California Public Utilities Commission

California Public Utilities Commission

AB1717 Prepaid Mobile Telephony Service Surcharge Collection (MTS)

8660-079

Special Project Report

December 4, 2015

Table of Contents

1.0 Project Approval Transmittal 3

2.0 Information Technology: Project Summary Package 5

2.1 Section A: Executive Summary 5
2.2 Section B: Project Contacts 7
2.3 Section C: Project Relevance to State and/or Departmental Plans 8
2.4 Section D: Budget Information 9
2.5 Section E: Vendor Project Budget 10

3.0 Proposed Project Change 12

3.1 Project Background/Summary 12
3.2 Project Status 12
3.3 Reason for Proposed Change 13
3.4 Proposed Project Change 15
3.4.1 Accessibility 15
3.4.2 Impact of Proposed Change on Project 15
3.4.3 Feasible Alternatives Considered 16
3.4.4 Implementation Plan 16

4.0 Updated Project Management Plan 16

4.1 Project Manager Qualifications 17
4.2 Project Management Methodology 17
4.3 Project Organization 17
4.4 Project Priorities 21
4.5 Project Plan 21
4.5.1 Project Scope 21
4.5.2 Project Assumptions 21
4.5.3 Project Phasing 22
4.5.4 Project Roles and Responsibilities 22
4.5.5 Project Schedule 28
4.6 Project Monitoring and Oversight 30
4.7 Project Quality 31
4.8 Change Management 31
4.9 Authorization Required 31

5.0 Updated Risk Management Plan 32

5.1 Risk Register 32

6.0 Original Economic Analysis Worksheets (EAWS) 32

6.1 Revised Economic Analysis Worksheets (EAWS) 39

Appendix A: List of Attachments Referenced in SPR 45

1.0 Project Approval Transmittal

Information Technology Project Request

Special Project Report
Executive Approval Transmittal

Department Name			
Public Utilities Commission			
Project Title (maximum of 75 characters)			Project Acronym
AB1717 Prepaid Mobile Telephony Service Surcharge Collection			MTS
FSR Project ID	FSR Approval Date	Department Priority	Agency Priority
8660-079	01/16/2015	1	1

I am submitting the attached Special Project Report (SPR) in support of our request for the California Technology Agency's approval to continue development and/or implementation of this project.
I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).
I have reviewed and agree with the information in the attached Special Project Report.
I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

APPROVAL SIGNATURES		
Chief Information Officer		Date Signed
		12/4/15
Printed name:	Reza Yazdi	
Budget Officer		Date Signed
		12/3/15
Printed name:	Audrey Kitzes	
Department Director		Date Signed
Michelle Cooke		12/3/15
Printed name:	Michelle Cooke	
Agency Chief Information Officer		Date Signed
N/A		
Printed name:		
Agency Secretary		Date Signed
N/A		
Printed name:		

Yes or No

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

Exceptions Not Requiring Alternative Means of Access

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

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

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

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

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

2.0 Information Technology: Project Summary Package

2.1 Section A: Executive Summary

1.	Submittal Date	October 30, 2015

		SPR	PSP Only	Other:
2.	Type of Document	X		
	Project Number	8660-079		

			Estimated Project Dates	
3.	Project Title	Prepaid Mobile Telephony Service Surcharge Collection	Start	End
	Project Acronym	MTS	01/01/2015	07/13/2017

4.	Submitting Agency/state entity	California Public Utilities Commission (CPUC)
5.	Reporting Agency/state entity	N/A

6.	Project Objectives
	Objective (S1BA 1.1) – State Mandate: Support the newly mandated business requirement that requires the separate collection and tracking of surcharges and fees through the MTS from direct and indirect sales of prepaid wireless telephony services. **Objective (S1BA 1.2) – State Mandate:** Collect, track and separate the MTS into the following groupings: 1) six Universal Service/PPP Surcharges and 2) CPUC User Fee - to be used to maintain the continued oversight of program funding. **Objective (S1BA 1.3) – State Mandate:** Provide wireless telecommunication carriers the ability to report and remit the MTS due on direct sale revenues to the CPUC.

8.	Major Milestones	Est. Complete Date (A= Actual)
	Contracted Resources Procurement	A04/24/2015
	Project Initiation	A06/03/2015
	Phase 1 - Requirements	A07/22/15
	Phase 1 - Design	A10/02/15
	Phase 1 – Carrier MTS Surcharge Reporting (Direct and Indirect) and Direct Payment Processing	01/08/2016
	Phase 2 – User Fee Data Collection and Payment Processing	04/13/16
	Phase 3 – Direct Revenue and User Fees Standard Reports	05/27/2016
	Phase 4 – Indirect Revenue Data Collection (BOE Integration and banking transfer)	06/27/2016

Objective (S1BA 1.3) – State Mandate: Meet the requirement of determining the appropriate surcharge percentages to be assessed for the MTS that will cover the new costs associated with the MTS as well as meet ongoing program funding requirements.	Phase 5 – Ad Hoc Reporting Capability and Indirect Surcharges Reporting	09/02/2016
	Project Complete	09/30/2016
	PIER	07/13/2017
	Key Deliverables	
	Communication Management Plan	A04/08/15
	Project Management Plan	A05/15/15
	Project Master Schedule	A05/19/15
	Risk Management Plan	A04/17/15
	Vendor Onboard	A04/24/15
	Organizational Change Management Plan	A07/07/15
	Maintenance and Operations Plan	A09/07/15
	Requirements Phase 1	A07/22/15
	Design Phase 1	A10/02/15
	Requirements Phase 2	A07/22/15
	Design Phase 2	12/23/15
	Requirements Phase 3	07/22/15
	Design Phase 3	02/24/2016
	Requirements Phase 4	02/15/2016
	Design Phase 4	04/05/2016
	Requirements Phase 5	04/04/2016
	Design Phase 5	05/30/2016

7.	**Proposed Solution**
	The recommendation from the original feasibility study is to enhance the Telecommunications User Fees Filing System (TUFFS) to meet the business requirements to support the AB1717 legislation. The solution remains unchanged for this Special Project Report.

2.2 Section B: Project Contacts

Project #	8660-079
Doc. Type	SPR

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Director	Michelle	Cooke	415	703-2163		415	703-1758	Michelle.cooke@cpuc.ca.gov
Budget Officer	Audrey	Kitzes	415	703-2046		415	703-1758	Audrey.kitzes@cpuc.ca.gov
CIO	Reza	Yazdi	415	703-2024		415	703-1758	Reza.yazdi@cpuc.ca.gov
Proj. Sponsor	Michael	Amato	415	703-1863		415	703-1758	Michael.amato@cpuc.ca.gov
Proj. Director	Eric	Van Wambeke	415	703-2896		415	703-1758	Eric.vanwambeke@cpuc.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Doc. prepared by/Primary Contact	Steven	Allen	415	703-5133		415	703-1758	Steven.allen@cpuc.ca.gov
Project Manager	Steven	Allen	415	703-5133		415	703-1758	Steven.allen@cpuc.ca.gov

2.3 Section C: Project Relevance to State and/or Departmental Plans

1.	What is the date of your current Technology Recovery Plan (TRP)?	Date	1/2015
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	8/2006
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	N/A
		Page #	N/A

Project #	8660-079
Doc. Type	SPR

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

2.4 Section D: Budget Information

	Project #	8660-079
	Doc. Type	SPR

Budget Augmentation Required?		
No	X	
Yes		If YES, indicate fiscal year(s) and associated amount:

FY	2014-15	FY	2015-16	FY	2016-17	FY	2017-18	Total
	$0		$2,071,052		$838,161		$0	$2,909,213

PROJECT COSTS

1.	Fiscal Year	2014-15	2015-16	2016-17	2017-18	TOTAL
2.	One-Time Cost	$938,840	$2,616,182	$396,958	$0	$3,951,620
3.	Continuing Costs	$0	$0	$495,594	$838,161	$1,333,755
4.	TOTAL PROJECT BUDGET	$938,840	$2,616,182	$892,552	$838,161	$5,285,375

PROJECT FINANCIAL BENEFITS

5.	Cost Savings/Avoidances	$(938,840)	$(2,616,182)	$(892,552)	$(838,161)	$(5,285,375)
6.	Revenue Increase	$0	$0	$0	$0	$0

2.5 Section E: Vendor Project Budget

Project #	8660-079
Doc. Type	SPR

Vendor Cost for SPR Development (if applicable)	N/A
Vendor Name	N/A

VENDOR PROJECT BUDGET

1.	Fiscal Year	2014-15	2015-16	2016-17	2017-18	TOTAL
2.	Primary Vendor Budget	$512,160	$877,220	$109,900	$0	$1,499,280
3.	Independent Oversight Budget	$56,280	$112,560	$28,140	$0	$196,980
4.	IV&V Budget	$36,300	$103,290	$16,500	$0	$156,090
5.	Project Management Budget	$154,000	$338,800	$0	$0	$492,800
6.	Other- Citibank	$0	$150,000	$0	$0	$150,000
7.	TOTAL VENDOR BUDGET	$758,740	$1,581,870	$145,160	$0	$2,495,150

PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT

7.	Primary Vendor	Taborda Solutions
8.	Contract Start Date	04/24/2015
9.	Contract End Date (projected)	11/30/16
10.	Amount	$1,499,280

PRIMARY VENDOR CONTACTS

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.	Taborda Solutions	Brendan	McGuire	916	337-9081				Brendan.mcguire@tabordasolutions.com

Project #	8660-079
Doc. Type	SPR

RISK ASSESSMENT

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)
The Risk Management Plan is part of the MTS approved Project Management Plan (PMP). Risk identification, risk analysis and measurement, risk response planning, contingency planning and risk monitoring and controlling are outlined in the PMP and followed by the team. Risks are evaluated at least once a week in the MTS weekly status meetings. A complete current risk log as of the time of writing this SPR is provided in section 5 of this document.

3.0 Proposed Project Change

3.1 Project Background/Summary

The California Public Utilities Commission (CPUC or Commission) regulates privately owned public utilities operating in the state of California, including telephone corporations.

New legislation in AB1717: Telecommunications: prepaid mobile telephony services: state surcharge and fees: local charges collection requires that the CPUC user fee, California's six universal service surcharges, 911 surcharge, and applicable local Utilities User Tax (UUT) be aggregated into one Mobile Telephony Service (MTS) surcharge when assessed on intrastate prepaid wireless telephone services.

On January 16, 2015, the California Department of Technology approved the CPUC's Feasibility Study Report (FSR) for the AB1717 Prepaid Mobile Telephony Service Charge Collection (MTS) Project to implement the requirements of AB1717.

The recommendation of the feasibility study was to enhance the Commission's Telecommunications User Fees Filing System (TUFFS) to meet the new business requirements created by AB1717. This solution remains unchanged for this Special Project Report (SPR).

The approved solution was to be implemented in three phases:

Phase 1) MTS Surcharge Reporting and Remittance
Phase 2) Pre-defined MTS Surcharge Reports
Phase 3) Ad hoc Reporting Capability.

In this Special Project Report (SPR), the CPUC is requesting the following changes to the project:

1) A 4 month extension to the project schedule to accommodate the Board of Equalization's (BOE) differing scheduled implementation of the MTS from the CPUC's schedule
2) Implementation of the project in 5 phases, (as opposed to the original 3 phases) and to re-baseline the project schedule
3) A steering committee approved scope increase to automate the currently manual paper driven CPUC process of collecting Telecommunication User Fees and implement this as another phase of the project
4) A forced scope increase to transfer the current banking payment vendor from Citibank to Union Bank

3.2 Project Status

The project is currently in the development stage for Phase 1 of the project. Phase 1 consists of Telecommunication Carrier MTS Surcharge Reporting and Direct Payment Processing. The following milestones have been completed for Phase 1 (Phase 1 is due to complete by 1/31/16):

- All vendors on board
- Project initiation completed including the Project Management Plan (PMP)
- Communication Management Plan, Project Master Schedule, Risk Management Plan, Organizational Change Management Plan, Maintenance and Operations Plan

- Requirements completed for Phases 1, 2 and 3
- Design completed for Phase 1
- Development and Testing of Phase 1functionality is 75% complete as of 12/1/2015

Currently in progress is the Detailed System Design (DSD) for Phase 2, which is now Automated User Fee Data Collection and Payment Processing. Phase 2 is scheduled to be completed by 3/17/2016

3.3 Reason for Proposed Change

There are several drivers that have resulted in change to the MTS project. Each one of them is presented below:

The Board of Equalization's (BOE) implementation schedule differs from the CPUC implementation schedule:

The BOE is an important factor in the delivery of the CPUC's MTS Project schedule. BOE will collect the indirect (retailer) portion of the MTS and remit those monies to the CPUC. AB 1717 has an effective date of January 1, 2015 and an implementation date of January 1, 2016. When the CPUC's original FSR was approved, it was assumed that BOE's implementation of AB1717 would occur at the same time as the CPUC's implementation which is January 1, 2016. There was a risk documented early in the project and in the FSR: "If BOE's timeline for implementation is not in alignment with the CPUC timeline for implementation". This risk turned into an issue on 4/24/15 as BOE informed the CPUC that their implementation schedule will be pushed to June 2016. On 4/27/15, issue analysis was presented to the MTS Steering Committee for decision. On 5/6/2015, the Steering Committee made a decision to extend the project schedule to accommodate the BOE portion of the MTS and to implement the interface with BOE as a separate phase of the project.

The FSR defined Phase 1 of the project as follows (text highlighted in blue for emphasis):

Phase 1 - *MTS Surcharges and Fees Reporting and Remittance*: Implementation of changes to TUFFS for the core functionality to allow carriers to report and remit MTS surcharges and fees from direct sales. Includes the interface with the BOE to allow the reporting of the MTS surcharge for indirect retail sales.

- An internet portal for carriers to report the MTS surcharge portion due the CPUC (user fees and public purpose surcharges) from direct sales, similar to the one currently used for TUFFS.
- Interface with BOE to receive a file of the MTS surcharge amounts due the CPUC from indirect mobile telephony sales.
- Modifications to TUFFS to support CPUC back-office processes

Because of the differing schedules for BOE and CPUC implementation of the MTS, Phase 1 for the CPUC must remove the interface with BOE and move it to its own separate phase.

Scope increase: Automate the collection of Telecommunication User Fees:

Currently, the collection and payment processing of Telecommunication User Fees is a manual paper driven process. The FSR was agnostic on the automation of this process although it was an in scope item as AB1717 established a separate MTS User Fee. At project start, the project team originally decided to leave the process of this User Fee as a manual process and add the MTS portion of the User Fee to the paper forms. However, along with the movement of the BOE portion of the MTS to a separate phase of the project, the steering committee made a decision at the same time to automate the processing of the User Fees and create a new phase for its implementation. Although this decision added scope to the project, the steering committee and vendor teams agreed it could be accomplished. There were several reasons cited for allowing this new phase to the project:

- The TUFFS system already has the engine in place for automated reporting of revenues subject to the User Fee (very similar to the Surcharges), and for the automated collection of the revenues via the banking vendor
- The project has all the necessary resources and expertise already in place to accommodate this change. The opportunity for this automation may not be available for some time to come
- The automation will eliminate any paper driven processes prone to error
- The automation will save staff time in the distribution of the paper invoices and manual processing of the payments (i.e.checks)

The Steering Committee agreed to this scope increase and added it as another phase to the project.

Forced Scope Increase: Transfer of payment vendor from Citibank to Union Bank:

The CPUC uses the State Treasurer's Office (STO) contract for electronic funds transfer services. Currently, the vendor for this contract is Citibank. Citibank has set up a custom payment portal for the CPUC to support the payments of Telecommunication Surcharges. In scope for the MTS project was the modification of this payment portal to accept the additional payment types of the MTS and MTS User Fees. The CPUC is in process of implementing these modifications with Citibank to support a 1/1/16 implementation of the MTS.

The STO contract with Citibank expires on 6/30/16. An Invitation for Bid (IFB) was developed by STO early in 2015 and the CPUC participated in the IFB by providing its unique requirements and historical electronic fund transfer volumes information. The MTS Project Team documented the risk of the possibility of Citibank not being the awarded vendor for the new IFB. If Citibank was not the awarded vendor, this would force the CPUC to transfer payment vendors to the new vendor. The STO released the Invitation for Bid (IFB) for electronic fund services on 6/24/2015. On July 30, 2015, the notice of Intent to Award was issued by STO. The intent to award was for Union Bank. This intent to award triggered the risk to become an issue for the CPUC as the now solidified transfer of banking vendors had become a reality and fell within the MTS project timelines.

On 8/18/15, the MTS Project Team initiated change order CR-001 to add the transfer of banking services for the TUFFS system to the scope of the project. This change order was accepted by the

project steering committee as there were no other viable options and the activities were added to the (new) Phase 4 of the project.

3.4 Proposed Project Change

The proposed changes to the project are as follows:

1) Extend the project schedule by 4 months to accommodate the Board of Equalization's (BOE) differing scheduled implementation of the MTS from the CPUC's schedule

2) Added the scope of automation of Telecommunication User Fees and implement as Phase 2 of the project

3) Added the forced scope of transfer of bank payment vendors and implement it with Phase 4 of the project

4) The revised implementation will consist of five phases:

Phase 1) Carrier MTS Surcharge Reporting (Direct and Indirect) and Direct Payment Processing
Phase 2) User Fee Data Collection and Payment Processing
Phase 3) Direct Revenue and User Fees Standard Reports
Phase 4) Indirect Revenue Data Collection (BOE Integration and banking transfer)
Phase 5) Ad Hoc Reporting Capability and Indirect Surcharges Reporting

The cost increases associated with these changes are detailed in Section 6 (EAWs) of this document.

3.4.1 Accessibility

The application will meet the requirements of Government Code 11135 and Section 508.

3.4.2 Impact of Proposed Change on Project

- There is an impact to the project schedule of 4 months
- There is an increased one time project cost of $689,374. $366,150 of this cost will be in contract services to implement the new scope and accommodate the increase in schedule. $323,224 of this cost is in increased staff salaries/benefits costs for the additional 4 months added to the schedule.
- For the continuing IT Project Costs, the 4 month schedule increase caused the Economic Analysis Worksheets to display a full year of these costs in FY 17/18. This caused the continuing IT Project Costs to increase by $440,528. This will not be addressed further as it has no bearing on implementation. Focus will be on increased resource costs (vendors, re-directed and new staff) through the extended implementation.
- There is an added benefit of automating the Telecommunication User Fees. The paper process will be eliminated

3.4.3 Feasible Alternatives Considered

The FSR approved solution of enhancing the existing TUFFS system remains unchanged. The scope to include the automation of CPUC Telecommunication User Fees fits perfectly into the strengths of TUFFS as the reporting, payments, and interest penalty for late payments functions are already available in the system. The same modification efforts to include the MTS Surcharges also apply to the User Fees.

3.4.4 Implementation Plan

The proposed changes have been added to the revised Project Schedule. Requirements for the first 3 revised phases have been developed and approved by the Project Team. The same subject matter experts and development team staff needed to implement the automation of Telecommunication User Fees (Phase 2) were already engaged in the project and are participating in design sessions. This is also the case for the transfer of banking services as the team is already working with the existing banking vendor (Citibank) on the payment portal modifications to include the MTS surcharges and Telecommunication User Fees. This same effort (Citibank modifications) will be duplicated for the transfer of banking services to Union Bank in Phase 4.

4.0 Updated Project Management Plan

The Project Management Plan is approved, followed, and in place in the MTS project library on the CPUC's document management system (Content Server). The Project Management Plan includes:

Project Governance
Communication Plan
Scope Management
Schedule Management
Human Resources Management
Configuration Management
Change Control
Quality Management
Risk Management
Issue Resolution
Cost Management
Procurement Management
Contract Management
Requirements Management
Organizational Change Management

4.1 Project Manager Qualifications

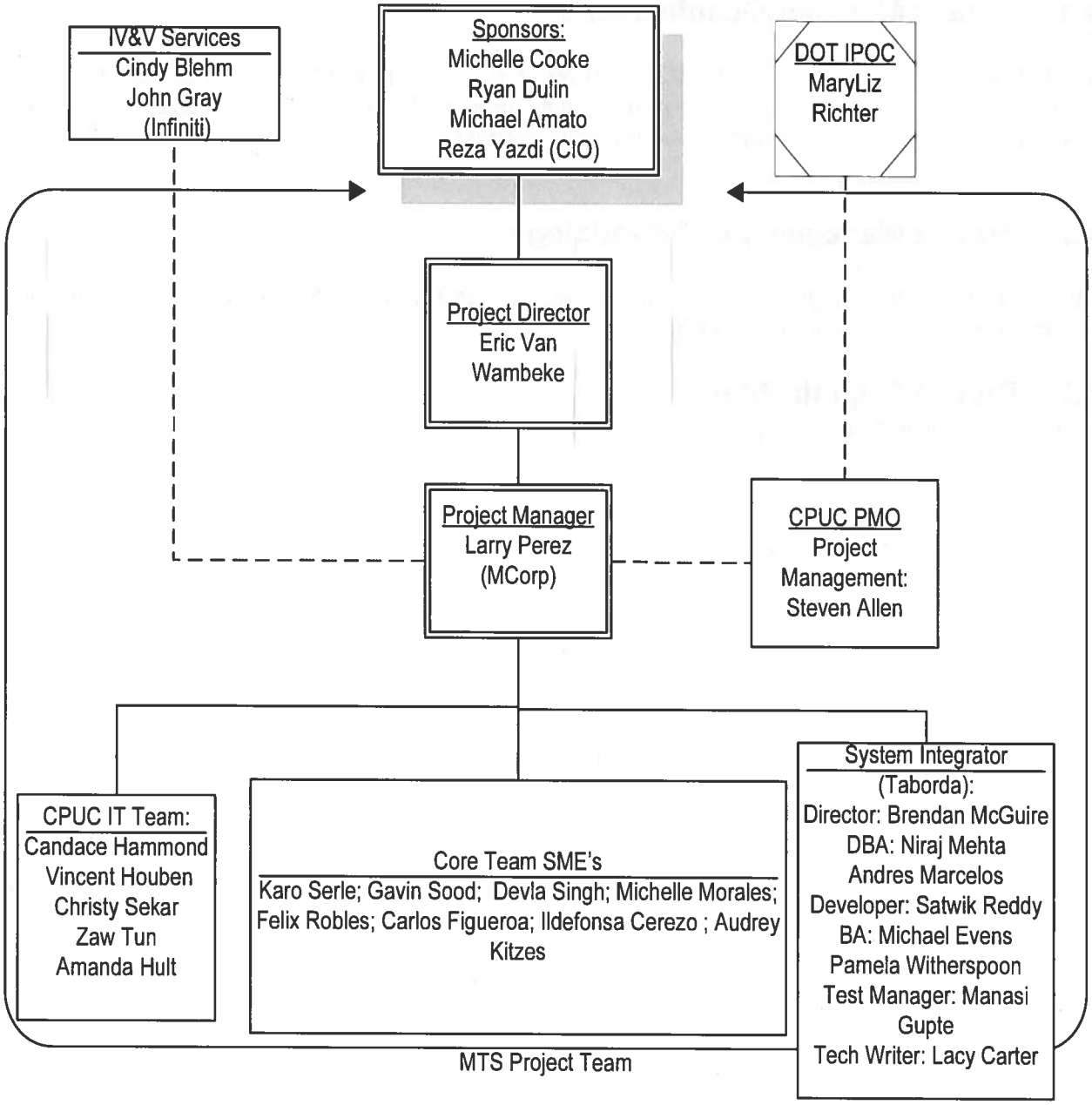
The CPUC issued and awarded RFO #0215-001 on March 25, 2015 to MCorp for a seasoned (PMP certified) Project Manager for the MTS project. In addition, CPUC PMO Project Manager Steven Allen is also providing project management and internal oversight of the project.

4.2 Project Management Methodology

The CA-PMM methodology is in use for this project. CA-PMM Project Status Reports have been filed monthly since the beginning of the project.

4.3 Project Organization

Below is the updated project organizational chart:



Project Steering Committee:

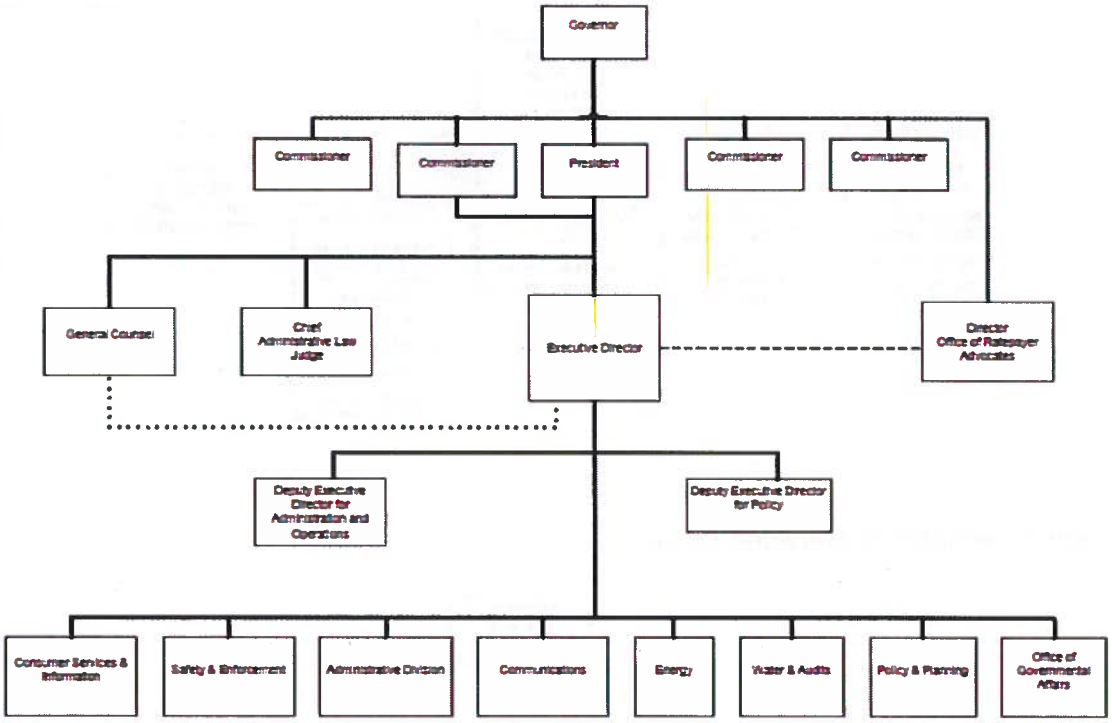
The Project Steering Committee is made up of the Project Sponsors, Project Director, Project Manager, and Project Management Office (PMO). The Steering Committee meets at least monthly and also on an as needed basis when and if key risks/issue arise. Key Subject Matter Experts (SME's) are also included as needed.

The CPUC's organizational structure is depicted below. The Communications Division, Budget and Fiscal Services Branch, and Information Technology Branch, will share

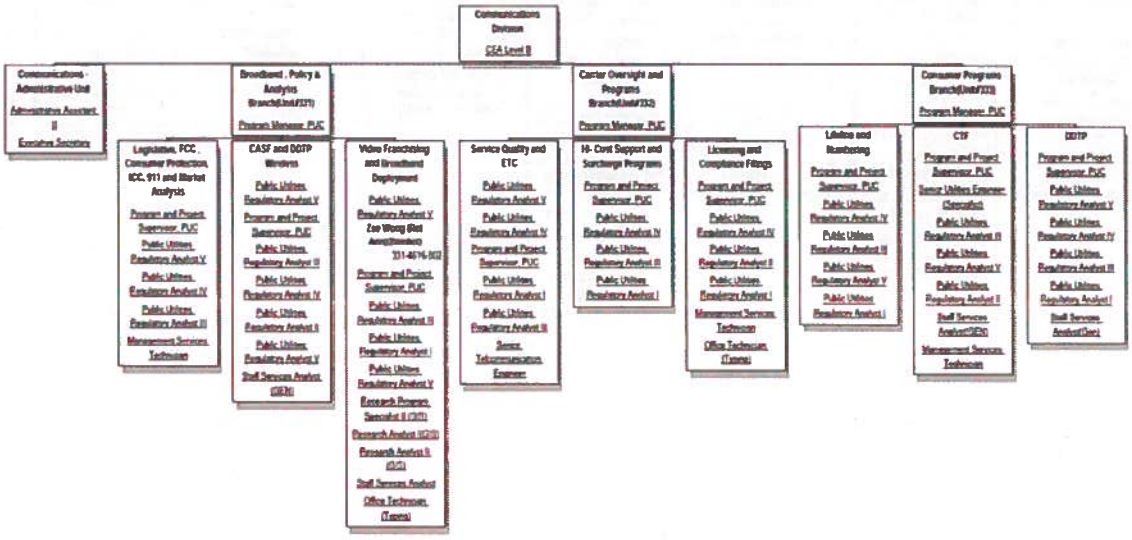
responsibility for the successful implementation of the MTS solution. This has not changed from the FSR approval.

California Public Utilities Commission

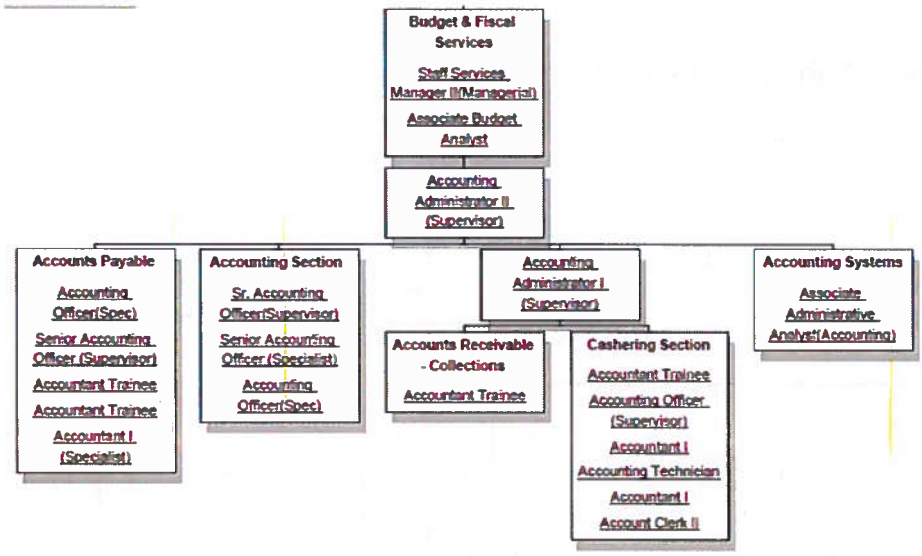
October 1, 2014



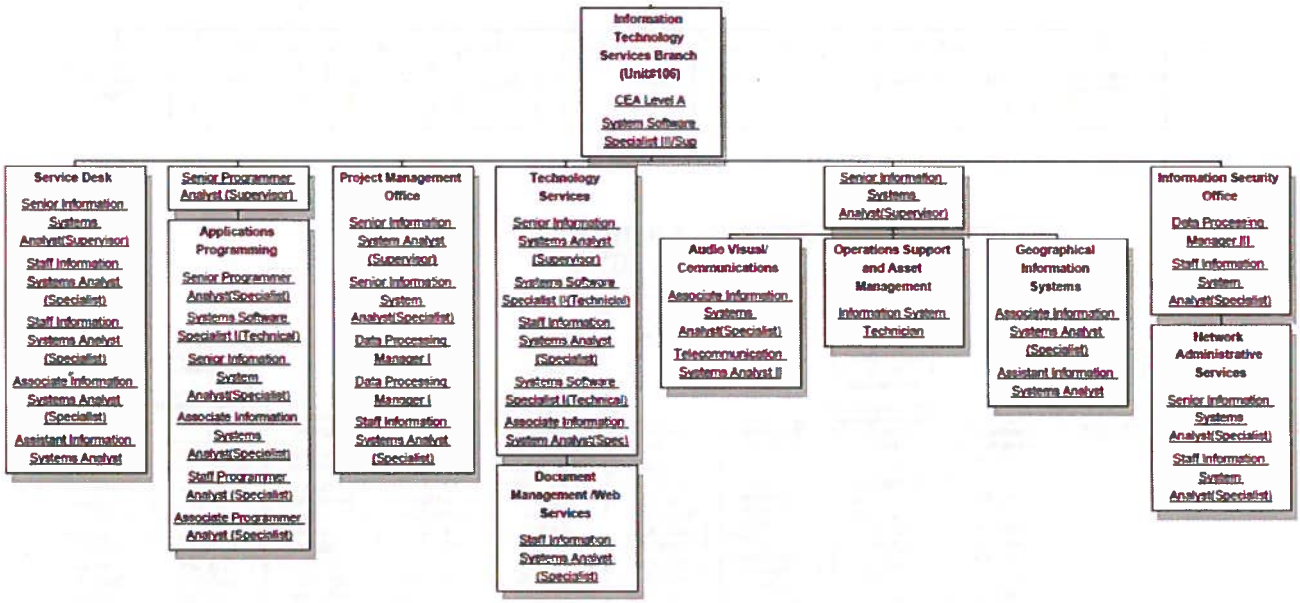
Communications Division
(July 1, 2014)



Budget and Fiscal Services Branch:



Information Technology Services Branch:



4.4 Project Priorities

Below is the project trade-off matrix. The ratings indicate the degree of priority in each of the key areas of the project with 1 being highest and 4 being lowest in priority. This matrix is used to assist in guiding decisions made about the project.

Schedule	Scope	Resources	Quality
1	3	4	2

4.5 Project Plan

4.5.1 Project Scope

There have been two scope change events since the FSR was approved. These events are described in sections 3.3 and 3.4.

- Added the scope of automation of Telecommunication User Fees
- Added the forced scope increase of transfer of bank payment vendors

Also extended project schedule from three to five phases; see 4.5.3 below for description.

4.5.2 Project Assumptions

Project assumptions were specified in the Project Charter in the planning phase of the project. They remain unchanged:

- MTS surcharges collected and reported on the Direct Sales of prepaid wireless services may function similarly to the business rules established for all other surcharges and the current TUFFS.
- Only minor changes will be necessary to modify the existing TUFFS system and its functionality
- Subject Matter Experts are available to assist with providing expertise, reviewing deliverables, developing test plans, performing testing, developing training materials, and performing training.

- Vendor procured resources can be acquired and will be available to start work on or before April 15, 2015
- Funding for personnel is expected to be approved by DOF

4.5.3 Project Phasing

For the reasons specified in sections 3.3 and 3.4, the project will now be delivered in these 5 phases:

Phase 1 - *Carrier MTS Surcharge Reporting (Direct and Indirect) and Direct Payment Processing:* Implementation of changes to TUFFS for the core functionality to allow carriers to report and remit MTS surcharges and fees from direct sales and report indirect sales.

- An internet portal for carriers to report the MTS surcharge portion due the CPUC from direct sales and indirect sales, similar to the one currently used for TUFFS.
- Payment processing for MTS direct sales (indirect payment processing will come from BOE in Phase 4)
- Modifications to TUFFS to support CPUC back-office processes

Phase 2 - *User Fee Data Collection and Payment Processing:* Automation of the current paper process for the reporting and remittance of Telecommunication User Fees.

- An internet portal for carriers to report User Fees from direct sales (including the MTS Direct User Fee portion)
- Modifications to existing banking payment portal to accept the electronic payments of User Fees and MTS User Fees

Phase 3 - *Direct Revenue and User Fees Standard Reports:* The implementation of core pre-defined reports from direct revenue and User Fee reporting

Phase 4 - *Indirect Revenue Data Collection (BOE Integration and banking transfer):* Interface with BOE to receive a file and meta-data of the MTS surcharge amounts due to the CPUC from indirect mobile telephony sales

Phase 5 - *Ad Hoc Reporting Capability and Indirect Surcharges Reporting:* The implementation of an ad-hoc reporting capability to allow the CPUC to create reports that combines data from the modified TUFFS database. The implementation of core pre-defined reports from indirect surcharges reporting and payments. Includes the capability to create an Excel compatible file of information selected from the modified TUFFS database.

4.5.4 Project Roles and Responsibilities

The project organization chart in section 4.3 identifies the key project roles and members. The Project Roles and Responsibilities are defined in the Project Management Plan:

Role	Responsibilities
Project Sponsors – Ryan Dulin Michelle Cooke Michael Amato Reza Yazdi (CIO)	• Champions the project, and communicates support to agency leadership, staff, and other stakeholders. • Authorizes the project's scope, budget, and schedule. • Reviews and approves project progress at the end of each phase. • Resolves critical issues, as needed. • Approves key project deliverables.
Project Steering Committee – Ryan Dulin Michelle Cooke Michael Amato Reza Yazdi Eric Van Wambeke Audrey Kitzes	• Champions the project, and communicates support to agency leadership, staff, and other stakeholders. • Provides project direction. • Resolves issues and policy decisions, approve scope changes. • Approves key project deliverables.
CPUC Project Manager (CPUC) – Steve Allen	• Has primary responsibility of monitoring budget and costs, but also, coordinates with the Vendor Project Manager to monitor and control the overall project scope, budget, risks, issues and schedule. • Reviews and approves project deliverables. • Monitors and controls contracts with awarded vendors, including coordinating invoices and payments. • Coordinates closely with Subject Matter Lead. • Escalates critical issues, as needed, to Project Sponsor.
Vendor Project Manager – M Corp Larry Perez	• Has primary responsibility of monitoring project scope, risks, issues and schedule, but also coordinates the CPUC Project Manager to monitor and control budget and costs. • Provides first Level of review for project deliverables. • Reports project status to project team, CPUC Project Manager, Project Director, Steering Committee, and Sponsors. • Coordinates closely with Subject Matter Lead. • Escalates critical issues, as needed, to CPUC Project Manager and Project Director. • Educates the project team on configuration management and monitoring proper adherence to the plan. • Monitors quality practices and adherence to the Project Management plan. • Monitors and controls requirements traceability. • Documents Lessons Learned.

Role	Responsibilities
Project Director/ Subject Matter Lead (bill expert) – Eric Van Wambeke	• Reviews and approves project deliverables. • Reviews the project scope, budget, and schedule. • Manages communication and outreach to stakeholders. • Manages the work of the Subject Matter Experts. • Resolves issues and escalates issues, as needed.
Subject Matter Experts (Program, CPUC) – Felix Robles Carlos Figueroa Audrey Kitzes Michelle Morales Ildefonsa Cerezo Karo Serle Devla Singh Gavin Sood	• Provides business process and business requirements expertise. • Reviews and approves project deliverables. • Validates modifications to existing systems and processes. • Assists with development of test plans. • Performs integration testing and user acceptance testing. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Assists with developing training and system documentation. • Assists with delivery of training.
Application Developer (Implementation Vendor – Taborda Solutions) Satwik Reddy	• Assists with requirements and design validation. • Develops the internal and external MTS application modules (in Oracle forms and Apex). • Builds and unit tests MTS. • Performs MTS and Citibank integration testing. • Documents all procedures and code. • Assists the CPUC with deployment activities. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Executes configuration of deliverables and system elements in accordance with the Configuration Management Plan. • Works with the Vendor Project Manager to define quality standards for deliverables and adheres to standards in deliverable production.

Role	Responsibilities
Database Administrator (Implementation Vendor– Taborda Solutions) – Niraj Mehta Andres Marcelo	• Assists with requirements and design validation. • Under the direction of the CPUC application developer (or DBA) lead, create the physical and logical data model for the future MTS. • Writes code to efficiently use resources. • Documents all procedures and code. • Assists the CPUC with deployment activities. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Executes configuration of deliverables and system elements in accordance with the Configuration Management Plan. • Works with the Vendor Project Manager to define quality standards for deliverables and adheres to standards in deliverable production.
Business Analyst (Implementation Vendor– Taborda Solutions) – Michael Evens Pamela Witherspoon Business Analyst (CPUC) - Amanda Hult	• Facilitates and documents all requirement sessions. • Gathers and documents requirements. • Develops ABTR document. • Facilitates and documents all design sessions. • Develops a DSD document. • Collaborates with test manager on planning and conducting test plans and testing sessions. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Executes configuration of deliverables and system elements in accordance with the Configuration Management Plan. • Works with the Vendor Project Manager to define quality standards for deliverables and adheres to standards in deliverable production. • Creates and maintains requirements traceability.

Role	Responsibilities
Technical Writer (Implementation Vendor– Taborda Solutions) – Lacy Carter	• Writes all user and administrator guides. • Writes all technical documentation (such as administrative manuals). • Plans and delivers training to all necessary stakeholders (technical and non-technical CPUC staff, some carriers, BOE MTS staff). • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Executes configuration of deliverables and system elements in accordance with the Configuration Management Plan. • Works with the Vendor Project Manager to define quality standards for deliverables and adheres to standards in deliverable production. • Creates and maintains requirements traceability.
Test Manager (Implementation Vendor – Taborda Solutions) – Manasi Gupte	• Develops all test plans and scripts. • Coordinate all activity pertaining to testing (system, integration, UAT). • Document all test results. • Logs and manages bugs and their resolution. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Executes configuration of deliverables and system elements in accordance with the Configuration Management Plan. • Works with the Vendor Project Manager to define quality standards for deliverables and adheres to standards in deliverable production.

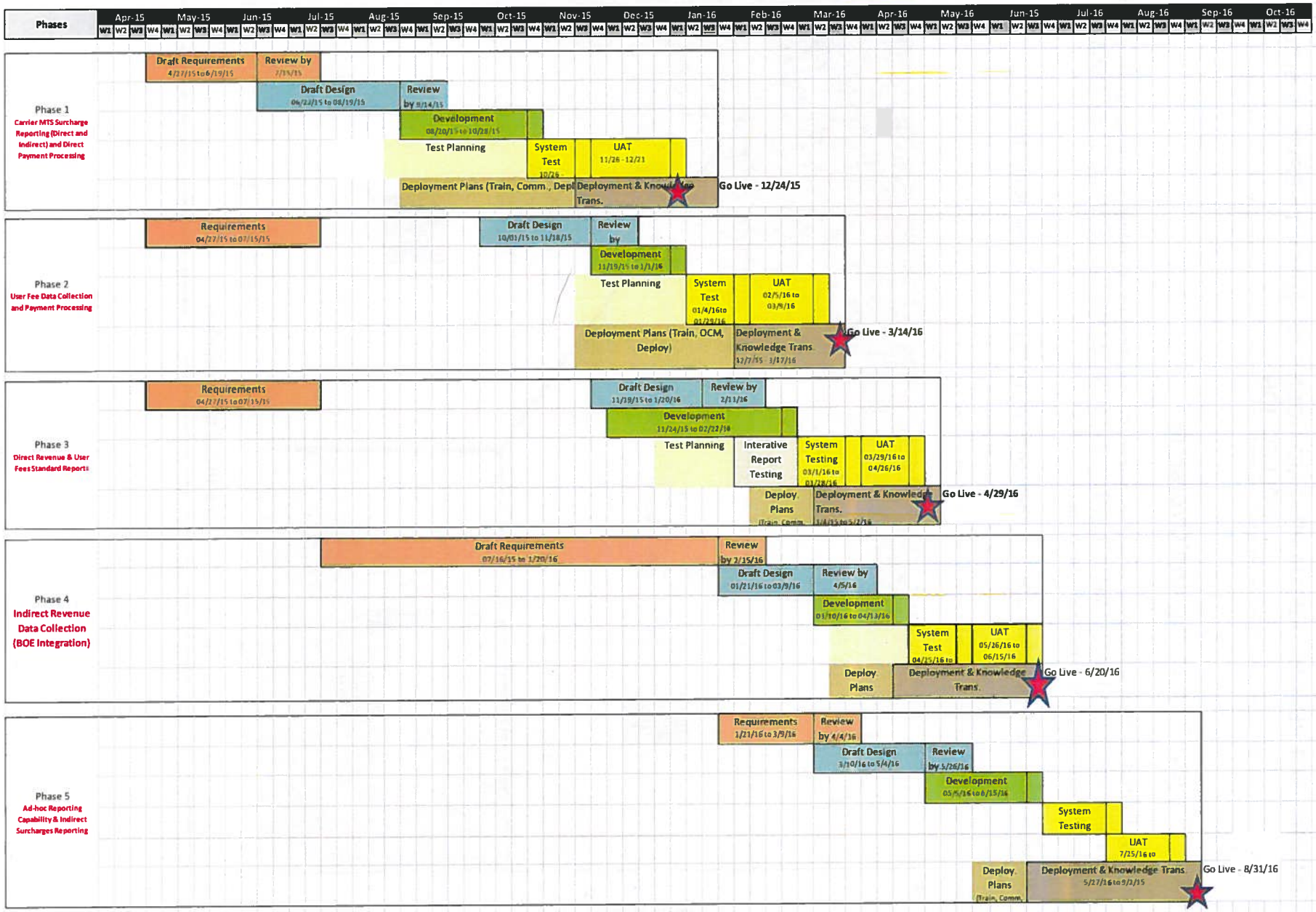
Role	Responsibilities
Application Development Team(CPUC) – Vince Houben (Lead) Christy Sekar Candace Hammond	• Ensures that the vendor project team has access to the development environment. • Insures that all code developed and deployed by vendors meet the standards of the CPUC. • Assists vendors on answering questions/concerns regarding the CPUC standards and procedures for applications programming and delivery. • Lead the vendor team on deployment activities. • Participate on all necessary meetings and sessions to successfully transition into the lead M&O of the MTS application(s). • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Oversees proper Configuration Management and reporting issues to the Vendor Project Manager.
Database Administrator team (CPUC) - Candace Hammond (Lead) Zaw Tun	• Assists with requirements and design validation. • Oversees the Vendor Database Administrator. • Assists with CPUC deployment activities. • Assists with the identification, assessment, and planning for risks. • Assists with the identification and resolution of issues. • Communicates status on all assigned tasks to Vendor Project Manager. • Provision technical team and oversee access to resources.
Independent Project Oversight Consultant (IPOC) – California DOT MaryLiz Richter	• Reviews and assesses project governance. • Reviews and assesses risks and issues. • Reviews and assesses scope and schedule. • Reviews and assesses project deliverables. • Reports status and evaluation results to CPUC Project Manager
Independent Verification and Validation (IV&V) - Inifiniti Consulting John Grey Cindy Blehm	• Monitors and reports on project scope, schedule, and cost. • Preforms risk analysis. • Evaluates all project deliverables and software products. throughout the development lifecycle, including requirements, design, code, test plans, and training plans. • Analyzes traceability throughout development lifecycle. • Verifies test execution and results. • Participates in project activities. • Reports status to CPUC Project Manager.

4.5.5 Project Schedule

The MTS Project Schedule has been updated to reflect the revised 5 phase approach. A depiction is on the next page. The revised detailed project schedule with actual progress recorded is provided as a separate attachment in both Microsoft Project and PDF format:

"CPUC MTS FSR Detailed Project Schedule rev 1"

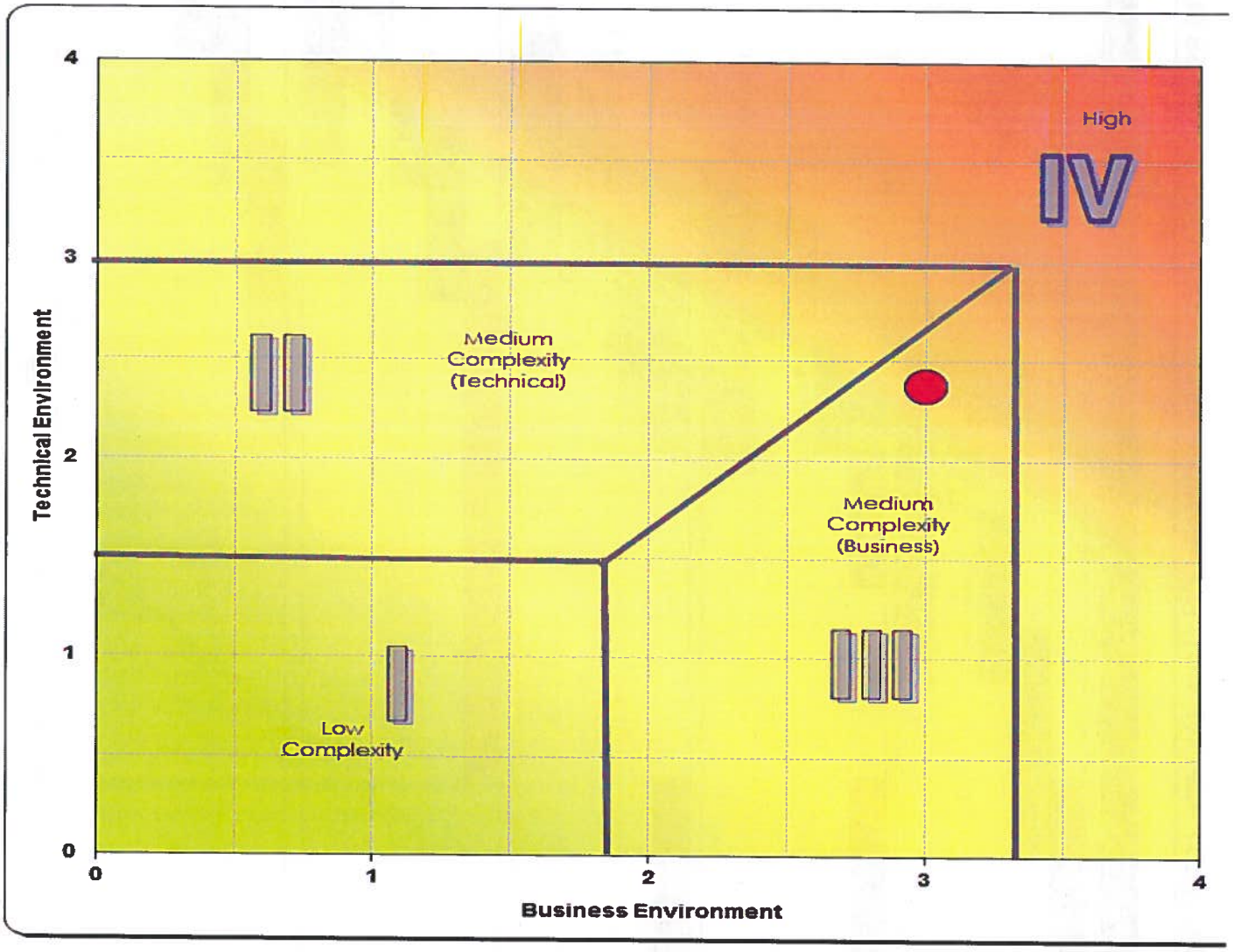
SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION



4.6 Project Monitoring and Oversight

Weekly Project status meetings are held. At these meetings, progress is assessed, budget tracked, and risks and/or issues are identified and assigned as needed. In addition, a monthly steering committee meeting is held which also includes the project sponsors.

The MTS Complexity assessment has not changed from the FSR. The assessment is below:



On April 14, 2015, CPUC RFO #0215-003 was awarded for Independent Verification and Validation services to Infiniti Consulting Group which has facilitated early detection and correction of errors and insight into risks, requirements, design, project performance, testing scripts and schedule requirements.

Independent Project Oversight services are provided by MaryLiz Richter of the California Department of Technology. The CPUC provides monthly Project Status Reports and receives a monthly Independent Oversight report.

As required by the Department of Technology for this report, the last 4 weekly project status meetings minutes are attached:
MTS Weekly Status WE 20150923.docx
MTS Weekly Status WE 20150930.docx
MTS Weekly Status WE 20151021.docx
MTS Weekly Status WE 20151028.docx

The latest Project Status Report which shows current state of project, including most recent accomplishments, variances and cumulative cost tracking is attached:
SIMM17D_PSR_MTS_8660-79_2015_10_31.xls

4.7 Project Quality

The Quality Management plan for this project has been updated and is included within the Project Management Plan. Quality events are planned and included in the project schedule. Quality events include review of Requirements, Design, Data Models, Source Code, Test Plans, Training Materials and documentation. Software defects identified during system testing and UAT are monitored, reported and tracked in a web based database tool.

4.8 Change Management

The Change Management plan for this project has been updated and is included within the Project Management Plan. Anytime a potential change or correction is identified, the Change Control Process is initiated. All changes and corrections are managed using Change Requests. The Change Control process includes 8 documented steps starting with the identification of the change needed, to closing the Change Request. The tracking vehicle for Change Management is the MTS Change Request Form and Change Request/Decision Log which are located in the Project Library on the CPUC's Content Server (Document Management system).

4.9 Authorization Required

The CPUC will provide internal funding for the revised costs of the MTS project. Therefore, the only approval we are seeking is California Department of Technology approval.

5.0 Updated Risk Management Plan

The Risk Management Plan for this project has been updated and is included within the Project Management Plan. Risks are logged and tracked in the MTS Project Risk Register. Risks and issues are reviewed and reported on in the weekly MTS project meeting.

5.1 Risk Register

The MTS Project Risk Register is attached to this SPR with the filename of:
"MTS Project Risk Register.xlsx"

In addition, the MTS Issue Log is attached with the filename of:
"MTS Issue Log.xlsx"

6.0 Original Economic Analysis Worksheets (EAWS)

The following pages contain the EAWs from the Original FSR. Please note a correction has been made to the "Funding Plan" section of the original approved EAW from the FSR. The Total One Time Project Cost has been corrected to exclude the FY2014-15 costs that were funded by the CPUC. The corrected amount is in **red** on the Funding Plan. This change did not impact the overall total of original funding needed because it was, and is now, calculated correctly.

SIMM 20C, Rev. 06/2014

EXISTING SYSTEM/BASELINE COST WORKSHEET

Agency/state entity: Public Utilities Commission

sts to be shown in whole (unrounded) dc Date Prepared: 1/16/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
Continuing Information Technology Costs								
Staff (salaries & benefits)	0.5	52,800	0.5	52,800	0.5	52,800	**1.5**	**158,400**
Hardware Lease/Maintenance		0		0		0		**0**
Software Maintenance/Licenses		50,000		50,000		50,000		**150,000**
Contract Services		0		0		0		**0**
Data Center Services		24,444		24,444		24,444		**73,332**
Agency Facilities		675		675		675		**2,025**
Other		0		0		0		**0**
Total IT Costs	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**1.5**	**383,757**
Continuing Program Costs:								
Staff	2.3	183,958	2.3	183,958	2.3	183,958	**6.9**	**551,874**
Other		0		0		0		**0**
Total Program Costs	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**6.9**	**551,874**
TOTAL EXISTING SYSTEM COSTS	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**8.4**	**935,631**

SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION

SIMM 20C, Rev. 06/2014 **PROPOSED ALTERNATIVE** **Leverage TUFFS**

Date Prepared: 1/16/2015

Agency/state entity: Public Utilities Commission All Costs Should be shown in whole (unrounded) doll

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs								
Staff (Salaries & Benefits)	1.9	179,740	6.0	578,820		0	7.9	758,560
Program Staff (Sallaries & Benefits) (3)	0.0	0	4.6	334,686		0	4.6	334,686
Hardware Purchase (1)		0		40,000		0		40,000
Software Purchase/License		0		0		0		0
Telecommunications		0		0		0		0
Contract Services								
Software Customization		512,160		689,040		0		1,201,200
Project Management		0		0		0		0
Project Oversight (2)		56,280		112,560		0		168,840
IV&V Services		36,300		79,860		0		116,160
Other Contract Services - Project Manager		154,000		338,800		0		492,800
Other Contract Services - Citibank		0		150,000		0		150,000
TOTAL Contract Services		758,740		1,370,260		0		2,129,000
Data Center Services		0		0		0		0
Agency Facilities		0		0		0		0
Other		0		0		0		0
Total One-time IT Costs	**1.9**	**938,480**	**10.6**	**2,323,766**	**0.0**	**0**	**12.5**	**3,262,246**
Continuing IT Project Costs								
IT Staff (Salaries & Benefits)	0.0	0	0.3	24,640	3.0	295,680	3.3	320,320
Program Staff (Sallaries & Benefits) (3)	0.0	0	0.4	30,426	5.0	542,481	5.4	572,907
Hardware Lease/Maintenance		0		0		0		0
Software Maintenance/Licenses		0		0		0		0
Telecommunications		0		0		0		0
Contract Services		0		0		0		0
Data Center Services		0		0		0		0
Agency Facilities		0		0		0		0
Other		0		0		0		0
Total Continuing IT Costs	**0.0**	**0**	**0.7**	**55,066**	**8.0**	**838,161**	**8.7**	**893,227**
Total Project Costs	**1.9**	**938,480**	**11.3**	**2,378,832**	**8.0**	**838,161**	**21.2**	**4,155,473**
Continuing Existing Costs								
Information Technology Staff	0.5	52,800	0.5	52,800	0.5	52,800	1.5	158,400
Other IT Costs		75,119		75,119		75,119		225,357
Total Continuing Existing IT Costs	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**1.5**	**383,757**
Program Staff	2.3	183,958	2.3	183,958	2.3	183,958	6.9	551,874
Other Program Costs		0		0		0		0
Total Continuing Existing Program Costs	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**6.9**	**551,874**
Total Continuing Existing Costs	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**8.4**	**935,631**
TOTAL ALTERNATIVE COSTS	**4.7**	**1,250,357**	**14.1**	**2,690,709**	**10.8**	**1,150,038**	**29.6**	**5,091,104**
INCREASED REVENUES		0		0		0		**0**

(1) Additional hardware to increase capacity of existing data center equipment

(2) FTE Department of Technology oversight resource

(3) These are the program staff required to implement the AB1717 MTS legislation. These staff are not required for and have no relationship to the implementation or continuing operation of the MTS system and are presented here solely to match the program operations resources identifed in the MTS BCP as requested by CalTech.

SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION

SIMM 20C, Rev. 06/2014 **ALTERNATIVE #1:** New System

Date Prepared: 1/16/2015

Agency/state entity: Public Utilities Commission All Costs Should be shown in whole (unrounded) dol

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs								
Staff (Salaries & Benefits)	1.9	179,740	6.0	578,820		0	7.9	758,560
Program Staff (Sallaries & Benefits) (3)	0.0	0	4.6	334,686		0	4.6	334,686
Hardware Purchase		0		40,000		0		40,000
Software Purchase/License		0		0		0		0
Telecommunications		0		0		0		0
Contract Services								
Software Customization		723,800		1,193,720		0		1,917,520
Project Management		0		0		0		0
Project Oversight (1)		56,280		112,560		0		168,840
IV&V Services		36,300		79,860		0		116,160
Other Contract Services - Project Manager		154,000		338,800		0		492,800
Other Contract Services - Citibank		0		150,000		0		150,000
TOTAL Contract Services		970,380		1,874,940		0		2,845,320
Data Center Services		0		0		0		0
Agency Facilities		0		0		0		0
Other (2)		0		0		0		0
Total One-time IT Costs	**1.9**	**1,150,120**	**10.6**	**2,828,446**	**0.0**	**0**	**12.5**	**3,978,566**
Continuing IT Project Costs								
Staff (Salaries & Benefits)	0.0	0	0.3	24,640	3.0	295,680	3.3	320,320
Program Staff (Sallaries & Benefits) (3)	0.0	0	0.4	30,426	5.0	525,112	5.4	555,538
Hardware Lease/Maintenance		0		0		0		0
Software Maintenance/Licenses		0		0		0		0
Telecommunications		0		0		0		0
Contract Services		0		0		0		0
Data Center Services		0		0		0		0
Agency Facilities		0		0		0		0
Other		0		0		0		0
Total Continuing IT Costs	**0.0**	**0**	**0.7**	**55,066**	**8.0**	**820,792**	**8.7**	**875,858**
Total Project Costs	**1.9**	**1,150,120**	**11.3**	**2,883,512**	**8.0**	**820,792**	**21.2**	**4,854,424**
Continuing Existing Costs								
Information Technology Staff	0.5	52,800	0.5	52,800	0.5	52,800	1.5	158,400
Other IT Costs		75,119		75,119		75,119		225,357
Total Continuing Existing IT Costs	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**1.5**	**383,757**
Program Staff	2.3	183,958	2.3	183,958	2.3	183,958	6.9	551,874
Other Program Costs		0		0		0		0
Total Continuing Existing Program Costs	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**6.9**	**551,874**
Total Continuing Existing Costs	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**8.4**	**935,631**
TOTAL ALTERNATIVE COSTS	**4.7**	**1,461,997**	**14.1**	**3,195,389**	**10.8**	**1,132,669**	**29.6**	**5,790,055**
INCREASED REVENUES		0		0		0		**0**

(1) Additional hardware to increase capacity of existing data center equipment

(2) FTE Department of Technology oversight resource

(3) These are the program staff required to implement the new MTS legislation. These staff are not required for and have no relationship to the continuing operation of the MTS system and are presented here solely to match the program operations resources identifed in the MTS BCP as requested by CalTech.

SIMM 20C, Rev. 06/2014 **ECONOMIC ANALYSIS S** Date Prepared: 1/16/2015

Agency/state entity: Public Utilities Commission All costs to be shown in whole (unrounde

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM								
Total IT Costs	0.5	127,919	0.5	127,919	0.5	127,919	1.5	383,757
Total Program Costs	2.3	183,958	2.3	183,958	2.3	183,958	6.9	551,874
Total Existing System Costs	2.8	311,877	2.8	311,877	2.8	311,877	8.4	935,631
PROPOSED ALTERNATIVE	**Leverage TUFFS**							
Total Project Costs	1.9	938,480	11.3	2,378,832	8.0	838,161	21.2	4,155,473
Total Cont. Exist. Costs	2.8	311,877	2.8	311,877	2.8	311,877	8.4	935,631
Total Alternative Costs	4.7	1,250,357	14.1	2,690,709	10.8	1,150,038	29.6	5,091,104
COST SAVINGS/AVOIDANCES	(1.9)	(938,480)	(11.3)	(2,378,832)	(8.0)	(838,161)	(21.2)	(4,155,473)
Increased Revenues		0		0		0		0
Net (Cost) or Benefit	(1.9)	(938,480)	(11.3)	(2,378,832)	(8.0)	(838,161)	(21.2)	(4,155,473)
Cum. Net (Cost) or Benefit	(1.9)	(938,480)	(13.2)	(3,317,312)	(21.2)	(4,155,473)		
ALTERNATIVE #1	**New System**							
Total Project Costs	1.9	1,150,120	11.3	2,883,512	8.0	820,792	21.2	4,854,424
Total Cont. Exist. Costs	2.8	311,877	2.8	311,877	2.8	311,877	8.4	935,631
Total Alternative Costs	4.7	1,461,997	14.1	3,195,389	10.8	1,132,669	29.6	5,790,055
COST SAVINGS/AVOIDANCES	(1.9)	(1,150,120)	(11.3)	(2,883,512)	(8.0)	(820,792)	(21.2)	(4,854,424)
Increased Revenues		0		0		0		0
Net (Cost) or Benefit	(1.9)	(1,150,120)	(11.3)	(2,883,512)	(8.0)	(820,792)	(21.2)	(4,854,424)
Cum. Net (Cost) or Benefit	(1.9)	(1,150,120)	(13.2)	(4,033,632)	(21.2)	(4,854,424)		

SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION

SIMM 20C, Rev. 06/2014

PROJECT FUNDING PLAN

Agency/state entity: Public Utilities Commission

All Costs to be in whole (unrounded) dollars

Date Prepared: 1/16/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	**1.9**	**938,480**	**11.3**	**2,378,832**	**8.0**	**838,161**	**21.2**	**4,155,473**
RESOURCES TO BE REDIRECTED								
Staff	1.9	179,740	3.3	307,780	0.0	0	**5.2**	**487,520**
Funds:								
Existing System		0		0		0		**0**
Other Fund Sources		758,740		0		0		**758,740**
TOTAL REDIRECTED RESOURCES	**1.9**	**938,480**	**3.3**	**307,780**	**0.0**	**0**	**5.2**	**1,246,260**
ADDITIONAL PROJECT FUNDING NEEDED								
One-Time Project Costs (3)	0.0	0	7.3	2,015,986	0.0	0	**7.3**	**2,015,986**
Continuing Project Costs (1)	0.0	0	0.7	55,066	8.0	838,161	**8.7**	**893,227**
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	**0.0**	**0**	**8.0**	**2,071,052**	**8.0**	**838,161**	**16.0**	**2,909,213**
TOTAL PROJECT FUNDING	**1.9**	**938,480**	**11.3**	**2,378,832**	**8.0**	**838,161**	**21.2**	**4,155,473**
Difference: Funding - Costs	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**
FUNDING SOURCE*								
General Fund	0%	0	0%	0	0%	0	0%	0
Federal Fund	0%	0	0%	0	0%	0	0%	0
Special Fund (2)	100%	938,480	100%	2,378,832	100%	838,161	100%	4,155,473
Reimbursement	0%	0	0%	0	0%	0	0%	0
TOTAL FUNDING	100%	938,480	100%	2,378,832	100%	838,161	100%	4,155,473

***Type**: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.

(1) Note that the funding needed for continuing costs in cell G16 includes not only IT staff required to support the new system but also includes funding for 5 program staff required to implement the AB1717 MTS legislation. These 5.0 program staff are not required for and have no relationship to the continuing operation of the MTS system. They are included here solely to match the program operations resources identifed in the MTS BCP as requested by CalTech.

(2) The surcharge fund will be used to fund one-time and continuing costs.

(3) The total of $2,015,986 for one time project costs corrects a math error in the originally approved EAW

SIMM 20C, Rev. 06/2014

ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET

Agency/state entity: Public Utilities Commission

Date Prepared: 1/16/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

Annual Project Adjustments	FY 2014/15 PYs	FY 2014/15 Amts	FY 2015/16 PYs	FY 2015/16 Amts	FY 2016/17 PYs	FY 2016/17 Amts	Net Adjustments PYs	Net Adjustments Amts
One-time Costs								
Previous Year's Baseline	0.0	0	0.0	758,740	7.3	2,015,986		
(A) Annual Augmentation /(Reduction)	**0.0**	**758,740**	**7.3**	**1,257,246**	**(7.3)**	**(2,015,986)**		
(B) Total One-Time Budget Actions	0.0	758,740	7.3	2,015,986	0.0	0	**7.3**	**2,774,726**
Continuing Costs								
Previous Year's Baseline	0.0	0	0.0	0	0.7	55,066		
(C) Annual Augmentation /(Reduction)	**0.0**	**0**	**0.7**	**55,066**	**7.3**	**783,095**		
(D) Total Continuing Budget Actions	0.0	0	0.7	55,066	8.0	838,161	**8.7**	**893,227**
Total Annual Project Budget Augmentation /(Reduction) [A + C]	**0.0**	**758,740**	**8.0**	**1,312,312**	**0.0**	**(1,232,891)**		

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]	**16.0**	**3,667,953**

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		0		0		

6.1 Revised Economic Analysis Worksheets (EAWS)

The following pages contain the revised EAWs for the MTS Project based on the new 5 phase approach, with the additional scope and schedule extension costs. Please note that only the Proposed Solution has been updated as this is still the only viable solution for the implementation of AB1717. Also note that an entire full year of M&O in FY 17/18 (continuing project costs) has been added as the project now moves into FY 16/17 for completion due to the 4 month extension to the project schedule.

The Total Project Costs increase is $1,129,902. Of this increase, $440,528 is the additional continuing IT costs staff time as part of ongoing support and is incurred due to the 4 month schedule increase and 1 full year of M&O being represented. This amount will be incurred regardless of any other expenses.

This leaves us with a One Time Project Cost increase of $689,374.
$323,224 of this cost is for staff costs increases for the 4 month schedule extension. (This amount includes re-directs)
$366,150 is an increase in Contract Services.

The Contract Services increases are:
$298,080 for the Primary Vendor's cost increases to implement the additional scope and 3 month project extension
$28,140 for additional IPOC services from the California Department of Technology Agency
$39,930 for additional IV&V services for oversight hours of the additional scope items and 3 month project extension
Total = $366,150

The additional costs for this SPR will be internally funded by the CPUC.

The revised EAW is attached to this SPR as document:
"CPUC MTS SPR EAW Worksheets 12-04-2015.xlsx"

SIMM 20C, Rev. 06/2014

EXISTING SYSTEM/BASELINE COST WORKSHEET

Agency/state entity: Public Utilities Commission

sts to be shown in whole (unrounded) dc

Date Prepared: 10/30/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts			PYs	Amts
Continuing Information Technology Costs										
Staff (salaries & benefits)	0.5	52,800	0.5	52,800	0.5	52,800	0.5	52,800	**2.0**	**211,200**
Hardware Lease/Maintenance		0		0		0		0		**0**
Software Maintenance/Licenses		50,000		50,000		50,000		50,000		**200,000**
Contract Services		0		0		0		0		**0**
Data Center Services		24,444		24,444		24,444		24,444		**97,776**
Agency Facilities		675		675		675		675		**2,700**
Other		0		0		0		0		**0**
Total IT Costs	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**2.0**	**511,676**
Continuing Program Costs:										
Staff	2.3	183,958	2.3	183,958	2.3	183,958	2.3	183,958	**9.2**	**735,832**
Other		0		0		0		0		**0**
Total Program Costs	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**9.2**	**735,832**
TOTAL EXISTING SYSTEM COSTS	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**11.2**	**1,247,508**

SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION

SIMM 20C, Rev. 06/2014 **PROPOSED ALTERNATIVE** Leverage TUFFS

Date Prepared: 12/04/2015

Agency/state entity: Public Utilities Commission

All Costs Should be shown in whole (unrounded) dollars.

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-Time IT Project Costs										
Staff (Salaries & Benefits)	1.9	179,740	6.6	629,200	1.6	151,140			9.9	960,080
Program Staff (Sallaries & Benefits) (3)	0.0	0	5.0	365,112	1.3	91,278			6.3	456,390
Hardware Purchase (1)		0		40,000		0				40,000
Software Purchase/License		0		0		0				0
Telecommunications		0		0		0				0
Contract Services										
Software Customization		512,160		877,220		109,900				1,499,280
Project Management		0		0		0				0
Project Oversight (2)		56,280		112,560		28,140				196,980
IV&V Services		36,300		103,290		16,500				156,090
Other Contract Services - Project Manager		154,000		338,800		0				492,800
Other Contract Services - Citibank		0		150,000		0				150,000
TOTAL Contract Services		758,740		1,581,870		154,540				2,495,150
Data Center Services		0		0		0				0
Agency Facilities		0		0		0				0
Other		0		0		0				0
Total One-time IT Costs	**1.9**	**938,480**	**11.6**	**2,616,182**	**2.8**	**396,958**	**0.0**	**0**	**16.3**	**3,951,620**
Continuing IT Project Costs										
IT Staff (Salaries & Benefits)	0.0	0	0.0	0	2.3	221,760	3.0	295,680	5.3	517,440
Program Staff (Salaries & Benefits) (3)	0.0	0	0.0	0	3.8	273,834	5.0	542,481	8.8	816,315
Hardware Lease/Maintenance		0		0		0				0
Software Maintenance/Licenses		0		0		0				0
Telecommunications		0		0		0				0
Contract Services		0		0		0				0
Data Center Services		0		0		0				0
Agency Facilities		0		0		0				0
Other		0		0		0				0
Total Continuing IT Costs	**0.0**	**0**	**0.0**	**0**	**6.0**	**495,594**	**8.0**	**838,161**	**14.0**	**1,333,755**
Total Project Costs	**1.9**	**938,480**	**11.6**	**2,616,182**	**8.8**	**892,552**	**8.0**	**838,161**	**30.3**	**5,285,375**
Continuing Existing Costs										
Information Technology Staff	0.5	52,800	0.5	52,800	0.5	52,800	0.5	52,800	2.0	211,200
Other IT Costs		75,119		75,119		75,119		75,119		300,476
Total Continuing Existing IT Costs	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**0.5**	**127,919**	**2.0**	**511,676**
Program Staff	2.3	183,958	2.3	183,958	2.3	183,958	2.3	183,958	9.2	735,832
Other Program Costs		0		0		0		0		0
Total Continuing Existing Program Costs	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**2.3**	**183,958**	**9.2**	**735,832**
Total Continuing Existing Costs	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**2.8**	**311,877**	**11.2**	**1,247,508**
TOTAL ALTERNATIVE COSTS	**4.7**	**1,250,357**	**14.4**	**2,928,059**	**11.6**	**1,204,429**	**10.8**	**1,150,038**	**41.5**	**6,532,883**
INCREASED REVENUES		0		0		0				**0**

(1) Additional hardware to increase capacity of existing data center equipment

(2) FTE Department of Technology oversight resource

(3) These are the program staff required to implement the AB1717 MTS legislation. These staff are not required for and have no relationship to the implementation or continuing operation of the MTS system and are presented here solely to match the program operations resources identifed in the MTS BCP as requested by Department of Technology.

SIMM 20C, Rev. 06/2014
Agency/state entity: Public Utilities Commission
Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

ECONOMIC ANALYSIS SUMMARY
All costs to be shown in whole (unrounde

Date Prepared: 12/04/2015

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM										
Total IT Costs	0.5	127,919	0.5	127,919	0.5	127,919	0.5	127,919	2.0	511,676
Total Program Costs	2.3	183,958	2.3	183,958	2.3	183,958	2.3	183,958	9.2	735,832
Total Existing System Costs	2.8	311,877	2.8	311,877	2.8	311,877	2.8	311,877	11.2	1,247,508
PROPOSED ALTERNATIVE			**Leverage TUFFS**							
Total Project Costs	1.9	938,480	11.6	2,616,182	8.8	892,552	8.0	838,161	30.3	5,285,375
Total Cont. Exist. Costs	2.8	311,877	2.8	311,877	2.8	311,877	2.8	311,877	11.2	1,247,508
Total Alternative Costs	4.7	1,250,357	14.4	2,928,059	11.6	1,204,429	10.8	1,150,038	41.5	6,532,883
COST SAVINGS/AVOIDANCES	(1.9)	(938,480)	(11.6)	(2,616,182)	(8.8)	(892,552)	(8.0)	(838,161)	(30.3)	(5,285,375)
Increased Revenues		0		0		0				0
Net (Cost) or Benefit	(1.9)	(938,480)	(11.6)	(2,616,182)	(8.8)	(892,552)	(8.0)	(838,161)	(30.3)	(5,285,375)
Cum Net (Cost) or Benefit	(1.9)	(938,480)	(13.5)	(3,554,662)	(22.3)	(4,447,214)	(30.3)	(5,285,375)		
ALTERNATIVE #1			**New System**							
Total Project Costs	1.9	1,150,120	13.3	3,080,632	8.0	820,792			23.2	5,051,544
Total Cont. Exist. Costs	2.8	311,877	2.8	311,877	2.8	311,877			8.4	935,631
Total Alternative Costs	4.7	1,461,997	16.1	3,392,509	10.8	1,132,669			31.6	5,987,175
COST SAVINGS/AVOIDANCES	(1.9)	(1,150,120)	(13.3)	(3,080,632)	(8.0)	(820,792)			(20.4)	(4,739,667)
Increased Revenues		0		0		0				0
Net (Cost) or Benefit	(1.9)	(1,150,120)	(13.3)	(3,080,632)	(8.0)	(820,792)			(20.4)	(4,739,667)
Cum Net (Cost) or Benefit	(1.9)	(1,150,120)	(15.2)	(4,230,752)	(23.2)	(5,051,544)				

SPECIAL PROJECT REPORT: AB1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE COLLECTION

SIMM 20C, Rev. 06/2014

PROJECT FUNDING PLAN

Agency/state entity: Public Utilities Commission

All Costs to be in whole (unrounded) dollars

Date Prepared: 12/04/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	**1.9**	**938,480**	**11.6**	**2,616,182**	**8.8**	**892,552**	**8.0**	**838,161**	**30.3**	**5,285,375**
RESOURCES TO BE REDIRECTED										
Staff	1.9	179,740	3.6	333,520	0.8	77,220	0.0	0	**6.3**	**590,480**
Funds:										
Existing System		0		0		0		0		**0**
Other Fund Sources		758,740		0		0		0		**758,740**
TOTAL REDIRECTED RESOURCES	**1.9**	**938,480**	**3.6**	**333,520**	**0.8**	**77,220**	**0.0**	**0**	**6.3**	**1,349,220**
ADDITIONAL PROJECT FUNDING NEEDED										
One-Time Project Costs	0.0	0	8.0	2,282,662	2.0	319,738	0.0	0	**10.0**	**2,602,400**
Continuing Project Costs (1)	0.0	0	0.0	0	6.0	495,594	8.0	838,161	**14.0**	**1,333,755**
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	**0.0**	**0**	**8.0**	**2,282,662**	**8.0**	**815,332**	**8.0**	**838,161**	**24.0**	**3,936,155**
TOTAL PROJECT FUNDING	**1.9**	**938,480**	**11.6**	**2,616,182**	**8.8**	**892,552**	**8.0**	**838,161**	**30.3**	**5,285,375**
Difference: Funding - Costs	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**
FUNDING SOURCE*										
General Fund	0%	0	0%	0	0%	0			0%	0
Federal Fund	0%	0	0%	0	0%	0			0%	0
Special Fund (2)	100%	938,480	100%	2,616,182	100%	892,552	100%	838,161	100%	5,285,375
Reimbursement	0%	0	0%	0	0%	0			0%	0
TOTAL FUNDING	100%	938,480	100%	2,616,182	100%	892,552			100%	5,285,375

***Type:** If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.

(1) Note that the funding needed for continuing costs in cells G16 and I16 includes not only IT staff required to support the new system but also includes funding for 5 program staff required to implement the AB1717 MTS legislation. These 5.0 program staff are not required for and have no relationship to the continuing operation of the MTS system. They are included here solely to match the program operations resources identified in the MTS BCP as requested by Department of Technology.

(2) The surcharge fund will be used to fund one-time and continuing costs.

SIMM20C, Rev. 06/2014

DJUSTMENTS, SAVINGS AND REVENUES WORKSHE

Agency/state entity: Public Utilities Commissio

Date Prepared: 12/04/2015

Project: Prepaid Mobile Telephony Service Surcharge Collection (MTS)

	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		Net Adjustments	
Annual Project Adjustments	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs										
Previous Year's Baseline	0.0	0	0.0	758,740	8.0	2,282,662	2.0	319,738		
(A) Annual Augmentation /(Reduction)	**0.0**	**758,740**	**8.0**	**1,523,922**	**(6.0)**	**(1,962,924)**	**(2.0)**	**(319,738)**		
(B) Total One-Time Budget Actions	0.0	758,740	8.0	2,282,662	2.0	319,738	0.0	0	**10.0**	**3,361,140**
Continuing Costs										
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	6.0	495,594		
(C) Annual Augmentation /(Reduction)	**0.0**	**0**	**0.0**	**0**	**6.0**	**495,594**	**2.0**	**342,567**		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	6.0	495,594	8.0	838,161	**14.0**	**1,333,755**
Total Annual Project Budget Augmentation /(Reduction) [A + C]	**0.0**	**758,740**	**8.0**	**1,523,922**	**0.0**	**(1,467,330)**				

[A, C] Excludes Redirected Resources

Total Additional Project Funds Needed [B + D]	**24.0**	**4,694,895**

Annual Savings/Revenue Adjustments

Cost Savings	0.0	0	0.0	0	0.0	0				
Increased Program Revenues		0		0		0				

Appendix A: List of Attachments Referenced in SPR

CPUC MTS FSR Detailed Project Schedule rev 1

MTS Weekly Status WE 20150923.docx

MTS Weekly Status WE 20150930.docx

MTS Weekly Status WE 20151021.docx

MTS Weekly Status WE 20151028.docx

SIMM17D_PSR_MTS_8660-79_2015_10_31.xls

MTS Project Risk Register.xlsx

MTS Issue Log.xlsx

CPUC MTS SPR EAW Worksheets 12-04-2015.xlsx