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State of California

# Biennial Report 2010

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## EDD VISION

The Employment Development Department will be universally recognized for its outstanding customer service and will be considered a model for public agency quality and fairness.

## EDD MISSION

The Employment Development Department promotes California's economic growth by providing services to keep employers, employees, and job seekers competitive. Following federal and state laws with fairness and equity, and ensuring fiscal integrity, we:

- Operate the State's employment service – connecting employers with job seekers;
- Act as an economic stabilizer through the administration of the Unemployment Insurance program;
- Provide prompt and accurate services that enable taxpayers to easily report data and meet their tax responsibilities;
- Minimize the financial impact of non-occupational disabilities through the administration of the Disability Insurance program;
- Provide partial wage replacement when workers must care for a seriously ill family member or bond with a new minor child;
- Encourage self-sufficiency in the current and future workforce;
- Serve as the central source for information on California's labor market ;
- Plan, deploy, and manage technology to improve our business processes and access to our services.

## EDD GOALS

The following section contains EDD's five Strategic Goals. The strategies for completing EDD's mission and goals will be completed during the subsequent planning period or as time allows. See the section titled STRATEGIC & TACTICAL PROJECT DETAILS for a description of the projects that support our short-term and long term strategies.

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### **GOAL I:**

**Improve access to services and information through the use of information technology and partnerships.**

*Given the projected increase in California's overall population and EDD's client base as well as the competing demands on existing federal and state funding streams supporting EDD's programs and services, we must find ways to optimize the efficient delivery of services.*

### **GOAL II:**

**Develop an integrated approach across EDD to improve customer satisfaction with EDD services.**

*With an increasingly diverse customer population we must reach out to our customers and stake holders to assess their level of satisfaction with our current services. We must use this information to identify the need for alternative service options and incorporate customer feedback into our processes for making business decisions.*

### **GOAL III:**

**Improve business processes to enhance results and reduce costs.**

*Competing priorities for funding at the state and federal levels as well as increasing overhead costs for staff demand that we identify ways to reduce our operating costs, allowing us to support and expand the delivery of needed services. We must find ways to enhance partnerships across programs to maximize the returns on our investments for the organization and increase our efficiency through process improvement.*

### **GOAL IV:**

**Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.**

*Our organization is not immune to the impending departure from the workforce of the "Baby Boomer" generation. As the most knowledgeable of our staff transition to well-earned retirement, we must invest in the recruitment of a new generation of employees as well as provide opportunities and training for existing staff in order to ensure stability in our business processes and maintain critical institutional knowledge.*

### **GOAL V:**

**Ensure the integrity of EDD's programs, services and information assets.**

*An environment in which an increasing demand for services coincides with increasing competition for the funds that support the services cannot be allowed to erode program integrity. We must continue to improve and implement processes that enforce the equitable and accurate collection of taxes, the accurate payment of benefits and the collection of reliable information to ensure payment accuracy. Additionally, our customers must be able to rely on our pledge that the personal information we require them to submit as a condition of doing business with us, will remain protected and confidential.*

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## IT VISION & MISSION

### IT VISION

The Information Technology Branch will:

- Increase information access to enhance service delivery and decision support.
- Protect EDD's IT information assets from loss and unauthorized access, use, modification, destruction, or disclosure.
- Strengthen internal and external partnerships for IT services.
- Develop and maintain a governance and technology framework for EDD's IT environment.
- Improve recruitment and retention of qualified staff.

### IT MISSION

The Information Technology Branch (ITB) enables the Employment Development Department's (EDD) business through the successful planning, deployment, and management of technology.

## IT MANAGEMENT PRINCIPLES

In implementing the initiatives to meet our Strategic Planning goals, we will be guided by the following principles that are based on our organization's values:

- We are open and honest in communication with our customers and ourselves;
- We are customer focused, seeking input from our customers and being responsive to their needs;
- We are collaborative and believe in partnerships, both internally and externally, to maximize resources and the delivery of services to our customers;
- We treat everyone with respect, dignity and equity;
- We are stewards of the public trust and administer the programs entrusted to us in an equitable, impartial and conscientious manner;
- We are fiscally responsible and accountable for the decisions and expenditures we make;
- We value our staff and invest in their growth and development.

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## IT GOALS AND STRATEGIES

The Information Technology Branch (ITB) is supporting the Department's strategic goals ensuring information technology resources are refined to support improved operations. To prepare for the major automation efforts that will redefine department services within the next five years ITB is focused on the following major goals and strategies:

- Standardize the infrastructure supporting EDD programs resulting in common infrastructure (PCs and servers) that support both field and central office operations;
- Leverage statewide infrastructure initiatives and services to minimize the total cost and time required for project implementations;
- Ensure major new IT requirements are reflected in department and statewide initiatives for call center platform migration and its requisite infrastructure (Voice over Internet Protocol—VoIP) to support EDD across UI, DI and Tax Branch program initiatives;
- Develop and implement a comprehensive information architecture managing data collection, reporting and analytics supporting the major automation projects, fraud detection and program analysis (e.g. impact of legislation, tax collection efforts, fraud detection, etc.);
- Establish through key interdepartmental work groups the business and technology justifications and implementation plans for significant gaps in department and/or statewide initiatives required for significant automation enhancements (i.e. identity management, data and telephony convergence, security, and call center management);
- Refine current governance processes for supporting the definition and subsequent development of business services for reuse within the department beyond a single program (ultimately developing reusable IT components with a Service Oriented Architecture for the most critical and redundant department processes); and
- Focus on workforce and succession planning to provide the internal IT resources required for these significant automation efforts. While the above efforts are underway, they represent significant changes to our current business practices. We will focus on: defining reusable services between programs; evaluate the impact based on the pervasiveness of these services within the department; and then assess the impact on the five major automation projects planned for implementation over the next several years. Once the initial assessment is complete, processes, technology and implementations will be leveraged across programs to provide common interfaces to customers (i.e. claim filing and employer registration)

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## EDD PROJECT SUMMARY

The following charts are a summary of approved and delegated IT projects, approved UI Stimulus projects and proposed IT projects.



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### ***APPROVED AND DELEGATED IT PROJECTS***

This chart describes projects approved by OCIO or delegated to the department.

<b>Approved and Delegated IT Projects</b>	<b>*Priority Ranking</b>	<b>**Strategic Plan Connection</b>	<b>Project SFY Length</b>	<b>Approved Project Cost</b>
<b>Unemployment Insurance Modernization Project</b>	<b>Approved</b>	<b>1,2,&amp;5</b>	<b>03/04 – 12/13</b>	<b>\$158,626,917</b>
<b>Accounting &amp; Compliance Enhancement System (ACES)</b>	<b>Approved</b>	<b>1</b>	<b>06/07 – 12/13</b>	<b>\$ 93,186,600</b>
<b>Disability Insurance Automation (DIA) Project 6/29/2007 Unplanned SPR</b>	<b>Approved</b>	<b>1,2,&amp;5</b>	<b>06/07 – 11/12</b>	<b>\$119,272,313</b>
<b>Workforce Services Network Project</b>	<b>Approved</b>	<b>1,5</b>	<b>08/09 – 10/11</b>	<b>\$2,778,000</b>
<b>DIDB Consolidation Phase 2</b>	<b>Delegated</b>	<b>1,5</b>	<b>08/09 – 09/10</b>	<b>\$250,000</b>
<b>IT Portfolio Management</b>	<b>Delegated</b>	<b>1,2.3.4</b>	<b>08/09 – 09/10</b>	<b>\$366,000</b>
<b>E-Discovery &amp; Litigation Holds</b>	<b>Delegated</b>	<b>5</b>	<b>10/11 – 11/12</b>	<b>\$3,381,000</b>

\*Capitol Plan Approved and Delegated projects

\*\*Current Strategic Plan connection

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### ***APPROVED UI STIMULUS PROJECTS***

This chart describes the UI Stimulus projects approved in the 2009-10 through 2013-14 Capitol Plan.

<b>Approved UI Stimulus Projects</b>	<b>Priority Ranking</b>	<b>Strategic Plan Connection</b>	<b>Project SFY Length</b>	<b>Estimated Project Cost</b>
<b>Single Client Database (SCDB) Modernization</b>	<b>Emergency</b>	<b>1,2,3,4&amp;5</b>	<b>09/10 – 10/11</b>	<b>\$ 21,149,460</b>
<b>Alternative Base Period (ABP)</b>	<b>Emergency</b>	<b>2,&amp;3</b>	<b>08/09 – 10/11</b>	<b>\$ 9,611,299</b>
<b>Identity Management (IdM)</b>	<b>Emergency</b>	<b>2,3 &amp; 5</b>	<b>08/09 – 10/11</b>	<b>\$ 7,304,684</b>
<b>Continued Claims Certification Web (CCCW)</b>	<b>Emergency</b>	<b>1,2,3&amp;5</b>	<b>08/09 – 10/11</b>	<b>\$ 4,041,004</b>
<b>Electronic Benefit Payment (EBP)</b>	<b>Emergency</b>	<b>1,3&amp;4</b>	<b>08/09 – 10/11</b>	<b>\$ 1,873,936</b>
<b>Unemployment Insurance Forms (UI Forms)</b>	<b>Emergency</b>	<b>2&amp;3</b>	<b>09/10 – 10/11</b>	<b>\$ 4,548,031</b>
<b>eApply Modernization</b>	<b>Emergency</b>	<b>1,2&amp;3</b>	<b>09/10 -10/11</b>	<b>\$8,866,726</b>

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### ***PROPOSED IT PROJECTS***

This chart describes the proposed projects documented in the 2009-10 through 2013-14 Capitol Plan.

<b>Proposed IT Projects</b>	<b>Priority Ranking</b>	<b>Strategic Plan Connection</b>	<b>Project SFY Length</b>	<b>Estimated Project Cost</b>
<b>Document Management System (DMS) Expansion (Leveraging Imaging &amp; Benefits Domain)</b>	<b>3</b>	<b>1</b>	<b>09/10 – 13/14</b>	<b>\$32,700,000</b>
<b>Document Management System (DMS) Application Platform Upgrades</b>	<b>4</b>	<b>3&amp;4</b>	<b>10/11 – 13/14</b>	<b>\$10,270,000</b>
<b>Document Management Systems (DMS) Re-engineering (Tax, UI &amp; DI)</b>	<b>5</b>	<b>1,3,4,&amp;5</b>	<b>09/10 – 13/14</b>	<b>\$134,900,000</b>
<b>Joint Agency Data Sharing</b>	<b>9</b>	<b>1&amp;3</b>	<b>11/12 – 13/14</b>	<b>\$25,260,000</b>
<b>Convert Disability Insurance Branch's Legacy</b>	<b>10</b>	<b>1</b>	<b>11/12 – 18/19</b>	<b>\$79,508,000</b>
<b>Tax Application Platform Upgrades</b>	<b>11</b>	<b>3&amp;4</b>	<b>11/12 – 13/14</b>	<b>\$5,750,000</b>
<b>DI Call Center Implement Galnet 2 Features</b>	<b>12</b>	<b>1,3,4</b>	<b>11/12 – 12/13</b>	<b>\$20,600,000</b>
<b>Electronic Information Abstract + 1099G</b>	<b>13</b>	<b>1,2,3,4,5</b>	<b>10/11 – 11/12</b>	<b>TBD</b>
<b>PFL Enhancements</b>	<b>14</b>	<b>1,3,4</b>	<b>12/13 - TBD</b>	<b>TBD</b>

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## STRATEGIC & TACTICAL PROJECT DETAILS

### STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>Unemployment Insurance Modernization (UIMOD)</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 03/04 – SFY 12/13</p> <p><b>Duration</b> 10 years</p> <p><b>Project Priority</b> Approved</p>	<p><b>Estimated Cost</b> \$158,626,917</p> <p><b>Related Projects</b> DIA, IdM, CCCW, SCDB</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>This project will implement Voice over Internet Protocol (VoIP) and Service Oriented Architecture (SOA) which allows customers to have greater and faster access to EDD services and information. The UIMOD project replaces the existing telephonic platform allowing for new automation for claimants requesting information about their claims and allows more efficient routing of calls. This project also allows for claimant electronic certification that will greatly reduce the manual processing and inefficiencies associated with paper continued claims.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• Provide improved technology to increase efficiency and accommodate increasing business volume with limited staff resources.</li> <li>• Improve the quality and efficiency of UI processes by replacing the underlying infrastructure and deploying secure self-service capabilities.</li> <li>• Improve the quality of fraud detection and fraud prevention efforts by providing better reporting and improved system capabilities to detect and prevent fraud.</li> <li>• Improve performance and provide customer service at a desired level for EDD to meet California standards for response to customers.</li> </ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
Redirection to mission critical program areas	128	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>Accounting &amp; Compliance Enhancement System (ACES)</i></p> <p><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 06/07 – SFY 12/13</p> <p><b>Duration</b> 7 years</p> <p><b>Project Priority</b> Approved</p>	<p><b>Estimated Cost</b> \$93,186,600</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p>		
<b>Project Description and Scope</b>		
<p>The original scope of the ACES project was to automate existing manual and ad hoc process that hamper the collection of EDD’s accounts receivable while providing tools that allow for account modeling and valuing and optimal receivables management. Through ACES, Collection Division (CD) staff planned to see the most current employer account status, contact information, and accounting transactions. In addition ACES was to provide employers with additional payment options and internet access to services and account history. The outcome of the ACES project procurement resulted in a change in recommended solution. The winning proposal submitted includes an aggressive implementation schedule based on the use of a fully integrated, commercial-off-the-shelf (COTS) system named GenTax (Generic Tax). This solution will fully meet the business objectives originally stated in the FSR. As part of the integrated COTS solution, the vendor will provide an integrated tax accounting system and sophisticated audit selection and case management functionality that will increase the effectiveness of the audit program. The ACES solution also features an Internet customer access point through which Tax Branch customers will access information of their accounts and pay billed liabilities, including partial payments through additional payment channels such as credit and debit cards and the Automated Clearing House (ACH) debits.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Provides increased value to the state by providing more functionality for the same cost;</li> <li>▪ Provides the benefit of eliminating the cost to replace the legacy Tax Accounting System (TAS). This cost was estimated to be \$158.8 million in the EDD IT Capitol Plan of June 2008;</li> <li>▪ Migrates the risks and operational costs associated with reliance on a nearly-unsupportable legacy system TAS;</li> <li>▪ Incorporates the best practices from numerous other state tax agencies. Adoption of these practices will substantially improve the Tax Branch’s business processes;</li> <li>▪ The configurable nature of a COTS solution means that ongoing changes in policy and business rules will be more readily accommodated and at a lower expense;</li> <li>▪ The solution has been successfully implemented and used by other agencies (including the IRS) and has been demonstrated to substantially increase the collections rate;</li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

- Eliminates the need for the challenging task of integrating a client/server collection system with TAS;
- The full integration of tax accounting and collections functions within a COTS provides EDD with the greatest opportunity to increase collection revenue;
- The replacement of TAS with current client/server technology brings the EDD into alignment with statewide Enterprise Architecture Standards;
- The vendor proposes to provide as part of an integrated COTS solution an audit selection tool that utilizes sophisticated scoring algorithms to maximize revenue;
- Will also provide case management capabilities and workflow utilization functionality to make the most efficient use of audit resources;
- Offers all the benefits associated with integrated functionality and data. This will eliminate redundant data entry, increase data accuracy, and the data will be retrieved more rapidly. Ad hoc and standard reporting capabilities will be greatly enhanced;
- The proposed system has passed numerous fiscal and operational audits conducted by auditors from other states and the IRS, and;
- ACES will greatly increase the effectiveness of EDD's collection program as evidenced by the significant increase in revenue projected by the selected vendor—estimated at more than \$900 million over five years.
- The In-Home Supportive Services (IHSS) project has been incorporated as part of the ACES project.

**Automation Projects only:**

<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
No savings but project will generate new revenue	None	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>Disability Insurance Automation (DIA)</i></p> <p><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 06/07 – SFY 11/12</p> <p><b>Duration</b> 7 years</p> <p><b>Project Priority</b> Approved</p>	<p><b>Estimated Cost</b> \$119,272,313</p> <p><b>Related Projects</b> UIMOD, Idm, SCDB</p>
<p><b>Strategic Plan Connection</b></p> <p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.  <b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services  <b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<p><b>Project Description and Scope</b></p> <p>The DIA project will provide an avenue through the Internet for clients, medical providers, and employers to interact with Disability Insurance (DI) Branch staff in the process of providing benefits to eligible workers. The new system will almost entirely eliminate the need for keying new claims into the system and significantly reduce costs associated with filing, storage, and retention of paper documents. New business logic will be developed to make automated determinations on “in pattern” claims to reduce the volume of claims requiring review by DI Branch staff.</p>		
<p><b>Estimated Benefits and Services Improvements</b></p> <ul style="list-style-type: none"> <li>▪ Provides customer greater access to EDD services</li> <li>▪ Detects and prevents abuse of confidential customer information</li> <li>▪ Increases self-service options for EDD customers and medical providers</li> <li>▪ Increases claim data accuracy and form completion through embedded business rules</li> <li>▪ Detects unauthorized access to Protected Health Information</li> <li>▪ Simplifies and automates manual claim processes while applying HIPAA guidelines</li> </ul>		
<p><b>Automation Projects only:</b></p>		
<p><b>PY/Cost Savings Utilization</b> Redirection to mission critical program areas</p>	<p><b>PY Reductions</b> 109.1</p>	<p><b>OE&amp;E Reductions</b> Unknown</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>Workforce Services Network (WSN)</i></p> <p><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 10/11</p> <p><b>Duration</b> 3 years</p> <p><b>Project Priority</b> Approved</p>	<p><b>Estimated Cost</b> \$2,778,000</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>The WSN proposed solution is to quickly obtain an effective, low-cost, web-based solution that will support integrated EDD workforce services to One-Stop Career Center customers. The EDD staff, Local Workforce Investment Area (LWIA) staff, and other One-Stop partner agency staff will have the option to use an intuitive self-service application to administer WIA programs. Partner agencies will access this application either via the Internet, or via the existing statewide Office of Technology Services (OTech) Wide Area Network (WAN). Users will be able to access the proposed solution from the EDD’s “Inside EDD” (via the WAN only), the EDD’s Home Page, or the California Home Page website, depending on access authority. Partner agency staff and training providers will have access to their information at the One-Stop or via the Internet. The proposed solution will also supply enhances access service reporting, data exchange, and security. The labor exchange application will be integrated on the computer screen with WIA and the Trade Adjustment Act (TAA) administrative and participant tracking functions.</p> <p>Meeting the project cost and timeline requires the use of EDD resources to develop a Request for Proposal (RFP) for a hosted-off-the-shelf solution. The RFP would be developed based on the completed Request for Information (RFI).</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Decrease labor intensive data entry.</li> <li>▪ Increase percentage of employer electronic entered job orders.</li> <li>▪ Enable a single registration.</li> <li>▪ Allow automated data sharing with EDD administered program.</li> <li>▪ Support administration of security at the state level.</li> <li>▪ Allow Internet Data file transfer/linkage with other employment and training systems.</li> <li>▪ Produce Department of Labor required reports and performance measures.</li> </ul>		



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## STRATEGIC & TACTICAL PROJECT DETAILS

<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
<ul style="list-style-type: none"><li>• The use of contract programmers will be reduced or eliminated because adequate staff are available and sufficiently skilled</li><li>• Time used by IT staff to correct "mistakes" due to human error in releasing a flawed program to production</li><li>• Redirection to mission critical program areas</li></ul>	18.1	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>Disability Insurance Data Base (DIDB) Consolidation Phase 2</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 09/10</p> <p><b>Duration</b> 2 years</p> <p><b>Project Priority</b> Delegated</p>	<p><b>Estimated Cost</b> \$250,000</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD's programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>This project will consolidate current Disability Insurance Branch (DIB) end user computing FileMaker Pro and Access database applications to a SQL-based, enterprise-wide solution that better supports DIB business processes and business requirements; Phase 2 consolidates additional databases to those that were deployed in Phase 1.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<p>The proposed new system will increase data security, data reliability, and data accuracy. It will also be more easily supported by the IT Branch and DIB.</p>		
<b>Automation Projects only:</b>		
<p><b>PY/Cost Savings Utilization</b></p> <p>None</p>	<p><b>PY Reductions</b></p> <p>None</p>	<p><b>OE&amp;E Reductions</b></p> <p>None</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>IT Portfolio Management</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 09/10</p> <p><b>Duration</b> 1 year</p> <p><b>Project Priority</b> Delegated</p>	<p><b>Estimated Cost</b> \$366,000</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>A portfolio management toolset will enable EDD to effectively identify and track initiatives, projects and ongoing services (such as application and infrastructure support) through approval, development, and implementation. This end-to-end capability will enable EDD’s senior management to determine the most advantageous circumstances for approving and prioritizing initiatives, projects, and application and infrastructure maintenance and support by providing critical information necessary to maximize investment value.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• Improved communication and alignment between IT and business leaders</li> <li>• Allowing planners to schedule resources more efficiently             <ul style="list-style-type: none"> <li>• By skills and roles</li> <li>• By identifying over-allocated or under-allocated resources</li> </ul> </li> <li>• Maintaining a Project Portfolio             <ul style="list-style-type: none"> <li>• Centralizing project inventory and reporting</li> <li>• Monitoring project progress</li> <li>• Providing decision makers with a system, process, and data to make relevant decisions to select, approve, suspend, or cancel projects</li> </ul> </li> <li>• Application/Service Portfolio Management             <ul style="list-style-type: none"> <li>▪ What is the health of existing IT infrastructure?</li> <li>▪ What is the health of services/applications we are providing to the business area?                 <ul style="list-style-type: none"> <li>• Are they in line with Enterprise Architecture?</li> <li>• How old and when they were last upgraded?</li> <li>• How much does it take on an ongoing basis to support the application or service?</li> </ul> </li> </ul> </li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

- Managing demands for IT resources
  - Agility in dealing with impact of changing budgets and demands
  - Providing data upon which we can make better decisions about how we spend our limited IT resources, whether it be on ongoing operations, capacity building efforts, or transformational initiatives
- Providing the ability to look at scenarios for how we spend our limited IT resources

**Automation Projects only:**

<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
None	None	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>E-Discovery &amp; Litigation Holds</i></p> <p><b>Project Type</b> Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 10/11 – SFY 11/12</p> <p><b>Duration</b> 3 years</p> <p><b>Project Priority</b> Delegated</p>	<p><b>Estimated Cost</b> \$3,381,000</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.		
<b>Project Description and Scope</b>		
<p>E-Discovery &amp; Litigation Holds will establish the infrastructure and procedures necessary to identify and preserve information and materials that may constitute evidence for reasonably foreseeable litigation, otherwise known as a “litigation hold” and the later use of information and materials to meet “discovery requests” when litigations follows. This will meet legal compliance for litigation hold requirements pursuant to legal mandates and will comply with State and Federal Rules of Civil Procedures. The project will also provide data requests in a timely manner for litigation and public requests for information, reduce identification, preservation and collections costs associated with ad litigation hold and minimize inadvertent deletion of requested data.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ This project will provide data requests in a timely manner for litigation and public requests for information, reduce identification, preservation and collection costs associated with a litigation hold and minimize inadvertent deletion of requested data.</li> <li>▪ The project will comply with State and Federal Rules of Civil Procedures.</li> </ul>		
<b>Automation Projects only:</b>		
<p><b>PY/Cost Savings Utilization</b></p> <p>TBD</p>	<p><b>PY Reductions</b></p> <p>TBD</p>	<p><b>OE&amp;E Reductions</b></p> <p>TBD</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> <i>Single Client Database (SCDB) Modernization</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 09/10 – SFY 10/11</p> <p><b>Duration</b> 3 years</p> <p><b>Project Priority</b> Emergency</p>	<p><b>Estimated Cost</b> \$21,149,460</p> <p><b>Related Projects</b> UIMOD, DIA, ABP, CCCW, eApply, EBP</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>The conversion of the EDD - Single Client Data Base (SCDB) from the hierarchical Integrated Data Management System (IDMS) database platform to a DB2 Relational Database Management System (RDBMS) will provide a foundation for future enhancements to the UI/DI platform and related business processes resulting in improvements in Program Service Delivery results. The converted platform will allow the UI and DI programs to further modernize their service delivery applications towards multi-channel, virtual e-Government systems. The organizational capability necessary to meet the challenges of our changing environment will be simplified as the number of database types that EDD supports is reduced. Retraining EDD staff with institutional knowledge on the newer technologies will increase the number of staff able to support existing DBMS platforms and maximize staff productivity and efficiency. The converted platform will also ensure the integrity of EDD programs, services and information assets. Successful completion of this project will enable EDD to standardize on a relational database platform, simplify maintenance, shorten the change cycle, facilitate timely responses to legislative mandates, and optimize performance to meet the service needs of the business. A stable and supportable database platform will be accomplished by achieving the following three objectives:</p> <ol style="list-style-type: none"> <li>1. <b>Database and Data Conversion.</b> This involves the construction of new relational database structures designed to provide the same performance capabilities as the former database. The project will move the Employment Development Department (EDD) data from the hierarchical Integrated Data Management System (IDMS) database platform to a DB2 relational platform.</li> <li>2. <b>Application Conversion.</b> The Application Conversion occurs simultaneously with the Database and Data Conversion. All re-naming of components and generation of DB2 compliant application software is accomplished via the automated Ateras DB-Shuttle tool. The results reflect a set of applications that are COBOL/DB2 compliant.</li> <li>3. <b>Integrated Testing.</b> The DI/UI COBOL/CICS applications and batch system functionality will be unit, system, integration, parallel, stress, and load tested. HPQC</li> </ol>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

and QTP will be utilized to accelerate testing and reduce errors during the testing phase.

### Estimated Benefits and Services Improvements

- Conversion will enable ITB to meet new business requirements in the existing mainframe Single Client Database.
- The implementation of DB2 database modifications will be less labor intensive, less costly and significantly less complex.
- New business processes, such as new data fields, services and user interfaces will be simplified and less costly.
- Reduction in support costs of the SCDB database.
- ITB Organizational capability required to support the number of diverse technologies will be reduced.
- Increase in the pool of talent available to recruit and train; i.e.: programmers and database administrators.
- Simplification of interfaces to current satellite systems and future major projects.
- Reduction in risks associated with enhancements to IDMS applications and databases by converting legacy COBOL/IDMS applications to COBOL/DB2.
- Implementation of new business processes, such as new data fields, services and user interfaces will be simplified and less costly.
- Existing non-standard interfaces; i.e.: screen-scraping, can be simplified to directly connect with DB2.

### Automation Projects only:

PY/Cost Savings Utilization	PY Reductions	OE&E Reductions
None	None	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> <i>Alternative Base Period (ABP)</i></p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 10/11</p> <p style="text-align: center;"><b>Duration</b> 3 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$9,611,299</p> <p style="text-align: center;"><b>Related Projects</b> SCDB</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p>		
<b>Project Description and Scope</b>		
<p>Current legislation would authorize the EDD to compute UI benefits using an alternate UI base period if a claimant does not qualify for benefits using the standard base period computation. In order for EDD to comply with this legislation EDD would need to modify its current UI claim filing programs to allow for an alternate claim filing period. In addition, EDD would need to modify the recomputation process and wage display screens to display an alternate claim period. The legislation requires that these modifications be in effect by April 2011.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Provide an alternate base period (ABP) year for individuals who do not monetarily qualify for an Unemployment Insurance (UI) claim using the standard/current base period year.</li> <li>▪ This project would allow workers to qualify for a UI claim by using an ABP that is based on the most recent four completed calendar quarters at the time of filing a claim.</li> </ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
TBD	TBD	TBD



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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> <i>Identity Management (IdM)</i></p>  <p style="text-align: center;"><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 10/11</p>  <p style="text-align: center;"><b>Duration</b> 2 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$7,304,684</p>  <p style="text-align: center;"><b>Related Projects</b> CCCW, UIMOD(CCR) DIA, eApply</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>The EDD will partner with the system integrator vendor, the Office of Technology Services, and the technical staffs to configure our Identity Management tools in a manner that will help achieve the enterprise identity management vision.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ EDD will ensure the integrity of its programs, services, and information assets by providing a secure, straightforward, multi-factor user authentication solution for all EDD web applications.</li> <li>▪ EDD will improve customer satisfaction with EDD services by providing all web applications with a common Enterprise Authentication &amp; Authorization Framework for Web Applications that is compliant with federal, state, and industry standards and which will enable future implementation of Identity Federation among agencies.</li> <li>▪ EDD will develop an integrated approach across its IT applications to improve customer satisfaction with its services by providing all Web Service customers with common Enterprise Authentication Services, compliant with federal, state, and industry standards.</li> <li>▪ EDD will improve business processes to enhance results and reduce costs by providing a single view of customers to the Access and Identity Management Systems.</li> <li>▪ EDD will also improve business processes to enhance results and reduce costs by implementing a well-structured, automated workflow-based provisioning/de-provisioning, identity reconciliation, verification and auditing capability. This will improve EDD’s ability to respond in a timely fashion to regulatory and audit compliance requirements.</li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
None	None	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> <i>Continued Claims Certification Web (CCCW)</i></p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 10/11</p> <p style="text-align: center;"><b>Duration</b> 2 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$4,041,004</p> <p style="text-align: center;"><b>Related Projects</b> IdM</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>The Continued Claims Certification Web (CCCW) project will allow clients to use a web-based system to certify for benefits. In the initial phase, the CCCW system will authenticate and authorize the client through an Identity Management (IdM) system, Verify that the client is eligible to certify in the system, allow the client to enter their claim information on a multi-lingual form, and process their claim even if they have work and wages information or field office exceptions on their form. It is anticipated that CCCW will also process the continued claims from clients who currently participate in some of the benefit extension programs administered by the Department. In a subsequent phase, the CCCW system will allow clients to change their address. Work sharing, Partials, and California Training Benefits claims are not in scope for this system.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Implement an Internet Continued Claim (CC) Certification form (DE4581). The current CC form is a manual form that must be completed, signed, and mailed to EDD for processing.</li> <li>▪ Implementing an electronic CC form on the Internet will allow EDD to prevent common client errors, make address changes, and reduce manual processing by EDD staff.</li> <li>▪ This will expedite payments of benefits to claimants and reduce errors.</li> </ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
Redirection to mission critical program areas	12.6	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> Electronic Benefit Payment (EBP)</p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 08/09 – SFY 10/11</p> <p style="text-align: center;"><b>Duration</b> 2 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$1,873,936</p> <p style="text-align: center;"><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>California is pursuing an Electronic Benefit Payment (EBP) service at no cost to the State. The EBP service will use direct deposit and electronic payment cards, i.e., debit cards, for disbursing Unemployment Insurance (UI) and Disability Insurance (DI) and Paid Family Leave (PFL) benefit payments, eventually eliminating paper warrants.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<p>The EDD will provide Unemployment Insurance (UI), Disability Insurance (DI), and Paid Family Leave (PFL), benefit payments using an electronic payment system and will:</p> <ul style="list-style-type: none"> <li>▪ Provide banked and unbanked claimants with Visa or MasterCard-branded ATM debit cards that can be funded with benefits following every certification period for the life of the claim.</li> <li>▪ Provide banked claimants with the option to directly deposit benefit payments into their existing bank accounts.</li> <li>▪ Eliminate all paper warrants for UI, DI, and PFL benefit payments.</li> <li>▪ Eliminate fraud vectors associated with theft or loss of warrants.</li> <li>▪ Eliminate additional workload resulting from stolen or lost warrants.</li> </ul>		
<b>Automation Projects only:</b>		
<p style="text-align: center;"><b>PY/Cost Savings Utilization</b></p> <ul style="list-style-type: none"> <li>• Costs associated with purchasing, securing, accounting for and maintaining blank check stock would be avoided with electronic payments.</li> <li>• Costs associated with replacing checks that are lost or stolen in the mail would be avoided with electronic payments.</li> <li>• Redirection to mission critical program areas.</li> </ul>	<p style="text-align: center;"><b>PY Reductions</b></p> <p style="text-align: center;">24.6</p>	<p style="text-align: center;"><b>OE&amp;E Reductions</b></p> <p style="text-align: center;">\$3 mil</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Approved Project Name</b> <i>Unemployment Insurance Forms (UI Forms)</i></p> <p style="text-align: center;"><b>Project Type</b> Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 09/10 – SFY 10/11</p> <p style="text-align: center;"><b>Duration</b> 3 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$4,548,031</p> <p style="text-align: center;"><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p>		
<b>Project Description and Scope</b>		
<p>Image and auto index UI forms using the existing Document Management System. This would allow UIB to have access to all the UI forms throughout the state. This project will allow for the forms to be scanned at Document and Information Management Center (DIMC – aka Goethe Tax Operations) and processed using the Infolmage system. The forms are: DE 2403, IDAAR, DE 1326C, DE 1326ER, DE 1326E, DE 1326ID, DE 1101CZ, DE 1000M, DE 1447, DE 4464, DE 1296B, DE 1545.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Provide access to the Unemployment Insurance (UI) forms from any location within the state.</li> <li>▪ By imaging and auto indexing the UI forms, this would allow UIB to have access to the information timely, removing the paper, reducing the handling and shipping of paper and management the workload using workflow capabilities within Infolmage.</li> <li>▪ With the UI forms available by image throughout the state, EDD will improve services to their customers.</li> </ul>		
<b>Automation Projects only:</b>		
<p><b>PY/Cost Savings Utilization</b></p> <p>TBD</p>	<p><b>PY Reductions</b></p> <p>TBD</p>	<p><b>OE&amp;E Reductions</b></p> <p>TBD</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>eApply Modernization</i></p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 09/10 – SFY 10/11</p> <p style="text-align: center;"><b>Duration</b> 3 years</p> <p style="text-align: center;"><b>Project Priority</b> Emergency</p>	<p><b>Approved Est Cost</b> \$8,866,726</p> <p style="text-align: center;">Related Projects Idm</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p>		
<b>Project Description and Scope</b>		
<p>Improve the eApply4UI application currently used to file and/or reopen UI claims. Improvements shall enable a claimant to auto-file when staff intervention is not required, and classify exceptions when staff intervention is required. The improvements will also expand the types of claims that can be processed through the eApply4UI application. The EDD is projecting to have similar results as other states. At least 50% of the claimant requests through online filing will file or reopen claims without EDD staff intervention. This will allow EDD to redirect an estimated 42% of the eApply staff that currently review and process each claim request through the eApply4UI application to other high workload areas. These areas include answering phone calls in the UI Call Centers, handling work that is 'off the phone' such as claimant inquiries via the Internet performing follow-up activities related to UI claim filing and adjudication interviews for claimant eligibility. Redirecting staff would assist in avoiding the costs of hiring and training a portion of new staff to handle the workload.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<p>The eApply Modernization Project will deliver incremental enhancements to the eApply4UI application and shall meet the following business objectives for phase 1:</p> <ul style="list-style-type: none"> <li>• Expand the types of UI claims EDD can process through the eApply4UI application.</li> <li>• Accept UI claims applications for all claim types, including regular, combined wage (California wages combined with another state's wages), federal, military, regular partial, Pacific Maritime Association partial, Fisher partial, and workshare claims.</li> <li>• Expanding the types of claims filed via self-service will reduce the need for claimants to phone EDD for services, thereby reducing the number of claimants in the phone queue that require claim filing service.</li> <li>• It will reduce the number of applications EDD receives via the U.S. mail.</li> </ul> <p>The eApply Modernization Project shall meet the following business objectives for phase 2:</p> <ul style="list-style-type: none"> <li>• Eliminate staff review when the information provided by the claimant does not require</li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

EDD staff intervention. <ul style="list-style-type: none"><li>• Benefit: Reducing staff intervention with every claim application shall result in the ability to redirect resources to other high priority workloads.</li></ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
Redirection to mission critical program areas	75.1	None

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b>  <i>Document Management System (DMS) Expansion (Leveraging Imaging &amp; Benefits Domain)</i></p> <p><b>Project Type</b>                  Infrastructure</p>	<p><b>Project Start &amp; Finish</b>                  SFY 09/10 – SFY 13/14</p> <p><b>Duration</b>                  4 years</p> <p><b>Project Priority</b>                  3</p>	<p><b>Estimated Cost</b>                  \$32,700,000</p> <p><b>Related Projects</b>                  DIA, ACES, UI Forms</p>
<p align="center"><b>Strategic Plan Connection</b></p> <p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p>		
<p align="center"><b>Project Description and Scope</b></p> <p>Upgrade existing DMS facility (computer room) for Heating, Ventilating, Air Conditioning (HVAC), electrical; and a generator for power redundancy. This will allow EDD to handle future workloads from the Disability Insurance (DI), the Unemployment Insurance (UI) programs, additional UI processing and the Tax programs. These tasks need to occur now in order to be completed in time for the specified projects.</p>		
<p align="center"><b>Estimated Benefits and Services Improvements</b></p> <ul style="list-style-type: none"> <li>• Reduce enterprise electrical costs; build in capacity with refreshed systems.</li> </ul>		
<p><b>Automation Projects only:</b></p>		
<p align="center"><b>PY/Cost Savings Utilization</b></p> <p align="center">TBD</p>	<p align="center"><b>PY Reductions</b></p> <p align="center">TBD</p>	<p align="center"><b>OE&amp;E Reductions</b></p> <p align="center">TBD</p>



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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>Document Management System (DMS) Application Platform Upgrades</i></p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 10/11 – SFY 13/14</p> <p style="text-align: center;"><b>Duration</b> 4 years</p> <p style="text-align: center;"><b>Project Priority</b> 4</p>	<p><b>Estimated Cost</b> \$10,270,000</p> <p style="text-align: center;"><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.  <b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>The project will upgrade all of the DMS applications written in Visual Basic (VB) 6.0 to the latest version of VB .NET. Visual Basic 6.0 is no longer supported by Microsoft.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• The project will define common business practices across programs where overlapping costs and solutions can be shared or reused to support service delivery.</li> <li>• Establish an enterprise process to attract, recruit, develop and retain a diverse and qualified staff / leaders where capacity is improved by continued education and planning.</li> </ul>		
<b>Automation Projects only:</b>		
<p><b>PY/Cost Savings Utilization</b></p> <p>TBD</p>	<p><b>PY Reductions</b></p> <p>TBD</p>	<p><b>OE&amp;E Reductions</b></p> <p>TBD</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>Document Management Systems (DMS) Re-engineering (TAX, UI, &amp; DI)</i></p> <p style="text-align: center;"><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 09/10 – SFY 13/14</p> <p style="text-align: center;"><b>Duration</b> 4 years</p> <p style="text-align: center;"><b>Project Priority</b> 5</p>	<p><b>Estimated Cost</b> \$134,900,000</p> <p style="text-align: center;"><b>Related Projects</b> DMS Application Platform Upgrades</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>Re-engineer and update DMS used by EDD to process in excess of 27 million paper documents, 13 million electronically filed documents, and deposit tax and other payments in excess of \$44 billion in the FY 2007/2008. This is a critical system in support of California employer tax programs and has been expanded to support Unemployment Insurance (UI) and Disability Insurance (DI) program activities. The system, which includes optical scanning, mail handling, IT hardware and software, was engineered in FY 1998-99 with equipment and limited system refreshes in 2005. The current state of technology available for these activities, prospective gains in performance, improved productivity, and expansion of the information entry process to other programs, and the critical nature of the programs that depend on the DMS system, strongly supports a re-engineering project which focuses on current technology to meet the present and future business requirements.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• Improved productivity</li> <li>• Improved efficiency</li> <li>• Improved handling of confidential information</li> </ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
TBD	TBD	TBD

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>Joint Agency Data Sharing</i></p> <p><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 11/12 – SFY 13/14</p> <p><b>Duration</b> 3 years</p> <p><b>Project Priority</b> 9</p>	<p><b>Estimated Cost</b> \$25,260,000</p> <p><b>Related Projects</b> None</p>
<p align="center"><b>Strategic Plan Connection</b></p> <p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.  <b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p>		
<p align="center"><b>Project Description and Scope</b></p> <p>Implement the recommended solution from the Joint Agency Data Sharing Strategy Project (JADSSP):  Link the existing independent tax systems of the BOE, EDD, and FTB through the use of a hybrid architectural approach that uses data integration technologies that allow each agency to continue storing and using their own data while requiring development of a virtual integration engine with a common entry point via the web for accessing data from their sister agencies.</p>		
<p align="center"><b>Estimated Benefits and Services Improvements</b></p> <ul style="list-style-type: none"> <li>▪ Provide the customer with one web entry point to reach the three main tax agencies.</li> <li>▪ The customer can use one instead of three websites to interact and meet their obligations with the three agencies.</li> <li>▪ Edits can be built in to reduce data errors and features added to educate customers.</li> <li>▪ Data flow to the agencies will be seamless to the customer as it takes place behind the web application.</li> <li>▪ Data sharing amongst the three agencies will be streamlined. There will be one common location to access data instead of the numerous exchange agreements that currently exist.</li> <li>▪ A joint data warehouse will improve the business processes of the three agencies by streamlining access to data for example, an address update will be available to all three agencies at the same time.</li> <li>▪ The short term investment to develop the technology for the joint data warehouse should provide long term cost benefits by eliminating contract maintenance for data sharing agreements, improving collection efforts through access to accurate and timely information, reducing exception processing through up front edits and customer education, and improving management information reporting through the Business Intelligence (BI) analytical tools that can be run against the data in the warehouse.</li> </ul>		
<p><b>Automation Projects only:</b></p>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
TBD	TBD	TBD

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>Convert Disability Insurance Branch Legacy</i></p> <p><b>Project Type</b> Automation</p>	<p><b>Project Start &amp; Finish</b> SFY 11/12 – SFY 18/19</p> <p><b>Duration</b> 8 years</p> <p><b>Project Priority</b> 10</p>	<p><b>Estimated Cost</b> \$79,508,000</p> <p><b>Related Projects</b> DIA</p>
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### Strategic Plan Connection

**GOAL I:** Improve access to services and information through the use of information technology and partnerships.

### Project Description and Scope

The project will be designed to convert the Disability Insurance Legacy Mainframe system to a .NET environment in order to eliminate problems associated with maintaining the 20-year old system and to incorporate Paid Family Leave (PFL) and the Disability Insurance Automation (DIA) systems into one seamless application. This project is considered Phase 4 of the recent commitment to bring the DIB’s electronic data systems into a more modern and flexible infrastructure.

### Estimated Benefits and Services Improvements

- The outcome for this project is to bring DIB’s electronic environment onto one platform, thus allowing the Disability Insurance (DI) and PFL programs to be in the same data system.
- Currently the two programs reside on two different systems, making the data collection difficult. The new system will permit uniform data collection and increase accuracy of reports.
- The conversion of the DI data to the .NET environment will provide increased flexibility for all aspects of data capture.
- Under the current environment collecting data for ad hoc reports at the request of Legislators or other states requires an IT Service Request and may take up to a week to obtain. In the new environment data will be available in real-time and from desktop applications, moreover we will have the ability to capture additional data elements.

#### Automation Projects only:

PY/Cost Savings Utilization	PY Reductions	OE&E Reductions
TBD	TBD	TBD

Proposed Project Name	Project Start & Finish	Estimated Cost
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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><i>Tax Application Platform Upgrades</i></p> <p><b>Project Type</b> Infrastructure Automation</p>	<p>SFY 11/12 – SFY 13/14</p> <p style="text-align: center;"><b>Duration</b> 3 years</p> <p style="text-align: center;"><b>Project Priority</b> 11</p>	<p style="text-align: right;">\$5,750,000</p> <p style="text-align: right;"><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.  <b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>The program supports the collection of benefit overpayments made to recipients in the Unemployment Insurance (UI) and Disability Insurance (DI) programs. The project will convert existing Benefit Overpayments Collection System (BOCS) from Visual Basic 6.0 to an integrated .NET program. The programming language is no longer supported by the vendor. The existing program has a high degree of risk of failure.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>▪ Modernization of the BOCS program will improve data handling capabilities and will provide a more structured and documented program.</li> <li>▪ The increased revenue will benefit the UI, DI and General Fund balances and the increased collection of UI and DI fraud overpayments will be reimbursed to the employers' accounts.</li> </ul>		
<b>Automation Projects only:</b>		
<p><b>PY/Cost Savings Utilization</b></p> <p>TBD</p>	<p><b>PY Reductions</b></p> <p>TBD</p>	<p><b>OE&amp;E Reductions</b></p> <p>TBD</p>

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>DI Call Center Implement Calnet 2 Features</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 11/12 – 12/13</p> <p><b>Duration</b> 1 year</p> <p><b>Project Priority</b> 12</p>	<p><b>Estimated Cost</b> \$20,600,000</p> <p><b>Related Projects</b> UIMOD</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>Upgrade the Disability Insurance (DI) Branch Call Center Platform utilizing the Calnet II, Master Service Agreements (MSAs) 1 &amp; 2. The Calnet II, MSAs 1 &amp; 2, more than meet the needs of the DI Branch. The current call center technology is outdated and is no longer effective. The DI Branch would like to leverage new technologies with additional functionality and features that would enable DI Call Centers to work more efficiently.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• The new technology would allow DI Branch to route calls on a real time basis as well as monitor and record inbound calls for training and quality assurance purposes, subsequently improving answering speed.</li> <li>• Replacing the current system would allow DI to train staff and monitor calls to ensure efficiency in responding to claimant calls.</li> <li>• A more automated scheduling and forecasting tool would assist DI Branch in determining effective resource management.</li> <li>• The DI Branch Call Center Platform is extremely outdated; technology and Industry standards have moved well beyond the current platform.</li> <li>• By pursuing the services available through the Calnet II, the DI Branch would improve multiple layers of the call environment.</li> </ul> <p>The DI Branch would be able to increase the quality and productivity of work in our call centers, improve the speed in which a call is answered, reduce the cost associated with calls holding by real-time call routing, streamline the entire system, and improve the ability to effectively manage the calls during a crisis.</p>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
Call wait times will be reduced and there will be faster access to agents. This will result in fewer customer complaints regarding access to a representative and fewer complaints regarding DI services.	TBD	TBD



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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Project Name</b> <i>Electronic Information Abstract + 1099G</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 10/11 – SFY 11/12</p> <p><b>Duration</b> 1 year</p> <p><b>Project Priority</b> 13</p>	<p><b>Estimated Cost</b>  TBD</p> <p><b>Related Projects</b> Idm</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL II:</b> Develop an integrated approach across EDD to improve customer satisfaction with EDD services.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p> <p><b>GOAL V:</b> Ensure the integrity of EDD’s programs, services and information assets.</p>		
<b>Project Description and Scope</b>		
<p>The Employment Development Department (EDD) currently provides both paper and electronic confidential information abstracts to external, legally authorized governmental agencies and requesters. This project would replace an aged, and difficult to maintain, 1970’s Mainframe batch processing system with access to confidential information via secure file transfer processes and authorized on-line services. Full accountability for external requester account agreements, electronic access, requester authentication, authorization, and a detail audit trail of activity would be established.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• By virtue of E-customers doing the request/entry work, staff costs and effort will be reduced in processing requests once a contract has been established and the customer is in the system.</li> <li>• The system will replace the effort of handling, printing, packaging and shipping, by mail room staff and the electronic process will speed the production, delivery time, and eliminate the staff time required to print and file hard copy requests.</li> <li>• Services alignment with EDD Source Data Systems, (e.g. DI, UI, TAX automation), leverage new automation technologies, (e.g. Identity Management, .NET Application Development).</li> <li>• Electronic processing eliminates manual processing time in order to handle entry and outputs, to package and ship abstract products and allow customer access to their data on an as-needed basis. Electronic processing was requested by customers who were asked in a survey how EDD might improve services.</li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
<ul style="list-style-type: none"><li>• The electronic processing significantly reduces manual data entry and mainframe computer batch processing costs as well as costs associated with output processing, packaging, and shipping abstract products.</li><li>• Staff time will be reduced due to system enhancements; system failures and problem analysis, handling and shipping errors; and manual safeguard controls.</li><li>• These savings are passed along to the customer who pays for the abstract product(s).</li></ul>	TBD	TBD

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p><b>Proposed Project Name</b> <i>PFL Enhancements</i></p> <p><b>Project Type</b> Automation Infrastructure</p>	<p><b>Project Start &amp; Finish</b> SFY 12/13 – SFY TBD</p> <p><b>Duration</b> TBD</p> <p><b>Project Priority</b> 14</p>	<p><b>Estimated Cost</b> TBD</p> <p><b>Related Projects</b> None</p>
<b>Strategic Plan Connection</b>		
<p><b>GOAL I:</b> Improve access to services and information through the use of information technology and partnerships.</p> <p><b>GOAL III:</b> Improve business processes to enhance results and reduce costs.</p> <p><b>GOAL IV:</b> Build human resource capacity so that staff has the skills necessary to meet the challenges of the changing environment.</p>		
<b>Project Description and Scope</b>		
<p>The DI Branch would enhance the existing Paid Family Leave (PFL) automated system by modifying current reports to include frequently requested data that is not captured on the Single Client Data Base, create new test and training environments in Infolmage (IIF) and the PFL system to help DI Central Office staff troubleshoot PFL system problems and provide a training environment for new staff to safely learn the PFL system without the risk of changing production data.</p>		
<b>Estimated Benefits and Services Improvements</b>		
<ul style="list-style-type: none"> <li>• The DI Branch would improve their capability to provide timely, comprehensive, reliable and accurate data to the Legislature and to other states and organizations who seek data regarding the PFL program.</li> <li>• New and existing PFL staff would receive hands-on training in an environment that is specifically designed to meet their training needs.</li> <li>• A DI IIF test environment would allow the DI Central Office staff to expand their capability to troubleshoot PFL production problems and reduce the reliance on IT resources that could be channeled to other critical DI areas.</li> <li>• Providing comprehensive and reliable data upon request demonstrates that California recognizes its responsibility as the first and only state to offer a paid family leave program and provide assistance to other states who may be considering a similar program.</li> <li>• Enhanced PFL testing and training systems will allow PFL staff to become more productive sooner and develop a greater understanding of the integrated systems that run the PFL application.</li> <li>• Having a PFL test environment will provide faster resolution to production problems and support IIF route development and changes as the Branch's business needs expand.</li> <li>• The PFL application will serve as a model to enhance and improve the automation</li> </ul>		

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## STRATEGIC & TACTICAL PROJECT DETAILS

<p>pieces of our current DI business processes and services. The DI program has a larger claim load and business rules.</p> <ul style="list-style-type: none"> <li>• Providing DI staff with the proper tools to correct and improve business processes with minimal IT resources enables the Branch to direct IT resources where they are needed.</li> </ul>		
<b>Automation Projects only:</b>		
<b>PY/Cost Savings Utilization</b>	<b>PY Reductions</b>	<b>OE&amp;E Reductions</b>
<ul style="list-style-type: none"> <li>• Time currently spent researching and obtaining aggregate data will be reduced or eliminated.</li> <li>• The DI central office staff will be able to support changes based upon the Branch's priorities and not depend on IT and competing priorities.</li> <li>• Fewer PFL production problems will be referred to IT staff.</li> <li>• Redirected to existing workload</li> </ul>	None	None