and overview<br>• Methodology which must include, at a minimum, plans for performing skills assessment, create individual development plans, process for execution of individual development plans, measurement of knowledge management progress and transition<br>• Roles and responsibilities which must include roles and responsibilities of both Contractor and State knowledge management staff, as well as skills levels to support the training as per this plan<br>• Knowledge Transfer Requirements which must include requirements for knowledge transfer with formal training, informal training, and On-the-Job (OJT) training<br>• Curriculum Plan for formal training which must include, at a minimum, the curriculum with the topics that must be covered, the assigned resources for the courses, the duration, the method of delivery, and the number of students<br>• Quality management and metrics which must include, at a minimum, the plan to identify potential issues within Knowledge Management and allow for corrective action, the plan to provide a overall indicator of project progress in the area of Knowledge Management for quality management of both program performance and program schedule<br>• Schedules, timeline and milestones which must include all aspects of schedules, timeline and milestones that are commensurate with the overall project plans<br>• Knowledge management support and tools which must include the system resources and tools to be used for knowledge management and support for knowledge management<br>• Training on requirements management activities<br>• Training on project technical components and solutions<br>• Describe methods to establish a skills baseline and validate the quality and effectiveness of knowledge |

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| | | transfer processes<br>• Description of asset and configuration management knowledge transfer activities<br>• Description of Hardware and Software installation knowledge transfer activities |
| MRD012 | Software Development Tools Training Materials | **Software Development Tools Training Materials (SDTTM)**<br>The Software Development Tools Training Materials (SDTTM) deliverable provides the structure and repository for the available training materials associated with the EDR Project's Knowledge Management Plan (KMP) formal and informal training sessions. It presents the approach and requirements for capturing the materials related to each training session, as well as the plan for augmenting the deliverable on an on-going basis.<br><br>This deliverable must also include, at a minimum:<br>• Identification which must include identification and location of all material related to Knowledge Management Plan training deliverables, identification of personnel requiring related training including: system and print services administration, network administration, E-commerce and web site administration, database administration, and system maintenance personnel.<br>• Resources which must include facilities (physical location) and accommodations required for training, hardware (for example, PC's, printers, overhead projector), and materials (for example, manuals, printer paper, special forms) required for training, a list of personnel required to attend training, including their titles and functions.<br>• Skill Levels: Instructor(s) and their skill level(s).<br>• Schedule which must include a published training schedule including training session, trainer, location, date, time, and staff required.<br>• Curriculum outline.<br>• Method of delivery (such as, web-based or classroom) and provisions for delivery of all training materials for each trainee. |
| MRD013 | Organizational Change Management Plan | **Organizational Change Management Plan (OCMP)**<br>Organizational Change Management Plan (OCMP) must include processes and techniques for creating a change management strategy (readiness assessments), engaging senior managers as change leaders (sponsorship), building awareness of the need for change (communications), developing skills and knowledge to support the change (education and training), |

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| | | helping EDR project stakeholders move through the transition (coaching by managers and supervisors), and methods to sustain the change (measurement systems, rewards and reinforcement).<br>The Plan, at a minimum, must include planning for:<br>• Organizational change methodology – Describe the methodology used for defining and evaluating the changes and the procedures and processes used to implement the recommended changes.<br>• Orientation activities.<br>• Organizational change – Summarize and detail any organizational changes and impact. This should also cover risks and risk mitigations.<br>• Roles and Responsibilities - Clearly define Contractor and FTB roles and responsibilities regarding the approach to transitioning users impacted by the EDR Solution from the current way of doing business to the future way of doing business.<br>• Organizational Change Management Guide (OCMG).<br>• Scheduled presentations. |
| MRD014 | Organizational Change Management Guide | **Organizational Change Management Guide (OCMG)**<br>Produced in accordance with the Organizational Change Management Plan, the Organizational Change Management Guide (OCMG) must include the mapping of old AS-IS business functions, processes and terminology to new TO-BE business functions, processes and terminology, and the identification of the organizational and business procedure changes.<br>The guide must be used as a reference for organizational change methodology, orientation activities, transition activities, and as an aid to presentations to FTB staff regarding the new way of doing business using the EDR Solution. This guide must be written in a format that can be understood by non-technical FTB staff using business service and business process as reference points. The Contractor must make this guide available to all business and technical staff impacted by the EDR Solution. |
| MRD015 | Software User Manual | **Software User Manual (SUM)**<br>This deliverable is user documentation in both printed and electronic format, in conformance to IEEE 1063 standard, to be used in the work environment by users of the system or solution containing the software, so that they are able to effectively perform their duties.<br>The Software User Manual must include, or address the |

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| | | following topics:<br>• Search tools<br>• Online help<br>• Functional area categories<br>• Sample user functions<br>• Detailed user navigations and functions by role |
| MRD016 | Technical Quality Plan | **Technical Quality Plan (TQP)**<br>The Technical Quality Plan (TQP) describes the activities for implementation of Technical Quality Assurance throughout the project effort. The Technical Quality Plan applies to the EDR project solution Compensation Deliverables, which are parts of the EDR Solution, as opposed to the Quality Management Plan (QMP) which applies to the quality assurance of document based deliverables. The TQP must include information and planning for the following aspects of technical quality of the solution deliverables, at a minimum: standards, practices, conventions and metrics, reviews and audits, test, problem reporting and corrective action, tools, techniques, and methodologies, code control, media control, supplier control, records collection, maintenance, and retention, implementation of a technical quality assurance plan, evaluation of a technical quality assurance plan, and modification of a technical quality assurance plan.<br><br>The plan must include the following components:<br>• Purpose and scope<br>• Reference documents<br>• Methodology and approach including integration with other processes<br>• Roles and responsibilities for quality assurance staff<br>• Standards and procedures for the following: project quality, task planning standards and procedures, issue management standards, risk management standards, deliverable management standards, change request standards, requirements standards, meeting and action item standards, asset and configuration management standards, software development standards, Hardware, Software and COTS standards, facilities standards, implementation standards, maintenance and operations standards, tool repositories for quality assurance<br>• Metrics for the following at a minimum: software design metrics, software development metrics, implementation metrics, quality assurance metrics |

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| | | • Reviews and audits for all stages of the Software Development Life Cycle (SDLC)<br>• Implementation, evaluation and modification of a Software Quality Assurance plan |
| MRD017 | Hardware and Software Installation Plan | **Hardware and Software Installation Plan (HSIP)**<br>The Hardware and Software Installation Plan (HSIP), presents the planning and installation information for the EDR project for each site where the Contractor installs hardware and/or software. It defines and describes the planned hardware and software installation strategy and activities including the hardware and software refresh strategy.<br><br>This at a minimum includes:<br>Hardware Deployment Plan<br>Software Deployment Plan<br><br>The Software and Hardware deployment plans must contain the following information:<br>• Scope which must include objectives, methodology, system implementation roles and responsibilities<br>• Installation approach including the Hardware/Software installation process<br>• Installation strategy which must include project management, site survey, cabling assessment, LAN connectivity, customer verification and acceptance, post-installation support, contingency planning to resume business operations if system fails, user handoff<br>• Hardware and Software specifications which must include: network products, EDR Solution Hardware, EDR Solution Software<br>• Staff Roles and Responsibilities involved in Hardware and Software installation<br>• Schedules and timelines for Hardware and Software installation<br>• Technology refresh which must include plans for Hardware and Software<br>• Moves, adds and changes for Hardware and Software |

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| MRD018 | Requirements Management Plan | **Requirements Management Plan (RMP)**<br>The purpose of the Requirements Management Plan (RMP) is to describe how approved and baseline requirements are stored, managed, and linked to each other using project approved requirements management tools. This document must describe how traceability from business to system, system to software requirements, and requirements to code and test scripts are established and maintained to confirm that business requirements are satisfied by code and have been successfully tested. The plan must also discuss how the project controls the process of identifying, analyzing, and implementing changes to the requirements, reports on requirements, identifies and manages resources related to Requirements Management.<br><br>The plan must include at a minimum:<br><br>• Overview of Requirements Management for business and functional requirements, system requirements, and software requirements<br>• Requirements Management Process for:<br>○ Submission of new/changed requirements<br>○ Standards and criteria for quality requirements<br>○ Categorization<br>○ Criticality assessment and establishment of timeframes<br>○ Impact assessment<br>○ Reconciliation of requirements<br>○ Approval of new/changed requirements<br>○ Tracking of decision rationale and supporting documentation<br>○ Transition to baseline requirements<br>○ Traceability of goals to business requirements<br>○ Traceability to functional requirements<br>○ Traceability to system requirements<br>○ Traceability to design<br>○ Traceability to code<br>○ Traceability to testing<br>○ Traceability to defects and problems<br>○ Traceability of mined business rules to requirements<br>○ Traceability of use case<br>○ Requirements Management Master Process flow chart<br>• Resources Plan which must include staff roles and responsibilities for Contractor and State staff, the tools and the process flows |

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| | | • How the Contractor will communicate and report on the management of requirements.<br>• Approach to the relationships and dependencies between Requirements Management and other plans, activities, and deliverables<br>• Reporting on requirements to impacted staff including project, program, Contractor, and State |
| MRD019 | Functional Requirements Traceability Document and Report | **Functional Requirements Traceability Document and Report (FRTD)**<br>The Functional Requirements Traceability Document and Report (FRTD) contains the traceability charts and reports on actual traceability from Business Goals and Business and Functional Requirements, and eventually into design documents and actual code. (This deliverable also includes a report )<br><br>The document must include at a minimum:<br>• Business goals to functional and business requirements traceability<br>• Functional requirements to system requirements traceability<br>• System requirements to software requirements traceability<br>• Software requirements to design traceability<br>• Design to code traceability<br>• Requirements to code traceability<br>• Testing traceability<br>• Defect and problem traceability<br>• Mined business rules traceability |
| MRD020 | System/Subsystem Specification | **System/Subsystem Specification (SSS)**<br>The System/Subsystem Specification (SSS) document must provide the System level and Subsystem level description of the capabilities of the EDR Solution.<br>The deliverable is a composite deliverable defining the scope and boundaries of the EDR Solutions' Systems and Subsystems, and also containing functional and a technical requirements as well as high-level use cases that describe the system and sub-systems and are delivered at the completion of the System Requirements phase.<br><br>This document must contain at a minimum:<br>Introduction and document overview which must include information on definition and identification, description and purpose, overview, referenced documents and related deliverables |

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| | | System/subsystem requirements which must include system and subsystem information on requirements and modeling tools, functional requirements and attributes, technical requirements and attributes, and system subsystem capability requirements<br>• System use case analysis which must include information on the system level use cases, actors and diagrams<br>System subsystem decomposition which must include the decomposition of the system intot he various subsystems based on the analysis<br>Requirements traceability which must address the methods of requirements traceability through to subsystems<br>• Executive summary |
| MRD021 | Software Requirements Specification | **The Software Requirements Specification (SRS)**<br>Defines the detailed requirements that must be satisfied by the EDR software. Requirements contained in the SRS must be traceable to the system requirements in System Subsystem Specifications (SSS) and system design in System Subsystem Design Description (SSDD) which are the important inputs for this stage. Acceptance of the SRS baselines the software requirements for the EDR solution. The requirements defined in the SRS are an important input for the software test conditions for versions of the EDR solution. Completion of the SRS is governed by the approach and methods outlined in the SDP and the SEMP.<br><br>This document must contain at a minimum:<br><br>Introduction and document overview which must include information on definition and identification, description and purpose, overview, referenced documents and related deliverables<br><br>Software requirements which must include information on software requirements including functional requirements and attributes, technical requirements and attributes<br><br>Software use case analysis which must include information on the software use cases, actors and diagrams<br><br>Software capability which must include the requirements decomposed by the various software capabilities<br><br>Low-fidelity page layouts which must include the low-fi page layouts which are simple diagrams of possible graphical user |

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| | | interfaces. These diagrams are used to quickly analyze a collection of suggested requirements and confirm that they represent what the users intend<br><br>Requirements traceability which must address the methods of requirements traceability through to software components Executive summary<br><br>Standard: IEEE Std 830-1998 IEEE Recommended Practice for Software Requirements Specifications |
| MRD022 | System/Subsystem Design Description | **System/Subsystem Design Description (SSDD)**<br>The System/Subsystem Design Description (SSDD) describes at a high-level, the hardware, network, software, manual operations, and interfaces necessary to fulfill the system requirements defined in the SSS. The SSDD serves as a communication medium between the System Architecture Design team and the other EDR Project participants. The SSDD is delivered at the completion of the System Design stages which use the SSS as the most important input. The SSDD is created following the approach and methods outlined in the SDP and the SEMP.<br><br>This document must contain at a minimum:<br><br>• Introduction which must include identification, description/purpose, document overview, security/privacy considerations, definitions, referenced documents, related deliverables, stakeholders and assumptions and constraints<br>• System architecture context which must include, at a minimum, description, enterprise principles, deferred design decisions, and system dependencies<br>• System architecture which must include, at a minimum, system architecture overview, description, architecture relationships, architecture attributes and principles<br>• Functional architecture which must include, at a minimum, introduction and description of each of the functional subsystems<br>• Technical architecture which must include, at a minimum, introduction and overview, technical architecture principles, technical architecture subsystems<br>• Application architecture which must include, at a minimum, besides introduction and description information on online architecture, batch architecture, |

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| | | process architecture, integration architecture, security services, shared services, enterprise business, infrastructure and data services used by the EDR Solution<br>• Data architecture which must include, at a minimum, introduction, enterprise data warehouse architecture, enterprise operational data architecture, reporting architecture, data mining architecture, backup services<br>• Physical architecture which must include, at a minimum, introduction, description of the various physical components<br><br>Standard: IEEE/EIA 12207 |
| MRD023 | System Integration Design Description | **System Integration Design Description (SIDD)**<br>The EDR System Integration Design Description (SIDD) expands the technical details for the integration of EDR functionality with the existing systems at the FTB as outlined in the EDR System Integration Plan. It provides details on the impact of EDR on the existing systems at FTB and how they will be integrated into the solution.<br><br>The Contractor must provide an EDR System Integration Design Description (SIDD) that includes, at a minimum, planning for:<br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related Deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Technical solution description<br>• Integration description<br>• Integrating Contractor responsibilities and deliverables<br>• Audits and controls<br>• Mutual/shared performance requirements and how they must be negotiated and allocated<br>• Roles and responsibility for integration tasks<br>• Must, at a minimum, include impact assessments and functional requirements about system integration on:<br>○ TI |

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| MRD024 | Technical Infrastructure Plan | **Technical Infrastructure Plan (TIP)**<br>The purpose of this plan, Technical Infrastructure Plan (TIP) is to guide the planning and execution of technical infrastructure so that it helps to meet the needs of the project in terms of management and coordination, system viability and prevention of obsolescence, compliance with the department, state and federal standards, and coverage of all infrastructure components**.**<br>A plan that, at a minimum, must provide planning for:<br>• Management and coordination of all infrastructure components<br>• Identification of the technical infrastructure components and systems to be installed, implemented and leveraged and identification of what will be modified and how it will be maintained<br>• Planning for the installation, implementation and leveraging of technical infrastructure<br>• Test methodology (both functional and performance) and the infrastructure management tools<br>• Strategic planning for the infrastructure<br>• Proposed changes to maintain system viability and system performance<br>• Roles and responsibilities for both the State and Contractor staff<br>• Proposed changes so that they are timely and funding can be approved before system integrity is jeopardized due to failure or obsolescence<br>• Proposed changes so that they must represent sufficiently advanced technology to remain viable through the expected replacement period for the hardware or software components<br>• Proposed equipment so that they must be compliant with department, State, and federal standards<br>• Proposed technical infrastructure changes schedule for each component<br>• Proposed strategy and implementation of SOA infrastructure. |
| MRD025 | System | **System Performance and Capacity Management Plan** |

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| | Performance and Capacity Management Plan | **(PCMP)**<br>The purpose of the plan, the Performance and Capacity Management Plan (PCMP) is to guide the development and operation of the EDR Solution from a performance and capacity management perspective. This plan is focused on the EDR Solution including the applications and the infrastructure and operations to support it. The plan must describe how the EDR Solution can meet performance expectations, define and meet appropriate Service Level Objectives (SLOs), and make good, balanced use of system resources.<br><br>The plan at a minimum must include the following:<br>• Monitoring and measurement of system performance<br>• Usage<br>• System capacity<br>• Historical metrics, comparing to prior month and same month, prior year<br>• Establish and document the performance baseline for the current operational environment<br>• Service level objectives for capacity management and system performance. |
| MRD026 | Software Design Description | **Software Design Description (SDD)**<br>The Software Design Description (SDD) details the software components that must be designed and built to fulfill the software requirements defined in the Software Requirement Specification (SRS). The SDD provides the lowest level of detail about the functionality that must be contained in each software component to meet the SRS for that version of the EDR Solution. The SDD is the most important input into the detailed design (more technical design) of the EDR Solution. Completion of the SDD is governed by the approach and methods outlined in the SDP and the SEMP.<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders |

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| | | • Assumptions and constraints<br>• Software design<br>• Executive summary<br>• High fidelity page layouts<br>• Use case realization diagrams<br>• Component model<br>• Report layouts<br>• Forms<br>• Interface design description<br>• Database design description<br>• Requirements traceability<br><br>Standard**:** IEEE P1016/D9 |
| MRD027 | Software Detailed Design Description and Model | **Software Detailed Design Description and Model (SDDD)**<br>The Software Detailed Design Description and Model (SDDD) details the more technical design of the software components that must be designed and built to fulfill the software requirements defined in the SRS The SDDD provides the lowest level of detail about the technical functionality that must be contained in each software component to meet the software requirements (SRS) for that version of the EDR solution. Completion of the SDDD is governed by the approach and methods outlined in the SDP and the SEMP. . (This deliverable also requires the submission of a model.)<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Software detailed design and model<br>• Executive summary<br>• Sequence diagrams<br>• Detailed class diagrams<br>• Class interaction diagrams<br>• Component model<br>• Report layouts |

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| | | • User interface forms<br>• Interface detailed design description<br>• Database detailed design description<br>• Requirements traceability<br><br>**Standard**: IEEE P1016/D9 |
| MRD028 | Database Design Description | **Database Design Description (DDD)**<br>The Database Design Description (DDD) outlines system-wide database design decisions such as the approach to referential integrity and the chosen levels of normalization. The Database Design Description must provide cross-references to the Logical Data Model and the Physical Data Model.<br><br>This document must describe and contain at a minimum:<br><br>• Introduction<br>• Identification<br>• Description/purpose<br>• Document overview<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Stakeholders<br>• Assumptions and constraints<br>• Database design with cross references to Physical Data Model and Logical Data Model<br>• Database dictionary<br>• Database detailed design description<br>• Requirements traceability |
| MRD029 | Legacy Systems Interface Design Description and Model | **Legacy Systems Interface Design Description and Model (LSIDD)**<br>The Legacy Systems Integration Design Description and Model (LSIDD) expands the technical details for the integration of FTB systems and infrastructure as outlined in the EDR Solution and the Legacy Systems Integration Plan, by providing the description of the interfaces to the FTB Legacy Systems. (This deliverable also requires the submission of a model)<br><br>The Contractor must describe the leveraging of FTB's systems and infrastructure consistent with the Software Integration Plan including, but not limited to:<br>• Input systems (imaging/scanning and data capture |

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| | | processes)<br>• Wide Area Network<br>• Call centers<br>• IVR<br>• Service desk<br>• TI<br>• BETS<br>• ARCS<br>• INC<br>• PASS<br><br>This document must include details of the interface to the FTB Legacy Systems including the data to be exchanged including detailed specifications, format and frequency, and must describe and contain at a minimum:<br><br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy protection, stakeholders, assumptions and constraints<br>• Legacy System Interface Design descriptions including overview, interface design, interface detail, error handling and validation, IDD change process, interface security concerns<br>• Requirements Traceability<br>• Executive Summary<br>• Appendix containing the Interface Design Document<br>• Appendix containing the record layout<br>• Appendix containing Interfaces by FTB Legacy System |
| MRD030 | External Entity Interface Design Description | **External Entity Interface Design Description (EEIDD)**<br>The External Entity Interface Design Description (EEIDD) describes all interfaces external to the customer. The Contractor must identify the business functions supported by the interface. This must meet the State of California Standard for external web interfaces.<br><br>External Entity Interface Design Description (EEIDD) must describe the interfaces to the External Systems and Interfaces that include impact assessments.<br><br>This document must include details of the interface to the External Entities including the data to be exchanged including |

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| | | detailed specifications, format and frequency, and must describe and contain at a minimum:<br><br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy considerations, stakeholders, assumptions and constraints<br>• External Entity Interface Design including overview, interface design, interface detail, error handling and validation, IDD change process, interface security concerns<br>• Requirements traceability<br>• Executive summary<br>• Appendix containing the Interface Design Document<br>• Appendix containing the record layout<br>• Appendix containing interfaces by Agency or external entity |
| MRD031 | Business Process Re-engineering Plan | **Business Process Re-engineering Plan (BPRP)**<br>The Plan is the detail description of how the Business Process Reengineering Plan must be developed and implemented. All BPRP activities and deliverables have to be based on final State review and approval.<br><br>This plan must describe and contain at a minimum the Contractor's detailed approach to Business Process Reengineering to include but not be limited to:<br><br>• Methods to maintain and encourage necessary business process reengineering support at all levels, across teams, with stakeholders, business partners or other collaborators.<br>• Methods to ensure compliance with business process reengineering principles, success factors and best practices.<br>• Methods to ensure diversity and inclusion of human resources to be involved in the reengineering process.<br>• Methods to demonstrate rigorous approaches to reengineering analysis and solution implementation.<br>• Introduction including description and purpose, document overview, definitions, referenced documents, relationships and dependencies to related deliverables and plans, security and privacy protection constraints<br>• Scope and Structure of the BPRP including scope of the |

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| | | system implementation management approach, scope and descriptions of the business environment<br>• Schedules and integration with other project milestones and activities<br>• overview of the current business environment including the Phase 1 PIT Business Environment and Phase 2 BE Business Environment<br>• Overview of the Future Business Environment, including the Future Process Vision, Phase 1 PIT Business Environment and Phase 2 BE Business Environment<br>• Business process gap analysis and design including technical design, organization design, process transformation, optimization and evaluation<br>• Business process transition approach<br>• BPR Roles and responsibilities<br>• Organizational change management<br>• Managing the transition and potential impacts<br>• Enterprise governance activities related to plan<br>• Business process rollback planning for both phases<br>• Executive summary<br><br>Standard: IEEE Standard for Software Project Management Plans 1058.1-1987 |
| MRD032 | Business Process Reengineering Design Description and Model | **BUSINESS PROCESS REENGINEERING DESIGN DESCRIPTION AND MODEL (BPRDD)**<br>The EDR Project will introduce new systems, processes, and procedures to the FTB tax system environment. The new systems will utilize new technologies on platforms substantially different from the legacy environment. To prepare for these changes a BPRDD must contain the Identification of BPR To-Be processes with all the related information. Though the BPR Plan does provide for the overview of the Future processes, the BPRDD on the other hand provides all the design details.<br><br>The Contractor must provide a Business Process Reengineering Design Description (BPRDD) that contains, at a minimum:<br>• Introduction including identification, description and purpose, assumptions and constraints, document overview, referenced documents, related deliverables, definitions, security and privacy considerations, stakeholders, assumptions and constraints<br>• Business process reengineering design overview of the to-be business processes including overview, process design, process detail, error handling and validation, |

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| | | process change process, process security concerns<br>• Requirements traceability<br>• Executive summary<br>• Appendix containing the process design details by business areas and categories<br>• A model of the BPRDD<br><br>Reference: Software Design Descriptions IEEE Std 1016-1998 |
| MRD033 | User Interface Standard. | **User Interface Standard (UIS)**<br>This is a standard that must define the universal design and characteristics of visual displays for the edr system. The UIS must address the visual and functional characteristics that are applicable to the technology on which the solution is to run. This document is to be a collection of standards that the application development teams must follow to build a system that users find efficient and simple to use. This document is not to be a comprehensive description of all the interactive functions that must be present in the final system; rather it is a set of standards and guidelines for creating a usable EDR Solution. Adhering to these standards provides application developers with a head start toward creating a usable system, but does not guarantee success. User testing and evaluation are still required to create such a system. The benefits of creating a usable system are wide-ranging but the fundamental goal is user efficiency. Shortened task completion time and reduced user frustration increase productivity and improve user satisfaction. The EDR Solution must achieve this efficiency by incorporating key components of usability including learnability, memorability and consistency. This document must describe standards and guidelines for creating a usable interface for all users, including those with diverse skills, experience, knowledge and abilities.<br><br>The UIS must, at a minimum, include the following categories and attributes:<br>• General presentation standards on characteristics, behavior, placement, and color-coding of information relative to: Windows, groups, lists and tables, labels and fields, cursors and pointers, images and text, and web parts.<br>• Methods for user system guidance in terms of: user interface architecture, user interface menus, navigation from task to task, screen to screen, window to window, |

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| | | short-cut commands, definitions and characteristics, prompts for input, task or request status, feedback, and error management.<br>• User help features including: on-line help, help navigation, browse-able and context sensitive help, and search.<br>• Management, organization and presentation of system menus: menu structures, grouping and sequencing, navigation, option selection and execution, and presentation.<br>• User short-cut command definitions and physical characteristics, such as: timing and availability, syntax and structure, function keys, hot keys, command arguments, feedback, and help.<br>• User interface object characteristics and behavior upon user activation. consider attributes, such as: placement, appearance, feedback, input devices, pointing and selecting, dragging, sizing, scaling and rotation, manipulation of text objects and windows, and appropriateness of manipulation.<br>• Description of form filling or data entry in which the user fills in, select entries for or modifies enterable fields presented by the system. Consider attributes, such as: form filling structures, layout, field, label lengths, alignments, input considerations, alphanumeric text entry, choice entries, controls, feedback, navigation, graphics and color coding<br>• Accessibility and adherence to accessibility standards: must be ADA compliant and follow standard for California State Web Portal |
| MRD034 | Software Product Specification | **Software Product Specification (SPS)**<br>The purpose of the SPS is to verify and report on any or all configuration items (CIs) which comprise a specific system release entering production. I t provides the method for qualifying that a given body of software is a valid copy of the release. The Software Product Specification also references and validates the “as built” software through the software design, compilation, and build and modification procedures.<br><br>The companion to this document is the Software Version Description (SVD). The SVD lists all of the deployable units that comprise the system release, with instructions on how to deploy them. |

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| | | This document must contain at a minimum:<br><br>• Scope<br>• Overview<br>• Description/purpose<br>• Document overview<br>• Software history<br>• Operating sites<br>• Security/privacy considerations<br>• Definitions<br>• Referenced documents<br>• Related deliverables<br>• Requirements traceability<br><br>Standard: IEEE 12207 |
| MRD035 | Database Development Plan | **Database Development Plan (DDP)**<br>The Database Development Plan (DDP) defines the activities performed during design and development of the EDR databases. It includes a discussion of general and detailed database development activities, information on the schedule of database activities, and the organization and personnel involved with database design, and build activities. It includes a discussion on how the use of metadata, data integration, and data modeling must be integrated into the solution.<br><br>This plan, at a minimum, must include at a minimum the following:<br><u>Scope</u><br>• Identification<br>• System overview<br>• Document overview<br>• Relationship to other plans<br>• Plan objectives<br>• Database development methodology overview<br><br><u>The following database development lifecycle components and descriptions:</u><br>• Database development lifecycle model<br>• Database development plan major milestones with dependencies<br>• Database development methods<br>• Handling of critical requirements<br>• Recording rationale |

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| | | • Administrative plan<br>• Activity report<br>• Plan that shows the integration of database development activities with project schedule and other plans<br>• Description of how modern design, development, testing, and documentation technologies will be used<br><br><u>Plans for risk and contingency management:</u><br>• Rollback and roll forward database recovery<br>• Proposed database development schedule<br><br><u>Data architecture:</u><br>• Requirements and constraints on EDR Proposed Solution to be developed<br>• Traceability to requirements<br>• Logical data model<br>• Physical data model<br>• Database architecture<br>• A description of the database development tools<br>• Documentation tools and artifacts<br><br><u>Mechanisms to achieve quality assurance</u><br>• Data quality assurance profiling<br>• Automated data quality checks<br>• Database change control process and procedures<br>• Database security, authorization and encryption rules<br>• Record locking and deadlocks<br>• Database backups – hot backups vs. cold backups<br>• Database development standards<br>• Standards and practices for database use<br>• Automation from Design to Implementation<br><br><u>Plans for performing detailed database development activities</u><br>• Planning and oversight<br>o Database development planning (covering updates to this plan)<br>o Database test, including performance test planning<br>o Following and updating plans, including the intervals for<br>o Management review<br><br>• Establishing managing database development environments:<br>o Database environment(s) including development, |

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| | | testing, production simulation, production, and training.<br>○ Database language development library<br>○ Database development files<br>• Database configuration management<br>○ Preparing source files<br>○ Preparing the "as-built" database design and maintenance<br>○ Information<br>○ Configuration identification<br>○ Packaging, storage, handling, and delivery<br>○ Updating the database requirement specification<br>• Database Change Requests and Corrective action<br>○ Problem/change reports (with items to be recorded)<br>○ Corrective action approach<br>• Joint technical and management reviews<br>○ Joint technical reviews, including a proposed set of reviews<br>○ Joint management reviews, including a proposed set of reviews<br>• Process improvement<br>• Automation of data conversion and identification of a tool for that process<br>• Coordination with application development activities and staff<br>• Database conversion activities for TI, BETS, ECAIR, E-Gateway, and SBRD<br>• Schedules and activity network<br><br><u>A description of the relationship and dependencies between other MRD plans, activities and deliverables</u><br><u>A plan to integrate state staff during design, development, testing, and maintenance of the database</u>.<br><u>A description of the roles and responsibilities for both contractor and state staff involved in database development.</u><br><br><u>Project organization and resources</u><br>• Project organization<br>• Project resources |
| MRD036 | Logical Data Model | **Logical Data Model (LDM)**<br>A logical data model (LDM) is a functional representation of the data structure. It describes the information requirements of the |

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| | | system architecture's operational views and the structured business rules associated with these requirements. Its purpose is to discover, analyze, carefully define, standardize, and identify normalization opportunities within the data elements required by the EDR system as defined in the input documentation. The LDM design process addresses the correct interpretation of the business information requirements and the data elements, which satisfy those requirements. |
| MRD037 | Physical Data Model | **Physical Database Model (PDM)**<br>The objective of the Physical Data Model PDM is to represent the data structures as they could be implemented by the RDBMS. The PDM provides the view necessary to produce a structure in which the system stores and retrieves the data. The objectives for the changes to the LDM are to provide best performance, ease of development and maintenance, and to address RDBMS specific requirements/practices. |
| MRD038 | EDR Solution and Legacy Systems Integration Plan | **EDR Solution and Legacy Systems Integration Plan (LSIP)**<br>The EDR Solution and Legacy Systems Integration Plan (LSIP) must provide a framework for the integration of the EDR Solution with the FTB Legacy Systems, including but not limited to TI, BETS, ARCS, INC, Input systems, call centers, IVR, and Help Desk. This document provides the framework for the creation, documentation, implementation and communication of the technical architecture and integration solution, the activities for the integration, roles and responsibilities, deliverables, audits and controls, and performance requirements.<br><br>The Contractor must leverage FTB's systems and infrastructure consistent with the EDR Requirements including, but not limited to:<br>• Input systems (imaging/scanning and data capture processes)<br>• Wide Area Network<br>• Call centers<br>• IVR<br>• Help desk<br>• TI<br>• RV<br>• PASS<br>• BETS<br>• ARCS<br>• INC<br>• Mail handling and correspondence |

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| | | The LSIP must contain the following information:<br>• Scope which must include: objectives, methodology, system implementation roles and responsibilities<br>• Integration Approach and Strategy for each FTB Legacy System which must include identification of the Legacy System components and systems to be leveraged and identification of what will be modified and how it will be maintained<br>• Integration design and specifications which must include data, processes and services<br>• Staff roles and responsibilities for both Contractor and State staff involved in EDR Solution and Legacy Systems integration<br>• Schedules and timelines for Integration<br>• Impact assessments for each FTB Legacy System<br>• Risk and contingency management and rollback plans<br>• Dependencies to other plans and deliverables<br>• Methodology for system analysis for Legacy Systems including management of scope and requirements.<br>• Integration approach and strategy that will be used which takes into account FTB Legacy Systems as referenced here.<br>• Methodology and approach for identification of the Legacy System components and systems to be leveraged and identification of what will be modified.<br>• Approach to integrate the EDR Solution with existing Legacy Systems so business functions may continue during transition.<br>• Approach to risk and contingency management and proposed rollback scenarios.<br>• Roles and responsibilities for both Contractor and State staff involved in Legacy Systems Integration.<br>• Approach to determining Legacy Systems within and outside of the scope of EDR Solution including a preliminary description of those already identified<br>• Description of methods to align EDR development and transition schedule with the Legacy System related on-going Maintenance and Operations schedules including annual changes schedule |
| MRD039 | Proof of Concept Report | **Proof of Concept Report (POCR)**<br>The Proof Of Concept Report (POCR) must include the results of the development and implementation of the Proof Of Concept (POC) in relationship to the EDR Solution. This includes how the POC meets benchmark indicators and baseline indicators. This |

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| | | report must determine the viability of the EDR Solution as well as identify areas that need revision in order to move the solution forward.<br><br>The Proof of Concept Report must include the results from the:<br>• Business rule engine<br>• Business Process Management<br>• Data warehouse<br>• Service Oriented Architecture |
| MRD040 | Master Test Plan | **Master Test Plan (MTP)**<br>The Master Test Plan (MTP) must describe the types of testing that must be executed, how testing concepts must be applied to the project, testing prerequisites, the project's approach to testing with external entities, resource and schedule constraints, and how the project must make use of automation during test processes.<br><br>The Master Test Plan must include:<br>• Identification of broad test concepts, procedures, tasks and deliverables<br>• Plan objectives<br>• A description of the testing methodology, process and timing, process flow diagram<br>• Test data development approach<br>• Milestone dependencies<br>• Dependencies between other plans and deliverables<br>• Roles and responsibilities for both Contractor and State staff involved in testing process<br>• Resources required and responsibilities<br>• Test condition entrance and exit criteria<br>• Timing<br>• Planning, execution and evaluation of the following types of tests:<br>  ○ Unit testing<br>  ○ Use-case testing<br>  ○ Unit integration testing<br>  ○ System testing<br>  ○ System verification testing<br>  ○ System qualification testing (support)<br>  ○ Architecture performance test<br>  ○ Regression testing<br>  ○ Security testing<br>  ○ System performance test |

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| | | • Testing automation (to include software product usage), test scripts<br>• Testing results/reporting process, approval process and defect process<br>• Test environment specifications<br>• Risk and contingency management<br>• Requirements traceability<br>• Hardware and software resource requirements<br>• Approach to identifying and managing requirements and constraints on testing deliverables.<br>• Development of test process flow diagrams<br>• Technical components and descriptions:<br>• A description of automated testing tools<br>• Testing documentation tools and artifacts<br>• Test data development approach<br>• Describe the following testing processes:<br>  ○ Use case testing process<br>  ○ Test scripts development<br>  ○ Test approval process<br>  ○ Regression testing process<br>  ○ Requirements traceability within the testing process<br>  ○ Test results and test reporting process<br>  ○ Defect tracking process<br>• The approach and methodology of security testing to ensure:<br>  ○ Confidentiality<br>  ○ Integrity<br>  ○ Authentication<br>  ○ Authorization<br>  ○ Availability<br>  ○ Non-repudiation<br>• Dependencies between other plans and deliverables.<br>• Approach to ensure software quality through the use of rigorous and standardized processes.<br>• The approach to utilizing comprehensive tools for testing, documentation, test data creation, and reporting for all phases of development.<br>• Approach to thorough test data development.<br>• Approach to testing for all phases of development and transition. |
| MRD041 | System Verification Test Description | **System Verification Test Description (SVTD)**<br>The System Verification Test Description documents the approach for System Verification Testing (SVT) and System Qualification Testing (SQT). The testing approach takes into |

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| | | consideration lessons learned and leverages existing testing activities, processes, infrastructure and deliverables from both testing phases. This results in testing functionality earlier and detecting defects sooner, avoiding redundancy and minimizing risks associated with introducing new processes and procedures, while maximizing the amount of testing to be completed.<br><br>The SVTD provides the SVT plan and execution strategy for the implementation of the EDR Solution and for any further major releases as established by the EDR Change Control Board (CCB). The SVTD includes the SVT Overview Document work product. This work product describes the high-level approach for the SVT portion of the EDR test activities. The main body of the SVTD outlines the State SQT and Business Partner (BP) System Test teams' preparation, execution and validation approach to the overall SVT testing effort.<br><br>The System Verification Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• SVT test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel<br>• Metrics<br><br>Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD042 | System Verification Test Report | **System Verification Test Report (SVTR)**<br>The System Verification Test Report (SVTR) is the result of the execution of the System Verification Test.<br><br>The System Verification Test Report (SVTR) must describe the System Verification Testing of EDR and include relevant appendices for both System Test and the System Performance Testing that is performed by the Performance Test team.<br><br>This report must provide an overall assessment of the software |

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| | | tested. The assessment must describe the scope and objective of SVT; it must also provide an overview of the number of scripts (tests) executed, and the number of defects logged. At a minimum, this report must cover information on the following sections and appendices:<br><br>• Scope – This section gives an overview of the System Verification Test Report, lists all the referenced documents and provides any assumptions made during SVT.<br>• Overview of test results – This section provides an overall assessment of the software which includes assumptions and constraints, an overall assessment and a discussion of the remaining deficiencies and constraints.<br>• Impact of test environments - This section describes the differences between the System Verification Test environment and the production environment where the system will be running. This section also outlines the recommended improvements to the design of the software, to the operation of the software, and to the testing process.<br>• Detailed test results – This section provides a summary of the results for system test and system performance test. Also included in this section is a detailed summary of the System Verification Test results, which includes a breakdown of defects among the different functional areas and the supporting details for defects.<br>• Test Logs – This section includes a screen shot of the important components of the system test logs appendix.<br>• Notes – This section includes any notes that were not documented in other sections of the document.<br>• Appendix A provides the system test report, which summarizes the results from the system test execution. As part of system test, results from the SVT tests (including defects) are included in the system test report.<br>• Appendix B details the remaining SVT deficiencies at the conclusion of system verification testing<br><br>Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD043 | System Performance Test Description | **System Performance Test Description (SPTD)**<br>The referenced must be tailored for the system performance test. |

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| | | The System Performance Test Description (SPTD) documents the approach for System Performance Testing (SPT). System Performance Testing is specifically related to system speed, scalability and stability. The SPT allows the State and Business Partner to gather predictions or estimates of various performance characteristics that end users are likely to encounter when using the EDR Solution. Additionally, SPT provides information about how various performance characteristics of the EDR Solution in production will relate to real or perceived performance requirements and/or competitive applications. SPT enables identification of existing or potential bottlenecks and performance defects that are likely to detract from user satisfaction if not resolved prior to releasing the EDR Solution into production. Assessments of the accuracy of scalability and/or capacity planning models based on actual production usage must be conducted in the SPT. SPT also helps identify existing or potential functional errors that aren't detectable with single-user scenarios but can or will manifest under multi-user scenarios.<br><br>The SPTD provides the SPT plan and execution strategy for the implementation of the EDR Solution and for any further major releases as established by the EDR Change Control Board (CCB). The SPTD includes the SPT Overview Document work product. This work product describes the high-level approach for the SPT portion of the EDR test activities. The main body of the SPTD outlines the State SQT and Contractor System Test teams' preparation, execution and validation approach to the overall SPT testing effort.<br><br>The System Performance Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• SPT test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel<br>• Metrics |

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| | | Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD044 | System Qualification Test Report | **System Qualification Test Report (SQTR)**<br>The System Qualification Test helps ensure that the users and stakeholders are satisfied with the EDR Solution. As with SVT, System Qualification Test (SQT) is driven based on the software business requirements and is at the application level. Only after this test is complete can the product be released. The SQTR is the result of the execution of the systems qualification test.<br><br>At a minimum, this report must provide information on the following sections and appendices:<br><br>• Scope – This section gives an overview of the System Qualification Test Report, lists all the referenced documents and provides any assumptions made during SQT.<br>• Overview of test results – This section provides an overall assessment of the software which includes assumptions and constraints, an overall assessment and a discussion of the remaining deficiencies and constraints.<br>• Impact of test environments - This section describes the differences between the System Qualification Test environment and the production environment where the system will be running. This section also outlines the recommended improvements to the design of the software, to the operation of the software, and to the testing process.<br>• Detailed test results – This section provides a summary of the results for System Test and System Performance Test. Also included in this section is a detailed summary of the system qualification test results, which includes a breakdown of defects among the different functional areas and the supporting details for defects.<br>• Test logs – This section includes a screen shot of the important components of the system test logs appendix.<br>• Notes – This section includes any notes that were not documented in other sections of the document.<br>• Appendix A provides the system test report, which summarizes the results from the system test execution. as part of system test, results from the SQT tests (including defects) are included in the system test report.<br>• Appendix B details the remaining SQT deficiencies at the conclusion of System Qualification Testing |

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| | | Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD045 | System Test Report | **System Test Report (STR)**<br>The System Test Report (STR) documents the expected and actual results of the System Test and is used in the determination of operational readiness. This report includes metrics that help validate test activities to plan, identify deviations, assess the impact on other build activities, and adjust build plans accordingly. The document is developed the conclusion of System Test execution.<br><br>The document must include at a minimum:<br>• Scope – This section gives an overview on identification, document overview, referenced documents and assumptions<br>• Overview of Test Results – This section must provide information, at a minimum, on overall assessment of the software tested, scope of testing, impact of test environment, problems encountered, recommended improvements, recommended improvements to design, recommended improvements to operation, recommended improvements to testing process and risks identified<br>• Detailed System Verification Test Results – This section must provide information on, at a minimum, the test coverage, test metric, test schedule, defect analysis, deviations from procedures, traceability summary for requirements, system verification test exit criteria, outstanding items including planned vs. actual, plan for resolving high severity defects and change requests identified<br>• Work Product Inventory – This section must provide information on all aspects of the work product inventory.<br><br>Standards: IEEE Guide for Software Verification and Validation Plans Std 1012-1986 and IEEE Std 829-1983 (Reaff 1991), IEEE Standard for Software Test Documentation |
| MRD046 | Implementation Contingency Management Plan | **Implementation Contingency Management Plan (ICMP)**<br>The Implementation Contingency Management Plan (ICMP) must describe contingency procedures and processes to back out the EDR Solution and restore service to a point in time to allow the resumption of all business services. At a minimum, it must: |

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| | | • Identify a process to restore service<br>• Identify alternatives to resume business activities<br>• Identify methodology, schedule, and process to address rollback activities that are dependent on retired Legacy Systems<br>• Identify roles and responsibilities of individuals that must execute this plan. |
| MRD047 | System Test Description | **System Test Description (STD)**<br>The System Test Description documents the approach for System Testing (ST). System Testing is intended to validate that the system satisfied the requirements for its intended use and user needs; validate that the right problem is solved (for example, implement business rules and use the proper system assumptions); establish responsibility and accountability for the testing processes; facilitate early detection and correction of software and system anomalies; provide an early assessment of software and system performance. This results in testing functionality earlier and detecting defects sooner, avoiding redundancy and minimizing risks associated with introducing new processes and procedures, while maximizing the amount of testing to be completed.<br><br>The STD provides the ST plan and execution strategy for the implementation of the EDR Solution, Phases and Components and for any further major releases as established by the EDR Change Control Board (CCB). The STD includes the ST Overview Document work product. This work product describes the high-level approach for the ST portion of the EDR Test activities. The main body of the STD outlines the State SQT and Contractor System Test teams' preparation, execution and validation approach to the overall ST testing effort.<br><br>The System Test Description must at a minimum include:<br><br>• Introduction<br>• Scope<br>• Test environment<br>• Planning and preparation<br>• Formal execution<br>• Witnessed test<br>• Regression test<br>• Roles and responsibilities<br>• Personnel |

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| | | • Metrics<br><br>Standard: IEEE Guide for Software Verification and Validation Plans Std 1012-1986. |
| MRD048 | Software Version Description | **Software Version Description (SVD)**<br>The Software Version Description (SVD) identifies and describes the software version consisting of one or more Computer Software Configuration Items (CSCIs). It is used to release, track, and control software versions.<br><br>The purpose of the SVD is to inventory the deployable units that make up a system release. It also includes deployment instructions for how to install each of the deployable units into the Production environment.<br><br>The companion to this document is the Software Product Specification (SPS). The SPS lists the configuration items (CIs) that are built into the deployable units inventoried in this document.<br><br>The term “version” may be applied to the initial release of software, to a subsequent release of software, or to one of multiple forms of the software release at approximately the same time.<br><br>Standard: J-STD-016 and IEEE 12207 |
| MRD049 | Service Transition Plan | **Service Transition Plan (STP)**<br>The Service Transition Plan (STP) must describe the necessary activities, as well as the roles and responsibilities, to transition the EDR solution to the FTB production environment post Systems Qualification Test acceptance. This plan must address the process to ensure the EDR Solution is functional and operational in an ITIL environment.<br>This plan must include:<br>• Introduction, purpose, scope, document, overview, reengineering strategy, definitions, referenced documents, and related deliverables.<br>• The roles and responsibilities for both the Contract and State staff<br>• Managing and coordinating State and vendor resources involved in transition activities, such as data verification and cleanup<br>• Managing Legacy System changes and coordinate changes with the EDR Solution development and implementation activities; preparing and publishing |

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| | | Legacy System application release schedules<br>• Implementing technical changes in a controlled manner such as evaluated, prioritized, planned, tested, authorized, approved, implemented, and documented using FTB's Change Management System of record.<br>• Performing operational readiness assessment reviews for making production go/no-go decisions<br>• Establishing and maintaining the technical infrastructure including the Wide Area Network, training and production support environments, and the service desk.<br>• Integrating the Contractor's Knowledge Management activities for the transition of system knowledge to the State.<br>• Placing the EDR Solution into productive use and managing facility closeouts, supporting system retirements, and equipment de-installations<br>• With the Contractor, conducting and coordinating organizational change management activities to prepare users, customers, and stakeholders<br>• Estimating and communicating expected production volumes<br>• Establishing policies to manage work-in-progress during transition and prepare operational rollback strategies and identifying related technical design constraints<br>• Process to describe that all configuration items are identified and managed<br>• Transitioning User Training to the State<br>• Description of relationship and dependencies between the Service Transition plan and other plans, activities, and deliverables<br>Description of how the Contractor will integrate and improve existing FTB Service Transition processes<br>• Define roles and responsibilities of State and contract staff in relation to transition activities for both Phase 1 and Phase 2 implementations<br>• Schedules and integration with other milestones and activities<br>• Approach to ensure governance rigor |
| MRD050 | Service Level Attainment Report | **Service Level Attainment Report (SLAR)**<br>This report must provide metrics and narrative to evaluate how the EDR Solution meets service level expectations based on service level agreements (SLA). The report must include:<br>• Does service meet SLA performance requirements?<br>• Does service have a modified SLA for deployment |

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| | | phase?<br>• Metrics regarding whether SLA are met or broken<br>• Analysis of how service must be improved if SLA's continuously not met.<br>• Does the business understand all aspects of the SLA's<br>• Is the SLA visible and clear? |

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| MRD051 | Technical Change Management Plan | **Technical Change Management Plan (TCMP)**<br>The Technical Change Management Plan (TCMP) must describe how the Contractor must adhere to FTB change management objective after the EDR solution is introduced to FTB's production environment. FTB's change management objectives are as follows:<br>• Ensure that changes are implemented in a controlled manner (such as, evaluated, prioritized, planned, tested, authorized, approved, implemented, and documented) using FTB's change management system of record<br>• Use documented standardized methods and procedures for the efficient and prompt handling of all changes.<br>• Be part of or linked to the Configuration Management System or Configuration Management Database (CMS/CMDB) so that change requests and the documentation of the change lifecycle are efficiently recorded into the CMS/CMDB.<br>• Quickly and efficiently respond to the customer's changing business requirements while maximizing value and reducing incidents, disruption and re-work.<br>• Quickly and efficiently respond to the business and IT requests for change that must align the services with the business needs.<br>• Utilize an automated or virtual Change Advisory Board (CAB) approval process (such as through the use of email or IM) to obtain CAB member approval, denial, or request for additional information.<br>• Use previously defined terms identifiable to the CMS/CMDB that also must clearly identify system dependencies.<br>• Based on those predefined terms (such as service and system names and configuration items), the process must be able to appropriately display to CM system users (such as requestors, assignees, change agents, CAB members) based on their authorized access level, potential impact to dependent services and systems.<br>• The process must ensure that change agents have the ability to quickly and easily determine system/service dependencies and service owners, Change Advisory Board (CAB) members, and/or their representatives in order to know who is in the position to authorize or deny any potential change request. |

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| | | • Detect and prevent the implementation of unmanaged changes.<br>• The process must provide the ability to display and report point-to-point, in-time changes to all configuration items in order to provide audit capabilities for change management (such as requires a tool). |
| MRD052 | Data Conversion Requirements Document. | **Data Conversion Requirements Document (DCRD)**<br>The Data Conversion Requirements Document (DCRD) defines the conversion requirements for the target system databases to be populated during EDR project. Conversion requirements for each target system database must also include a Conversion Data Dictionary (CDD). The CDD must include a description of the conversion tables, table elements, field formats, edits, validations, and valid value codes. Because the target system databases have unique requirements, each has its own independent CDD.<br><br>This deliverable must also include, at a minimum, the following:<br>• An assessment of potential sources of conversion data<br>• Conversion data dictionary for each target system database<br>• Include information about location and volume of data<br>• Supporting reports<br>• Rules for selection and conversion of data established by the State and Contractor |
| MRD053 | Data Conversion Plan | **Data Conversion Plan (DCP)**<br>As a part of the EDR project, the Data Conversion Plan (DCP) must define and describe the activities, procedures and tools for data conversion that focuses on the need to extract, derive, edit and load data from multiple source databases to multiple target databases specifically the Enterprise Data Warehouse (EDW) and the Enterprise Operational Data (EOD) store. It must include defining, planning and executing activities related to management and communications, roles and responsibilities, schedules and timelines, conversion methodology, data conversion automation, data quality, risk and issue management, data conversion analysis, data conversion development, pre-cutover, post-cutover<br><br>Plan that includes, at a minimum, an appendix for each database planning for:<br>• Management and communications that include, at a minimum, addressing management of the enterprise |

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| | | databases related conversion activities, and maintenance implications, activities, resources, deliverables, considerations, rationale, and minimization of any disruption to the FTB staff in the usual operation of business during the conversion process, prevention of any delay in processing.<br>• Roles and responsibilities that include, at a minimum, the roles and responsibilities for the Contractor and State staff, inclusion of both automated and manual conversion tasks.<br>• Schedule and timelines that include, at a minimum, the data conversion schedule, timelines, milestones, timing issues, inclusion of both automated and manual conversion tasks.<br>• Conversion methodology that includes, at a minimum, the methodology that must be followed for data conversion, definition of the process for extracting data from database, addressing the archival of historical data, historical data storage requirements, historical data retrieval mechanics, system requirements, and historical data backup, support of interfaces with other systems.<br>• Data conversion automation that includes, at a minimum, the steps taken to automate manual and repetitive tasks, maximizing the amount of data converted automatically.<br>• Data quality management that includes, at a minimum, steps taken to address data quality.<br>• Identification of tools for automated conversion to maximize that process<br>• Issue and risk management that includes, at a minimum, documenting potential issues, the plan for addressing issues, identification and addressing of conversion risks.<br>• Data conversion analysis that includes, at a minimum, the approach to defining the data conversion requirements, analysis to identify the source of data.<br>• Data conversion development that includes, at a minimum, the approach to data conversion software development.<br>• Pre-cutover that includes, at a minimum, the approach to pre-cutover data conversion activities, describing the methodology for each database conversion cutover process to achieve minimal downtime.<br>• Post-cutover that includes, at a minimum, the approach to post-cutover data conversion activities<br>• Transition of data conversion responsibilities to the State |

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| MRD054 | Data Conversion Test Plan | **Data Conversion Test Plan (DCTP)**<br>Plan that contains site-specific planning and must include at a minimum:<br>• Test methodology<br>• Test activities<br>• Roles and responsibilities<br>• System requirements<br>• Historical data<br>• Baseline testing criteria<br>• Creation of test data<br>• Testing timelines<br>• Load balance testing<br>• Reconciliation and balances<br>• Evaluation of conversion test results<br>• The use of automation in data conversion and the tools used for that automation. |
| MRD055 | Data Cleanup Report | **Data Cleanup Report (DCR)**<br>Pre-conversion efforts and includes information by database including:<br>• Bad data<br>• Missing data<br>• Duplicate data<br>• Fragmented data<br>• Suspected duplicate data<br>The conversion Data Cleanup Report must be used for problem resolution and for data cleansing efforts. |
| MRD056 | Database Administration Plan | **Data Administration Plan (DAP)**<br>The purpose of the Data Administration Plan (DAP) is to document and help implement the process, procedures, tools and solutions for managing and administering the database and all other aspects and artifacts of the persistence layer, including ORM, and object and data models.<br>This plan must include planning and description for the following:<br>• Scope, which must include, at a minimum, identification, system overview, document overview, relationship to other plans<br>• Installing and configuring DBMS and other artifacts, which must include, at a minimum, the DBMS installation options, installing the DBMS, verifying the DBMS installation, configuring the DBMS, troubleshooting the DBMS installation, handling of critical requirements, |

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| | | upgrading the DBMS, including management of upgrades and patches and testing of upgrades with related software, keeping records<br>• Managing DBMS security which must include, at a minimum, DBMS authentication method, DBMS login account and roles, default logins, permissions on group 'public', Database object ownership, application's role in DBMS security scheme<br>• Managing database storage which must include, at a minimum, database files, calculating required storage space, creating databases, altering databases, dropping databases, physical storage configuration, capacity planning<br>• Backing up databases which must include, at a minimum, backup strategy, DBMS backup, restricted database activity, DBMS system databases (system catalogs), user databases, temporary backups, permanent backups, database backup schedules, performance backups, types of backup methods<br>• Restoring databases which must include, at a minimum, general DBMS recovery process, verifying backups, restoring backups, restoring backups from different backup types, restoring damaged or corrupt DBMS system databases<br>• Automating administrative tasks which must include, at a minimum, automating routine tasks, creating routine jobs, verifying job executions, exception handling, trouble shooting automated tasks, automating multiple DBMS jobs<br>• Transferring data which must include, at a minimum, importing and exporting data, DBMS specific tools and utilities, available APIs, planned data exporting and importing activities, data transformation during development, conversion, between environments and task specific<br>• Maintaining and monitoring DBMS which must include, at a minimum, monitoring of performance, data quality, consistency, and throughput, DBMS specific tools, utilities and methods, use of COTS tools and utilities, performance tuning, DBMS system auditing, DBMS system startup and shutdown<br>• Performing and managing replication which must include, at a minimum, distributed data, replication DBMSs, DBMS configuration, replication agents, replication types, physical replication methods, monitoring and |

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| | | troubleshooting replication, replicating in heterogeneous environments, publishing on the internet<br>• High availability DBMS which must include, at a minimum, general architecture, general administration, integration with other DBMS<br>• Updates to this plan |
| MRD057 | Training Transition Plan | **Training Transition Plan (TTP)**<br>The Training Transition Plan (TTP) must describe the transitioning all user training functions, products and tools to the State who is responsible for the ongoing operation and maintenance of the EDR solution. The purpose of the Plan is to document a comprehensive strategy and details for transitioning the User Training functions, products, and tools to the State during the transition period and prior to the end of the contract. Throughout this transition period, the Contractor must work with the State in order to facilitate a successful assumption of the User Training program by the State. The Plan describes the activities, timelines, milestones, and roles and responsibilities for the Contractor to transition User Training functions, products, and tools to the State.<br>The plan must address the transitioning of all functions of the User Training that are also specified in the User Training Plan, including but not limited to:<br>• Management<br>• Approach to transition and identification of important factors<br>• Roles and responsibilities<br>• Scope<br>• Training schedules and procedures<br>• Functional analysis<br>• Quality control<br>• Materials development<br>• Delivery<br>• Tech tools support<br>• Training liaison<br><br>It must also, at a minimum, include planning for: transition activities for training handover to FTB, schedule with milestones, cutover dates and timelines for handover, roles and responsibilities, training materials for handover, transition check list, and risk and mitigation strategies. |

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| MRD058 | User Training Plan | **User Training Plan (UTP)**<br>The User Training Plan (UTP) must describe the Contractor's plans for training State personnel (users) who will operate and use the EDR Solution and the modified Legacy Systems installed at user sites to perform their job duties. It must also include how the Contractor must plan and train the FTB staff that will perform the necessary training activities, both one-time and ongoing, to train all the impacted users of the new EDR solution and the modified Legacy Systems. The plan must describe in detail the number and identity of the trainers, the methodology and media used for training, the training materials, the schedule for training, the quality management of the training including incorporation of feedback, the assessment of the requirements for the user training for example, who is impacted and needs further training, and the ability to provide on-demand training.<br>The User Training Plan must include, at a minimum, the following functions:<br>• Management – The details of all training activities as well as the overall direction and oversight for the User Training team and overseeing the execution of the team's daily activities. Management activities include planning, documentation of the team's plans, status reporting to all stakeholders, and maintenance of the team's schedule.<br>• Roles and responsibilities - Roles and responsibilities of both Contractor and State staff in all aspects of user training, instructors and their skill levels.<br>• Scope - Assessment of the training base, assessment and establishment of training requirements and identification of which users need to be trained on what topics. A list of State personnel required to attend training, including their titles and functions. Initial training for existing employees, follow-up and ongoing training for existing and new employees.<br>• Training Schedule and Procedures - A published training schedule including training session, trainer, location, date, time, and staff required including milestones and timelines, web page dissemination of training schedules and classes, System use policies and procedures training (such as, file storage guidelines, equipment usage, software tool usage, internet).<br>• Functional Analysis – The functional analysis function includes gathering knowledge regarding the EDR Solution and providing that knowledge to the User Training team<br>• Quality Control - Quality Control procedures and direction |

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| | | of the overall quality process. Training quality management and incorporation of improvement feedback, Assessment of training effectiveness, identifying areas of needed improvement, and allowance for retraining staff if required<br>• Materials Development - Strategy to develop a learning tool, such as a CBT, to help external users navigate the EDR solution. Curriculum outline and method of delivery (such as, web-based, classroom, PowerPoint, Computer Based Training). The materials development function must include development and maintaining the training materials including: WBT modules, How-to Guides, Quick Reference Guides (QRGs), Trainer Guides, the training updates document, the Software User Manual (SUM), the Policy Procedures and Regulations Database (PPR), and form sets and reports documentation. Training material to include: “hands-on” training scripts (including all transaction types), Software user manual instructions, Quick reference guide instructions, tutorial instructions, help text instructions, archived historical data access training, new desktop tools training, such as report writing tools, conversion fallout data management training<br>• Delivery - Strategy for training of users based on their roles and systems. The delivery function must also include methods of training audiences of end-users in a classroom setting or other mediums using the training materials created by the materials development function and environments maintained by the project’s Environments and Data teams. This must also include other aspects such as: Hardware (such as, PC’s, printers, overhead projector), and materials (such as, manuals, printer paper, special forms) required for training, facilities (physical location) and accommodations required for training on FTB’s site, and the use of Training Lab.<br>• Tech Tools Support - The tech tools support function includes maintaining the tools used by the User Training materials development and delivery functions.<br>• Training Liaison - The training liaison function includes the facilitation of scheduling and preparation for all instructor-led training (ILT) and training-for-trainers (T4T) sessions. |

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| MRD059 | Service Operations Plan | **Service Operations Plan (SOP)**<br>The Service Operations Plan (SOP) must follow ITIL Version 3 standards to develop or improve, integrate, and execute the service operations processes bulleted below:<br>• Incident management process<br>• Problem management process<br>• Event management process<br>• Request fulfillment process<br>• Access management process<br>• Technical management process<br>• Development of service level agreements<br>• This plan must also describe the dependencies between other plans and deliverables<br>This plan must also include:<br>• Process to ensure timely system and service maintenance including corrective, adaptive, perfective, remedial and preventive maintenance of any and all deliverables placed into production including all system hardware and software.<br>• Roles and responsibilities of the Contractor and State staff for EDR Proposed Solution maintenance activities<br>• Description of service hours and scope during principal period of maintenance development of service level agreements<br>• Approach to implementing an ITIL based service operations environment.<br>• Approach and methodology used to facilitate business continuity if an unplanned event occurs.<br>• Approach used to enable FTB's IT service desk to process incidents caused by the EDR Solution<br>• Approach and strategy to enable security and access controls to solution components by users and customers.<br>• A strategy for ensuring timely maintenance activities for the EDR Proposed Solution.<br>• Approach to integrate with and improve existing FTB service operation processes.<br>• Approach must describe the dependencies between other plans and deliverables.<br>• Description of specific processes of an ITIL based service operations environment.<br>• Approach to ensuring timely maintenance activities for the EDR Proposed Solution.<br>• The dependencies between other plans and deliverables. |

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| | | • Approach to service operations of EDR Proposed Solution<br>• Schedules and integration with other project milestones and activities<br>• Process to describe that all configuration items are identified and managed<br>• Approach to describe governance rigor |
| MRD060 | System Transition to State Plan | **State Systems Transition Plan (SSTP)**<br>This plan covers the transfer of Maintenance and Operations functions and activities to the State or its designee.<br><br>The SSTP and must include, at a minimum, planning and description for:<br>• Introduction and overview including objectives, purpose and scope, referenced documents and related deliverables<br>• System Baselines including functionality, processes, programs, services, data, infrastructure and supporting staff<br>• Transition planning process and methodology including transition task descriptions, activities, systems to be transferred, check lists for everything that needs to be transferred to the State,<br>• The utilization of the knowledge management program and its integration with transition activities.<br>• An assessment process to determine if the State has the requisite knowledge, skills, and abilities to manage and execute asset and configuration management, hardware and software installations, as well as all other aspects of the Final EDR Solution<br>• to be transitioned to State technical staff<br>• Roles and responsibilities including skill levels, for both the Contractor and State staff<br>• Schedules and timelines including milestones and dates<br>• Risk mitigation and workflow continuity<br>• updates to all transition documents<br>• Executive summary including summary of findings, summary of recommendations, next steps, transfer agreement, state review and approval signoffs<br>• Activities related to hardware and software installation related activities<br>• Activities related to asset and configuration management activities |

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| MRD061 | Service Maintenance and Operations Report | **Service Maintenance and Operations Report (SMOP)**<br>This report must describe how service maintenance objectives are met as set in the Service Operations Plan. |
| MRD062 | Service Operations Manual | **Service Operations Manual (SOM)**<br>This manual must describe how Service Operations will coordinate and carry out the activities and processes required to deliver and manage services at agreed upon levels to business users and customers as described in the Service Operations Plan. |
| MRD063 | Retention Control Document | **Retention Control Document (RCD)**<br>Enterprise information is an asset that has to be protected by the organization. This can be done using simple document retention and control systems that manage all kinds of documents in the organization. The files that need to be protected and controlled are first identified based on their attributes. They are then moved to appropriate storages according to the life expectancy of that data. Document control is primary for governance, risk and compliance solutions. |
| MRD064 | Business Continuity Plan | **Business Continuity Plan (BCP)**<br>The primary objective of the Business Continuity Plan (BCP) and program is to facilitate FTB's business resumption efforts in a timely and organized manner if an unplanned event occurs. The program must utilize various planning documents, and the plans must be scalable to address single site events, such as a fire, to large scale, regional or national events, such as an area-wide flood or a pandemic outbreak. This plan must include:<br>• Emergency response processes and triggers<br>• Approach and methodology to continuity<br>• Emergency alert and notification procedures<br>• Recovery team rosters<br>• Roles and responsibilities of response team<br>• Employee notification procedures<br>• Media notification procedures<br>• Telecommunication devices<br>• Relocation and recovery strategies<br>• Resource requirements for hot sites<br>• Data backup and restoration procedures<br>• Identify key contract staff to lead and implement this process |

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| MRD065 | Service Desk Plan | **Service Desk Plan (SDKP)**<br>The Service Desk Plan (SDKP) must describe how the Contractor must ensure that FTB's IT Service Desk can process incidents that are caused by, or related to, the EDR solution.<br>This plan must include steps on how the service desk staff will:<br>• Log all relevant incidents/service requests<br>• Provide first level investigation and diagnosis of incidents<br>• Identify incidents that can be resolved at first level<br>• Escalate incidents or requests that they cannot resolve within SLA<br>• Keep users informed of progress<br>• Close all resolved incidents, requests, or other calls<br>• Be trained on first level, second level, and vender resolutions<br>• Ensure high quality and faster turn-around of customer requests.<br>• Provide more meaningful management information for decision support |
| MRD066 | Security and Access Management Plan | **Security and Access Management Plan (SAMP)**<br>The EDR Security and Access Management Plan (SAMP) must identify elements of the architecture and portal design and define connectivity, security and access design, as well as identify an implementation strategy that identifies roles and responsibilities of the State and the vender in securing the EDR Solution and user access to that solution. It must define a security and access strategy and design that must address site, access, and information security, identity management, and connectivity for local, remote, and mobile users inside and outside the organization.<br><br>The Security and Access Management Plan, in accordance with all other requirements, must at a minimum, include planning for:<br>• Accountabilities, separation of duties, roles, and responsibilities for system and information security<br>• User security education<br>• Security policy and procedure communication<br>• Security incident reporting, impact, and cause analysis<br>• Security audit procedures and practices<br>• Malicious code protection<br>• Disaster Recovery<br>• Business Continuity<br>• Physical security of hardware, software and components |

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| | | • Data classification<br>• Legal and regulatory requirements<br>• Ongoing review and updates of security policies and procedures<br>• Impact and cause analysis<br>• Incidents and reporting |
| MRD067 | Security Incident Report | **Security Incident Report**<br>A report on any breach of security as described in the Security and Access Management Plan. This report must be produced as per the California State Administrative Manual (SAM) Chapter 5300.2 format and adhere to the process specified therein. |
| MRD068 | Technical Infrastructure Design Description | **Technical Infrastructure Design Description (TIDD)**<br>The Technical Infrastructure Design Description **(**TIDD) shows how the technical infrastructure must be structured to satisfy the requirements identified in the technical requirements. It is a translation of requirements into a description of the hardware components, software structure, software components, interfaces, and data necessary for the implementation phase. In essence, the TIDD becomes a detailed blueprint for the implementation activity. In a complete Technical Infrastructure Design Description, each requirement must be traceable to one or more design entities. |
| MRD069 | Proof of Concept Plan | **Proof of Concept Plan (POCP)**<br>The Proof Of Concept Plan (POCP) must outline the development and implementation steps to show that core EDR Solution ideas and assumptions are workable and feasible. The use of a “proof of concept” helps establish viability, technical direction, and overall direction. This plan must be reviewed and must be accepted by the State as a pre-condition to further developmental activities.<br><br>**The Proof of Concept Plan must include at a minimum:**<br>• Defines Proof of Concept (POC) scope.<br>• Identifies POC implementation team including roles and responsibilities for Contractor and State staff.<br>• Defines plan to capacitate the team.<br>• Describe the approach to ensure that the scope selected for the POC will validate the final EDR Solution.<br>• Measurable and concrete benchmark indicators.<br>• Baseline indicators and process for determining baseline indicators.<br>• Benchmark test to demonstrate improved cost of maintenance. |

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| | | • Benchmark test to demonstrate improved time to deliver new data sources to the data layer for modeling, scoring and predictive analysis.<br>• POC schedule<br>• Scheduled time for revisions and improvements to demonstrate optimization capabilities.<br>• State approval and acceptance signoff process. |
| MRD070 | Risk Management Plan | **Risk Management Plan (RIMP)**<br>The Risk Management Plan (RIMP) must be created to foresee risks, to estimate the effectiveness, and to create response plans to mitigate them. The plan must also include the risk assessment matrix. The risk management plan must contain an analysis of likely risks with both high and low impact, as well as mitigation strategies to help the project avoid being derailed should common problems arises.<br><br>The Risk Management Plan must include the following components:<br><br>• Approach, methods, and tools used to identify and document risks and communicate risks to the State<br>• Approach, methods, and tools to analyze, prioritize and escalate risks.<br>• Approach and methods to monitor, control and mitigate risks.<br>• Approach to how contingency plans will be developed and initiated.<br>• Approach to how risks will be tracked and methods used to evaluate the effectiveness of mitigation activities.<br>• Identification of risk management roles and responsibilities using a primary responsibility, approval authority, supporting responsibility, information only (PASI) matrix. The activities and organizational entities in the PASI matrix must conform to the overall project PASI matrix<br>• Approach to maintaining the EDR Project risk register |
| MRD071 | Quality Management Plan | **Quality Management Plan (QMP)**<br>The Quality Management Plan (QMP) must provide a systematic quality assurance/quality control approach capable of ensuring that the EDR Solution and services consistently meet quality goals. The QMP must include all aspects of technical quality planning and management as well. This plan must include information and planning for the following aspects of quality, at a |

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| | | minimum: standards, practices, conventions and metrics, reviews and audits, test, problem reporting and corrective action, tools, techniques, and methodologies, code control, media control, supplier control, records collection, maintenance, and retention, implementation of a quality assurance plan, evaluation of a technical quality assurance plan, and modification of a quality assurance plan.<br><br>The Quality Management Plan must include information on, at a minimum, the key aspects listed below:<br><br>• Quality planning - This involves defining the ranking of quality vis-à-vis schedule, scope, and budget, and defining the quality standards (thresholds) for the end product.<br>• Quality assurance - The process of determining whether the plans (deliverables, tasks, resources, and milestones) to create the quality are appropriate and adequate. Must provide for periodic assessment of the project in progress to assure that the finished product will meet quality requirements. The process must use independent reviews by subject matter expert(s) who are not a part of the project core team (they are not the people who are responsible for creating the overall functionality of the end product).<br>• Quality control - Must provide process for specifically assessing project deliverables (as they are being defined, designed, built, and used) to ensure that they map to the defined quality standards and variance thresholds.<br><br>The Quality Management Plan must include, at a minimum, the following sections:<br>• Introduction – This section includes purpose and scope, overview, referenced documents, related deliverables<br>• Participant roles and responsibilities including Contractor and State staff (such as, Project Sponsor, Executive Steering Committee, Project Director, Project Manager, Project Team members)<br>• Methodology and procedures **-** Method to determine compliance with the standards and guidelines be determined and to which project deliverable will they apply, quality management steps, process to be followed for managing project quality, standards and guidelines that must be followed; the specific actions involved in the quality review; the planned procedures to be followed to |

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| | | prevent, track or resolve problems or issues identified in project processes detected in QA reviews of this project; reviews and audits for all stages of the Software Development Life Cycle (SDLC); Implementation, evaluation and modification of a software quality assurance plan<br>• Quality Metrics - The project, product, and process metrics to be captured and monitored, quality review and audit process and measures of quality<br>• Deliverables – the specific product deliverables that must go through a review, walk through, or some other method of determining if the deliverable meets the quality requirements.<br>• Schedules and target dates – this must include, besides schedules, the dates by which the quality review must be performed.<br>• Resources – the people, equipment and/or other resources needed to perform the quality review/audit, tools used for managing quality, and the repository where information for all project quality documentation is stored<br>• Quality action form |

**EXHIBIT XI-C**

# DELIVERABLE ITEM DESCRIPTION (DID)

*TEMPLATE*

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**1. TITLE:** *Name of the deliverable*

**2. DESCRIPTION AND PURPOSE:** *Description and purpose for the deliverable*

**3. DID APPROVAL DATE:** *Date the DID is approved*

**4. REFERENCE DOCUMENTS:** *List of any requirements, acceptance criteria, documents, policies, standards or procedures used as reference material during the preparation of the DID*

**5. DEFINITIONS:** *Definitions for any terms used within the DID as needed*

**6. PREPARATION INSTRUCTIONS:** *This section defines the format and minimum content requirements and acceptance criteria for the deliverable.*

**6.1 General Instructions:** *The DID must define the general instructions governing the preparation of the deliverable, including the following:*

a. *Title Page or Identifier*
b. *Table of Contents*
c. *Page Numbering and Labeling*
d. *Multiple Sections*
e. *Paragraph Markings*
f. *Deliverable Identification*
g. *Internal References*
h. *External References*
i. *Standards and Deliverables*

**6.2 Content Requirements:** *The DID includes the organization and content of the deliverable that includes, at a minimum:*

a. *Introduction*
b. *Purpose*
c. *Methodology*
d. *Document Overview*
e. *Definitions*
f. *Referenced Documents*
g. *Overview*

*h. Body*

*i. Deliverables and Timeline*

*j. Roles and Responsibilities*

*k. Knowledge Management Activities*

*l. Reviews*

**7 APPENDICES:** *Add as necessary to incorporate documents cited within this document.*

**EXHIBIT XI-D**

STATE OF CALIFORNIA
**FRANCHISE TAX BOARD**

# CONFIDENTIALITY STATEMENT

I, _____ an employee of _____
PRINT YOUR NAME — PRINT YOUR EMPLOYER'S NAME

hereby acknowledge that confidential information is protected from disclosure by law, regulation, and policy. I further acknowledge that protecting confidential information is in the public's interest, the State's interest, and my own personal interest. I also acknowledge that the Franchise Tax Board strictly enforces information security. I understand that accessing tax accounts of my family, friends, neighbors, and MYSELF is strictly forbidden and may result in serious consequences including termination.

**State employees and contractors:**

I, _____ INITIALS agree to protect the following types of confidential information:
- Tax account information.
- Taxpayer and feepayer information.
- Claimant and employer information.
- Information about individuals that relates to their personal life or identifies or describes an individual.
- Internal Revenue Service's confidential and proprietary information.
- Other agencies' confidential and proprietary information.
- Criteria used for initiating tax audit selection.
- Methods agencies use to safeguard their information, including computer systems, networks, server configurations, etc.
- Any other information that is considered proprietary, copyrighted, or otherwise protected by law or contract.

I, _____ INITIALS agree to protect confidential information in the following ways:
- Access, inspect, use, disclose, or modify information *only* to perform official duties.
- Never access, inspect, use, disclose, or modify information, including my own, for curiosity, personal gain, or any non-business related reason.
- Never attempt to access, use, disclose, or modify information, including my own, for any non-business or personal reason.
- Secure confidential information in approved locations.
- Never remove confidential information from my work site without authorization.

I, _____ INITIALS acknowledge that as a state employee or contractor, I am required to know whether information I have been granted access to is confidential. If I have any questions, I will contact FTB's Disclosure Officer or Information Security Officer.

I, _____ INITIALS acknowledge that unauthorized access, inspection, use, or disclosure of confidential information is a crime under state and federal laws, including but not limited to: California Revenue and Taxation Code sections 19542, 19542.1, and 19552; California Penal Code section 502; California Unemployment Insurance Code sections 1094, 2111, and 2714; California Government Code section 15619; California Labor Code section 1198.6; and Internal Revenue Code sections 6103, 7213, 7213A, and 7431.

I, _____ INITIALS acknowledge that unauthorized access, inspection, use, disclosure, or modification of confidential information, including my own, or any attempt to engage in such acts can result in:
- Administrative discipline, including but not limited to: *reprimand, suspension without pay, salary reduction, demotion, and/or dismissal from state service.*
- Criminal prosecution.
- Civil lawsuit.
- Termination of contract.

I, _____ INITIALS expressly consent to the monitoring of my access to computer-based confidential information by the Franchise Tax Board, the Employment Development Department, the State Board of Equalization, and any other state agency designated by them.

## CERTIFICATION

**I certify that I understand information security is strictly enforced and wrongful access, inspection, use, modification, or disclosure of confidential information, or attempts to engage in such acts, is punishable as a crime and/or can result in disciplinary and/or civil action taken against me. I certify that I have received and read this confidentiality statement and have been provided the Information Security Requirement for Employees with Access to Confidential Information (FTB 7700) pamphlet.**

Employee/Contractor Name (print) | Signature | Date

**I certify that I reviewed and discussed this Confidentiality Statement with the employee named above.**

Supervisor Name (print) | Signature | Date

FTB 7912 (REV 11-2007)

**EXHIBIT XI-E**
STATE OF CALIFORNIA
STANDARD AGREEMENT
STD. 213 (NEW 06/03)
FOR I.T. GOODS/SERVICES ONLY

# STANDARD AGREEMENT

| PURCHASING AUTHORITY NUMBER | REGISTRATION NUMBER / AGREEMENT NUMBER |
|---|---|
| | |

1. This Agreement is entered into between the State Agency and the Contractor named below

STATE AGENCY'S NAME **Franchise Tax Board** (hereinafter called State)

CONTRACTOR'S NAME (hereafter called Contractor)

2. The Agreement term is: Effective date will be upon Final State Acceptance of the Final EDR Solution

3. The maximum amount of this Agreement is: $0.00 (zero dollars) Includes all applicable taxes.

4. The parties agree to comply with the terms and conditions of the following attachments which are by this reference made a part of the Agreement:

Attachment 1: Third Party COTS General Provisions dated July 15, 2008, incorporated by reference as published at: http://www.documents.dgs.ca.gov/pd/TAS/SICOTSSWGPs071508.pdf.
Attachment 2: Contractor's Software License Agreement
Attachment 3: Contractor's Software Products

This contract is not effective unless and until Final Acceptance of the Final EDR Solution pursuant to the terms of Franchise Tax Board Contract C1100001. Pursuant to FTB Contract C1100001, licenses for the software products listed on Attachment 3 will be transferred to the State at Final Acceptance of the Final EDR Solution. At the time of the Final State Acceptance of the Final EDR Solution, the Software Vendor grants to the State these licenses. These licenses are subject to the terms and conditions of this Contract.

**Order of Precedence**:
1. STD 213
2. Third Party COTS General Provisions dated July 15, 2008 (Attachment 1)
3. Contractor's Software License Agreement (Attachment 2)
3. Contractor's Software Products (Attachment 3)

The Contractor's Software License Agreement terms and conditions are accepted to the extent that they do not conflict with this STD 213, the Third Party COTS General Provisions dated July 15, 2008, or any California law. Any language in the Contractor's Software License Agreement setting forth a different order of precedence or claiming superiority is hereby stricken and of no force or effect in this Contract.

**IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.**

| CONTRACTOR | | **CALIFORNIA - Department of General Services Use Only** |
|---|---|---|
| CONTRACTOR'S NAME *(If other than an individual, state whether a corporation, partnership, etc.)* | | |
| BY *(Authorized Signature)* ✍ | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING | | |
| ADDRESS | | |
| STATE OF CALIFORNIA | | |
| AGENCY NAME **FRANCHISE TAX BOARD** | | |
| BY (Authorized Signature) ✍ | DATE SIGNED | |
| PRINTED NAME AND TITLE OF PERSON SIGNING **Lisa Garrison, Chief Financial Officer** | | |
| ADDRESS **P. O. Box 1468, Sacramento, CA 95812-1468** | | ☐ Exempt per |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

## SECTION XII
## GLOSSARY OF TERMS AND DEFINITIONS

November 2, 2009

# Glossary of Terms and Definitions

| TERM | DEFINITION |
|---|---|
| **Acceptance Tests** | State test performed prior to release into production to determine compliance of the EDR Solution, Phases and Components including the Equipment and Software with the EDR Requirements and specifications. For purposes of the EDR Project, Acceptance Test is the same as System Qualification Testing in the Management Requirements. |
| **Actual Cumulative Revenue Benefits** | The cumulative-to-date totals of Actual Tax Program Collection Revenue benefits generated by the implementation of the EDR Solution, Phases or Component thereof. |
| **Adaptive Change** | EDR Solution, Phases or Component changes required to keep the software functioning correctly given changes in the interfaces, virtual machine (for example, Operating System or Database Management System), or business process, rule or regulatory requirements (for example, form updates and annual law changes) consistent with the EDR Requirements. |
| **Application Program** | A computer program which is intended to be executed for the purpose of performing useful work for the user of the information being processed. Application Programs are developed or otherwise acquired by the user of the Hardware/Software system, but they may be supplied by the Contractor. |
| **Attachment** | A mechanical, electrical, or electronic interconnection to the Contractor-supplied Machine or System of Equipment, manufactured by other than the original Equipment manufacturer that is not connected by the Contractor. |
| **Asset and Configuration Management** | The services performed to manage the plans, artifacts, documents, software, models, programs, budgets, authorizations, contracts, inventory, specifications, and licenses concerning all Software, Hardware and products that comprise the Final EDR Solution, Phases or Components consistent with the EDR Requirements. |

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| **Baseline Period** | The immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production and the period for which the Actual Tax Program Collection Revenue of the Measurement Period is compared with to determine the Incremental Revenue Benefits. |
| **Benefits** | Revenue Benefits attributable to the EDR Solution. See Incremental Revenue Benefits below. |
| **Bidder** | A vendor that has submitted a "Letter of Intent to Submit a Proposal" to the RFP. |
| **Business Activity Monitoring** | Real-time (or near real-time) visibility of business processes, meaningful events, and transactions. |
| **Business Activity Monitoring Workbench** | The user interface that provides graphical visibility of real time business processes, tasks, work content, resources and key performance indicators. |
| **Business Entity** | Those entities accounted for on the Business Entity Tax System: all types of corporations, partnerships, limited liability companies, limited liability partnerships, and exempt organizations. |
| **Business Process Management (BPM) Solution** | A technology-enabled systematic approach to improving the organization's business processes across the enterprise, enabling the enterprise to make business processes more explicit, more effective, more efficient, and more capable of adapting to an ever-changing environment. |
| **Buyer** | The State's authorized contracting official. |
| **Commercial Off the Shelf Software (COTS)** | Software developed or regularly used that: (i) has been sold, leased, or licensed to the general public; (ii) has been offered for sale, lease, or license to the general public; (iii) has not been offered, sold, leased, or licensed to the public but will be available for commercial sale, lease, or license in time to satisfy the delivery requirements of this Contract; or (iv) satisfies a criterion expressed in (i), (ii), or (iii) above and would require only minor modifications to meet the requirements of this Contract. |
| **Compensation** | Any payment by the State to the Contractor for services and deliverables based on the Benefits and the Performance Measures prescribed by the EDR Contract, |

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| | not including any contract option years for Maintenance and Operations (M&O) services. |
| **Compensation Deliverable** | One of up to a maximum of 30 predetermined EDR Solution Deliverables intended for production. These are the only Deliverables that may trigger Contractor Compensation. |
| **Compensation Milestone** | State Acceptance of a Compensation Deliverable, and the event that triggers the measurement of Benefits**.** |
| **Compensation Model** | Figure illustrating the method of Compensation for the EDR Project Contractor. |
| **Compensation Model Example (CME)** | An example illustrating the State Compensation method of determining the Contract amount to be allocated to each Compensation Deliverable. |
| **Compensation Proposal** | Contractor's proposed Compensation Deliverables, allocated Contract amount, Benefits and payment schedule. |
| **Component** | Part of System or Solution. |
| **Compound Document** | Document files that contain text as well as several different types of data, such as graphics, spreadsheets, images, or any other non-text data. The additional data may be embedded into the document or be linked data that is resident within an application. |
| **Contract** | The EDR Contract or agreement (including any purchase order), by whatever name known or in whatever format used. |
| **Contractor** | The Business Entity with whom the State enters into the EDR Contract. The Contractor shall be synonymous with “prime solution provider (PSP)”, “supplier”, “vendor”, or other similar term. |
| **Corrective Change** | EDR Solution, Phases or Component changes required to fix functions (defects) that do not work as intended or required based on the original system purpose as defined by the EDR Requirements. These include problems with Requirements, design, development, implementation, Documentation, and bad fixes. |

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| **Cost and Schedule Management** | The approach, methods, tools, and procedures used to manage project cost and schedule, including the creation and maintenance of a Work Breakdown Structure (WBS). |
| **Custom Software** | Software that does not meet the definition of Commercial Software. |
| **Dashboard** | The Business Activity Monitoring dashboard graphically displays real-time events and associated data that are pushed to the dashboard from one or more sources. |
| **Data Not Previously Authorized for Use** | E-File data that is not currently authorized as of the date of this RFP for use due to FTB policy that prohibits the inequitable use of tax data. |
| **Data Not Previously Validated** | New PIT or BE return data validation that is implemented by the EDR Solution. |
| **Data Processing Subsystem** | A complement of Contractor-furnished individual Machines, including the necessary controlling elements (or the functional equivalent) and Operating Software, if any, which are acquired to operate as an integrated group, and which are interconnected entirely by Contractor-supplied power and/or signal cables; e.g., direct access controller and drives, a cluster of terminals with their controller, etc. |
| **Data Processing System (System)** | The total complement of Contractor-furnished Machines and Software, including one or more central processors (or instruction processors) and Operating Software, which are acquired to operate as an integrated group. |
| **Decommission** | To disable the functionality in a system so that it no longer is used. |
| **Deliverables** | Goods, Software, Information Technology, telecommunications technology, Work Products, and other items (e.g., reports) to be delivered pursuant to the EDR Contract, including any such items furnished incident to the provision of services. |
| **Documentation** | Nonproprietary manuals and other printed materials necessary or useful to the State in its use or maintenance of the Equipment or Software provided hereunder. Manuals and other printed materials customized for the State hereunder constitute Documentation only to the extent that such materials are |

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| | described in or required by the Statement of Work. |
| **EDR Phases** | The two main stages of the EDR Project. Phase 1 applies to the development and implementation of the Enterprise Data Warehouse and the Personal Income Tax business environment of the EDR Solution. Phase 2 represents full implementation of the EDR Solution and applies to the development and implementation of the Business Entities business environment integrated with Phase 1 of the EDR Solution. |
| **EDR Project** | The Enterprise Data to Revenue Project. |
| **EDR Proposed Solution** | The EDR Solution offered by a Bidder for the EDR Project. |
| **EDR Solution** | The System, Phases or Components thereof implemented as the solution to the EDR Project business problems and prior to Final State Acceptance. |
| **Enterprise Architecture** | FTB's "blueprint" for systematically and completely defining the department's current (baseline) or desired (target) technology environment to achieve its strategic goals. |
| **Equipment** | An all-inclusive term which refers either to individual Machines or to a complete Data Processing System or subsystem, including its Hardware and Operating Software (if any). |
| **Equipment Failure** | A malfunction in the Equipment, excluding all external factors, which prevents the accomplishment of the Equipment's intended function(s). If microcode or Operating Software residing in the Equipment is necessary for the proper operation of the Equipment, a failure of such microcode or Operating Software which prevents the accomplishment of the Equipment's intended functions shall be deemed to be an Equipment Failure. |
| **Facility Readiness Date** | The date specified in the Statement of Work by which the State must have the site prepared and available for Equipment delivery and installation. |
| **Final EDR Solution** | The EDR Solution after Final State Acceptance. |
| **Final State Acceptance** | The event when the EDR Solution is accepted by the State after the warranty period and after all services have been performed and all deliverables have been |

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| | delivered in accordance with the EDR Contract and Requirements. |
| **Fiscal Year** | A 12-month reporting period other than a calendar year. In this RFP, it refers to and coincides with the State Fiscal Year (SFY) of July 1 through June 30. |
| **Franchise Tax Board (FTB)** | The State of California income taxing authority. |
| **Full Implementation** | When the EDR Solution including Phase 1 and 2 has been State accepted, placed into production and is subject to the one-year Warranty. |
| **Goods** | All types of tangible personal property, including but not limited to materials, supplies, and Equipment (including computer and telecommunications Equipment). |
| **Hardware** | Computer Equipment and is contrasted with Software. See also Equipment. |
| **In-Flight** | A circumstance where changes are made while processes are running. |
| **Incremental Revenue Benefits** | The increase in Actual Tax Program Collection Revenue in the Measurement Period over Actual Tax Program Collection Revenue in the Baseline Period. |
| **Independent Verification and Validation (IV&V)** | The process of a disinterested third party checking that a product, service, or system meets specifications and that it fulfills its intended purpose. |
| **Information Technology (IT)** | Includes, but is not limited to, all electronic technology systems and services, automated information handling, System design and analysis, conversion of data, computer programming, information storage and retrieval, telecommunications which include voice, video, and data communications, requisite System controls, simulation, electronic commerce, and all related interactions between people and Machines. |
| **Installation Date** | The date specified in the Statement of Work by which the Contractor must have the ordered Equipment ready (certified) for use by the State. |
| **Issue and Action Item Management** | The approach, methods, tools, and procedures for tracking, managing, and reporting issues and action items. |

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| **Key Performance Indicator (KPI)** | A high-level measurement of an organization's critical success factors. |
| **Legacy Systems** | All FTB Information Technology systems that are currently in production as of the date of this RFP. |
| **Legacy Systems Management** | The EDR Project activities planned, executed, and evaluated to manage the changes made to FTB Legacy Systems to support the Final EDR Solution, Phases, and Components thereof. |
| **Leverage** | To incorporate the use of an existing FTB information technology Legacy System, infrastructure, interface or data in whole or in part, in the Final EDR Solution, Phases, or Components. |
| **Machine** | An individual unit of a Data Processing System or subsystem, separately identified by a type and/or model number, comprised of but not limited to mechanical, electro-mechanical, and electronic parts, microcode, and special features installed thereon and including any necessary Software, e.g., central processing unit, memory module, tape unit, card reader, etc. |
| **Machine Alteration** | Any change to a Contractor-supplied Machine which is not made by the Contractor, and which results in the Machine deviating from its physical, mechanical, electrical, or electronic (including microcode) design, whether or not additional devices or parts are employed in making such change. |
| **Maintenance Diagnostic Routines** | The diagnostic programs customarily used by the Contractor to test Equipment for proper functioning and reliability. |
| **Management Performance Review (MPR)** | A quarterly review by the State of the Contractor's management performance to determine if performance is satisfactory and whether the full amount of Compensation due is payable subject to verification of Benefits. |
| **Manufacturing Materials** | Parts, tools, dies, jigs, fixtures, plans, drawings, and information produced or acquired, or rights acquired, specifically to fulfill obligations set forth in the EDR Contract and Requirements. |

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| **Mean Time Between Failure (MTBF)** | The average expected or observed time between consecutive failures in a System or Component. |
| **Mean Time to Repair (MTTR)** | The average expected or observed time required to repair a System or Component and return it to normal operation. |
| **Measurement Period** | The very next calendar quarter after the quarter in which a Compensation Deliverable is placed into production. |
| **Obligation Management** | The EDR Project State activities planned, executed, and evaluated to manage Contractor compliance with the EDR Contract terms and conditions, Statement of Work, EDR Requirements, and State accepted plans and specifications. |
| **One Full Tax Filing Season** | The calendar year beginning in January and ending in December, immediately following State Acceptance of the EDR Solution. |
| **Open Standards** | A standard that is publicly available and has rights to use associated with it. |
| **Operating Software** | Those routines, whether or not identified as program products, that reside in the Equipment and are required for the Equipment to perform its intended function(s), and which interface the operator, other Contractor-supplied programs, and user programs to the Equipment. |
| **Operational Use Time** | For performance measurement purposes, that time during which Equipment is in actual operation by the State. For maintenance Operational Use Time purposes, that time during which Equipment is in actual operation and is not synonymous with power on time. |
| **Options Period** | The immediate five years after the end of the fifty-four month EDR Contract term. |
| **Payment Conditions** | Conditions that will impact payment to the Contractor for completed Compensation Deliverables. |
| **Perfective Change** | EDR Solution, Phases or Component changes required for the software to meet the EDR Requirements in a more effective manner (for example, performance enhancements or data integrity checks and improvements). |

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| **Performance Measures** | Fifteen predetermined criteria used to measure the revenue benefits of the EDR solution for Compensation purposes. |
| **Performance Testing Period** | A period of time during which the State, by appropriate tests and production runs, evaluates the performance of newly installed Equipment and Software prior to its acceptance by the State. |
| **Period of Maintenance Coverage** | The period of time any EDR Solution Deliverable is placed into production to the end of the Contract term. |
| **Pre-Built System** | A System that has been designed for another customer. |
| **Preventive Maintenance** | That maintenance, performed on a scheduled basis by the Contractor, which is designed to keep the Equipment in proper operating condition. |
| **Principal Period of Maintenance** | Any nine consecutive hours per day (usually between the hours of 7:00 a.m. and 6:00 p.m.) as selected by the State, including an official meal period not to exceed one hour, Monday through Friday, excluding holidays observed at the installation. |
| **Programming Aids** | Contractor-supplied programs and routines executable on the Contractor's Equipment which assists a programmer in the development of applications including language processors, sorts, communications modules, data base management systems, and utility routines (tape-to-disk routines, disk-to-print routines, etc.). |
| **Project Stages** | The specific stages of the EDR Project that will require Contractor development and delivery of specific Deliverables along with performance of specific and ongoing tasks and events. |
| **Project Start** | The State and Contractor agreed-to date for the Contractor to report at the FTB work site to begin the project work covered by the EDR Contract. |
| **Program Product** | Programs, routines, subroutines, and related items which are proprietary to the Contractor and which are licensed to the State for its use, usually on the basis of separately stated charges and appropriate contractual provisions. |
| **Remedial Maintenance** | That maintenance performed by the Contractor which results from Equipment failure (including Operating Software), and which is performed as required, such as on an unscheduled basis. |

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| **Representational State Transfer (REST)** | A style of software services architecture for interactive web applications. |
| **Risk Management** | The approach, methods, tools, and procedures used to manage risk identification, risk assessment, risk mitigation, and risk documentation and reporting. |
| **Rule Inheritance** | The ability to establish a hierarchy to the business rules and derive the functionality and properties of business rules down the hierarchy from parent to child using object oriented constructs and methodology. |
| **Security** | Protection of information and information systems from unauthorized access. |
| **Site License** | For each product, the license established upon acquisition of the applicable number of copies of such product and payment of the applicable license fees as set forth in the Statement of Work. |
| **Software** | An all-inclusive term which refers to any computer programs, routines, or subroutines supplied by the Contractor, including Operating Software, Programming Aids, Application Programs, and Program Products. |
| **Software Failure** | A malfunction in the Contractor-supplied Software, other than Operating Software, which prevents the accomplishment of work, even though the Equipment (including its Operating Software) may still be capable of operating properly. For Operating Software failure, see definition of Equipment Failure. |
| **State** | The government of the State of California, its employees and authorized representatives, including without limitation any department, agency, or other unit of the government of the State of California. |
| **State Acceptance** | When a Contractor-provided service, Deliverable or event has been formally approved and deemed completed by the State consistent with acceptance criteria based on EDR Requirements. |
| **State Business Days** | Monday through Friday, excluding State holidays. |
| **Statement of Work (SOW)** | Defines contractually required services or products, including constraints on those services or products. |

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| **STRATA** | A management tool that FTB uses to manage accounts to meet collection goals through the use of risk-based strategies. |
| **Strategic Business Problems** | The problems that must be solved with the Final EDR Solution in order to achieve the EDR Project goals and the Benefits based on the Performance Measures. |
| **Swimlane** | A graphical container for partitioning a set of activities from other activities. |
| **Tax Filing Season** | The period within a calendar year within which particular tax year returns are due and processed. For example, the 2014 tax filing season commences in January 2014 to process the 2013 tax returns. |
| **Total Contract Amount** | The total dollar amount of the Contract for the Final EDR Solution, including all taxes, fees, surcharges, overhead, and warranties. This is the amount that is allocated across Compensation Deliverables. This amount does not include the Contract option year costs. |
| **Transition Period** | The period of time during the term of the EDR Contract from when the first State-accepted EDR deliverable is placed into production to the State's Final Acceptance of the Final EDR Solution. |
| **U.S. Intellectual Property Rights** | Intellectual property rights enforceable in the United States of America, including without limitation rights in trade secrets, copyrights, and U.S. patents. |
| **Working Days** | See State Business Days |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

SECTION XIII
EDR ACRONYM LIBRARY

November 2, 2009

# Enterprise Data to Revenue Project
# Acronym Library

| Acronym | Meaning |
|---|---|
| ACMP | Asset and Configuration Management Plan |
| ACS | Automated Cartridge System |
| ADA | Americans with Disabilities Act |
| ADCORR | Automated Correspondence |
| AES | Advanced Encryption Standard |
| AIX | Advanced Interactive eXecutive |
| ALL | Audit Letters and Location Application |
| AMT | Alternative Minimum Tax |
| ANSI | American National Standards Institute |
| ANI | Automatic Number Identification |
| ARCS | Accounts Receivable Collection System |
| ARM | Accounts Receivable Management |
| ARMR | Accounts Receivable Management Reporting |
| ASTRA | Automated Selection of Tax Returns for Audit System |
| ATL | Automated Tape Libraries |
| B&C | Bank and Corporation |
| B&CTL | Bank and Corporation Tax Law |
| BC | Bank and Corporation Statistical Sample |
| BCORR | Bank & Corporation Correspondence |
| BCP | Budget Change Proposal |
| BCP | Business Continuity Plan |
| BE | Business Entity/Entities |
| BEEF | Business E-File |
| BETS | Business Entities Tax System |
| BI | Business Intelligence |
| BIDS | Business Intelligence and Data Services |
| BOE | Board of Equalization |
| BPA | Business Problem Analysis |
| BPEL | Business Process Execution Language |
| BPM | Business Process Management |
| BPMN | Business Process Modeling Notation |
| BPMS | Business Process Management Suite |
| BPR | Business Process Reengineering |
| BPRD | Business Process Reengineering Design Description |
| BPRP | Business Process Reengineering Plan |
| BRMS | Business Rules Management System |
| CA | California |
| CAB | Change Advisory Board |

| Acronym | Meaning |
|---|---|
| CAP | Corrective Action Plan |
| CA-PMM | California Project Management Methodology |
| CAPS | Collection Account Processing System |
| CBR | Cost Benefit Ratio |
| CCM | Custom Code Maintenance |
| CCN | California Corporation Number |
| CD | Compact Disk |
| CDC | Child and Dependent Care |
| CDTS | Corporation Document Tracking System |
| CEAP | California Enterprise Architecture Program |
| CI | Configuration Item |
| CICS | Customer Information Control System |
| CIO | Chief Information Officer |
| CIU | Customer In-Use |
| CME | Compensation Model Example |
| CMWF | Case Management/Workflow |
| CO | Colorado |
| COD | Court-Ordered Debt |
| COTS | Commercial Off the Shelf |
| CP2000 | IRS Underreporting System |
| CPU | Central Processing Unit |
| CRS | Cost Reasonableness Study |
| CSE | Child Support Enforcement |
| CY | Calendar Year |
| DAP | Data Administration Plan |
| DASD | Direct Access Storage Device |
| DBMS | Database Management System |
| DC | Dishonored Checks |
| DCP | Data Conversion Plan |
| DCR | Data Cleanup Report |
| DCRD | Data Conversion Requirements Document |
| DCTP | Data Conversion Test Plan |
| DDD | Database Design Description |
| DDP | Database Development Plan |
| DDR | Direct Deposit of Refund |
| DGS | Department of General Services |
| DHS | Department of Health Services |
| DID | Deliverable Item Description |
| DLN | Document Locator Number |
| DM | Data Mart |
| DMD | Data Management and Delivery |
| DMV | Department of Motor Vehicles |
| DNS | Domain Name Server |

| Acronym | Meaning |
|---|---|
| DMZ | Data Management Zone |
| DOF | Department of Finance |
| DOJ | Department of Justice |
| DR | Disaster Recovery |
| DR | Disaster Recovery |
| DS | Desirable Scored |
| DTS | Department of Technology Services |
| DVBE | Disabled Veterans Business Enterprise |
| EA | Enterprise Architecture |
| EAC | Enterprise Architecture Council |
| EAD | Enterprise Architecture Definition |
| EAM | Enterprise Application Modernization |
| EASE | External Authentication for Secure e-Services |
| EBO | Enterprise Business Opportunity |
| ECAIR | Enterprise Customer Asset Income and Return |
| ECM | Enterprise Content Management |
| ECOM | Electronic Communication System |
| ECSP2 | Enterprise-Wide Customer Service Platform 2 |
| EDD | Employment Development Department |
| EDE | Electronic Data Exchange |
| EDM | Enterprise Data Management |
| EDR | Enterprise Data to Revenue |
| EDW | Enterprise Data Warehouse |
| EEE | Extended Enterprise Edition |
| EEIDD | External Entity Interface Design Description |
| EFT | Electronic Fund Transfer |
| EFW | Electronic Fund Withdrawal |
| EGP | Enterprise Government Plan |
| EIDB | Employment Information Database |
| EJB | Enterprise Java Bean |
| EOAD | Examination Operational Automation Database |
| EIDB | Employment Information Database |
| EOAD | Examination Operational Automation Database |
| EOD | Enterprise Operational Data |
| EPAL | Electronic Paragraphs and Letters |
| EPI | E-Commerce Portal Infrastructure |
| ES | Enterprise Services |
| ESB | Enterprise Service Bus |
| ESM | Enterprise Storage Management |
| ESO | Enterprise Service Opportunity |

| Acronym | Meaning |
|---|---|
| ETBV | Enterprise Tax Business Vision |
| ETL | Extract, Transform and Load |
| ETSTV | Enterprise Tax Systems Technology Vision |
| ETV | Enterprise Technology Vision |
| EWBS | Enterprise Wide Bankruptcy System |
| EWLS | Enterprise Wide Lien System |
| EZA | Enterprise Zone Act |
| FAN | Frivolous Activity Non-filer |
| FDF | Forms Definition Facility |
| FE | Filing Enforcement |
| FEDSTAR II | Federal State Automated Report System II |
| FEIN | Federal Employer Identification Number |
| FIDM | Financial Institution Data Match |
| FIPS | Federal Information Processing Standards |
| FSR | Feasibility Study Report |
| FSSAS | Federal/State and Special Audit Section |
| FRTD | Functional Requirements Traceability Document |
| FTB | Franchise Tax Board |
| FTP | File Transfer Protocol |
| FTPS | File Transfer Protocol over Secure Socket Layer |
| GB | Gigabyte |
| GTA | General Tax Audit |
| HIDS | Host Intrusion Detection System |
| HOH | Head of Household |
| HP-UX | Hewlett Packard Unix |
| HRA | Homeowners and Renters Assistance |
| HSIP | Hardware and Software Installation Plan |
| HTTP | Hypertext Transfer Protocol |
| HTTPS | Hypertext Transfer Protocol Secure |
| IAM | Identity Access Management |
| IAP | Information Architecture Plan |
| ICADS | Image Capture And Deliver Section |
| ICBS | Information Capture and Banking Section |
| ICMP | Implementation Contingency Management Plan |
| ICR | Intelligent Character Recognition |
| ID-FF | Identity Federation Framework |
| IDAX | Image Delivery Application Expansion |
| IDS/IPS | Intrusion Detection System and/or Intrusion Prevention System |
| IDTS | Internal Data Transfer Service |

| Acronym | Meaning |
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| IEEE | Institute of Electrical and Electronics Engineers |
| IFB | Invitation for Bid |
| IFL | Integrated Facility for Linux |
| IHS | Industrial Health and Safety |
| IMF | Individual Master File |
| INC | Integrated Non-Filer Compliance |
| IP address | Internet Protocol address |
| IPACS | Image Processing and Cashiering System |
| IPR | In Process Review |
| IRS | Internal Revenue Service |
| ISDB | IRS Source Database-tracks |
| ISO/IEC | International Organization for Standardization/International Electro technical Commission |
| ISP | Internet Service Provider |
| IT | Information Technology |
| ITIL | Information Technology Infrastructure Library |
| ITPC | Information Technology Project Concept |
| ITSM | Information Technology Service Management |
| ITSO | Information Technology Service Operations |
| ITSP | Information Technology Strategic Plan |
| IV&V | Independent Verification and Validation |
| IVR | Interactive Voice Response |
| JDBC | Java Database Connectivity |
| JMS | Java Messaging Service |
| JSR | Java Specification Request |
| KDO | Key Data Operator |
| KMA | Knowledge Mining and Abstraction |
| KMP | Knowledge Management Plan |
| KPI | Key Performance Indicator |
| KT | Knowledge Transfer |
| LAMBRA | Local Agency Military Base Recovery Area |
| LAN | Local Area Network |
| LDM | Logical Data Model |
| LLC | Limited Liability Company |
| LPAR | Logical Partition |
| LSIDD | Legacy Systems Interface Design Description |
| LSIP | Legacy System Integration Plan |
| M | Mandatory Pass/Fail |
| M&O | Maintenance and Operations |

| Acronym | Meaning |
|---|---|
| MAN | Metropolitan Area Network |
| MD | Maryland |
| MDM | Master Data Management |
| MI | Management Information |
| MIS | Management Information System |
| MPR | Management Performance Review |
| MRD | Management Requirement Deliverable |
| MS | Mandatory Scored |
| MSA | Multistate Audit |
| MSMQ | Microsoft Messaging Service |
| MTP | Master Test Plan |
| MVS | Multiple Virtual Storage |
| NCNR | Non-consenting non-resident members |
| NDF | Notice Display File |
| NIST | National Institute of Standards Technology |
| NOA | Notice of Action |
| NPA | Notice of Proposed Assessment |
| NPACA | Notice of Proposed Adjusted Carryover Amount |
| NPO | Notice of Proposed Overpayment |
| NRWS | Non-resident Withholding System |
| NTD | Notice of Tax Due |
| NY | New York |
| O/A | Notice of Proposed Over Assessment |
| OASIS | Organization for the Advancement of Structured Information Standards |
| OCIO | Office of the State Chief Information Officer |
| OCMG | Organizational Change Management Guide |
| OCMP | Organizational Change Management Plan |
| OCR | Optical Character Recognition |
| ODBC | Open Database Connectivity |
| OE&E | Operating Expense and Equipment |
| OIC | Offer in Compromise |
| OJT | On the Job Training |
| OLA | Operational Level Agreement |
| OLAP | Online Analytical Processing |
| OLTP | Online Transaction Processing |
| OS | Operating System |
| OSDS | Office of Small Business and Disabled Veteran Business Services |
| OTW | Order to Withhold |

| Acronym | Meaning |
|---|---|
| PASI | Primary Responsibility, Approval Authority, Supporting Responsibility, Information Only |
| PASS | Professional Audit Support System |
| PAWS | Personal Audit Workstation System |
| PC | Personal Computer |
| PCMP | Performance and Capacity Management Plan |
| PCP | Project Closeout Plan |
| PDF | Portable Document Format |
| PDM | Physical Database Model |
| PICLR | Personal Income Claim for Refund |
| PIT | Personal Income Tax |
| PITL | Personal Income Tax Law |
| PITRV | Personal Income Tax Return Validation |
| PM | Project Management |
| PMBOK | Project Management Body of Knowledge |
| PMI | Project Management Institute |
| PMP | Project Management Plan |
| POA | Power of Attorney |
| POC | Project Oversight Consultant |
| POCP | Proof of Concept Plan |
| POCR | Proof of Concept Report |
| POG | Project Oversight and Guidance |
| PRA | Public Records Act |
| PSE | Payment Schedule Example |
| PSP | Prime Solution Provider |
| PUC | Payroll Unit Code |
| QBP | Qualified Business Partner |
| QMP | Quality Management Plan |
| R&S | Research and Statistics |
| RACI | Responsible, Approver, Consulted, Informed |
| RAR | Revenue Agent Report |
| RCD | Retention Control Document |
| RFI | Request for Information |
| RFP | Request for Proposal |
| RF&V | Returns Filing and Validation |
| RIN | Return Information Notice |
| RMP | Requirements Management Plan |
| RMP | Risk Management Plan |
| ROM | Read Only Memory |
| RPS | Return Processing System |

| Acronym | Meaning |
|---|---|
| RTC | Revenue and Taxation Code |
| RV | Return Validation |
| SAALT | Security Analysis Audit Log Tool |
| SACM | Service Asset and Configuration Management |
| SAML | Security Assertion Markup Language |
| SAMP | Security and Access Management Plan |
| SAN | Storage Area Network |
| SB/NVSA | Small Business Nonprofit Veterans Services Agencies |
| SBRD | State Business Return Database |
| SBP | Solution Based Procurement |
| SBP | Strategic Business Problems |
| SCO | State Controller's Office |
| SDD | Software Design Description |
| SDDD | Software Detailed Design Description |
| SDLC | Software Development Lifecycle |
| SDKP | Service Desk Plan |
| SDP | Software Development Plan |
| SDTTM | Software Development Tools Training Materials |
| SEMP | System Engineering Management Plan |
| SFTP | Secure Shell (SSH) File Transfer Protocol |
| SFY | State Fiscal Year |
| SIDD | System Integration Design Description |
| SLA | Service Level Agreement |
| SLAR | Service Level Attainment Report |
| SLCM | System Life Cycle Model |
| SME | Subject Matter Expert |
| SMOP | Service Maintenance and Operations Report |
| SO | System Operations |
| SOA | Service Oriented Architecture |
| SOAP | Simple Object Access Protocol |
| SOL | Statute of Limitations |
| SOM | Service Operations Manual |
| SOP | Service Operation Plan |
| SOS | Secretary of State |
| SOW | Statement of Work |
| SPR | Special Project Report |
| SPS | Software Product Specification |
| SPTD | System Performance Test Description |
| SQL | Structured Query Language |
| SQTR | System Qualification Test Report |

| Acronym | Meaning |
|---|---|
| SRS | Software Requirements Specification |
| SSA | Social Security Administration |
| SSDD | System/Subsystem Design Description |
| SSL | Secure Socket Layer |
| SSN | Social Security Number |
| SSS | System/Subsystem Specification |
| SSS | System Software Support |
| SSTP | State Systems Transition Plan |
| STARS | Selection of Tax Returns for Automated Audit Review System |
| STD | Statement of Tax Due |
| STD | System Test Description |
| STP | Service Transition Plan |
| STR | System Test Report |
| SUM | Software User Manual |
| SVD | Software Version Description |
| SVTD | System Verification Test Description |
| SVTR | System Verification Test Report |
| SWIFT | Secure Web Internet File Transmission |
| TACPA | Target Area Contract Preference Act |
| TB | Terabyte |
| TCMP | Technical Change Management Plan |
| TDM | Test Data Management |
| TEBI | Tax Exempt Bond Interest |
| TI | Taxpayer Information |
| TIDD | Technical Infrastructure Design Description |
| TIP | Technical Infrastructure Plan |
| TLS | Transport Layer Security |
| TMA | Technical Management Approach |
| TMS | Tape Management System |
| TMS | Tape Management System |
| TPID | Taxpayer Identification Number |
| TQP | Technical Quality Plan |
| TSM | Tax Systems Modernization |
| TTP | Training Transition Plan |
| UDB | Universal Database |
| UDDI | Universal Description, Discovery, and Integration |
| UIS | User Interface Standard |
| UML | Unified Modeling Language |
| USPS | United States Postal Service |
| UTP | User Training Plan |
| VM | Virtual Machine |
| VPN | Virtual Private Network |

| Acronym | Meaning |
|---|---|
| VRC | Vehicle Registration Collections |
| VSAM | Virtual Storage Access Method |
| W3C | World Wide Web Consortium |
| WAN | Wide Area Network |
| WAF | Work Authorization Form |
| WASS | Withhold at Source System |
| WBS | Work Breakdown Structure |
| WSDL | Web Services Description Language |
| WS-I | Web Services Interoperability |
| | |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

## SECTION XIII
## EDR ACRONYM LIBRARY

November 2, 2009

# Enterprise Data to Revenue Project
# Acronym Library

| Acronym | Meaning |
|---|---|
| ACMP | Asset and Configuration Management Plan |
| ACS | Automated Cartridge System |
| ADA | Americans with Disabilities Act |
| ADCORR | Automated Correspondence |
| AES | Advanced Encryption Standard |
| AIX | Advanced Interactive eXecutive |
| ALL | Audit Letters and Location Application |
| AMT | Alternative Minimum Tax |
| ANSI | American National Standards Institute |
| ANI | Automatic Number Identification |
| ARCS | Accounts Receivable Collection System |
| ARM | Accounts Receivable Management |
| ARMR | Accounts Receivable Management Reporting |
| ASTRA | Automated Selection of Tax Returns for Audit System |
| ATL | Automated Tape Libraries |
| B&C | Bank and Corporation |
| B&CTL | Bank and Corporation Tax Law |
| BC | Bank and Corporation Statistical Sample |
| BCORR | Bank & Corporation Correspondence |
| BCP | Budget Change Proposal |
| BCP | Business Continuity Plan |
| BE | Business Entity/Entities |
| BEEF | Business E-File |
| BETS | Business Entities Tax System |
| BI | Business Intelligence |
| BIDS | Business Intelligence and Data Services |
| BOE | Board of Equalization |
| BPA | Business Problem Analysis |
| BPEL | Business Process Execution Language |
| BPM | Business Process Management |
| BPMN | Business Process Modeling Notation |
| BPMS | Business Process Management Suite |
| BPR | Business Process Reengineering |
| BPRD | Business Process Reengineering Design Description |
| BPRP | Business Process Reengineering Plan |
| BRMS | Business Rules Management System |
| CA | California |
| CAB | Change Advisory Board |

| Acronym | Meaning |
|---|---|
| CAP | Corrective Action Plan |
| CA-PMM | California Project Management Methodology |
| CAPS | Collection Account Processing System |
| CBR | Cost Benefit Ratio |
| CCM | Custom Code Maintenance |
| CCN | California Corporation Number |
| CD | Compact Disk |
| CDC | Child and Dependent Care |
| CDTS | Corporation Document Tracking System |
| CEAP | California Enterprise Architecture Program |
| CI | Configuration Item |
| CICS | Customer Information Control System |
| CIO | Chief Information Officer |
| CIU | Customer In-Use |
| CME | Compensation Model Example |
| CMWF | Case Management/Workflow |
| CO | Colorado |
| COD | Court-Ordered Debt |
| COTS | Commercial Off the Shelf |
| CP2000 | IRS Underreporting System |
| CPU | Central Processing Unit |
| CRS | Cost Reasonableness Study |
| CSE | Child Support Enforcement |
| CY | Calendar Year |
| DAP | Data Administration Plan |
| DASD | Direct Access Storage Device |
| DBMS | Database Management System |
| DC | Dishonored Checks |
| DCP | Data Conversion Plan |
| DCR | Data Cleanup Report |
| DCRD | Data Conversion Requirements Document |
| DCTP | Data Conversion Test Plan |
| DDD | Database Design Description |
| DDP | Database Development Plan |
| DDR | Direct Deposit of Refund |
| DGS | Department of General Services |
| DHS | Department of Health Services |
| DID | Deliverable Item Description |
| DLN | Document Locator Number |
| DM | Data Mart |
| DMD | Data Management and Delivery |
| DMV | Department of Motor Vehicles |
| DNS | Domain Name Server |

| Acronym | Meaning |
|---|---|
| DMZ | Data Management Zone |
| DOF | Department of Finance |
| DOJ | Department of Justice |
| DR | Disaster Recovery |
| DR | Disaster Recovery |
| DS | Desirable Scored |
| DTS | Department of Technology Services |
| DVBE | Disabled Veterans Business Enterprise |
| EA | Enterprise Architecture |
| EAC | Enterprise Architecture Council |
| EAD | Enterprise Architecture Definition |
| EAM | Enterprise Application Modernization |
| EASE | External Authentication for Secure e-Services |
| EBO | Enterprise Business Opportunity |
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| ETL | Extract, Transform and Load |
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| FEDSTAR II | Federal State Automated Report System II |
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| HIDS | Host Intrusion Detection System |
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| ID-FF | Identity Federation Framework |
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| ISP | Internet Service Provider |
| IT | Information Technology |
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| OJT | On the Job Training |
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| SLA | Service Level Agreement |
| SLAR | Service Level Attainment Report |
| SLCM | System Life Cycle Model |
| SME | Subject Matter Expert |
| SMOP | Service Maintenance and Operations Report |
| SO | System Operations |
| SOA | Service Oriented Architecture |
| SOAP | Simple Object Access Protocol |
| SOL | Statute of Limitations |
| SOM | Service Operations Manual |
| SOP | Service Operation Plan |
| SOS | Secretary of State |
| SOW | Statement of Work |
| SPR | Special Project Report |
| SPS | Software Product Specification |
| SPTD | System Performance Test Description |
| SQL | Structured Query Language |
| SQTR | System Qualification Test Report |

| Acronym | Meaning |
|---|---|
| SRS | Software Requirements Specification |
| SSA | Social Security Administration |
| SSDD | System/Subsystem Design Description |
| SSL | Secure Socket Layer |
| SSN | Social Security Number |
| SSS | System/Subsystem Specification |
| SSS | System Software Support |
| SSTP | State Systems Transition Plan |
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| STD | Statement of Tax Due |
| STD | System Test Description |
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| STR | System Test Report |
| SUM | Software User Manual |
| SVD | Software Version Description |
| SVTD | System Verification Test Description |
| SVTR | System Verification Test Report |
| SWIFT | Secure Web Internet File Transmission |
| TACPA | Target Area Contract Preference Act |
| TB | Terabyte |
| TCMP | Technical Change Management Plan |
| TDM | Test Data Management |
| TEBI | Tax Exempt Bond Interest |
| TI | Taxpayer Information |
| TIDD | Technical Infrastructure Design Description |
| TIP | Technical Infrastructure Plan |
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| TMS | Tape Management System |
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| TQP | Technical Quality Plan |
| TSM | Tax Systems Modernization |
| TTP | Training Transition Plan |
| UDB | Universal Database |
| UDDI | Universal Description, Discovery, and Integration |
| UIS | User Interface Standard |
| UML | Unified Modeling Language |
| USPS | United States Postal Service |
| UTP | User Training Plan |
| VM | Virtual Machine |
| VPN | Virtual Private Network |

| Acronym | Meaning |
|---|---|
| VRC | Vehicle Registration Collections |
| VSAM | Virtual Storage Access Method |
| W3C | World Wide Web Consortium |
| WAN | Wide Area Network |
| WAF | Work Authorization Form |
| WASS | Withhold at Source System |
| WBS | Work Breakdown Structure |
| WSDL | Web Services Description Language |
| WS-I | Web Services Interoperability |
| | |



State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

Franchise Tax Board Request for Proposal
RFP-FTB-0910-C001

## SECTION XII
## GLOSSARY OF TERMS AND DEFINITIONS

November 2, 2009

# Glossary of Terms and Definitions

| TERM | DEFINITION |
|---|---|
| **Acceptance Tests** | State test performed prior to release into production to determine compliance of the EDR Solution, Phases and Components including the Equipment and Software with the EDR Requirements and specifications. For purposes of the EDR Project, Acceptance Test is the same as System Qualification Testing in the Management Requirements. |
| **Actual Cumulative Revenue Benefits** | The cumulative-to-date totals of Actual Tax Program Collection Revenue benefits generated by the implementation of the EDR Solution, Phases or Component thereof. |
| **Adaptive Change** | EDR Solution, Phases or Component changes required to keep the software functioning correctly given changes in the interfaces, virtual machine (for example, Operating System or Database Management System), or business process, rule or regulatory requirements (for example, form updates and annual law changes) consistent with the EDR Requirements. |
| **Application Program** | A computer program which is intended to be executed for the purpose of performing useful work for the user of the information being processed. Application Programs are developed or otherwise acquired by the user of the Hardware/Software system, but they may be supplied by the Contractor. |
| **Attachment** | A mechanical, electrical, or electronic interconnection to the Contractor-supplied Machine or System of Equipment, manufactured by other than the original Equipment manufacturer that is not connected by the Contractor. |
| **Asset and Configuration Management** | The services performed to manage the plans, artifacts, documents, software, models, programs, budgets, authorizations, contracts, inventory, specifications, and licenses concerning all Software, Hardware and products that comprise the Final EDR Solution, Phases or Components consistent with the EDR Requirements. |

| | |
|---|---|
| **Baseline Period** | The immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production and the period for which the Actual Tax Program Collection Revenue of the Measurement Period is compared with to determine the Incremental Revenue Benefits. |
| **Benefits** | Revenue Benefits attributable to the EDR Solution. See Incremental Revenue Benefits below. |
| **Bidder** | A vendor that has submitted a "Letter of Intent to Submit a Proposal" to the RFP. |
| **Business Activity Monitoring** | Real-time (or near real-time) visibility of business processes, meaningful events, and transactions. |
| **Business Activity Monitoring Workbench** | The user interface that provides graphical visibility of real time business processes, tasks, work content, resources and key performance indicators. |
| **Business Entity** | Those entities accounted for on the Business Entity Tax System: all types of corporations, partnerships, limited liability companies, limited liability partnerships, and exempt organizations. |
| **Business Process Management (BPM) Solution** | A technology-enabled systematic approach to improving the organization's business processes across the enterprise, enabling the enterprise to make business processes more explicit, more effective, more efficient, and more capable of adapting to an ever-changing environment. |
| **Buyer** | The State's authorized contracting official. |
| **Commercial Off the Shelf Software (COTS)** | Software developed or regularly used that: (i) has been sold, leased, or licensed to the general public; (ii) has been offered for sale, lease, or license to the general public; (iii) has not been offered, sold, leased, or licensed to the public but will be available for commercial sale, lease, or license in time to satisfy the delivery requirements of this Contract; or (iv) satisfies a criterion expressed in (i), (ii), or (iii) above and would require only minor modifications to meet the requirements of this Contract. |
| **Compensation** | Any payment by the State to the Contractor for services and deliverables based on the Benefits and the Performance Measures prescribed by the EDR Contract, |

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| | not including any contract option years for Maintenance and Operations (M&O) services. |
| **Compensation Deliverable** | One of up to a maximum of 30 predetermined EDR Solution Deliverables intended for production. These are the only Deliverables that may trigger Contractor Compensation. |
| **Compensation Milestone** | State Acceptance of a Compensation Deliverable, and the event that triggers the measurement of Benefits**.** |
| **Compensation Model** | Figure illustrating the method of Compensation for the EDR Project Contractor. |
| **Compensation Model Example (CME)** | An example illustrating the State Compensation method of determining the Contract amount to be allocated to each Compensation Deliverable. |
| **Compensation Proposal** | Contractor's proposed Compensation Deliverables, allocated Contract amount, Benefits and payment schedule. |
| **Component** | Part of System or Solution. |
| **Compound Document** | Document files that contain text as well as several different types of data, such as graphics, spreadsheets, images, or any other non-text data. The additional data may be embedded into the document or be linked data that is resident within an application. |
| **Contract** | The EDR Contract or agreement (including any purchase order), by whatever name known or in whatever format used. |
| **Contractor** | The Business Entity with whom the State enters into the EDR Contract. The Contractor shall be synonymous with “prime solution provider (PSP)”, “supplier”, “vendor”, or other similar term. |
| **Corrective Change** | EDR Solution, Phases or Component changes required to fix functions (defects) that do not work as intended or required based on the original system purpose as defined by the EDR Requirements. These include problems with Requirements, design, development, implementation, Documentation, and bad fixes. |

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| **Cost and Schedule Management** | The approach, methods, tools, and procedures used to manage project cost and schedule, including the creation and maintenance of a Work Breakdown Structure (WBS). |
| **Custom Software** | Software that does not meet the definition of Commercial Software. |
| **Dashboard** | The Business Activity Monitoring dashboard graphically displays real-time events and associated data that are pushed to the dashboard from one or more sources. |
| **Data Not Previously Authorized for Use** | E-File data that is not currently authorized as of the date of this RFP for use due to FTB policy that prohibits the inequitable use of tax data. |
| **Data Not Previously Validated** | New PIT or BE return data validation that is implemented by the EDR Solution. |
| **Data Processing Subsystem** | A complement of Contractor-furnished individual Machines, including the necessary controlling elements (or the functional equivalent) and Operating Software, if any, which are acquired to operate as an integrated group, and which are interconnected entirely by Contractor-supplied power and/or signal cables; e.g., direct access controller and drives, a cluster of terminals with their controller, etc. |
| **Data Processing System (System)** | The total complement of Contractor-furnished Machines and Software, including one or more central processors (or instruction processors) and Operating Software, which are acquired to operate as an integrated group. |
| **Decommission** | To disable the functionality in a system so that it no longer is used. |
| **Deliverables** | Goods, Software, Information Technology, telecommunications technology, Work Products, and other items (e.g., reports) to be delivered pursuant to the EDR Contract, including any such items furnished incident to the provision of services. |
| **Documentation** | Nonproprietary manuals and other printed materials necessary or useful to the State in its use or maintenance of the Equipment or Software provided hereunder. Manuals and other printed materials customized for the State hereunder constitute Documentation only to the extent that such materials are |

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| | described in or required by the Statement of Work. |
| **EDR Phases** | The two main stages of the EDR Project. Phase 1 applies to the development and implementation of the Enterprise Data Warehouse and the Personal Income Tax business environment of the EDR Solution. Phase 2 represents full implementation of the EDR Solution and applies to the development and implementation of the Business Entities business environment integrated with Phase 1 of the EDR Solution. |
| **EDR Project** | The Enterprise Data to Revenue Project. |
| **EDR Proposed Solution** | The EDR Solution offered by a Bidder for the EDR Project. |
| **EDR Solution** | The System, Phases or Components thereof implemented as the solution to the EDR Project business problems and prior to Final State Acceptance. |
| **Enterprise Architecture** | FTB's "blueprint" for systematically and completely defining the department's current (baseline) or desired (target) technology environment to achieve its strategic goals. |
| **Equipment** | An all-inclusive term which refers either to individual Machines or to a complete Data Processing System or subsystem, including its Hardware and Operating Software (if any). |
| **Equipment Failure** | A malfunction in the Equipment, excluding all external factors, which prevents the accomplishment of the Equipment's intended function(s). If microcode or Operating Software residing in the Equipment is necessary for the proper operation of the Equipment, a failure of such microcode or Operating Software which prevents the accomplishment of the Equipment's intended functions shall be deemed to be an Equipment Failure. |
| **Facility Readiness Date** | The date specified in the Statement of Work by which the State must have the site prepared and available for Equipment delivery and installation. |
| **Final EDR Solution** | The EDR Solution after Final State Acceptance. |
| **Final State Acceptance** | The event when the EDR Solution is accepted by the State after the warranty period and after all services have been performed and all deliverables have been |

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| | delivered in accordance with the EDR Contract and Requirements. |
| **Fiscal Year** | A 12-month reporting period other than a calendar year. In this RFP, it refers to and coincides with the State Fiscal Year (SFY) of July 1 through June 30. |
| **Franchise Tax Board (FTB)** | The State of California income taxing authority. |
| **Full Implementation** | When the EDR Solution including Phase 1 and 2 has been State accepted, placed into production and is subject to the one-year Warranty. |
| **Goods** | All types of tangible personal property, including but not limited to materials, supplies, and Equipment (including computer and telecommunications Equipment). |
| **Hardware** | Computer Equipment and is contrasted with Software. See also Equipment. |
| **In-Flight** | A circumstance where changes are made while processes are running. |
| **Incremental Revenue Benefits** | The increase in Actual Tax Program Collection Revenue in the Measurement Period over Actual Tax Program Collection Revenue in the Baseline Period. |
| **Independent Verification and Validation (IV&V)** | The process of a disinterested third party checking that a product, service, or system meets specifications and that it fulfills its intended purpose. |
| **Information Technology (IT)** | Includes, but is not limited to, all electronic technology systems and services, automated information handling, System design and analysis, conversion of data, computer programming, information storage and retrieval, telecommunications which include voice, video, and data communications, requisite System controls, simulation, electronic commerce, and all related interactions between people and Machines. |
| **Installation Date** | The date specified in the Statement of Work by which the Contractor must have the ordered Equipment ready (certified) for use by the State. |
| **Issue and Action Item Management** | The approach, methods, tools, and procedures for tracking, managing, and reporting issues and action items. |

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| **Key Performance Indicator (KPI)** | A high-level measurement of an organization's critical success factors. |
| **Legacy Systems** | All FTB Information Technology systems that are currently in production as of the date of this RFP. |
| **Legacy Systems Management** | The EDR Project activities planned, executed, and evaluated to manage the changes made to FTB Legacy Systems to support the Final EDR Solution, Phases, and Components thereof. |
| **Leverage** | To incorporate the use of an existing FTB information technology Legacy System, infrastructure, interface or data in whole or in part, in the Final EDR Solution, Phases, or Components. |
| **Machine** | An individual unit of a Data Processing System or subsystem, separately identified by a type and/or model number, comprised of but not limited to mechanical, electro-mechanical, and electronic parts, microcode, and special features installed thereon and including any necessary Software, e.g., central processing unit, memory module, tape unit, card reader, etc. |
| **Machine Alteration** | Any change to a Contractor-supplied Machine which is not made by the Contractor, and which results in the Machine deviating from its physical, mechanical, electrical, or electronic (including microcode) design, whether or not additional devices or parts are employed in making such change. |
| **Maintenance Diagnostic Routines** | The diagnostic programs customarily used by the Contractor to test Equipment for proper functioning and reliability. |
| **Management Performance Review (MPR)** | A quarterly review by the State of the Contractor's management performance to determine if performance is satisfactory and whether the full amount of Compensation due is payable subject to verification of Benefits. |
| **Manufacturing Materials** | Parts, tools, dies, jigs, fixtures, plans, drawings, and information produced or acquired, or rights acquired, specifically to fulfill obligations set forth in the EDR Contract and Requirements. |

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| **Mean Time Between Failure (MTBF)** | The average expected or observed time between consecutive failures in a System or Component. |
| **Mean Time to Repair (MTTR)** | The average expected or observed time required to repair a System or Component and return it to normal operation. |
| **Measurement Period** | The very next calendar quarter after the quarter in which a Compensation Deliverable is placed into production. |
| **Obligation Management** | The EDR Project State activities planned, executed, and evaluated to manage Contractor compliance with the EDR Contract terms and conditions, Statement of Work, EDR Requirements, and State accepted plans and specifications. |
| **One Full Tax Filing Season** | The calendar year beginning in January and ending in December, immediately following State Acceptance of the EDR Solution. |
| **Open Standards** | A standard that is publicly available and has rights to use associated with it. |
| **Operating Software** | Those routines, whether or not identified as program products, that reside in the Equipment and are required for the Equipment to perform its intended function(s), and which interface the operator, other Contractor-supplied programs, and user programs to the Equipment. |
| **Operational Use Time** | For performance measurement purposes, that time during which Equipment is in actual operation by the State. For maintenance Operational Use Time purposes, that time during which Equipment is in actual operation and is not synonymous with power on time. |
| **Options Period** | The immediate five years after the end of the fifty-four month EDR Contract term. |
| **Payment Conditions** | Conditions that will impact payment to the Contractor for completed Compensation Deliverables. |
| **Perfective Change** | EDR Solution, Phases or Component changes required for the software to meet the EDR Requirements in a more effective manner (for example, performance enhancements or data integrity checks and improvements). |

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| **Performance Measures** | Fifteen predetermined criteria used to measure the revenue benefits of the EDR solution for Compensation purposes. |
| **Performance Testing Period** | A period of time during which the State, by appropriate tests and production runs, evaluates the performance of newly installed Equipment and Software prior to its acceptance by the State. |
| **Period of Maintenance Coverage** | The period of time any EDR Solution Deliverable is placed into production to the end of the Contract term. |
| **Pre-Built System** | A System that has been designed for another customer. |
| **Preventive Maintenance** | That maintenance, performed on a scheduled basis by the Contractor, which is designed to keep the Equipment in proper operating condition. |
| **Principal Period of Maintenance** | Any nine consecutive hours per day (usually between the hours of 7:00 a.m. and 6:00 p.m.) as selected by the State, including an official meal period not to exceed one hour, Monday through Friday, excluding holidays observed at the installation. |
| **Programming Aids** | Contractor-supplied programs and routines executable on the Contractor's Equipment which assists a programmer in the development of applications including language processors, sorts, communications modules, data base management systems, and utility routines (tape-to-disk routines, disk-to-print routines, etc.). |
| **Project Stages** | The specific stages of the EDR Project that will require Contractor development and delivery of specific Deliverables along with performance of specific and ongoing tasks and events. |
| **Project Start** | The State and Contractor agreed-to date for the Contractor to report at the FTB work site to begin the project work covered by the EDR Contract. |
| **Program Product** | Programs, routines, subroutines, and related items which are proprietary to the Contractor and which are licensed to the State for its use, usually on the basis of separately stated charges and appropriate contractual provisions. |
| **Remedial Maintenance** | That maintenance performed by the Contractor which results from Equipment failure (including Operating Software), and which is performed as required, such as on an unscheduled basis. |

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| **Representational State Transfer (REST)** | A style of software services architecture for interactive web applications. |
| **Risk Management** | The approach, methods, tools, and procedures used to manage risk identification, risk assessment, risk mitigation, and risk documentation and reporting. |
| **Rule Inheritance** | The ability to establish a hierarchy to the business rules and derive the functionality and properties of business rules down the hierarchy from parent to child using object oriented constructs and methodology. |
| **Security** | Protection of information and information systems from unauthorized access. |
| **Site License** | For each product, the license established upon acquisition of the applicable number of copies of such product and payment of the applicable license fees as set forth in the Statement of Work. |
| **Software** | An all-inclusive term which refers to any computer programs, routines, or subroutines supplied by the Contractor, including Operating Software, Programming Aids, Application Programs, and Program Products. |
| **Software Failure** | A malfunction in the Contractor-supplied Software, other than Operating Software, which prevents the accomplishment of work, even though the Equipment (including its Operating Software) may still be capable of operating properly. For Operating Software failure, see definition of Equipment Failure. |
| **State** | The government of the State of California, its employees and authorized representatives, including without limitation any department, agency, or other unit of the government of the State of California. |
| **State Acceptance** | When a Contractor-provided service, Deliverable or event has been formally approved and deemed completed by the State consistent with acceptance criteria based on EDR Requirements. |
| **State Business Days** | Monday through Friday, excluding State holidays. |
| **Statement of Work (SOW)** | Defines contractually required services or products, including constraints on those services or products. |

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| **STRATA** | A management tool that FTB uses to manage accounts to meet collection goals through the use of risk-based strategies. |
| **Strategic Business Problems** | The problems that must be solved with the Final EDR Solution in order to achieve the EDR Project goals and the Benefits based on the Performance Measures. |
| **Swimlane** | A graphical container for partitioning a set of activities from other activities. |
| **Tax Filing Season** | The period within a calendar year within which particular tax year returns are due and processed. For example, the 2014 tax filing season commences in January 2014 to process the 2013 tax returns. |
| **Total Contract Amount** | The total dollar amount of the Contract for the Final EDR Solution, including all taxes, fees, surcharges, overhead, and warranties. This is the amount that is allocated across Compensation Deliverables. This amount does not include the Contract option year costs. |
| **Transition Period** | The period of time during the term of the EDR Contract from when the first State-accepted EDR deliverable is placed into production to the State's Final Acceptance of the Final EDR Solution. |
| **U.S. Intellectual Property Rights** | Intellectual property rights enforceable in the United States of America, including without limitation rights in trade secrets, copyrights, and U.S. patents. |
| **Working Days** | See State Business Days |

State of California
Franchise Tax Board

# Enterprise Data to Revenue (EDR) Project

## Franchise Tax Board Request for Proposal
## RFP-FTB-0910-C001

SECTION VII
Costs

November 2, 2009

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**B. FINANCIAL WORKSHEETS ..... 16**
**C. COST REASONABLENESS WORKSHEETS ..... 27**

# A. COMPENSATION MODEL

## 1. INTRODUCTION

This section of the RFP defines the EDR Compensation Model, which provides the structure of how the Contractor will be compensated for all Project deliverables provided and services performed. The EDR Contract is a fixed price contract. The compensation model is based on the completion of specific Compensation Deliverables and the realization of revenue benefits generated from the implementation of those Deliverables including the EDR Solution, Phases and Components thereof placed into production. Contractor compensation depends 100 percent (100%) on the completion and State Acceptance of Compensation Deliverables and the realization of EDR revenue benefits.

## 2. PURPOSE

The purpose of this section is to provide Bidders with a high-level explanation of the approach to Contractor compensation.

## 3. DEFINITIONS

The following definitions are used in describing the EDR Compensation Model:

Table VII.1 **RFP Section VII.A Definitions**

| Term | Definition |
|---|---|
| Actual Cumulative Revenue Benefits | The cumulative-to-date totals of Actual Tax Program Collection Revenue benefits generated by the implementation of the EDR Proposed Solution, Phases, or Component thereof. |
| Baseline Period | The immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production and the period for which the Actual Tax Program Collection Revenue of the Measurement Period is compared with to determine the Incremental Revenue Benefits. |
| Benefits | Revenue Benefits attributable to the EDR Proposed Solution. See Incremental Revenue Benefits below. |
| Compensation | Any payment by the State to the Contractor for services and deliverables based on the Benefits and the Performance Measures prescribed by the EDR Contract, not including any contract option years for Maintenance and Operations (M&O) services. |

| Term | Definition |
|---|---|
| Compensation Deliverable | One of up to a maximum of 30 predetermined EDR Proposed Solution deliverables intended for production. These are the only deliverables that may trigger Contractor Compensation. |
| Compensation Milestone | State Acceptance of a Compensation Deliverable, and the event that triggers the measurement of Benefits. |
| Compensation Model | Figure illustrating the method of Compensation for the EDR Project Contractor. |
| Compensation Model Example (CME) | An example illustrating the State Compensation method of determining the Contract amount to be allocated to each Compensation Deliverable. ) |
| Compensation Proposal | Contractor's proposed Compensation Deliverables, allocated Contract amount, Benefits, and payment schedule. |
| Data Not Previously Authorized for Use | E-file data that is not currently authorized as of the date of this RFP for use due to FTB policy that prohibits the inequitable use of tax data. |
| Data Not Previously Validated | New PIT or BE return data validation that is implemented by the EDR Proposed Solution. |
| Fiscal Year | A 12-month reporting period other than a calendar year. In this RFP, it refers to and coincides with the State Fiscal Year (SFY) of July 1 through June 30. |
| Incremental Revenue Benefits | The increase in Actual Tax Program Collection Revenue in the Measurement Period over Actual Tax Program Collection Revenue in the Baseline Period. |
| Management Performance Review (MPR) | A quarterly review by the State of the Contractor's management performance to determine if performance is satisfactory and whether the full amount of Compensation due is payable subject to the verification of Benefits. |
| Measurement Period | The very next calendar quarter after the quarter in which a Compensation Deliverable is placed into production. |

| Term | Definition |
|---|---|
| Payment Conditions | Conditions that will impact payment to the Contractor for completed Compensation Deliverables. |
| Performance Measures | Fifteen predetermined criteria used to measure the revenue benefits of the EDR Proposed Solution for Compensation purposes. |
| Strategic Business Problems | The problems that must be solved with the Final EDR Solution in order to achieve the EDR Project goals and the Benefits based on the Performance Measures. |
| Total Contract Amount | The total dollar amount of the Contract for the Final EDR Solution including all taxes, fees, surcharges, overhead, and warranties. This is the amount that is allocated across Compensation Deliverables. It does not include the Contract option year costs. |

## 4. STRATEGIC BUSINESS PROBLEMS

The State has identified and defined Strategic Business Problems for the EDR Project to resolve. (See Section III.E.) The State's objective is to solve these Strategic Business Problems with the Contractor's EDR Proposed Solution and narrow the $6.5 billion tax gap. Accordingly, the EDR Compensation Model ties the Contractor's compensation to Performance Measures that are directly related to solving the Strategic Business Problems. The Performance Measures measure specific revenue benefits that indicate the Strategic Business Problems have been solved. This relationship between Contractor compensation and the Strategic Business Problems establishes a mutual objective for the Contractor and the State, namely solving the Strategic Business Problems.

## 5. COMPENSATION MODEL RULES

The EDR Compensation Model complies with the following rules. If the Bidder's compensation proposal is inconsistent with any of these rules, the proposal may be rejected.

1. One hundred percent (100%) of the EDR Total Contract Amount is allocated based on Contractor estimated Benefits to up to a maximum of 30 Compensation Deliverables and Milestones.
2. Ten Compensation Deliverables and Milestones are State identified. The Bidder may identify up to a maximum of 20 additional revenue generating Compensation Deliverables and Milestones to solve the Strategic Business Problems. (See Table VII.2)

3. All Compensation Deliverables must be State accepted to trigger measurement of Incremental Revenue Benefits for Compensation purposes.
4. Compensation Deliverables are limited to a maximum of 30 and must directly relate to solving the Strategic Business Problems.
5. Compensation Deliverables are the only deliverables that may trigger compensation.
6. Total Contractor Compensation is fixed and limited to the Total Contract Amount.
7. A Compensation Milestone triggers benefits measurement of any and all 15 Performance Measures.
8. Benefits Performance Measures are limited to the 15 State pre-determined Performance Measures identified in Table VII.3.
9. One hundred percent (100%) of all Contractor Compensation is contingent upon realization of Incremental Revenue Benefits measured by the 15 State Performance Measures.
10. Management Performance Reviews (MPRs) evaluate the Contractor's Project Management, Technical Management, and Benefits management performance.
11. MPR of Benefits management includes the performance of Actual Cumulative Revenue Benefits on a quarterly basis in terms of measuring, achieving, and maintaining 70 percent (70%) of the Contractor estimated EDR Solution Incremental Revenue Benefits.
12. The State will withhold ten percent (10%) of Contractor Compensation if Contractor MPR performance is less than satisfactory for Project Management, Technical Management, or Benefits management performance.
13. The Contractor can recover amounts withheld for unsatisfactory MPR performance when MPR Project Management and Technical Management performance defects are corrected and State accepted.
14. The Contractor can recover amounts withheld for unsatisfactory MPR Benefits performance when Actual Cumulative Revenue Benefits are brought into line with 70% of Contractor estimated cumulative revenue benefits as provided by the Contractor in their Proposed EDR Project Payment Schedule.
15. All Contractor compensation is paid on a calendar quarterly basis, except for certain MPR withheld Contractor compensation. Resolved MPR issues will be paid on a monthly basis for Project Management and Technical Management, and on a quarterly basis for Benefits management performance.
16. Only 75 percent (75%) of the EDR Solution benefits are available to compute Contractor Compensation up to the Total Contract Amount.
17. Twenty-five percent (25%) of the EDR Solution benefits go directly to the State and are not available for Contractor Compensation.
18. One hundred percent (100%) of specific one-time State Project costs must be recouped quarterly by the net earned seventy- five percent (75%) of Benefits available for Contractor Compensation.

19. EDR benefits will be reduced by the one-time State Project costs recoupment amount in determining the available amount of Benefits for Contractor Compensation.
20. One-time State Project costs are equal to the amount that is outlined in Section VII.8.
21. Actual EDR Project revenue benefits will be measured the same way as FTB measures Filing, Audit, and Collections tax revenues for annual budget and planning purposes.
22. The EDR Contract term is for 54 consecutive full months beginning from the Contract execution start date. The official project start date shall be the first day of a specified month as agreed to by the State and the Contractor.
23. If the Contractor has not been paid in full by the end of the Contract period, the EDR Contract may be extended up to 24 additional months for purposes of measuring Incremental Revenue Benefits and authorizing Contractor payments for Compensation, subject to State approval.
24. Ten percent (10%) of all Contractor Compensation payments is withheld until State Acceptance of the Final EDR Solution.
25. Compensation does not accrue or provide for payment of interest, except as required under the Prompt Payment Act. This includes any withheld Compensation.
26. Compensation cannot exceed the Total Contract Amount.

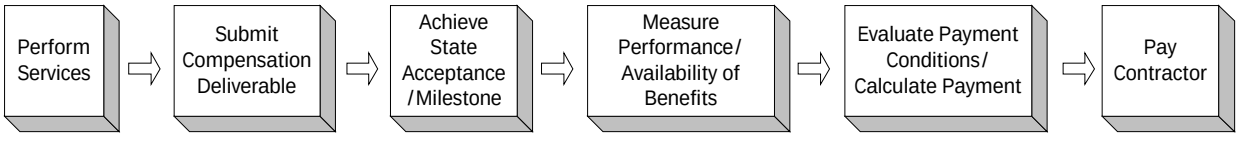
## 6. COMPENSATION MODEL AND APPROACH

The purpose of the EDR Compensation Model is to depict the State method by which payment will be made to the Contractor for solving the Strategic Business Problems. There are five events that must occur for Contractor Compensation to be paid:

1) Contractor performance of services.
2) Contractor submission of a Compensation Deliverable.
3) Contractor achievement of State Acceptance of the Compensation Deliverable Milestone.
4) State measurement of Incremental Revenue Benefits and determination of availability of Benefits after recoupment of State costs.
5) State evaluation of Compensation payment conditions including an MPR, and calculation of the payment amount.

The benefits-based compensation approach, as outlined below in Figure VII.1, has the effect of aligning system development activities with completion of deliverables that generate revenue benefits.

**Figure VII.1-Compensation Events**



### 6.1. Compensation Model Example

A Compensation Model Example (CME) illustrates aspects of Contractor Compensation (See Exhibit VII – A). The CME shows how the model is used to allocate the Total Contract Amount bid to the Compensation Deliverables and Milestones based on revenue benefits. The CME is a depiction of Contractor Compensation consistent with the approved Solution Based Procurement Model for the EDR Project. The CME illustrates a high-level application of the Compensation Model Rules and the relationship between Compensation Deliverables and Milestones, Performance Measures, Payment Conditions, and Contractor Compensation.

The Final Compensation Model is dependent on the Bidder information provided in Section B - Financial Worksheets, which includes a delineation of the Compensation Deliverables and an EDR Project Payment Schedule. Bidders must submit to the State a Compensation Proposal based upon their unique EDR Solution and implementation strategy with up to a maximum of 20 additional Compensation Deliverables (See Table VII.2).

### 6.2. Compensation Proposal

Total Contractor Compensation is fixed and limited to the final proposed Total Contract Amount. All Contractor Compensation is subject to the delivery of Compensation Deliverables, achievement of the Compensation Milestones, and Performance Measure Benefits. The Compensation Model includes ten State-identified deliverables designated as Compensation Deliverables, which are reflective of the EDR Requirements as defined in Section VI.

Bidders should use the CME as the basis for completing a final Compensation Proposal tailored to their specific EDR Proposed Solution. The State suggests using the CME as a tool to formulate their Compensation Proposal and as an aid in preparing the Financial Worksheets. However it is important to note, only the Financial Worksheets will be evaluated consistent with Section IX.

The Compensation Proposal must be consistent with all of the Compensation Model Rules (See Section VII.A.5.). It is suggested that the Bidder prepare their Compensation Proposal by preparing a Compensation Model similar to the CME and completing the following three steps:

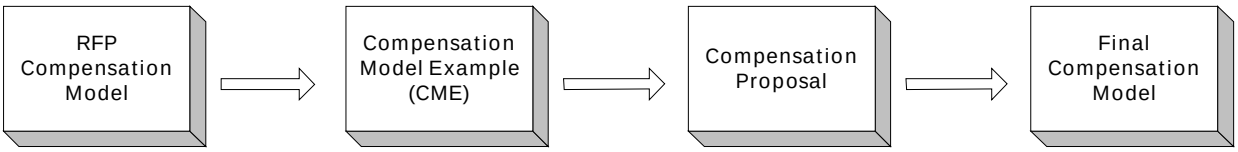
1) Identify up to a maximum of 20 additional Compensation Deliverables consistent with the Bidder’s EDR business and technical solutions;

2) Allocate the Total Contract Amount to all Compensation Deliverables based on the Bidders’ total estimated Incremental Revenue Benefits; and

3) Complete the Financial Worksheets in Section B including a Compensation payment schedule consistent with the proposed EDR Project Schedule (Detailed instructions are provided in Section VII.B.).

The Final Compensation Model is built from the selected Bidder’s Compensation Proposal as depicted in Figure VII.2.

**Figure VII.2-Compensation Model Progression**




## 6.3. Compensation Deliverables and Milestones

The State has identified ten Compensation Deliverables and Milestones that may result in Contractor Compensation, subject to benefits and conditions being achieved and met. These Compensation Deliverables can be found in Table VII.2. All of the State identified Compensation Deliverables trace to the EDR Requirements in Section VI (See Exhibit VI-F Requirements to Deliverables Matrix). The Bidder may have up to a maximum of 20 additional deliverables, contingent upon those additional deliverables generating EDR Incremental Revenue Benefits that are measurable by any one or all of the 15 EDR Performance Measures described in *Section VII.A.6.4*. In the event the Bidder identifies Compensation Deliverables that are not measureable using the EDR Performance Measures, the Compensation Deliverable will not be used for Compensation purposes.

All Compensation Deliverables must directly relate to solving the Strategic Business Problems. State Acceptance of any Compensation Deliverable triggers State measurement of Incremental Revenue Benefits using the 15 EDR Performance Measures. State Acceptance of Compensation Deliverables alone does not trigger Contractor Compensation. Contractor Compensation is paid only when all five events described in *Section VII.A.6* have occurred. A Compensation Deliverable becomes a Milestone at the point of State Acceptance. Final State Acceptance of the Final EDR Solution will occur after all EDR Phases and Compensation Deliverables are accepted by the State and all Contractor services are performed including under the one-year Warranty.

Table VII.2 **Compensation Deliverables and Milestones**

| Compensation Deliverables and Milestones |
|---|
| 1. State Acceptance of Modeling Function |
| 2. State Acceptance of Data Matching Function |
| 3. State Acceptance of Enterprise Data Warehouse |
| 4. State Acceptance of PIT Return Processing System |
| 5. State Acceptance of BETS Decoupling |
| 6. State Acceptance of Contact Function |
| 7. State Acceptance of Noticing Function |
| 8. State Acceptance of Taxpayer Folder |
| 9. Successful Completion of Legacy System Changes |
| 10. State Acceptance of BE Return Processing System |
| 11. Contractor Identified |
| 12. Contractor Identified |
| 13. Contractor Identified |
| 14. Contractor Identified |
| 15. Contractor Identified |
| 16. Contractor Identified |
| 17. Contractor Identified |
| 18. Contractor Identified |
| 19. Contractor Identified |
| 20. Contractor Identified |
| 21. Contractor Identified |

| Compensation Deliverables and Milestones |
|---|
| 22. Contractor Identified |
| 23. Contractor Identified |
| 24. Contractor Identified |
| 25. Contractor Identified |
| 26. Contractor Identified |
| 27. Contractor Identified |
| 28. Contractor Identified |
| 29. Contractor Identified |
| 30. Contractor Identified |

### 6.4. Performance Measures

The 15 EDR Project Performance Measures (See Table VII.3) are used to:

- Measure the revenue benefits of the EDR Solution
- Determine progress towards solving the Strategic Business Problems
- Determine the availability of funds for Contractor Compensation
- Evaluate the success of the EDR Project

The Strategic Business Problems originate from FTB strategic planning and Business Problem Analysis performed to understand obstacles to and identify opportunities for narrowing the Tax Gap. The Performance Measures were developed by working with FTB Filing, Audit, and Collections business areas to understand the revenue consequences of the Strategic Business Problems identified and needed improvements. The State is committed to performing the work necessary to generate these additional State revenues. Tying Contractor Compensation to the Performance Measures establishes a mutual objective for the Contractor and the State—to solve the State's Business Problems. The Contractor must agree to all 15 Performance Measures. The Performance Measures will be used to measure any and all revenue benefits generated from the State accepted Compensation Milestones. No other Performance Measures will be used for Contractor Compensation purposes. All Performance Measures require a comparison of EDR Benefits against a baseline period prior to implementation of EDR deliverables to measure Incremental Revenue Benefits as discussed in Section VII.B.4.2.2. FTB will project an estimated revenue baseline for the EDR Contract period for Bidder consideration and make it available to Bidders in the Bidders' Library in January 2010. This projected revenue baseline is provided for information only.

Table VII.3 **Performance Measures**

| No. | Performance Measures | Descriptions |
|---|---|---|
| 1. | ***PIT Audit from New Data*** – 100 percent (100%) of PIT Audit revenue generated from new audit models with return data not previously captured or used | Collections resulting from Notices of Proposed Assessments (NPAs) issued as a result of completed audits of PIT returns selected for audit by PASS, modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule 540 CA) or e-file data made available by the EDR Proposed Solution. |
| 2. | ***BE Audit from New Data*** – 100 percent (100%) of BE Audit revenue generated from new audit models with return data not previously captured or used | Collections resulting from NPAs issued as a result of completed audits of BE returns selected for audit by PASS, modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule R-7) or e-file data made available by the EDR Proposed Solution. |
| 3. | ***PIT Return Validation (RV) from New Data*** – 100 percent (100%) of PIT RV revenue generated from new workloads and data not previously captured or used and validated | Collections resulting from Statements of Tax Due (STD) or Return Information Notices (RIN) (for reduced refunds) issued as a result of new PIT RV activities performed by the EDR Proposed Solution. |
| 4. | ***BE RV from New Data*** – 100 percent (100%) of BE RV revenue generated from new workloads and data not previously captured or used and validated | Collections resulting from STDs or RINs (for reduced refunds) issued as a result of new BE RV activities performed by the EDR Proposed Solution. |
| 5. | ***PIT Collections Incremental*** – PIT underpayment revenue generated above established baseline | Incremental increased PIT collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including PIT ARCS modified by EDR Proposed Solution. |
| 6. | ***BE Collections Incremental –*** BE Underpayment revenue generated above | Incremental increased BE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including BE ARCS modified by the |

| No. | Performance Measures | Descriptions |
|---|---|---|
| | established baseline | EDR Proposed Solution. |
| 7. | ***PIT Fraud Incremental*** – PIT Fraud refunds prevented and recovered over established baseline | Incremental increased PIT Fraud collections including refunds denied above the Baseline Period generated from in-production use of State accepted EDR PIT Solution Compensation Deliverables. |
| 8. | ***PIT Filing Enforcement (FE) from New Data*** – 100 percent (100%) of PIT FE revenue generated from new income records from return data not previously captured or used | Collections resulting from NPAs issued as a result of PIT non-filer accounts selected for FE by INC modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule CA) or e-file data made available by the EDR Proposed Solution. |
| 9. | ***BE Fraud*** – 100 percent (100%) of BE Fraud refunds prevented or recovered | Collections resulting from BE Fraud detection, including refunds denied, generated from in-production use of State accepted EDR BE Solution Compensation Deliverables. |
| 10. | ***BE FE from New Data*** – 100 percent (100%) of BE FE revenue generated from new income records from return data not previously captured or used | Collections resulting from NPAs issued as a result of BE non-filer accounts selected for FE by INC modified by the EDR Proposed Solution and based on new data captured by the EDR Proposed Solution from a paper return schedule or form (for example, Schedule R-7) or e-file data made available by the EDR Proposed Solution. |
| 11. | ***PIT Audit Incremental*** – PIT Audit revenue generated above established baseline | Incremental increased PIT Audit collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables minus the PIT Audit from new data revenue. |
| 12. | **BE Audit Incremental** – BE Audit Revenue generated above established baseline | Incremental increased BE Audit collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables minus the BE Audit from new data revenue. |
| 13. | **PIT FE Incremental** – PIT FE revenue generated above established baseline | Incremental increased PIT FE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including INC modified by EDR Proposed Solution minus the |

| No. | Performance Measures | Descriptions |
|---|---|---|
| | | PIT FE from new data revenue. |
| 14. | ***BE FE Incremental*** – BE FE Revenue generated above established baseline | Incremental increased BE FE collections above the Baseline Period generated from in-production use of State accepted EDR Solution Compensation Deliverables including INC modified by EDR Proposed Solution minus the BE FE from New Data revenue. |
| 15. | ***PY Savings Redirected to Revenue Producing Activities*** –PIT or BE Revenue | Collections from personnel-year time savings redirected within the same business area to planned revenue producing workloads that otherwise would not be performed. |

## 7. BENEFITS

All Contractor Compensation is contingent upon the realization of Incremental Revenue Benefits. In accordance with the EDR Contract, 25 percent (25%) of EDR benefits will be allocated to the State, and the remaining 75 percent (75%) of benefits will be available for Contractor Compensation after the recoupment of State costs. The EDR Compensation Model uses a benefits based compensation approach that has the effect of more closely aligning system development with the generation of benefits. Compensation Deliverable Incremental Revenue Benefits are measured quarterly and evaluated as a part of the MPR. If revenue benefit performance levels are sufficient, Contractor Compensation is paid. The Compensation Model applies to all Contractor Compensation for all Contractor provided EDR contractual hardware, software, deliverables, and services including governance, software customization, training, knowledge transfer, warranty, and maintenance.

All Incremental Revenue Benefits are subject to State measurement using the 15 EDR Project Performance Measures, as described in Section VII.A.6.3. EDR Incremental Revenue Benefits will be measured quarterly only when Compensation Milestones have been achieved beginning with the first day of the first full month after State Acceptance of a Compensation Deliverable and ending on the last day of the Contract term. The Contract term may be extended up to two full years after the end of the EDR Contract period in order to achieve the necessary Benefits needed to fully compensate the Contractor, subject to State approval. If Benefits are not sufficient to compensate the Contractor for achievement of the Compensation Milestones in the quarter delivered, the State will continue to measure the Benefits the subsequent quarter until the amount allocated to the Compensation Milestone is paid in full, subject to the Contract terms and conditions.

## 8. RECOUPMENT OF STATE COSTS

Before any Contractor Compensation is paid, State Contract terms specify that the State must recoup one-time costs equal to the cost of State resources dedicated to the Project including wages, benefits, and Operating Expense and Equipment (OE&E);

Contractor PC and related software costs; and Independent Verification and Validation (IV&V) contract costs approved and budgeted to date. The State staffing costs subject to recoupment do not include program staffing costs.

Table VII.4 below provides total estimated State recoupment costs for Bidders to use for planning purposes. A detail breakdown of estimated State recoupment costs can be found in Exhibit VII – C. The State will make available to Bidders the final State recoupment costs no later than 45 days prior to the final proposal submittal date. These will be the final amounts used for purposes of the State recoupment computation.

Table VII.4 **Estimated State Recoupment Costs**

| | **Estimate of One-Time State Recoupment Costs[1]** | **Totals** |
|---|---|---|
| | IV&V | $ 6,480,000 |
| | Contractor PC & Related Software Costs | $ 1,094,057 |
| | EDR State Staff:<br>• EDR Project Staff Salaries, Benefits, & Related Staff OE&E<br>• BETS Overtime | $17,260,362<br>$ 136,712 |
| | **Total Estimated State Recoupment Costs** | $24,971,131 |

[1] These figures are a breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs).

The State must recoup the State recoupment costs quarterly throughout the fiscal year prior to issuing any Compensation payments to the Contractor. The State-recouped staffing costs are limited to those costs incurred from the first day of the State pay period for the month beginning with the official project start date (not the contract award date or contract sign date). The expected project start date is July 1, 2011.

## 9. PAYMENT CONDITIONS

There are two EDR Project Payment Conditions that will impact Compensation payment to the Contractor for completed Compensation Deliverables:

1) Ten percent (10%) withhold amount until full implementation of the Final EDR Solution with Final State Acceptance.

2) An additional ten percent (10%) quarterly payment withholding for an unsatisfactory rating in the quarterly Management Performance Review (MPR) until all unsatisfactory ratings are remediated.

Further details of these Payment Conditions are outlined below.

a. All Contractor Compensation payable for completed Compensation Deliverables and Milestones is subject to a ten percent (10%) withholding until Final State Acceptance of the Final EDR Solution.

b. All Contractor Compensation payable for completed Compensation Deliverables and Milestones will be further subject to a satisfactory rating on the Contractor's MPR as follows:

i. The State will conduct an MPR based on the Contractor's performance each calendar quarter within five business days of the close of the quarter beginning with the first full quarter after EDR Project start. Example: If project starts August 1, first evaluation period is for October through December.

ii. The scope of the MPR is limited to Project Management and Technical Management performance consistent with the EDR Contract, Project Management and Technical Management requirements; and Benefits management performance consistent with the Contractor's estimated benefits of the EDR Proposed Solution as identified in the Contractor prepared Worksheet-VII.A.2 - Total Performance Measure Benefits Breakdown (See Appendix A).

iii. All Contractor Compensation shall be subject to the MPR.

iv. If the Contractor receives an unsatisfactory rating for Project Management, Technical Management, or Benefits management, ten percent (10%) of the Contractor's Compensation will be withheld until the unsatisfactory rating improves to a satisfactory rating as determined in a subsequent MPR.

v. The MPR for Benefits management concerns the review of the Actual Cumulative Revenue Benefits (in the aggregate) based on all of the Performance Measures to determine if the Contractor has achieved and continues to maintain at least 70 percent (70%) of the Contractor estimated cumulative revenue benefits (in the aggregate) as provided by the Contractor in the Proposed EDR Project Payment Schedule.

vi. In the event of an unsatisfactory rating, the State shall re-conduct the MPR monthly for Project Management and Technical Management and quarterly for Benefits management performance to determine if the unsatisfactory rating has improved to a satisfactory rating. The State will have five business days after the end of the month or quarter of remediation to re-conduct the MPR. If the Contractor rating improves to satisfactory, the Compensation withheld shall be released for payment within 45 days of receipt of an approved invoice. Table VII.5 provides examples of Contractor MPR remediation and payment.

| MPR FOR QUARTER ENDING 3/31 | | | | | |
|---|---|---|---|---|---|
| **Area of Unsatisfactory MPR Score for Quarter Ending 3/31** | **Unsatisfactory Condition Remediated** | **Date MPR Re-conducted** | **Unsatisfactory Score Remediated** | **Compensation Withholding Invoice and Release Date** | **Compensation Withholding Payment Date** |
| **Technical Management** | **April 10** | **May 4** | **Yes** | **May 5** | **July 19** |
| **Project Management** | **April 10** | **May 5** | **Yes** | **May 6** | **July 20** |
| **Benefits Management[1]** | **TBD at quarter end** | **July 2** | **Yes** | **July 3** | **September 17** |

Table VII.5 **MPR Remediation and Payment**

[1]Benefits will only be measured on a regular schedule every quarter.

vii. An unsatisfactory rating for Benefits management can only be corrected by generating Actual Cumulative Revenue Benefits (in the aggregate) in the next quarter that are at least equal to 70% of the Contractor estimated cumulative revenue benefits (in the aggregate) based on the EDR Performance Measures. If any amounts withheld for an unsatisfactory rating concerning Benefits management are still pending at the end of the contract, the amounts shall be released with Final State Acceptance of the Final EDR Solution.

viii. In order for the State to give an unsatisfactory MPR rating, the State must first warn the Contractor that an unsatisfactory rating may occur in the upcoming MPR. If the MPR actually results in an unsatisfactory rating, the Contractor must deduct 10% from their quarterly invoice and the State will have five business days from the issuance of the MPR to inform the Contractor in writing of the minimum corrective actions that must be taken to achieve a satisfactory rating and release the Compensation withheld. In the event a conflict arises between the State and the Contractor regarding the MPR including Benefits management, the conflict shall first be resolved using the Conflict Resolution process in Section XI, Attachment 3, section 5.e.

The MPR Scorecard is provided in Exhibit VII-B.

## 10. PAYMENT TERMS

Contractor Compensation will be paid for all completed Compensation Deliverables contingent upon the realization of Incremental Revenue Benefits generated by the Compensation Deliverables, including the Final EDR Solution. All Compensation is subject to State invoicing rules. Twenty-five percent (25%) of the Benefits will go to the State, and the remaining 75 percent (75%) will be reduced by a recoupment of the State EDR Project costs as delineated in Section VII.A.8. This net amount will be used in the calculation to determine the quarterly payment amount which factors in available benefits, completed Compensation Deliverable Contract Amounts, and any applicable

payment amounts that may have been previously withheld. All Contractor Compensation is payable quarterly based on a calendar year (March 31, June 30, September 30, and December 31). For further details on the EDR Payment Method refer to Section VII.B and Appendix A.

# B. FINANCIAL WORKSHEETS

## 1. INTRODUCTION

This section identifies the Financial Worksheets and instructions that must be completed and used by the Bidder in preparing the EDR Project bid proposal. These worksheets cover the Bidder's Total Contract Amount bid, the amount of estimated Incremental Revenue Benefits for the Bidder's EDR Proposed Solution, the Maintenance and Operations (M&O) Contract options, and the Bidder's proposed EDR Project Payment Schedule. Appendix A contains the worksheet templates that must be used to provide this information to the State.

To provide insight into what the State is requesting from each Bidder, a set of example worksheets populated with mock information is provided in Appendix A.1. Moreover, the EDR Project Payment Schedule Example illustrates how Contractor Compensation will be calculated over the course of the Contract period and reflects all of the EDR Compensation Model Rules specified in Section VII.A.5.

Delivery and formatting instructions are provided in Section VIII. Evaluation and scoring will be calculated according to the evaluation methodology identified in Section IX.

## 2. PURPOSE

The purpose of the Financial Worksheets is to calculate and present the Bidder's proposed breakdown of the Total Contract Amount and the projected Incremental Revenue Benefits that the EDR Proposed Solution will generate on a quarterly basis. This information will feed into the EDR Project Payment Schedule (Worksheet VII.A.5), and will provide the Bidder with the ability to establish and propose a payment schedule for the State to evaluate consistent with Section IX. In addition, this section outlines the baseline data that will be used to measure EDR Incremental Revenue Benefits.

## 3. FINANCIAL WORKSHEETS - GENERAL INSTRUCTIONS

The Financial Worksheets are comprised of the following seven worksheets. These worksheets, with the exception of Worksheet VII.A.6, will be used to evaluate the Bidder's proposal consistent with Section IX.

- Worksheet VII.A.1 – EDR Project Contract Cost and Benefits Summary
- Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown
- Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown
- Worksheet VII.A.4 – Total Contract Amount Breakdown
- Worksheet VII.A.5 – EDR Project Payment Schedule
- Worksheet VII.A.6 – MPR Remediation Schedule
- Worksheet VII.A.7 – Unanticipated Tasks Labor Rates

Bidders must provide financial information for all of the components identified in the Financial Worksheets (Appendix A). Bidders must ensure that all costs necessary to provide a complete working system and solution are included in the Total Contract Amount Breakdown (Worksheet VII.A.4). Bidders must also provide all benefit projections in terms of the State identified Performance Measures and all State and Bidder identified Compensation Deliverables.

To aid Bidder's in estimating their Contract costs, the State has provided information on State resources planned for the EDR Project in *Exhibit VII – D State Staff Hours*. These resources are subject to State review and approval.

It is absolutely essential that Bidders carefully review the financial information in their Final Proposal. If a calculation error is discovered after Final Proposal submission, the State, at its sole discretion, may correct discrepancies and arithmetic errors as discussed in Section II.

## 4. FINANCIAL WORKSHEETS - DETAILED INSTRUCTIONS

The following provides a detailed explanation of each of the EDR Financial Worksheets included this section. A version of these worksheets in Microsoft Excel 2003 format and with summarizing formulae in place have been made available to Bidders in Appendix A. Bidders must ensure that correct data, including all calculations, totals, and summarizations, are provided in all worksheets submitted, regardless of any formulae provided by the State. In particular, be aware that adding additional rows to a worksheet may necessitate adding or modifying existing formulae.

### 4.1. EDR Project Contract Cost and Benefits Summary Worksheet

The EDR Project Contract Cost and Benefits Summary Worksheet reflects:

- Total Contract Amount broken down by SFY
- Total Bidder estimated benefits the State can expect to receive in additional revenue from the implementation and use of the Bidder's EDR Proposed Solution over the Contract period
- Five one-year M&O options (20 total) for each type listed below and as defined in Section VII.C.2.13:
  1. Total M&O (includes CCM and SO)
  2. Custom Code Maintenance (CCM)
  3. System Operations (SO) (includes SSS)
  4. System Software Support (SSS) only

The summary information provided should be substantiated by the supporting worksheets that the Bidder provides. Detailed instructions for completing the EDR Project Contract Cost and Benefits Summary Worksheet are outlined below.

#### 4.1.1. Worksheet VII.A.1 – Summary Worksheet Instructions

The EDR Project Contract Costs and Benefits Summary Worksheet consist of three separate tables as follows:

- **Total Contract Amount Summary** – This table includes a summary of the Bidder's Total Contract Amount spread over the Contract term. In sum, this table provides the total Contract cost including all taxes, fees, surcharges,

overhead, and warranties. The Bidder's costs needs to be a reasonable estimate of actual value of the IT goods and services being provided. Costs cannot be an advance payment.

- **Contractor Estimated Benefits Summary** – This table includes the Bidder's total estimated EDR Benefits over the term of the Contract. These benefits must reflect what the State can expect to receive in Incremental Revenue Benefits as a result of implementing the Bidder's EDR Proposed Solution and as determined by the Performance Measures. This estimate must only include the revenue estimated over and above the Baseline Period consistent with the Bidder's proposed implementation of Compensation Deliverables as reflected in Worksheet VII.A.4 – Total Contract Amount Breakdown. The Baseline Period is the immediate four calendar quarters prior to the quarter in which the Bidder's first Compensation deliverable is placed into production. This is the revenue period with which the Actual Tax Program Collection Revenue of the Measurement Period is compared to determine the Incremental Revenue Benefits.
- **Five One-year M&O Contract Options** – These tables include the cost of four different five one-year options for EDR System M&O for each maintenance type delineated above. The Options Period M&O services will be provided only if the option is exercised by the State. The option years include Calendar Years (CYs) 2016 - 2020. There are a total of twenty (20) M&O Contract options that are based on Contractor rates for M&O services. The M&O Contract options are not subject to revenue benefits funding. The State will pay for these services on a monthly basis in arrears.

Bidders are to follow the instructions below for completing each table:

Table VII.6 **Worksheet VII.A.1 – Total Contract Amount Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Contract Amount Summary | The Contract amount for each SFY and total Contract amount will be automatically populated from the information calculated in *Worksheet VII.A.4 – Total Contract Amount Breakdown*. |

Table VII.7 **Worksheet VII.A.1 – Total Estimated Benefits Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Estimated Benefits | The total estimated revenue increase over the State baseline produced by the EDR Proposed Solution for each SFY from SFY 2011/12 through Quarter 2 of SFY 2015/16 will be automatically populated from the information calculated in *Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown*. |

Table VII.8 **Worksheet VII.A.1 – Five One-Year M&O Contract Options Cost Summary Table Instructions**

| Category (Row) | Description |
|---|---|
| Total Cost of One-year Maintenance Contract Options | Enter the total maintenance costs of each one-year option for each maintenance type as outlined in Section VII.C.2.13 |

## 4.2. Benefits Breakdown Worksheets

The EDR Benefits breakdown worksheets provide the Bidder's total estimated benefits associated with the implementation of the EDR Proposed Solution. The Contractor will be compensated from the actual revenues realized based on the methodology described in the EDR Compensation Model (See Section VII.A.6).

### 4.2.1. Benefits Description

Contractor Compensation will be paid for all services and deliverables as described in Section VII.A.6.2., contingent upon the realization of revenue benefits generated by the EDR Proposed Solution, Phases or components thereof. All Contractor Compensation is contingent upon the realization of tax program collection revenue benefits greater than the tax program collection revenue benefits during the Baseline Period. All benefits are subject to State performance measurement and MPRs consistent with the approach and Performance Measures covered in subsection VII.A.6.3. Benefits include only quantitative tax program collection revenue benefits based only on the 15 EDR Performance Measures.

### 4.2.2. Benefits Calculation

EDR Benefits will be determined based on a comparison of Actual Tax Program Collection Revenue during the Measurement Period against the Actual Tax Program Collection Revenue in the corresponding calendar quarter of the Baseline Period. The Baseline Period is the immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable is placed into production. Benefits are always measured based on the Performance Measures in Section VII.A.6.4 The Measurement Period generally begins and ends with the first and last day of the next calendar quarter after the calendar quarter in which a Compensation Deliverable is placed into production. Exceptions to the general rule will concern Compensation Deliverables that impact only Audit or Filing Enforcement benefits that generally depend on Notices of Proposed Assessments. The Baseline Period is always the corresponding full calendar quarter of the Measurement Period in the immediate four calendar quarters prior to the quarter in which the first Compensation Deliverable was placed into production. Performance measurement continues into the next calendar quarter Measurement Period using the same approach so long as the Compensation Deliverables remain in production.

Only the incremental amount of Actual Tax Program Collection Revenue of the Measurement Period over the Actual Tax Program Collection Revenue of the Baseline Period will be attributed to EDR Benefits for purposes of Compensation. If Tax Program Collection Revenues decrease during a Measurement Period, the decreased amount will be offset against Benefits attributed in the next Measurement Period. The EDR Project will provide a projected tax program collection revenue baseline estimate for the EDR Contract term for Bidder consideration. The EDR projected baseline is for information only and will not be used in any way to measure Benefits or compute EDR Compensation. Bidders should do their own revenue analysis and projection. The EDR projected Tax Program Collection Revenue baseline estimate will be based on the current FTB environment, tax policies, and planned EDR Project tax program and project resources, but will not include estimated revenues that may result from pending or future legislation.

Actual Tax Program Collection Revenue is California PIT and BE income tax revenue including all annual taxpayer estimate payments, tax return remittances, Miscellaneous Tax Payments, Return Information Notice payments, and final Notice of Proposed Assessment payments including interest; plus FTB net adjustments to refunds claimed, minus interest paid on refunds processed by the FTB. Actual Tax Program Collection Revenue does not include non-tax payments such as court ordered debt payments processed by the FTB. Miscellaneous Tax Payments is California PIT and BE income tax payments processed by FTB that were made by a taxpayer after receiving a billing or collection notice from FTB such as Notice of State Income Tax Due, Income Tax Due, Final Notice, and In State and Out of State Collections Accounts Receivable payments processed by the FTB.

Table VII.9 below shows how the Baseline Period is established.

Table VII.9 **Establishing the Baseline Period**

| Measurement of Incremental Revenue Benefits | | |
|---|---|---|
| ***Compensation Deliverable Placed into Production*** | ***Measurement Period*** | ***Baseline Period*** |
| March 15, 2013 | April 1 – June 30, 2013 | April 1– June 30, 2012 |
| May 15, 2014 | July 1– Sept 30, 2014 | July 1–Sept 30, 2012 |

### 4.2.3. Worksheet VII.A.2 – Total Performance Measure Benefits Breakdown Worksheet Instructions

The Total Performance Measure Benefits Breakdown Worksheet summarizes the total Bidder estimated EDR Benefits breakdown by Performance Measure. Bidders must provide a breakdown of Benefits measured by Performance Measure reflected on a quarterly basis. The quarterly totals in this worksheet must match the quarterly totals for Worksheet VII.A. 3 - Total Compensation Deliverable Benefits Worksheet. Bidders are to follow the instructions in the table below for completing the Total Performance Measure Benefits Worksheet.

Table VII.10 **Worksheet VII.A.2 – *Total Performance Measure Benefits Worksheet Instructions***

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |
| Performance Measure | A description of the 15 Performance Measures has been provided. |
| Total Contractor Estimated Benefits Breakdown | Enter the amount of estimated revenue Benefits based on the 15 Performance Measures for each quarter. |
| Totals | The total amount of benefits by Performance Measure will be automatically calculated. |
| EDR Revenue Increase over State Baseline | The worksheet will calculate the total amount of benefits generated for each quarter during the Contract period. |
| Cumulative Revenue Increase | The worksheet will calculate the cumulative amount of Benefits generated for the Contract period to date. |

### 4.2.4. Worksheet VII.A.3 – Total Compensation Deliverable Benefits Breakdown Worksheet Instructions

The Total Compensation Deliverable Benefits Breakdown Worksheet summarizes the total Contractor estimated EDR Benefits breakdown by Compensation Deliverable. Bidders must provide a breakdown of revenue benefits by Compensation Deliverable reflected on a quarterly basis, based on the EDR Performance Measures. The quarterly totals in this worksheet must match the quarterly totals for *Worksheet VII.A. 2 - Total Performance Measure Benefits.* Bidders are to follow the instructions in the table below for completing the Total Compensation Deliverable Benefits Worksheet.

Table VII.11 **Worksheet VII.A.3 – Total Compensation Deliverable Benefits Worksheet Instructions**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| Compensation Deliverable and Milestone | A description of the ten Compensation Deliverables and Milestones has been provided. The Bidder may add up to a maximum of 20 additional Compensation Deliverables and Milestones to be achieved as a part of their EDR Proposed Solution. |
| Total Contractor Estimated Benefits Breakdown | Enter the amount of quarterly revenue benefits for a maximum of 30 Compensation Deliverables and Milestones for each quarter. |
| Totals | The total amount of benefits by Compensation Deliverable and Milestone will be automatically calculated. |
| EDR Revenue Increase over State Baseline | The worksheet will calculate the total amount of benefits generated for each quarter during the Contract period. |
| Cumulative Revenue Increase | The worksheet will calculate the cumulative amount of benefits generated for the Contract period to date. |

### 4.3. Worksheet VII.A.4 – Total Contract Amount Breakdown Worksheet Instructions

The Total Contract Amount Breakdown is the cost to the State for the EDR Proposed Solution including all taxes, fees, surcharges, overhead, and warranties. The Bidder's costs needs to be a reasonable estimate of actual value of the IT goods and services being provided. Costs cannot be advance payment.

The quarterly totals from the Total Contract Amount Breakdown feed into the EDR Project Payment Schedule. The Contractor will be compensated up to the Total Contract Amount from the Incremental Revenue Benefits based on the methodology provided in the EDR Compensation Model (See Section VII.A.6.). Bidders are to follow the instructions in the table below for completing the Total Contract Amount Breakdown Worksheet.

Table VII.12 **Worksheet VII.A.4 – Total Contract Amount Breakdown Worksheet Instructions**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| Compensation Deliverable and Milestone | A description of the ten Compensation Deliverables and Milestones has been provided. The Contractor may add up to a maximum of 20 additional Compensation Deliverables and Milestones to be achieved as a part of their EDR Proposed Solution. |
| Contractor Contract Costs | Enter the Contract Amount of those Compensation Deliverables and Milestones that have been delivered and State accepted for each quarter. |
| Totals | The total Contract Amount for all Compensation Deliverables and Milestones delivered and State accepted will be automatically calculated. |
| Total Completed Deliverables and Milestones | The worksheet will calculate the Total Completed Deliverables and Milestones amount for each quarter during the Contract period. |
| Cumulative Completed Deliverables and Milestones | The worksheet will calculate the Cumulative Completed Deliverables and Milestones amount for the Contract period to date. |

### 4.4. Payment Schedules

The EDR Project Payment Schedule will provide the basis and calculation method for determining Contractor Compensation. The purpose of the EDR Project Payment Schedule is to define the parameters relative to Contractor Compensation including Compensation Deliverable contract amount, recoupment of State costs, benefits, and Compensation payment amount.

The MPR Remediation Schedule is a supporting schedule to the EDR Project Payment Schedule that automatically calculates the remediated amount for the quarter based on the amount of the holdback attributed to each MPR area. The Contractor will be evaluated under the MPR in each of the following areas: Project Management, Technical Management, and Benefits management. If any one of the three areas is deficient, ten percent (10%) of the quarterly amount due shall be withheld until the unsatisfactory rating improves to a satisfactory rating. See Section VII.A.9.b.vi for details on the release of withheld monies.

Worksheets VII.A.5 – EDR Project Payment Schedule and VII.A.6 – MPR Remediation Schedule will automatically calculate as outlined below. The State has provided the MPR Remediation Schedule for informational purposes and as a planning tool for Bidders. It should not be submitted as a part of the Bidder's RFP response.

#### 4.4.1. Constraints

The Contractor will be paid from the Incremental Revenue Benefits produced by the Contractor's EDR Proposed Solution.

### 4.4.2. Recoupment of State Costs

The State must recoup project costs quarterly during the fiscal year prior to issuing any Compensation payments to the Contractor. State costs are equal to the cost of State resources budgeted and approved for the Project as outlined in Section VII.A.8.

### 4.4.3. Contractor Payment Calculation

The following describes the method that shall be used to determine the quarterly amount to be paid for services rendered. The net amount of Incremental Revenue Benefits generated from the EDR Proposed Solution or part thereof after the twenty-five percent (25%) State share will be used to offset State costs and determine available revenue to calculate Compensation payment to the Contractor. Total Contractor Compensation is fixed and limited to the Total Contract Amount. One hundred percent (100%) of all Contractor Compensation is contingent upon realization of Incremental Revenue Benefits as measured against the EDR Performance Measures.

### 4.4.4. Worksheet VII.A.5 – EDR Project Payment Schedule

The EDR Project Payment Schedule will calculate the Contractor quarterly Compensation payment amount based on Worksheet VII.A.2 - Total Performance Measure Benefits Breakdown and Worksheet VII.A. 4 - Total Contract Amount Breakdown quarterly amounts. These quarterly amounts will be automatically populated from the originating worksheets. The quarterly payments will automatically calculate using the method described below. The EDR Project Payment Schedule is a fully automated schedule that is based on the data provided in the supporting Benefits and Contract Amount breakdowns and the MPR Reimbursement Schedule.

Table VII.13 **Worksheet VII.A.5 – EDR Project Payment Schedule Calculation Logic**

| QUARTERLY PAYMENT CALCULATION |
|---|
| **STEP 1:** Measure the EDR revenue increase over the State Baseline on a monthly basis and compile the amount of revenue benefits generated and measured for each quarter. Populated from Worksheet VII.A.2 - Total Performance Measure Benefits Breakdown Worksheet. |
| **STEP 2:** Reduce the quarterly incremental revenue generated by the EDR Proposed Solution, or part thereof, by the 25 percent (25%) State General Fund share of the benefits to arrive at the *Net Revenue Increase*. These are the net revenue benefits available against which Contractor Compensation will be calculated. |
| **STEP 3:** Subtract quarterly State costs incurred from the *Net Revenue Increase* amount to compute the *Revenues Available for Payment*. State costs have been provided by the State. If State costs exceed revenue, a balance will be carried and used to offset revenue in the subsequent quarter(s). |
| **STEP 4:** Compare the *Total Completed Milestones* plus the *Completed* |

| QUARTERLY PAYMENT CALCULATION |
|---|
| *Milestones Carryover Amount* with the *Revenues Available For Payment* plus the *Revenues Available For Payment Carryover Amount* and take the lesser of the two in order to arrive at the *Gross Payment Amount before Payment Holdbacks*. If the completed milestones exceed revenues, the balance will be offset by revenues in the subsequent quarter(s). If revenues exceed completed milestones, a balance will be carried and used to pay against future completed milestones after State costs have been recouped. |
| **STEP 5:** Reduce the *Gross Payment Amount before Payment Holdbacks* by the ten percent (10%) *Holdback until Final State Acceptance.* If an unsatisfactory rating was earned on the quarterly MPR, reduce the *Gross Payment Amount before Payment Holdbacks* by another ten percent (10%). If any MPR holdback amounts were remediated in the current quarter reduce the Total Amount Withheld by that amount by using the MPR Remediation Schedule found in Worksheet VII.A.6, which will automatically calculate the remediated amount for the quarter. |
| **STEP 6:** Deduct the *Total Amount Withheld* from the total *Gross Payment Amount before Payment Holdbacks* to arrive at the *Total Amount to be Paid*. |
| **STEP 7:** Repeat Step 1 through 6 each Calendar Year quarter and continue until total payments to the Contractor are equal to the total Contract Amount |

The Contractor may only receive up to 90 percent (90%) of the Contract Amount prior to Final State Acceptance of the Final EDR Solution.

### 4.4.5. Worksheet VII.A.6 - MPR Remediation Schedule *(For Information Only)*

The MPR Remediation Schedule is to be used when an unsatisfactory MPR rating has occurred. It will serve as the master schedule that will feed into the EDR Project Payment Schedule to ensure that remediated amounts are properly tracked and calculated. This Worksheet serves as an example of what will occur during the Contract, and any extensions thereof, when calculating Contractor Compensation. It is being provided for informational purposes only. The Bidder does not need to complete Worksheet VII.A.6 and should not submit it as a part of their bid. Table VII.14 describes how the MPR Remediation Schedule Worksheet will be used during the Contract period.

Table VII.14 **Worksheet VII.A.6 – MPR Remediation Schedule**

| Category (Row) | Description |
|---|---|
| Line Item # | A unique sequential item number for each row has been provided. |

| Category (Row) | Description |
|---|---|
| MPR Unsatisfactory Condition Exists | If an unsatisfactory condition occurs, the box in the quarter that the condition occurred will be checked. |
| Gross Payment Amount before Payment Holdbacks | The worksheet will pre-populate this amount from the *EDR Project Payment Schedule.* |
| Unsatisfactory MPR Holdback | The worksheet will automatically calculate 10 percent (10%) of the *Gross Payment Amount before Payment Holdbacks*. |
| Technical | The amount attributed to the Technical MPR category will be entered. |
| Management | The amount attributed to the Management MPR category will be entered. |
| Benefits | The amount attributed to the Benefits MPR category will be entered. |
| Total | Check sum line. A determination will be made that the amount equals the *Unsatisfactory MPR Holdback* amount on line 3. If so, filling out the rest of the schedule will proceed. If not, MPR category amounts will need to be reentered. |
| Quarter Remediated | Remediation of MPR categories can occur in different quarters. The box in the quarter that the unsatisfactory condition is remediated for each category will be checked. |
| Checksum | Check sum line. A determination will be made that the amount equals the *Total (check sum)* amount on line 7. If not, validation will be made that only three boxes have been checked, one for each MPR category. |
| MPR Holdback Totals and Quarterly Remediated Amount | The MPR Holdback Totals and the total Quarterly Remediated Amount will be automatically calculated. |

### 4.5. Unanticipated Tasks Labor Rates Worksheet

Bidders must provide the labor rates per resource category for unanticipated tasks that may occur during the development and implementation of the EDR Proposed Solution in *Worksheet VII.A.7 – Unanticipated Tasks Labor Rates*. These rates will remain static throughout the term of the Contract. Unanticipated tasks do not include adaptive,

perfective, and corrective changes that are covered under the Section VII.C. – Cost Reasonableness Worksheets. The unanticipated tasks covered here are for additional work that must be performed that was not identified either in this RFP or the Contractor's proposal, but which, in the opinion of the FTB, is necessary for accomplishment of the project goals as defined in Section I, or as a result of approved legislation. *Section XI* details the unanticipated task process.

### 5. INVOICING

The Contractor may submit an invoice for the previous quarter upon notification from FTB that revenue benefits for the period have been calculated. FTB will calculate revenue benefits within 30 calendar days of the end of the each quarter. Payments will be made quarterly in arrears throughout the term of the Contract up to the Total Contract Amount. If a calculated benefit is negative in any quarter, that amount will be used to offset the next quarter's benefits.

## C. COST REASONABLENESS WORKSHEETS

This section defines the EDR Project Cost Reasonableness Worksheets that must be completed by the Bidder and included in each proposal. The information provided in the requested worksheets will be used to prepare the Special Project Report (SPR) and to conduct the State mandatory Cost Reasonableness Study (CRS). This information is critical and necessary for final State approval to award and initiate the Contract.

The SPR is an update to the Feasibility Study Report that must be submitted to oversight State agencies for final approval of the Contract. The CRS is used by the FTB Executive Officer to determine if Contract costs are reasonable and, ultimately, to decide whether to sign the Contract or cancel the procurement and start the process over. **The Cost Reasonableness Worksheets will not be evaluated or scored in the selection process of this RFP.** However, if the data is not provided, the Contract award and initiation will be delayed, or may be unapproved.

Cost information must be provided for the following periods:

- Total Contract Amount = Bidder's proposed costs during the EDR Project development and implementation period (SFY 2011/12 through Quarter 2 of SFY 2015/16).
- Warranty Period Costs = Bidder's proposed costs during the final 12 months of the Contract period post full implementation and acceptance of the Final EDR Solution (CY 2015).
- Five one-year M&O Contract Options = Total M&O, CCM, SO, and SSS costs for the five one-year periods post EDR Project (CYs 2016 - 2020).

### 1. COST REASONABLENESS WORKSHEETS - GENERAL INSTRUCTIONS

The Cost Reasonableness Worksheets are comprised of 23 Excel worksheets that breakdown the Contract amount into underlying costs and reflect EDR Maintenance and Operations costs. The Cost Reasonableness Worksheets are as follows:

1. Worksheet VII.B.1 – Hardware Cost
2. Worksheet VII.B.2 – Software Cost
3. Worksheet VII.B.3 – Facilities Changes
4. Worksheet VII.B.4 – Services Cost Summary
5. Worksheet VII.B.4.1 – Governance Consulting Services
6. Worksheet VII.B.4.2 – Project Management Services
7. Worksheet VII.B.4.3 – Software Customization Services
8. Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach
9. Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach
10. Worksheet VII.B.4.4 – BETS Decoupling Services
11. Worksheet VII.B.4.5 – Data Conversion Services
12. Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database
13. Worksheet VII.B.4.6 – Training Services
14. Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period
15. Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period
16. Worksheet VII.B.5 – Hot Site Costs
17. Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Cost Summary
18. Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options
19. Worksheet VII.B.6.1.1 – Five One-Year Maintenance and Operations Contract Options Custom Code Maintenance Detail
20. WorksheetVII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options
21. Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options
22. Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options
23. Worksheet VII.B.6.5 – Maintenance and Operations Contract Options Labor Rates

Cost information provided in these worksheets is under contract administration and configuration management with the exception of the following worksheets:

- Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach
- Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach
- Worksheet VII.B.4.5.1 – Data Conversion Sizing by Database

Bidders must provide costs including taxes, fees, surcharges, overhead, and warranties for all of the components identified in the Financial Section VII.B and Appendix A using the worksheets provided in Appendix B. Bidders must ensure that all costs necessary to provide a complete working system are included in the worksheets, regardless of whether or not there is a specific line item identified in the Cost Reasonableness Worksheets. The following costs, at a minimum, must be included: software development, testing, installation, data conversion, and maintenance labor; hardware acquisition, installation, and maintenance; software acquisition license, installation, and maintenance; taxes; shipping; and delivery.

It is absolutely essential that Bidders carefully review the cost elements in their Final Proposal. If a calculation error is discovered after Final Proposal submission, the State, at its sole discretion, may correct discrepancies and arithmetic errors as discussed in Section II.

## 2. COST DEFINITIONS AND WORKSHEET INSTRUCTIONS

The following provides a detailed explanation of each of the 23 worksheets included in *Appendix B – Cost Reasonableness Worksheets*.

A version of these worksheets in Microsoft Excel 2003 format, with summarizing formulae in place, will be made available to Bidders to assist them in completing the Cost Reasonableness Worksheets. However, bidders must ensure that correct data, including all calculations, totals, and summarizations, is provided in all worksheets submitted, regardless of any formulae provided by the State. In particular, be aware that adding additional rows or columns to a worksheet may necessitate adding or modifying existing formulae.

The following color coding applies to each of the 23 worksheets:

Table VII.15 **Color Coding of Cost Reasonableness Worksheets**

| Color | Significance of Color |
|---|---|
| Yellow | Column Headers – Do not input |
| Orange | Column Headers, Time Frames, and Totals – Do not input |
| White | Bidder Input |
| Green | Worksheet Calculations – Do not input |
| Gray | Do not Input |

### 2.1. Worksheet VII.B.1 – Hardware Cost Worksheet

The Hardware Cost Worksheet must include all hardware and equipment costs including installation in accordance with the EDR Requirements in Section VI. This worksheet must include all costs for the proposed hardware and equipment including taxes, fees, warranties, and installation charges necessary to make the hardware and equipment operational per the manufacturer's specifications in accordance with the requirements of Section VI through Final State Acceptance.

The Hardware Cost Worksheet summarizes total hardware costs by project SFY. Bidders are to include, as a line item (or row), all hardware costs organized by the environment for which the hardware is being procured (development, test, pre-production, production, training, and system transition) in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Hardware Cost Worksheet:

Table VII.16 **Worksheet VII.B.1 – Hardware Cost Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Description | Enter a description of the hardware and equipment. Include as a separate row, ongoing cost of items procured in a prior fiscal year. |
| Phase | Select the phase for which the hardware is procured from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the hardware is procured from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Environment Supported | Select the environment that the designated hardware supports from the drop down box. The possible selections are: development, testing, pre-production, production, training, and system transition. |
| Model or Part Number | Enter the Manufacturer's Model or Part Number. |
| Manufacturer | Enter the name of the Manufacturer. |
| Total Cost Per Item | Enter the unit price including taxes, fees, surcharges, overhead, and warranties for the cost of one item. |
| Quantity | Enter the quantity to be purchased of each item (row). |
| Total Hardware | The worksheet will automatically multiply the *Total Cost Per Item* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all hardware costs for each SFY. |

### 2.2. Worksheet VII.B.2 – Software Cost Worksheet

The Software Cost Worksheet must include all Software costs for the EDR Proposed Solution in accordance with the EDR Requirements in Section VI. This worksheet must also include all costs for maintaining the proposed software, licenses, and automated tools in accordance with the requirements of Section VI. The Software Cost Worksheet must include all software for the EDR Proposed Solution, including licenses for 8,000 concurrent internal users and an unlimited number of external users.

The Software Cost Worksheet summarizes total software costs by Project SFY 2011/12 through 2015/16. Bidders must include, as a line item (or row), all software costs organized by the environment for which the software is being procured (development, test, pre-production, production, training, and system transition) in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Software Cost Worksheet:

Table VII.17 **Worksheet VII.B.2 – Software Cost Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Description | Enter a description of the software, license, or automated tool. Include as a separate row, ongoing cost of items procured in a prior fiscal year. |
| Phase | Select the phase for which the software is procured from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the software is procured from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Environment Supported | Select the environment that the designated software supports from the drop down box. The possible selections are: development, test, pre-production, production, training, and system transition. |
| Item or Model Number | Enter the Manufacturer's Item or Model Number. |
| Manufacturer | Enter the name of the Manufacturer. |
| Version Number | Enter the version number of the software to be procured. |
| License Type | Enter the type of license of the software to be procured. Indicate whether the license is for internal or external users, and whether it is perpetual, unlimited, or limited. |
| Are upgrades included? | Enter "Yes" if upgrades are included, "No" if upgrades are not included. |
| Total Cost Per Item | Enter the unit price including taxes, fees, surcharges, overhead, and warranties for one item. |

| Column | Description |
|---|---|
| Quantity (Licenses) | Enter the quantity to be purchased of each item (row). |
| Total Software | The worksheet will automatically multiply the *Total Cost Per Item* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all software costs for each SFY. |

### 2.3. Worksheet VII.B.3 – Facilities Changes Worksheet

The Facilities Changes Worksheet must include all facilities changes required to implement the EDR Proposed Solution in accordance with the EDR Requirements in Section VI. This worksheet must also include all costs for facilities changes regardless of responsible party (See Section XI, Attachment 3) in accordance with the EDR Requirements in Section VI.

The Facilities Changes Worksheet summarizes total facilities changes costs by Project SFY 2011/12 through 2015/16. Bidders must include, as a line item (or row), all facilities changes in the appropriate SFY table. Bidders must follow the instructions in the table below for completing the Facilities Changes Worksheet:

Table VII.18 **Worksheet VII.B.3 – Facilities Changes Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Change Category | Select the change category from the drop down box. The possible selections are: Wiring or Cable (Data), Electrical, Structure Air (Climate Control), Floor (Raised), Rack UPS, Network or SAN, Server – Upgrade or Replacement, Server – New, Disk Storage, Tape Storage, Onsite Back-up and Recovery, Offsite Back-up and Recovery, Printers (Mainframe) |
| Description | Enter a description of the facilities changes. The description should include details of the change so that it is sufficiently depicted including size, materials, location, etc. |
| Phase | Select the phase for which the facility change is needed from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Party Responsible for Change | Select the party responsible for the change from the drop down box. The possible selections are: State or Contractor. |

| Column | Description |
|---|---|
| Cost or Rate Per Change | Enter the cost or the rate for the change including taxes, fees, surcharges, overhead, and warranties, for wiring or cable (data) use a labor rate of $50 per hour, for all other State labor rates use $56 per hour. |
| Quantity | Enter the number of units or hours depending on the type of cost. |
| Total Cost | The worksheet will automatically multiply the *Cost or Rate Per Change* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all costs for each SFY. |

### 2.4. Worksheet VII.B.4 – Services Costs Worksheet Summary

The Services Costs Worksheets must include all Bidder service costs for the EDR Proposed Solution in accordance with the EDR Requirements of Section VI. All costs for items that do not fall under any other category of Contractor cost (such as, hardware, software, or facilities changes) are defined as "other" costs and should be built into the hourly labor rates included in these worksheets. All Services Costs Worksheets will automatically be summarized in Worksheet VII.B.4 - Services Cost Summary.

### 2.5. Worksheet VII.B.4.1 – Governance Consulting Services Worksheet Instructions

The Governance Consulting Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Governance Consulting Services Worksheet:

Table VII.19 **Worksheet VII.B.4.1 – Governance Consulting Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |

| Column | Description |
|---|---|
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.6. Worksheet VII.B.4.2 – Project Management Services Worksheet Instructions

The Project Management Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Project Management Services Worksheets:

Table VII.20 **Worksheet VII.B.4.2 – Project Management Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.7. Worksheet VII.B.4.3 – Software Customization Services Worksheet Instructions

The Software Customization Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Software Customization Services Worksheet:

Table VII.21 **Worksheet VII.B.4.3 – Software Customization Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.7.1. Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach Worksheet

The Fast Function Points Sizing Approach Worksheet must size and cost the EDR Proposed Solution by the Fast Function Points (FFP) approach. This worksheet must reflect all costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI, broken out by Project phase (PIT RPS or BE RPS) and system component.

Bidders must include all components by Project phase and component, FFP detail breakdowns, environmental parameters, and associated costs. Bidders must follow the instructions in the table below for completing the Fast Function Points Sizing Approach Worksheets:

Table VII.22 **Worksheet VII.B.4.3.1 – Fast Function Points Sizing Approach Worksheets Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Number of Tables | Enter the number of tables utilized by the EDR Proposed Solution for EDW, EOD, and any other solution component. |
| Number of Reports | Enter the number of static reports that the EDR Proposed Solution will produce. |
| Number of Screens | Enter the number of user interface screens that will be developed for the EDR Proposed Solution. |
| Number of Logical Interfaces | Enter the number of interfaces in the EDR Proposed Solution. |
| Number of Web Methods | Enter the number of Web methods used for the common services in the EDR Proposed Solution. |
| Lifecycle Type | Enter the type of Lifecycle proposed for the project, for example, iterative or sequential. |

| Column | Description |
|---|---|
| Documentation Standard | Enter the type of Documentation Standard proposed for the project for example, J- Std-16 or IEEE Section 12200. |
| Primary Development Language | Enter the type of Primary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Secondary Development Language | Enter the type of Secondary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Cost | Enter the cost of the development phase and component including taxes, fees, surcharges, overhead, and warranties. |
| Total Number of Fast Function Points | The worksheet will automatically compute the total number of Fast Function Points. |
| Total Project Cost | The worksheet will automatically compute the total costs. |

### 2.7.2. Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach Worksheet

The Use Case Methods Sizing Approach Worksheet must size and cost the EDR Proposed Solution by the Use Case Methods (UCM) approach. This worksheet must reflect all costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI, broken out by Project phase (PIT RPS or BE RPS) and system component.

The Use Case Methods Sizing Approach Worksheet sizes the effort of the EDR Project scope by Use Case Methods. Bidders must include all components by Project phase and component, UCM detail breakdowns, environmental parameters, and associated costs. Bidders must follow the instructions in the table below for completing the Use Case Methods Sizing Approach Worksheet:

Table VII.23 **Worksheet VII.B.4.3.2 – Use Case Methods Sizing Approach Worksheets Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Number of High Level Use Cases | Enter the estimate of the number of high level use cases that will be used to design and develop the EDR Proposed Solution. |
| Number of Detailed Use Cases | Enter the number of detailed level use cases that will be used to design the EDR Proposed Solution. |
| Lifecycle Type | Enter the type of Lifecycle proposed for the project, such as iterative. |
| Documentation Standard | Enter the type of Documentation Standard proposed for the project, for example, J- Std-16 or IEEE Section 12200. |
| Primary Development Language | Enter the type of Primary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Secondary Development Language | Enter the type of Secondary Development Language proposed for the project, for example, JAVA, SQL, or .NET. |
| Cost | Enter the cost of the development phase and component including taxes, fees, surcharges, overhead, and warranties. |
| Total Number of Use Cases | The worksheet will automatically compute the total number of Use Cases. |
| Total Project Cost | The worksheet will automatically compute the total costs. |

### 2.8. Worksheet VII.B.4.4 – BETS Decoupling Services Worksheet Instructions

The BETS Decoupling Services Worksheet summarizes total services costs for decoupling BETS by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the BETS Decoupling Services Worksheet:

Table VII.24 **Worksheet VII.B.4.4 – BETS Decoupling Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.9. Worksheet VII.B.4.5 – Data Conversion Services Worksheet Instructions

The Data Conversion Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Data Conversion Services Worksheet:

Table VII.25 **Worksheet VII.B.4.5 – Data Conversion Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |

| Column | Description |
|---|---|
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.9.1. Worksheet VII.B.4.5.1– Data Conversion Sizing by Database Worksheet

The Data Conversion Sizing by Database Worksheet must include all data conversion costs necessary to develop and implement the EDR Proposed Solution in accordance with the requirements of Section VI. This worksheet must include all costs by Project phase (PIT RPS or BE RPS), system component, and conversion effort.

The Data Conversion Sizing by Database Worksheet summarizes the data conversion effort that needs to take place to implement the EDR Proposed Solution. Bidders must include all components by Project phase, component, data source file converted, conversion detail, and associated costs. Bidders must follow the instructions in the table below for completing the Data Conversion Sizing by Database Worksheet:

Table VII.26 **Worksheet VII.B.4.5.1– Data Conversion Sizing by Database Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the sizing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |
| Component | Select the component for which the sizing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Database or Source File Converted | Enter the name of the database or source file to be converted. |
| Number of Tables or Files | Enter the number of database tables or files to be converted. |

| Column | Description |
|---|---|
| Number of Columns | Enter the number of database columns to be converted. |
| Number of Records | Enter the number of database records to be converted. |
| Cost | Enter the cost to convert the database including taxes, fees, surcharges, overhead, and warranties. |
| Total Conversion Numbers | The worksheet will automatically sum the total conversion numbers. |
| Total Conversion Cost | The worksheet will automatically sum the individual database conversion costs to arrive at the total conversion cost. |

### 2.10. Worksheet VII.B.4.6 – Training Services Worksheet Instructions

The Training Services Worksheet summarizes total services costs by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the term of the Contract. Bidders must follow the instructions in the table below for completing the Training Services Worksheet:

Table VII.27 **Worksheet VII.B.4.6 – Training Services Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |

| Column | Description |
|---|---|
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.11. Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period Worksheet Instructions

The Maintenance and Operations Services for the Transition Period Worksheet summarizes total services costs required during the Transition Period to keep operational all of the implemented functions of the EDR Proposed Solution consistent with Section VI and Section XI. Services costs are to be provided by phase, total number of hours, and by SFY. Bidders must include, as a line item (or row), the role of each staff resource that will be used during the Transition Period. Bidders must follow the instructions in the table below for completing the Maintenance and Operations Services for the Transition Period Worksheet:

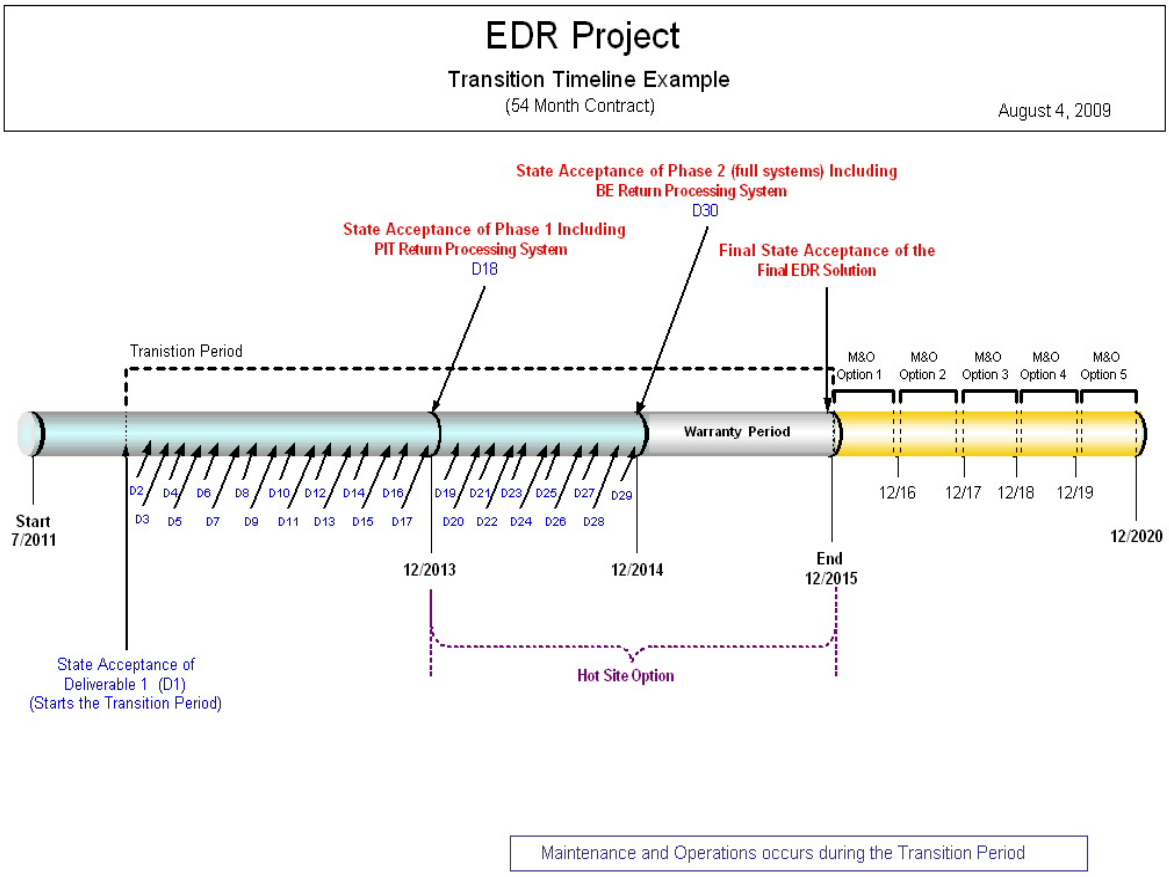
Table VII.28 **Worksheet VII.B.4.7 – Maintenance and Operations Services for the Transition Period Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |

| Column | Description |
|---|---|
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, or Staff Tester. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the entire Contract term. The total hours are fixed for the duration of the Contract. |
| SFY 2011/12 | Enter the cost of the proposed staff resource for SFY 2011/12 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2012/13 | Enter the cost of the proposed staff resource for SFY 2012/13 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2013/14 | Enter the cost of the proposed staff resource for SFY 2013/14 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2014/15 | Enter the cost of the proposed staff resource for SFY 2014/15 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| SFY 2015/16 | Enter the cost of the proposed staff resource for SFY 2015/16 by quarter including taxes, fees, surcharges, overhead, and warranties. |
| Total Services | The worksheet will automatically sum the services costs by phase and SFY. |

### 2.11.1. Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period Worksheet

In addition to the Maintenance and Operations Services costs, there may be other costs during the Transition Period for maintenance and operations. The Transition Period begins with the State Acceptance of the first Deliverable and continues until Final State Acceptance of the Final EDR Solution as illustrated below (detailed illustration in Bidders' Library, EDR Project Transition Timeline Example).




The Custom Code Maintenance for the Transition Period Worksheet lists the costs associated with ongoing changes to custom software during the Transition Period.

The Custom Code Maintenance for the Transition Period Worksheet is divided into SFYs. For each SFY Bidders must follow the instructions in the table below for completing the Custom Code Maintenance for the Transition Period Worksheet:

Table VII.29 **Worksheet VII.B.4.7.1 – Custom Code Maintenance for the Transition Period Worksheet**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Phase | Select the phase for which the costing detail is provided from the drop down box. The possible selections are: Phase 1, Personal Income Tax Return Processing System (PIT RPS), or Phase 2, Business Entity Return Processing System (BE RPS). |

| Column | Description |
|---|---|
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes for the EDR Proposed Solution for the SFY. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type*. |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.12. Worksheet VII.B.5 – Hot Site Costs Worksheet

The Hot Site Costs Worksheet must include all costs required to operate the EDR Proposed Solution at a Hot Site in case of a disaster recovery or disaster recovery exercise in accordance with the requirements of Section VI. The costs must include all hardware, software, and services required to queue-up the EDR Proposed Solution so

that FTB operations and systems can be restored in the event of a disaster. Bidders must follow the instructions in the table below for completing the Facilities Changes Worksheet:

Table VII.30 **Worksheet VII.B.5 – Hot Site Costs Worksheet Instructions**

| Column | Description |
|---|---|
| Line Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware, Software, or Service | Select the type of cost for the Hot Site. The possible selections are: Hardware, Software, or Service. |
| Description | Enter a description of the Hot Site Costs. The description should include details of the Hot Site so that it is sufficiently depicted. |
| Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, E-gateway, Imaging or Data Capture, or Common Services. |
| Environment | Select the environment that the Hot Site supports from the drop down box. The possible selections are: Mainframe, Input System, Network, or Distributed. |
| Location | Enter a location: “onsite”, “offsite”, or specific location if known. |
| Cost | Enter the cost including taxes, fees, surcharges, overhead, and warranties. |
| Quantity | Enter the quantity needed. |
| Total Cost | The worksheet will automatically multiply the *Cost* by the *Quantity* specified for each item (row). The worksheet will also automatically sum all costs for each SFY. |

## 2.13. Worksheet VII.B.6 – Five One-Year Maintenance and Operations Contract Options Worksheet Summary

The Five One-Year Maintenance and Operations Contract Options Cost Worksheets must include all costs necessary to provide five one-year system M&O options for the maintenance types below. The bids for all M&O options must include the costs to continue all of the software and licenses listed on worksheet VII.B.2 in accordance with the definition of the M&O type below.

1. Total M&O (includes CCM and SO) *(Worksheet VII.6.1)*
2. Custom Code Maintenance (CCM) *(Worksheet VII.6.2)*
3. System Operations (SO) (includes SSS) *(Worksheet VII.6.3)*

4. System Software Support (SSS) only *(Worksheet VII.6.4)*

The definitions below should be used in determining the option amount bid to the State:

Maintenance and Operations - The services provided to run, fix and perform routine actions to keep the Final EDR Solution including the Phases and Components thereof in working order or to prevent or solve problems consistent with the EDR Requirements including Custom Code Maintenance (CCM) and System Operations (SO). These services also include the related processes including change request management, configuration change management, release and deployment management, knowledge management, installation and defect management activities related to changes planned and executed to maintain the Final EDR Solution including the Phases and Components

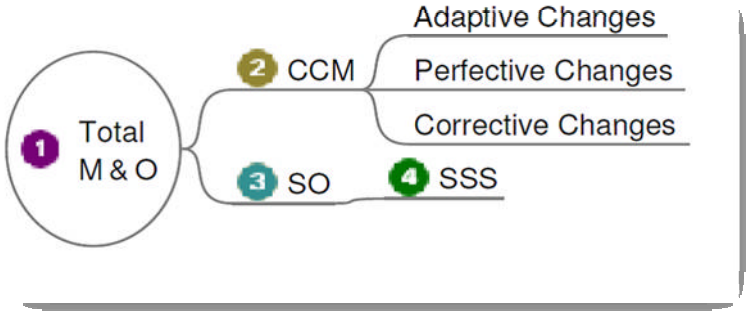
Custom Code Maintenance - Software or technical configuration changes required to keep the Final EDR Solution, Phases or Components thereof in operational order and meeting the original design objectives including the EDR Requirements. These changes include three types: Adaptive, Perfective and Corrective.

System Operations - Those services performed necessary to run the Final EDR Solution, Phases or Components. These services at a minimum include system monitoring, recovery and backup; capacity planning; distributed systems management and administration; operating systems management; database administration and management; distributed storage management; help desk; incident and problem management; network management; asset management; hardware and software technical support (such as PC, printer, server, and installations and upgrades); security upgrades; System Software Support; and running batch jobs consistent with the EDR Requirements.

System Software Support - The services performed to manage all COTS Software including application, operating, database and network Software comprising the Final EDR Solution, Phases or Components including at a minimum management of all related licensing, administration and configuration change management and security.

The figure below depicts the relationship between the various types of M&O options.

Figure VII.3 Relationship of M&O Options Types



The State may elect to exercise any of the options or combination of options outlined in the Table VII.31 below. Section XI, Attachment 3, section 6 describes the conditions under which M&O options may be elected over the five-year period that the M&O options cover. All M&O during the Options Period is subject to work authorization and change control board approval consistent with Section XI.C.4 and D.5. Payment will be made for services authorized and performed up to any maximum amount.

Table VII.31 **Exercising M&O Options**

| Exercising M&O Options | | |
|---|---|---|
| **M&O Option** | **Individually** | **Possible Combinations** |
| **Total M&O** | X | N/A |
| **CCM** | X | CCM with SSS |
| **SO** | X | N/A |
| **SSS** | X | SSS with CCM |

Bidder M&O services in the Options Period for all four M&O types listed above must be consistent with Section VI and Section XI, with only the exceptions outlined below. Otherwise, M&O for the Options Period is the same as for the Transition Period specified in the Contract and as further defined in the State accepted Service Transition Plan (MRD049) and the State accepted Service Operations Plan (MRD 59).

The exceptions are:

a) State will assume Asset and Configuration Management as defined in Section VI and as further defined in the State accepted Asset and Configuration Management Plan (MRD010).

b) State will assume hardware and software installation responsibilities as defined in Section VI and as further the Hardware and Software Installation Plan (MRD017).

c) MRD maintenance and operations transition deliverables required during the Transition Period are not required during the Options Period,

d) The M&O Contract Options for the Options Period are not subject to revenue benefits funding.

e) The State will pay for the M&O Contract Options exercised during the Options Period on a monthly basis in arrears.

The bidder may assume the following annual State Resources, in Personnel Year (PY), when bidding each option:

- When bidding Total M&O: State resources equal 0 PY
- When bidding CCM: State resources equal 20 PY for SO and 0 PY for CCM
- When bidding SO: State resources equal 20 PY for CCM and 0 PY for SO

- When bidding SSS: State resources equal 20 PY for CCM and SO and 0 PY for SSS

Personnel Year is one budgeted full time state employee position, equal to 1,749 direct working hours.

Worksheet VII.B.6 is a summary worksheet linked to the detailed M&O contract options worksheets. Bidders are not to input on the summary worksheet. The Five One-Year Maintenance and Operations Contract Options Worksheets are separated into four distinct worksheets, one for each of the option types as referenced above.

## 2.14. Worksheet VII.B.6.1 – Five One-Year Maintenance and Operations Contract Options Worksheet Instructions

The Five One-Year Total Maintenance and Operations Contract Options Worksheet is divided into five separate one-year options. Maintenance and Operations costs in this worksheet are the total costs for the Total M&O option for each year. Bidders must follow the instructions in the table below for completing the Five One-Year Total Maintenance and Operations Contract Options Worksheets:

Table VII.32 **Worksheet VII.B.6.1 – Five One-Year Total Maintenance and Operations Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware | |
| Description | Describe System Operations hardware maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Hardware Costs | Enter the estimated hardware cost including taxes, fees, surcharges, overhead, and warranties. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |

| Column | Description |
|---|---|
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Hardware*, *Software*, and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

### 2.15. Worksheet VII.B.6.1.1 – Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet Instructions

The Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet is a sub schedule of the Five One-Year Total Maintenance and Operations Contract Options Worksheet, VII.B.6.1. This schedule details the costs associated with the Adaptive, Perfective and Corrective changes associated with the Custom Code in the Final EDR Solution that are part of the Total M&O Option costs in Worksheet VII.B.6.1. The Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet is divided into five separate one-year options. The Custom Code Maintenance for any option year shall not exceed 65,000 hours, if the bid exceeds

this amount it will be rejected. Bidders must follow the instructions in the table below for completing Worksheet VII.B.6.1.1:

Table VII.33 **Worksheet VII.B.6.1.1 – Five One-Year Total Maintenance and Operations Contract Options Custom Code Maintenance Detail Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution for each option year. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |

| Column | Description |
|---|---|
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type.* |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.16. Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options Worksheet Instructions

The Five One-Year Custom Code Maintenance Contract Options Worksheet details only the costs for the State Option for CCM. It is divided into five separate one-year options. The Custom Code Maintenance for any option year shall not exceed 65,000 hours, if the bid exceeds this amount it will be rejected. Bidders must follow the instructions in the table below for completing the Five One-Year M&O Contract Options for Custom Code Maintenance Worksheet:

Table VII.34 **Worksheet VII.B.6.2 – Five One-Year Custom Code Maintenance Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Material (Hardware / Software) | Enter the description of the material (hardware or software). |
| Cost | Enter the estimated cost of the material, including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Adaptive Hours | Enter the number of estimated Hours to make Adaptive Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution for each option year. |
| Cost | Enter the estimated cost for the Adaptive Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Perfective Hours | Enter the number of estimated Hours to make Perfective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |

| Column | Description |
|---|---|
| Cost | Enter the estimated cost for the Perfective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Estimated Corrective Hours | Enter the number of estimated Hours to make Corrective Changes (as defined in Section XI, IT General Provisions for the EDR Project) for the EDR Proposed Solution each option year. |
| Cost | Enter the estimated cost for the Corrective Changes including taxes, fees, surcharges, overhead, and warranties. |
| Total Costs | The worksheet will automatically compute *Total Costs* per line number. |
| Total Number of Hours by Type | The worksheet will automatically compute *Total Number of Hours by Type.* |
| Total Cost by Type | The worksheet will automatically compute *Total Cost by Type* and the total of all three types. |

### 2.17. Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options Worksheet Instructions

The Five One-Year System Operations Contract Options Worksheet details only the costs for the State Option for SO maintenance. It is divided into five separate one-year options. Bidders must follow the instructions in the table below for completing the Five One-Year Maintenance and Operations Contract Options for System Operations Worksheet:

Table VII.35 **Worksheet VII.B.6.3 – Five One-Year System Operations Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Hardware | |
| Description | Describe System Operations hardware maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |

| Column | Description |
|---|---|
| Hardware Costs | Enter the estimated hardware cost including taxes, fees, surcharges, overhead, and warranties. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Hardware*, *Software*, and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

## 2.18. Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options Worksheet Instructions

The Five One-Year System Software Support Contract Options Worksheet details only the costs for the State Option for SSS maintenance. It is divided into five separate one-year options. Bidders must follow the instructions in the table below for completing the Five One-Year Maintenance and Operations Contract Options for System Software Support Worksheet:

Table VII.36 **Worksheet VII.B.6.4 – Five One-Year System Software Support Contract Options Worksheet Instructions**

| Column | Description |
|---|---|
| Item # | Sequential number of listed items. If rows are added continue the sequential numbering. |
| Software | |
| Description | Describe System Operations software maintenance. |
| EDR Component | Select the component for which the costing detail is provided from the drop down box. The possible selections are: PIT RPS, BE RPS, EDW, Common Services including TPF, or BETS Decoupling. |
| Software Costs | Enter the estimated software cost including taxes, fees, surcharges, overhead, and warranties. |
| Services | |
| Resource Role | Select the project role of the proposed staff resource from the drop down box. The possible selections are: Planning Consultant, Project Architect, Architect, Project Manager, System Development Team Lead, Senior Developer, Staff Developer, System Testing Team Lead, Senior Tester, Staff Tester, or Trainer. |
| Function | Select the function for each resource from the drop down box. The possible selections are: Governance Consulting Services, Project Management, Software Customization, BETS Decoupling, Data Conversion, Training, or System Transition. |
| Hourly Rate | Enter the hourly rate the State will be charged for the proposed staff resource including taxes, fees, surcharges, overhead, and warranties. The hourly rate will be fixed for the duration of the Contract. |
| Total Hours | Enter the total hours the proposed staff resource will work for the option term. |

| Column | Description |
|---|---|
| Total Resource Costs | The worksheet will automatically multiply the *Hourly Rate* by the *Total Hours* for each row. |
| Subtotal | The worksheet will automatically calculate the totals for *Software* and *Services*. |
| Total | The worksheet will automatically calculate the total by option year. |

### 2.19. Worksheet VII.B.6. – Maintenance and Operations Contract Options Labor Rates

The Maintenance and Operations Contract Options Labor Rate Worksheet is used to detail the rate per labor hour for the resource roles provided in the options. These rates will remain static throughout the option period. Bidders must follow the instructions in the table below for completing the Maintenance and Operations Contract Options Labor Rates Worksheet:

Table VII.37 **Worksheet VII.B.6.5 – Maintenance and Options Contract Options Labor Rates Worksheet Instructions**

| Column | Description |
|---|---|
| Resource Role | This is the list of Resource Roles that may have been selected in the M&O Contract Options Worksheets. The list is static and may not be changed. |
| Rate per Labor-Hour | Enter the rate charged per hour for each Resource Role listed |
| Average Rate Per Labor-Hour by Category | The worksheet will calculate the Average Rate per Labor-Hour for each Category; Development and Planning. |

# Exhibit VII - A
# EDR Project Compensation Model Example

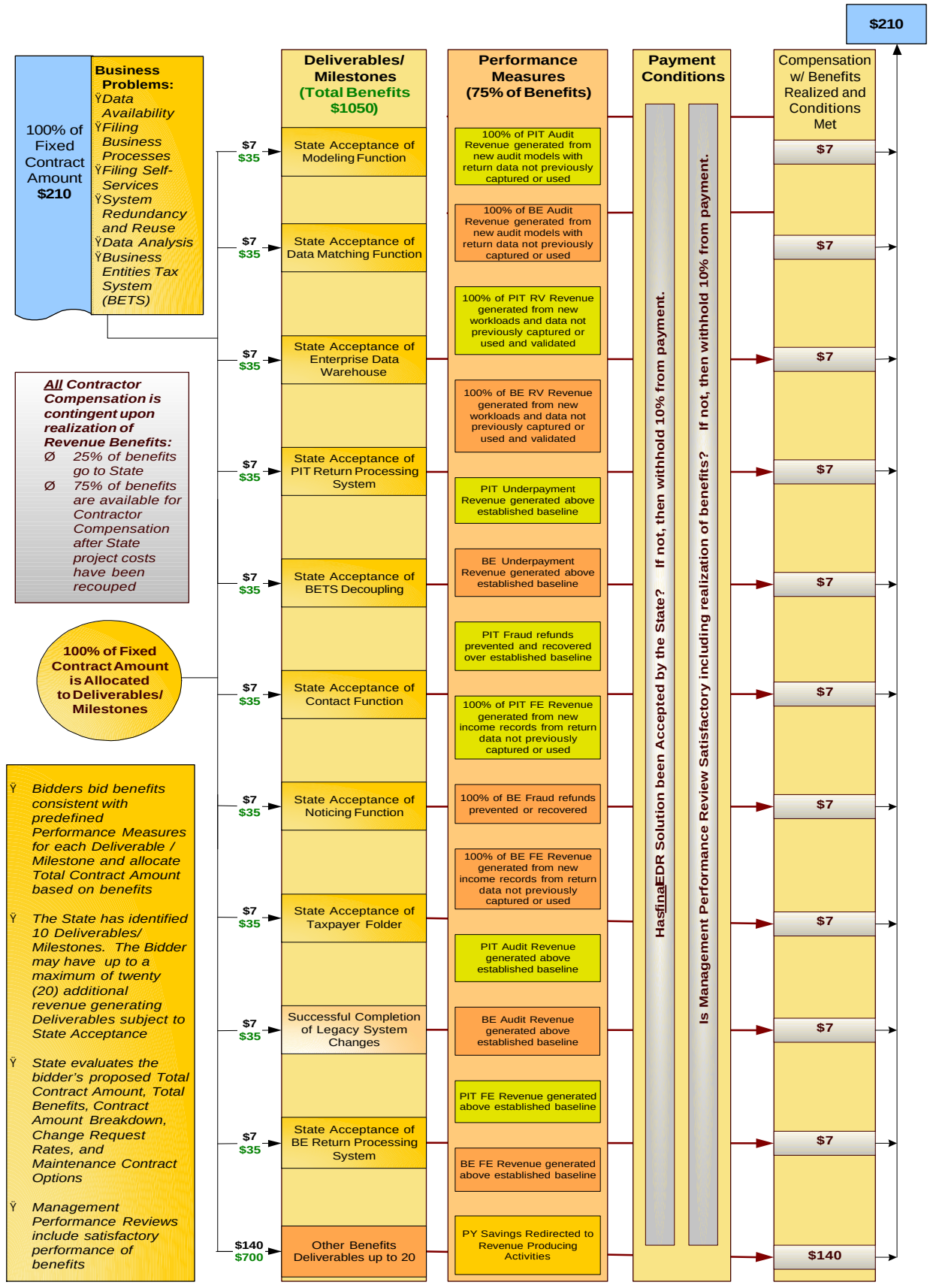


**Exhibit VII – B**
**Management Performance Review (MPR) Scorecard**

| EDR | **Management Performance Review Scorecard** |
|---|---|

| | |
|---|---|
| **Review No.** | |
| **Measurement Period:** | |
| **Date Completed:** | |

**Life Cycle Phase: Project Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Schedule Management | Are tasks and deliverables completed according to schedule? | | | |
| Scope Management | Are unanticipated tasks and costs managed consistent with the SOW and the State Project Management Plan? | | | |
| Issue Management | Are issues identified and resolved in a timely and cooperative manner? | | | |
| Staff Management | Are lead personnel responsive, available, and demonstrating requisite skills? Is Staff turnover managed? | | | |
| Quality Management | Are deliverables (for example, Project Management Plan, System Engineering Management Plan) developed and completed consistent with the SOW, DID acceptance criteria and process for developing deliverables? | | | |

**Life Cycle Phase: Technical Management including Implementation and Service Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Schedule Management | Are tasks and deliverables completed according to schedule? | | | |
| Issue Management | Are problems identified and resolved in a timely and cooperative manner? | | | |
| Staff Management | Are lead personnel responsive, available, and demonstrating requisite skills? Is Staff turnover managed? | | | |
| Quality Management | Are services executed consistent with the SLAs? Are solution deliverables developed consistent with the System Engineering Management Plan? Is system performance consistent with the SLOs? | | | |

**Life Cycle Phase: Benefit Management**

| Attribute | Item | S | U | Score |
|---|---|---|---|---|
| Benefits Management | Are actual benefits realized at least 70% of planned revenues per payment schedule? | | | |

| | | | |
|---|---|---|---|
| **Payment Ratio**<br>**If Score less than 10 then withhold 10% of Compensation Payment** | | **Total Score** | |

| EDR | **Management Performance Review Scorecard** |
|---|---|

| | |
|---|---|
| **Review No.** | |
| **Measurement Period** | |
| **Date Completed:** | |
| **Exception Rating** (Unsatisfactory) | |

| | | | | | |
|---|---|---|---|---|---|
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| **Life Cycle Phase:** | | **Attribute:** | | **Rating:** | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

# Exhibit VII – C
# State Recoupment Costs

| | One-Time State Recoupment Costs[1] | Total State Recoupment Costs | | | | | | | | | | | | | | | | | | Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Fiscal Year | FY 2011/2012 | | | | FY 2012/2013 | | | | FY 2013/2014 | | | | FY 2014/2015 | | | | FY 2015/2016 | | |
| Line # | Fiscal Quarter | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | Q3 3/31 | Q4 6/30 | Q1 9/30 | Q2 12/31 | |
| 1 | IV&V | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $360,000 | $6,480,000 |
| 2 | Contractor PC & Related Software Costs | $79,833 | $79,833 | $79,833 | $79,834 | $21,881 | $21,881 | $21,881 | $21,880 | $171,800 | $171,800 | $171,800 | $171,801 | | | | | | | $1,094,057 |
| 3 | EDR State Staff: | | | | | | | | | | | | | | | | | | | $0 |
| 4 | EDR Project Staff Salaries, Benefits, & Related Staff OE&E | $1,685,764 | $1,685,764 | $1,685,764 | $1,685,763 | $1,618,867 | $1,618,867 | $1,618,868 | $1,618,868 | $866,870 | $866,870 | $866,870 | $866,869 | $143,589 | $143,589 | $143,590 | $143,590 | | | $17,260,362 |
| 5 | BETS Overtime | $15,877 | $15,877 | $15,877 | $15,877 | $9,150 | $9,150 | $9,151 | $9,151 | $9,150 | $9,150 | $9,151 | $9,151 | | | | | | | $136,712 |
| 31 | **Total State Recoupment Costs** | $2,141,474 | $2,141,474 | $2,141,474 | $2,141,474 | $2,009,898 | $2,009,898 | $2,009,900 | $2,009,899 | $1,407,820 | $1,407,820 | $1,407,821 | $1,407,821 | $503,589 | $503,589 | $503,590 | $503,590 | $360,000 | $360,000 | $24,971,131 |
| 31 | **Cumulative State Recoupment Costs** | $2,141,474 | $4,282,948 | $6,424,422 | $8,565,896 | $10,575,794 | $12,585,692 | $14,595,592 | $16,605,491 | $18,013,311 | $19,421,131 | $20,828,952 | $22,236,773 | $22,740,362 | $23,243,951 | $23,747,541 | $24,251,131 | $24,611,131 | $24,971,131 | |

Notes:
[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). These costs are estimates of the EDR Project One-Time State Recoupment Costs and will be updated with final cost amounts per Section VII.A.8.

# Exhibit VII – D
# State Staff Hours

| Total State Staff Hours[1] For FY 2011/2012 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 21,559 | 25,363 | 12.3 | 14.5 | 25% | 25% | 50% | | |
| 3 | Development[3] | 40,140 | 47,223 | 23.0 | 27.0 | 50% | 50% | | | |
| 4 | BETS Decoupling | 13,380 | 15,741 | 7.7 | 9.0 | 33% | 33% | | 34% | |
| 5 | Data Conversion | 26,760 | 31,482 | 15.3 | 18.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 1,360 | 1,600 | 0.8 | 0.9 | | | | 100% | |
| 8 | PASS | 12,113 | 14,250 | 6.9 | 8.1 | | | | 100% | |
| 9 | INC | 0 | | 0.0 | | | | | 100% | |
| 10 | ARCS | 5,635 | 6,629 | 3.2 | 3.8 | | | | 100% | |
| 11 | TI | 2,496 | 2,937 | 1.4 | 1.7 | | | | 100% | |
| 12 | BETS | 2,927 | 3,443 | 1.7 | 2.0 | | | | 100% | |
| 13 | WASS | 743 | 874 | 0.4 | 0.5 | | | | 100% | |
| 14 | *Legacy System Totals* | 25,273 | 29,733 | 14.5 | 17.0 | | | | | |
| 15 | Imaging | 31,220 | 36,729 | 17.9 | 21.0 | 20% | 25% | | 55% | |
| 16 | M&O[4] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 17 | **Total Project Staff** | 158,330 | 186,271 | 90.5 | 106.5 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 21 | Reactive | 0 | 0 | 0.0 | | | | | | |
| 22 | Proactive | 0 | 0 | 0.0 | | | | | | |
| 23 | *ARM Total* | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 0 | 0 | 0.0 | | | | | | |
| 28 | Data Capture | 0 | 0 | 0.0 | | | | | | |
| 29 | Business Services | 1,487 | 1,749 | 0.9 | 1.0 | | | | | |
| 30 | *Filing and AdminTotal* | 114,472 | 134,673 | 65.5 | 77.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 22,300 | 26,235 | 12.8 | 15.0 | | | | | |
| 32 | **Total Program Staff** | 150,152 | 176,649 | 85.9 | 101.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2012/2013 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 20,813 | 24,486 | 11.9 | 14.0 | | 50% | 50% | | |
| 3 | Development[3] | 54,263 | 63,839 | 31.0 | 36.5 | 50% | 50% | | | |
| 4 | BETS Decoupling | 12,750 | 15,000 | 7.3 | 8.6 | 33% | 33% | | 34% | |
| 5 | Data Conversion | 26,760 | 31,482 | 15.3 | 18.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 6,630 | 7,800 | 3.8 | 4.5 | | | | 100% | |
| 8 | PASS | 11,348 | 13,350 | 6.5 | 7.6 | | | | 100% | |
| 9 | INC | 7,990 | 9,400 | 4.6 | 5.4 | | | | 100% | |
| 10 | ARCS | 7,307 | 8,597 | 4.2 | 4.9 | | | | 100% | |
| 11 | TI | 7,090 | 8,341 | 4.1 | 4.8 | | | | 100% | |
| 12 | BETS | 2,748 | 3,233 | 1.5 | 1.8 | | | | 100% | |
| 13 | WASS | 1,488 | 1,750 | 0.9 | 1.0 | | | | 100% | |
| 14 | *Legacy System Totals* | 44,600 | 52,471 | 25.5 | 30.0 | | | | | |
| 15 | Imaging | 14,124 | 16,616 | 8.1 | 9.5 | 20% | 25% | | 55% | |
| 16 | M&O[4] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 17 | **Total Project Staff** | 173,310 | 203,894 | 99.1 | 116.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 13,380 | 15,741 | 7.7 | 9.0 | | | | | |
| 21 | Reactive | 744 | 875 | 0.9 | 1.0 | | | | | |
| 22 | Proactive | 14,867 | 17,490 | 17.0 | 20.0 | | | | | |
| 23 | *ARM Total* | 28,990 | 34,106 | 25.5 | 30.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 2,230 | 2,624 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 0 | 0 | 0.0 | 0.0 | | | | | |
| 29 | Business Services | 2,973 | 3,498 | 1.7 | 2.0 | | | | | |
| 30 | *Filing and AdminTotal* | 118,189 | 139,046 | 68.9 | 81.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 26,760 | 31,482 | 15.3 | 18.0 | | | | | |
| 32 | **Total Program Staff** | 173,939 | 204,634 | 109.7 | 129.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2013/2014 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 20,813 | 24,486 | 11.9 | 14.0 | | 50% | 50% | | |
| 3 | Development[3] | 46,085 | 54,218 | 26.4 | 31.0 | 50% | 50% | | | |
| 4 | BETS Decoupling | 3,830 | 4,506 | 2.2 | 2.6 | | | | | |
| 5 | Data Conversion | 13,379 | 15,740 | 7.7 | 9.0 | 20% | 30% | | 50% | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 2,641 | 3,107 | 1.5 | 1.8 | | | | 100% | |
| 12 | BETS | 2,561 | 3,013 | 1.4 | 1.7 | | | | 100% | |
| 13 | WASS | 745 | 876 | 0.4 | 0.5 | | | | 100% | |
| 14 | *Legacy System Totals* | 5,947 | 6,996 | 3.4 | 4.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Transition) | 47,573 | 55,968 | 27.2 | 32.0 | 70% | 30% | | | |
| 17 | **Total Project Staff** | 137,627 | 161,914 | 78.7 | 92.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 80,279 | 94,446 | 45.9 | 54.0 | | | | | |
| 22 | Proactive | 57,979 | 68,211 | 33.2 | 39.0 | | | | | |
| 23 | *ARM Total* | 138,258 | 162,657 | 79.1 | 93.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 112,985 | 132,924 | 64.6 | 76.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 82,518 | 97,080 | 86.7 | 102.0 | | | | | |
| 29 | Business Services | 5,947 | 6,996 | 3.4 | 4.0 | | | | | |
| 30 | *Filing and AdminTotal* | 205,910 | 242,247 | 157.3 | 185.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 32 | **Total Program Staff** | 390,255 | 459,123 | 262.7 | 309.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2014/2015 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 14,310 | 16,835 | 8.2 | 9.6 | | 50% | 50% | | |
| 3 | Development[3] | 8,920 | 10,494 | 5.1 | 6.0 | 70% | 30% | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Transition and Warranty) | 92,172 | 108,438 | 52.7 | 62.0 | 50% | 50% | | | |
| 17 | **Total Project Staff** | 115,402 | 135,767 | 66.0 | 77.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 202,184 | 237,864 | 115.6 | 136.0 | | | | | |
| 22 | Proactive | 124,879 | 146,916 | 71.4 | 84.0 | | | | | |
| 23 | *ARM Total* | 327,063 | 384,780 | 187.0 | 220.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 81,766 | 96,195 | 46.8 | 55.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 132,776 | 156,207 | 76.5 | 90.0 | | | | | |
| 29 | Business Services | 8,920 | 10,494 | 5.1 | 6.0 | | | | | |
| 30 | *Filing and AdminTotal* | 227,922 | 268,143 | 130.9 | 154.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 56,493 | 66,462 | 32.3 | 38.0 | | | | | |
| 32 | **Total Program Staff** | 611,477 | 719,385 | 350.2 | 412.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2015/2016 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 3,865 | 4,547 | 2.2 | 2.6 | | 50% | 50% | | |
| 3 | Development[3] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] (Warranty) | 107,039 | 125,928 | 61.2 | 72.0 | 25% | 25% | | | 50% |
| 17 | **Total Project Staff** | 110,904 | 130,475 | 63.4 | 74.6 | | | | | |
| | | | | | | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 315,170 | 370,788 | 180.2 | 212.0 | | | | | |
| 22 | Proactive | 194,751 | 229,119 | 111.4 | 131.0 | | | | | |
| 23 | *ARM Total* | 509,921 | 599,907 | 291.6 | 343.0 | | | | | |
| 24 | | | | | | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 106,684 | 125,511 | 61.2 | 72.0 | | | | | |
| 29 | Business Services | 11,893 | 13,992 | 6.8 | 8.0 | | | | | |
| 30 | *Filing and AdminTotal* | 169,124 | 198,969 | 96.9 | 114.0 | | | | | |
| | | | | | | | | | | |
| 31 | **Overhead Support** | 69,873 | 82,203 | 40.0 | 47.0 | | | | | |
| 32 | **Total Program Staff** | 748,917 | 881,079 | 428.4 | 504.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security.

[4] M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

| Total State Staff Hours[1] For FY 2016/2017 | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Line # | State Staff[2] | Minimum Hours | Maximum Hours | Minimum PY s | Maximum PY s | KM | OM | PM | LM | CO |
| 1 | **Project Staff** | | | | | | | | | |
| 2 | Project Management | 0 | 0 | 0.0 | 0.0 | | | | | |
| 3 | Development[3] | 0 | 0 | 0.0 | 0.0 | | | | | |
| 4 | BETS Decoupling | 0 | 0 | 0.0 | 0.0 | | | | | |
| 5 | Data Conversion | 0 | 0 | 0.0 | 0.0 | | | | | |
| 6 | Legacy System Modifications: | | | | | | | | | |
| 7 | Automated Audit | 0 | 0 | 0.0 | 0.0 | | | | | |
| 8 | PASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 9 | INC | 0 | 0 | 0.0 | 0.0 | | | | | |
| 10 | ARCS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 11 | TI | 0 | 0 | 0.0 | 0.0 | | | | | |
| 12 | BETS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 13 | WASS | 0 | 0 | 0.0 | 0.0 | | | | | |
| 14 | *Legacy System Totals* | 0 | 0 | 0.0 | 0.0 | | | | | |
| 15 | Imaging | 0 | 0 | 0.0 | 0.0 | | | | | |
| 16 | M&O[4] | 107,039 | 125,928 | 61.2 | 72.0 | | | | | 100% |
| 17 | **Total Project Staff** | 107,039 | 125,928 | 61.2 | 72.0 | | | | | |
| 19 | **Program Staff** | | | | | N/A | N/A | N/A | N/A | N/A |
| 19 | **ARM:** | | | | | | | | | |
| 20 | CaReS Backlog | 0 | 0 | 0.0 | 0.0 | | | | | |
| 21 | Reactive | 341,930 | 402,270 | 195.5 | 230.0 | | | | | |
| 22 | Proactive | 194,751 | 229,119 | 111.4 | 131.0 | | | | | |
| 23 | *ARM Total* | 536,681 | 631,389 | 306.9 | 361.0 | | | | | |
| 25 | **Filing and Admin:** | | | | | | | | | |
| 26 | BES Backlog | 46,086 | 54,219 | 26.4 | 31.0 | | | | | |
| 27 | TSCS | 4,460 | 5,247 | 2.6 | 3.0 | | | | | |
| 28 | Data Capture | 97,794 | 115,052 | 56.1 | 66.0 | | | | | |
| 29 | Business Services | 11,893 | 13,992 | 6.8 | 8.0 | | | | | |
| 30 | *Filing and AdminTotal* | 160,234 | 188,510 | 91.8 | 108.0 | | | | | |
| 31 | **Overhead Support** | 69,873 | 82,203 | 40.0 | 47.0 | | | | | |
| 32 | **Total Program Staff** | 766,787 | 902,102 | 438.6 | 516.0 | | | | | |

| Legend: | |
|---|---|
| CO | M&O Contract Options |
| KM | Knowledge Management |
| LM | Legacy Systems Management |
| OM | Obligation Management |
| PM | Project Management |
| PY | Personnel Year |

Notes:

[1] These figures are a detail breakdown of the amounts reflected in the FSR Economic Analysis Worksheets (EAWs). The State staff hours are estimates of EDR Project Staff Hours and will be updated with the Special Project Report (SPR) and the final approved Budget Change Proposal or Finance Letter.

[2] All resources including all costs (development, maintenance & operations, etc.) and percentage time allocations (e.g., KM, OM) are estimates based on the State's EDR Conceptual Business Solution and are subject to change based on the selected Bidder's Solution, and State review and approval.

[3] Includes development of PIT & BE Solutions, State Acceptance Testing, IVR, and Security

[4] It is assumed EDR Project contract is completed. M&O costs during EDR Project and post project completion are estimates based on the State's EDR Conceptual Business Solution and projections of legacy systems savings, and are subject to change based on the selected Bidder's Solution, and State review and approval.

# Question and Answers for Bid #RFP-FTB-0910-C001 - Enterprise Data to Revenue (EDR) Project

OVERALL BID QUESTIONS

There are no questions associated with this bid. If you would like to submit a question, please click on the "Create New Question" button below.

Question Deadline: Jul 19, 2010 2:00:00 PM PDT