



Stage 2 Alternatives Analysis

California Department of Technology, SIMM 19B.2 (Ver. 3.0.7, 02/28/2022)

2.1 General Information

- 1. Agency or State Entity Name:** 3600 - Fish and Wildlife, Department of
If Agency/State entity is not in the list, enter here with the [organization code](#).
[Click or tap here to enter text.](#)
- 2. Proposal Name:** [Environmental Review and Permitting Project](#)
- 3. Department of Technology Project Number (0000-000):** 3600-081
- 4. S2AA Version Number:** [Version 1](#)
- 5. CDT Billing Case Number:** [Click or tap here to enter text.](#)
Don't have a Case Number? [Click here to get one.](#)

2.2 Submittal Information

1. Contact Information

Contact Name: [Beth Jackson](#)

Contact Email: beth.jackson@wildlife.ca.gov

Contact Phone: (916) 995-2105

2. Submission Type: **New Submission**

If Withdraw, select Reason: [Choose an item.](#)

If Other, specify reason here: [Click or tap here to enter text.](#)

Sections Changed if an update or resubmission: (List all the sections that changed.)

[Click or tap here to enter text.](#)

Summary of Changes: (Summarize updates made.)

[Click or tap here to enter text.](#)

3. Attach [Project Approval Executive Transmittal](#) to your email submission.
4. Attach [Procurement Assessment Form](#) to your email submission.
5. **Conditions from Stage 1 Approval** (Enter any conditions from the Stage 1 Business Analysis approval letter issued by CDT or your AIO):

[Click or tap here to enter text.](#)

2.3 Baseline Processes and Systems

1. **Current Business Environment (Describe the current business environment of which the effort will be understood and assessed in 500 words)**

Three major systems support environmental review and permitting: EPIMS; SCPP; Project Tracking. Each system supports specific permit types and are not integrated.

Environmental Permit Information Management System (EPIMS) was developed to help streamline requests for Lake and Streambed Alterations (LSA) permits, including those requests for cannabis cultivation. EPIMS also acts as a Document Repository for CESA Incidental Take, CESA Consistency Determinations, Habitat Restoration and Enhancement Act agreements, and Safe Harbor agreements.

Scientific Collecting Permit Portal (SCPP) was developed to issue permits for the take or possession of wildlife, certain plants, and other organisms for scientific, educational, and propagation purposes.

Project Tracking is a database that supports application and tracking of permitting data for California Environmental Quality Act (CEQA) reviews, Timber Harvesting Plans, and historical LSA records.

Not available reason: [Click or tap here to enter text.](#)

2. **Technical Context (Describe the technical environment of which the effort will be understood and assessed in 500 words)**

Today, CDFW leverages three (3) primarily permitting and tracking platforms as well as several other solutions / databases to support environmental review permitting. Each permitting system has been purpose built and only pertains to specific organizational divisions, sets of permits, and permitting functionality. For more information detailing each permitting system's technology attributes and capabilities, refer to section's relevant documentation attachment.

Due to technology limitations, the current technology landscape does not meet the CDFW's needs due to the no system of record, lack of integration, and limited functionality.

- CDFW does not have a single system of record to provide a complete view of all permitting activities or recorded data. Data is stored in multiple, siloed data repositories. Users must manually search for data in multiple locations to conduct their review due to limited

search functionally. Systems have very limited functionality related to indexing, categorizing, or searching of through project or permit related documentation.

- Solutions are not integrated, which limits the department's ability to manage account / project data, track internal and external transaction history across systems. In order to share data today, the team must manually extract and manipulate the data sets across the organization. CDFW promotes the use of SharePoint based files systems with relevant users as a best practice in order to store and share project and permitting artifacts as organizational and business rules dictate.
- Each permitting system has been purpose built and only pertains to specific organizational divisions, sets of permits, and permitting functionality. Additionally, it is difficult to update solutions based on organizational or procedural changes. require significant manual interaction to execute business processes.

In addition to the core systems, CDFW leverages ESRI to provide GIS capabilities within EPIMS and SCPP. The current GIS capabilities are limited and allow CDFW personnel and external users to input minimal GIS information as part of permitting tasks. EPIMS and SCPP are not integrated with ESRI ArcGIS, which impedes the department's ability to search through geographic areas for future, current, or past permitting activities or provide insight into potentially impacted or sensitive geographic areas.

To manage and collect payments and fees associated with permitting activities, CDFW leverages a separate system (ALDS) which provides payment processing capabilities. Currently ALDS is not integrated with EPIMS, SCPP, or Project Tracking which resulting in manual reconciliation of payment records and associated projects, accounts, or permits. This hinders the department's ability to effectively monitor and manage payments associated with permitting activities.

Finally, CDFW leverages email as its primary communication method for several permit types and project tasks. Emails is used by internal staff to track and monitor the progression of permit related tasks, identify appropriate staff members to execute permitting actions, and distribute permit or project documentation where necessary. This communication method hinders CDFW's ability to garner wholistic views of account/permit holder activity or readily identify next steps or tasks to be completed.

Attach relevant documentation to email submission (i.e., logical system environment diagrams, system interactions, business rules, application flows, stakeholder information, data flow charts). If these types of documents are not available, please indicate "Not Available," and explain the reason below:

Not available reason: [Click or tap here to enter text.](#)

3. Data Management (Enter the information to indicate the data owner and custodian of the current system, if applicable.)

EPIMS

Data Owner Name: Sarah Paulson

Data Owner Title: Senior Environmental Scientist Supervisor

Data Owner Business Program area: [Environmental Services, Region 4](#)

Data Custodian Name: [Christian Lazo](#)

Data Custodian Title: [IT Supervisor II](#)

Data Custodian Technical area: [IT Systems Branch, Natural Resources Development Unit](#)

Security - Data Classification and Categorization [Yes](#)

Security - Privacy Threshold & Impact Assessment. [Yes](#)

SCPP

Data Owner Name: [Chad Hirano](#)

Data Owner Title: [Environmental Scientist](#)

Data Owner Business Program area: [Wildlife & Fisheries Division, Wildlife Branch](#)

Data Custodian Name: [Thong Pham](#)

Data Custodian Title: [IT Specialist I](#)

Data Custodian Technical area: [IT Systems Branch, Enterprise Application Development Unit](#)

Security - Data Classification and Categorization [Yes](#)

Security - Privacy Threshold & Impact Assessment. [Yes](#)

Project Tracking

Data Owner Name: [Isabel Baer](#)

Data Owner Title: [Environmental Program Manager I](#)

Data Owner Business Program area: [Ecosystem Conservation Division, Habitat Conservation](#)

Data Custodian Name: [Rick Fillmore](#)

Data Custodian Title: [IT Specialist I](#)

Data Custodian Technical area: [IT Operations Branch, Database Support Unit](#)

Security - Data Classification and Categorization [Yes](#)

Security - Privacy Threshold & Impact Assessment. [Yes](#)

4. Existing Data Governance and Data

a) Do you have existing data that must be migrated to your new solution?

Answer (Unknown, Yes, No): [Yes](#)

If data migration is required, please rate the quality of the data.

Select data quality rating: [No information available](#)

- b) Does the Agency/state entity have an established data governance body with well-defined roles and responsibilities to support data governance activities?

Answer (Unknown, Yes, No): **Yes**

If Yes, include the data governance organization chart as an attachment to your email submission.

- c) Does the Agency/state entity have data governance policies (data policies, data standards, etc.) formally defined, documented, and implemented?

Answer (Unknown, Yes, No): **Yes**

If Yes, include the data governance policies as an attachment to your email submission.

- d) Does the Agency/state entity have data security policies, standards, controls, and procedures formally defined, documented, and implemented?

Answer (Unknown, Yes, No): **Yes**

If Yes, attach the existing documented security policies, standards, and controls used to your email submission.

- e) Does the Agency/state entity have user accessibility policies, standards, controls, and procedures formally defined, documented, and implemented?

Answer (Unknown, Yes, No): **Yes**

If Yes, attach the existing documented policies, accessibility governance plan, and standards used to the email submission.

5. Security Categorization Impact Table

Consult the [SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table](#).

Attach a table (in PDF) that categorizes and classifies the agency/state entity's information assets related to this effort (e.g., paper and electronic records, automated files, databases requiring appropriate protection from unauthorized use, access, disclosure, modification, loss, or deletion). Each information asset for which the agency/state entity has ownership responsibility shall be inventoried and identified.

6. Security Categorization Impact Table Summary

Consult the [SIMM 5305-A Information Security Program Management Standard - Security Categorization Impact Table](#) to provide potential impact levels of the following areas:

Confidentiality: **Low**

Integrity: **Medium**

Availability: **Medium**

7. Technical Complexity Score: 2.4

(Attach a [SIMM Section 45 Appendix C](#) with Business and Technical Complexity sections completed to the email submission.)

2.4 Requirements and Outcomes

At this time in the project planning process, requirements and outcomes should be documented and indicative of how the Agency/State Entity envisions the final solution. This shall be accomplished either in the form of mid-level requirements (predictive methodology)/business capabilities or representative epics and user stories (adaptive methodology) that will become part of the product backlog. The requirements or representative epics and user stories must tie back to the Objectives detailed in the Stage 1 Business Analysis. Regardless of which tool/method is used, an understanding of the following, at a minimum, must be clearly articulated:

- Functional requirements
- Expected user experience(s)
- Expected system outcome
- Expected business operations (e.g., How do you envision operations in the future?)
- Alignment to the project's objectives identified in Stage 1
- Verification of need(s) fulfillment (e.g., How will success be measured?)

Attach Requirements and/or Outcomes narratives, mid-level requirements, and/or epics/user stories to submission email.

2.5 Assumptions and Constraints

Relevant assumptions and constraints help define boundaries and opportunities to shape the scope and complexity of the project.

Assumption: [Core Subject Matter Expert Availability and Engagement](#)

Description/Potential Impact: Core subject matter experts are needed in all phases of the project and will be available and responsive during the project lifecycle

Assumption: [Subject Matter Expert Availability and Engagement](#)

Description/Potential Impact: Specific subject matter experts are needed on different phases and will be available and responsive during the project lifecycle

Assumption: [Core Project Team Availability and Engagement](#)

Description/Potential Impact: Core Project Team will be involved in project especially in decision making and mediating any issues that develop; Core Project Team will also be available and responsive during the project lifecycle

Assumption: [Product Owner Engagement](#)

Description/Potential Impact: Product Owners will be closely involved in project especially in decision making and resolving issues that cannot be resolved by the core team

Assumption: Project Sponsor Engagement

Description/Potential Impact: Project Sponsors will be involved in project especially in high-level decision making and mediating any issues that develop which cannot be resolved by the Core Project Team or the Product Owners

Assumption: Vendor role on solution implementation

Description/Potential Impact: Vendor will implement solution, provide training, assist on system configuration where needed, assist in user acceptance testing

Assumption: Data migration plan will be created and followed as outlined

Description/Potential Impact: Project Team will determine scope of data migration and data cleaning strategies, and decisions will be documented in a Data Migration Plan

Constraint: Project scope is clearly defined

Description/Potential Impact: The project scope includes permit types that are managed via EPIMS, Project Tracking, and SSCP

Constraint: Funds will be available for this project

Description/Potential Impact: CDFW will not be able to implement this project if funds are not available.

Constraint: Data migration costs

Description/Potential Impact: CDFW will not be able to migrate data from legacy systems if the funds are not available or included in the contracted implementation costs.

2.6 Dependencies

Dependencies are elements or relationships in a project reliant on something else occurring before the function, service, interface, task, or action can begin or continue.

Dependency Element: Time schedule for end-of-life systems

Dependency Description: New system solution will need to be implemented prior to systems in project scope coming to an end-of-life timeline

Dependency Element: Securing funding

Dependency Description: CDFW will need to identify funding by the end of Stage 3 Solution Development

Dependency Element: Staff readiness – Organizational Change Management

Dependency Description: CDFW will need to have a solid OCM plan by the end of Stage 3 Solution Development

2.7 Market Research

Market Research ([CDT Market Research Guidelines](#)) determines whether products or services available in the marketplace can meet the business needs identified in this proposal. Market Research can also determine whether commercial practices regarding customizing/modifying products or tailoring services are available, or even necessary, to meet the business needs and objectives of the business.

Before undertaking a Market Research approach. Contact your PAO Manager to schedule a collaborative review to review planning to date and discuss the procurement approach.

1. **Project Management Methodology:** [Hybrid](#)
2. **Procurement approach recommended:** [Standard Procurement](#)
3. **Market Research Approach**

Provide a concise narrative description of the approach used to perform market research.

[CDFW contracted Gartner to complete a market scan for environmental review and permitting. Gartner conducted their research for CDFW based on Gartner's Market Guide, CDFW's size, in-scope business capabilities, and solutions not covered in Gartner's Market Guide.](#)

[Interviews of peer agencies, with similar environmental elements or permitting requirements, were conducted. We collected information on shared characteristics of each department, their support services, what technology was used, and what lessons were learned through the process.](#)

[Lastly, CDFW completed an RFI request for software solution demonstrations that were specific to environmental reviews and permits. The software demonstrations allowed us to garner more information on how an environmental permitting software worked, what integrations should be considered, and an estimated cost of implementation, data migration, and maintenance and operations.](#)

4. Market Research Artifacts

Market Research Artifacts can include internet research, collaboration with other governmental entities, or other documentation.

Attach Market Research artifacts to the email submission.

2.8 Viable Alternative Solutions

The CDT expects Agencies/state entities to conduct a thorough analysis of all feasible alternatives that will meet the proposal's objectives and requirements. Agencies/state entities should provide at minimum the three (3) most viable solutions, one (1) of which could be leveraging and/or enhancing the existing solution (if applicable).

1. Viable Alternative Solution #1

Name: **COTS or Low-Code Application Platform (LCAP)**

Description: A COTS or LCAP solution would allow CDFW to buy a new system or product to replace the three legacy systems. This alternative solution is recommended when legacy systems are beyond the point of upgrade and the majority of the requirements can be met by a modern COTS product.

Why is this a viable solution? Please explain:

Traditionally offered as built-to-purpose point solutions, the market has matured to offer integrated modules and a digital government platform approach to applications. The current market environment is competitive and offers many products available to choose from. Utilizing a COTS or LCAP solution would reduce the overall development time, which is necessary considering our current solutions are nearing end-of-life.

Approach

Increase staff – new or existing capabilities: **No**

Modify the existing business process or create a new business process: **Yes**

Reduce the services or level of services provided: **No**

Utilize new or increased contracted services: **Yes**

Enhance the existing IT system: **No**

Modify Statute/Policy/Regulations: **No**

Please Specify: [Click or tap here to enter text.](#)

Create a new IT system: **Yes**

Other: **No** Specify: [Click or tap here to enter text.](#)

Architecture Information

Business Function(s)/Process(es): [User Experience](#)

Business Function(s)/Process(es): [User Management](#)

Business Function(s)/Process(es): [Integration with Esri ArcGIS, ALDS, MS Active Directory](#)

Business Function(s)/Process(es): [Configuration Logic](#)

Business Function(s)/Process(es): [Workflow Management](#)

Business Function(s)/Process(es): [Data Management](#)

Business Function(s)/Process(es): [Reporting and Analytics](#)

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission.

COTS/SaaS/Cloud Technology or Custom: [COTS/SaaS/Cloud Technology](#)

Name/Primary Technology: [COTS/SaaS](#)

Explain Existing System Interfaces: [None](#)

Explain New System Interfaces: [Esri ArcGIS; Automated License Data System \(ALDS\), MS Active Directory](#)

Data Center Location of the To-be Solution: [Commercial data center](#)

If Other, specify: [Click or tap here to enter text.](#)

Security

Access

Public: [Yes](#)

Internal State Staff: [Yes](#)

External State Staff: [No](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Type of Information (Select Yes or No for each to identify the type of information that requires protection. See the SAM Section 5305.5 for more information.)

Personal: [Yes](#)

Health: [No](#)

Tax: [No](#)

Financial: [No](#)

Legal: [Yes](#)

Confidential: [Yes](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Protective Measures (Select Yes or No to identify the protective measures used to protect information.)

Technical Security: [Yes](#)

Physical Security: [Yes](#)

Backup and Recovery: [Yes](#)

Identity Authorization and Authentication: [Yes](#)

Other, specify: [Click or tap here to enter text.](#)

Total Viable Alternative #1 Solution Cost (copy from FAW – Executive Cost Summary tab, cells E7 through E11):

Planning Costs: [Click or tap here to enter text.](#)

One-Time (Project) Costs: [Click or tap here to enter text.](#)

Total Future Ops. IT Staff OE&E Costs: [Click or tap here to enter text.](#)

Total Proposed Cost: [Click or tap here to enter text.](#)

Annual Future Ops. Costs (M&O): [Click or tap here to enter text.](#)

2. Viable Alternative Solution #2

Name: [Custom Build New System](#)

Description: This alternative explores the possibility of developing a new, custom-built solution of CDFW from the ground up. This type of solution is typically recommended when a jurisdiction has a very unique, legislatively mandated requirements that cannot be accommodated within an existing COTS product.

Why is this a viable solution? Please explain:

A custom-built solution can be designed to meet CDFW's specific needs. As such, CDFW would not have to make design decisions that favor configuration over customization, as they would with a COTS product. However, this option is more likely to be expensive and time consuming than a COTS alternative, which could lead to issues as our systems are reaching end-of-life.

Approach

Increase staff – new or existing capabilities: [No](#)

Modify the existing business process or create a new business process: [Yes](#)

Reduce the services or level of services provided: [No](#)

Utilize new or increased contracted services: [Yes](#)

Enhance the existing IT system: [No](#)

Modify Statute/Policy/Regulations: [No](#)

Please Specify: [Click or tap here to enter text.](#)

Create a new IT system: [Yes](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Architecture Information

Business Function(s)/Process(es): [User Experience](#)

Business Function(s)/Process(es): [User Management](#)

Business Function(s)/Process(es): [Integration with Esri ArcGIS, ALDS, MS Active Directory](#)

Business Function(s)/Process(es): [Configuration Logic](#)

Business Function(s)/Process(es): [Workflow Management](#)

Business Function(s)/Process(es): [Data Management](#)

Business Function(s)/Process(es): [Reporting and Analytics](#)

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission.

COTS/SaaS/Cloud Technology or Custom: [Custom](#)

Name/Primary Technology: [Unknown](#)

Explain Existing System Interfaces: [None](#)

Explain New System Interfaces: [Esri ArcGIS; Automated License Data System \(ALDS\), MS Active Directory](#)

Data Center Location of the To-be Solution: [Commercial data center](#)

If Other, specify: [Click or tap here to enter text.](#)

Security

Access:

Public: [Yes](#)

Internal State Staff: [Yes](#)

External State Staff: [No](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Type of Information (Select Yes or No for each to identify the type of information that requires protection. See the SAM Section 5305.5 for more information.)

Personal: [Yes](#)

Health: [No](#)

Tax: [No](#)

Financial: [No](#)

Legal: [Yes](#)

Confidential: [Yes](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Protective Measures (Select Yes or No to identify the protective measures used to protect information.)

Technical Security: [Yes](#)

Physical Security: [Yes](#)

Backup and Recovery: [Yes](#)

Identity Authorization and Authentication: [Yes](#)

Other, specify: [Click or tap here to enter text.](#)

Total Viable Alternative #2 Solution Cost (copy from FAW – Summary tab, cell AL33):

Total Proposed Cost: [Click or tap here to enter text.](#)

3. Viable Alternative Solution #3

Name: [Best of Breed](#)

Description: [A Best of Breed solution would allow CDFW to purchase multiple systems, COTS products, and/or custom solutions to address each specific capability needed to replace the three legacy systems. This approach is recommended when the scope, scale, or complexity of the system upgrade is significant.](#)

Why is this a viable solution? Please explain:

[Best of Breed solutions can address specific sets of requirements with purpose-built solution designed to address business objectives. This approach would provide CDFW the versatility to address each business function or objective with tailored functionality without committing to a single vendor and avoid potential solution gaps. However, this option would require CDFW to manage the integration of multiple systems, vendors, and resources through several phases of configuration, deployment, and ongoing support which would significantly complicate the project.](#)

Approach

Increase staff – new or existing capabilities: [No](#)

Modify the existing business process or create a new business process: [Yes](#)

Reduce the services or level of services provided: [No](#)

Utilize new or increased contracted services: [Yes](#)

Enhance the existing IT system: [No](#)

Modify Statute/Policy/Regulations: [No](#)

Please Specify: [Click or tap here to enter text.](#)

Create a new IT system: [Yes](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Architecture Information

Business Function(s)/Process(es): [User Experience](#)

Business Function(s)/Process(es): [User Management](#)

Business Function(s)/Process(es): [Integration with Esri ArcGIS, ALDS, MS Active Directory](#)

Business Function(s)/Process(es): [Configuration Logic](#)

Business Function(s)/Process(es): [Workflow Management](#)

Business Function(s)/Process(es): [Data Management](#)

Business Function(s)/Process(es): [Reporting and Analytics](#)

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission.

COTS/SaaS/Cloud Technology or Custom: [Custom](#)

Name/Primary Technology: [Possibility of COTS and Custom solutions](#)

Explain Existing System Interfaces: [None](#)

Explain New System Interfaces: [Esri ArcGIS; Automated License Data System \(ALDS\), MS Active Directory](#)

Data Center Location of the To-be Solution: [Commercial data center](#)

If Other, specify: [Click or tap here to enter text.](#)

Security

Access:

Public: [Yes](#)

Internal State Staff: [Yes](#)

External State Staff: [No](#)

Other: [No](#) Specify: [Click or tap here to enter text.](#)

Type of Information (Select Yes or No for each to identify the type of information that requires protection. See the SAM Section 5305.5 for more information.)

Personal: [Yes](#)

Health: [No](#)

Tax: [No](#)

Financial: [No](#)

Legal: [Yes](#)

Confidential: [Yes](#)

Other: [No Specify: Click or tap here to enter text.](#)

Protective Measures (Select Yes or No to identify the protective measures used to protect information.)

Technical Security: [Yes](#)

Physical Security: [Yes](#)

Backup and Recovery: [Yes](#)

Identity Authorization and Authentication: [Yes](#)

Other, specify: [Click or tap here to enter text.](#)

Total Viable Alternative #3 Solution Cost (copy from FAW – Summary tab, cell AL50):

Total Proposed Cost: [Click or tap here to enter text.](#)

2.9 Project Organization

Project planning includes the process of identifying how and when specific labor skill sets are needed to ensure that the proposed project has sufficient staff with the appropriate knowledge and experience by the time the project moves into execution. All staff identified in the following sections should be included in the Financial Analysis Worksheet to be completed in Section 2.12.

1. Project Organization Chart:

Attach the Project Organization Chart to your email submission.

2. Is the department running this project as a matrixed or projectized organization?

[Matrixed](#)

In each of the following sections, provide a concise description of the approach to staffing the proposed project including contingencies for business/program, IT, or administrative areas to maintain ongoing operations in conjunction with the proposed project.

1. Administrative

The Administration of this procurement will fall within the Data and Technology Division, IT Governance and Support Branch, IT Procurement Unit. This is a non-delegated project as such will result in a formal RFP that will be run through STP through Stage 3. The ITGSB, IT Manager I will lead the procurement effort with extensive experience working with CDT PAL and STP units on other non-delegated projects. The IT Manager I will utilize an IT Specialist I (Senior IT Buyer) with six years of IT Procurement and Contract experience. The IT Specialist I will work in Solicitation Builder to build the Solicitation Package and work day-to-day with STP. This will build the capacity within the IT Procurement Unit as we take on more non-delegated projects. We will leverage lessons learned from our past non-delegated procurements, thus reducing the timeline and anticipated workload of this effort.

2. Business Program

This project spans several scientific program areas with staff from Habitat Conservation Branch, Marine Region, Wildlife Branch and Fisheries Branch, as well as GIS staff. There are approximately twenty (20) staff at all levels that will be available to this project on a regular basis. We can expand the program staff up to forty (40) staff when needed or to keep notified and engaged in the project. The project has Executive Sponsorship that is engaged and supportive of this effort. The Branch Chiefs from Habitat Conservation, Wildlife and Fisheries Branches are regularly invited to bi-weekly status meetings. The team is filled out with thirteen (13) scientific subject matter experts (SME). Through lessons learned during Stage 2 for this project, we will take on tasks such as creating the to-be processes broken down into smaller areas by permit type to better manage the workload throughout the project and to have manageable working groups. The capacity and capability of the staff identified are knowledgeable and engaged in the project.

3. Information Technology

IT has several key staff assigned to this project. This includes a Project Manager who is 100% assigned the effort as well as a PM IT Sup II and an Environmental Programs IT Sup II for support. The IT Manager I over ITGSB has years of experience working with PAL projects. IT will use project prioritization and detailed planning to mitigate the workload with other projects and initiatives underway.

4. Testing

The Vendor and CDFW will collaborate on a Test Plan to address all testing components through this project (system, integration, security, performance, regression and user acceptance testing). Both IT and Program staff have been identified and will be dedicated at least 30% during the testing phases. The staff identified have the knowledge of their current system and have been involved in the project since the beginning of Stage 2.

5. Data Conversion/Migration

Currently, the project team has only had brief discussion on the topic of Data Conversion and Migration. We will begin to brainstorm solutions to data migration, identify data that needs to be migrated into the new system, prioritizing data that needs to be migrated, options for data that does not get migrated. This is one area that we are not sure if we have internal staff capacity for this effort.

6. Training

The Vendor will be required to provide training on the new platform that will be based on the department needs. The train the trainer methodology will be adopted for this training effort. Key program staff will be identified throughout the state to attend the train the trainer sessions. The Vendor will ensure the department trainers acquire the skills, knowledge, and abilities needed to train internal users. Vendor will provide How-To instructions that are easily identifiable and easy to understand on the platform web portal for external users. The external users will be provided a phone number to call if they need assistance.

7. Organizational Change Management

CDFW is in the process of building the capacity and capability within the department in the area of Organizational Change Management (OCM). OCM will be a key success factor in the Environmental Review and Permitting Project. This project combines three disparate systems onto one platform. Subject Matter Experts (SMEs) are represented by all levels of scientific staff and within many different programs. The new system will have a significant public user base. This project represents a non-delegated project which adds time and complexity to procurement and implementation. Finally, the system will impact scientific staff at all levels and within many different programs as well as the public. To date, we have had an OCM workshop for project team members, product owners, Executive sponsors, key program staff, and internal stakeholders for this project. We have been communicating with a larger audience throughout the Stage 2 efforts. Program is excited about the new platform. In Stage 3, we will be introducing an OCM strategy that will be implemented through the project implementation and adoption that will help mitigate any disruptions and prepare program staff to embrace the change and be open to this new solution.

8. Resource Capacity/Skills/Knowledge for Stage 3 Solution Development

Refer to #1 Above. Current IT staff have the technical and procurement knowledge to effectively develop Stage 3 artifacts. In addition, we have entered into a Stage 3 Consulting contract to address internal staff current workload.

- Does the agency/state entity's governance framework include procurement related decision making in addition to project decision-making? **Yes**
- Does the agency/state entity's procurement office have experience using the proposed procurement methodologies identified in section 2.11.3 Procurement and Staffing Strategy? **Yes**
- Does the agency/state entity's procurement office have experience using the STP Streamlined Template? **Yes**
- Is the agency/state entity's procurement office familiar with protest types or use of Public Contract Code (PCC) 6611? **Yes**

2.10 Project Planning

1. Project Management Risk Assessment

Updated Project Management Risk Score: **2.1**

Attach Updated PM Risk Assessment to your email submission. [SIMM Section 45A](#)

2. Project Charter

Is your project charter approved by the designated Agency/state entity authority and available for the Department of Technology to review? **Choose:** 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

[Project Charter \(Approved\): No](#)

Status: Drafted, needs approval

Attach a copy of the Project Charter to your email submission.

3. Project Plans

Are the following project management plans or project artifacts approved by the designated Agency/state entity authority and available for the Department of Technology to review?

Choose: 'Yes,' 'No,' or 'Not Applicable.' If 'No' or 'Not Applicable,' provide the artifact status in the space provided.

Note: For Low to medium complexity and cost projects, discuss with your PAO manager the option of submitting a Master Project Management Plan in place of individual plans.

[Scope Management Plan \(Approved\): Yes](#)

Status: See Project Management Plan

[Communication Management Plan \(Approved\): Yes](#)

Status: See Project Management Plan

[Schedule Management Plan \(Approved\) : Yes](#)

Status: See Project Management Plan

[Procurement Management Plan \(Approved\): Yes](#)

Status: Draft

[Requirements Management Plan \(Approved\): Yes](#)

Status: Draft

[Stakeholder Management Plan \(Draft\): Yes](#)

Status: See Project Management Plan

[Governance Plan \(Draft\): No](#)

Status: To be drafted during Stage 3 Solution Development

[Contract Management Plan \(Draft\): No](#)

Status: To be drafted during Stage 3 Solution Development

[Resource Management Plan \(Draft\): No](#)

Status: To be drafted during Stage 3 Solution Development

[Change Control Management Plan \(Draft\): Yes](#)

Status: See Project Management Plan

[Risk Management Plan \(Draft + Risk Log\): Yes](#)

Status: See Project Management Plan

[Issue and Action Item Management Plan \(Draft + Issue Log\)](#): Yes

Status: See Project Management Plan

[Cost Management Plan \(Approved if planning BCP approved\)](#): Yes

Status: See Project Management Plan

4. Project Roadmap (High-Level)

Attach a high-level Project Roadmap showing remainder of planning phase and transition into execution phase to the email submission.

- a) Planning Start Date: 10/15/2022
- b) Estimated Planning End Date: 3/17/2023
- c) Estimated Project Start Date: 7/3/2023
- d) Estimated Project End Date: 12/31/2024

2.11 Data Cleansing, Conversion, and Migration

If in Section 2.3 (above) the answer to the question “Do you have existing data that must be migrated to your new solution?” was marked “Yes,” please complete this section.

The California Department of Technology recommends having a Data Consultant start data cleansing, conversion, and migration activities as soon as possible.

Identify the status of each of the following data activities. If “Not Applicable” is chosen, explain why the activity is not applicable or if “Not Started” is chosen, explain when the activity will start and its anticipated duration:

1. Current Environment Analysis: **Not Started**

To be drafted during Stage 3 Solution Development

2. Data Migration Plan: **Not Started**

To be drafted during Stage 3 Solution Development

3. Data Profiling: **Not Started**

To be drafted during Stage 3 Solution Development

4. Data Cleansing and Correction: **Not Started**

To be drafted during Stage 3 Solution Development

5. Data Quality Assessment: Not Started

To be drafted during Stage 3 Solution Development

6. Data Quality Business Rules: Not Started

To be drafted during Stage 3 Solution Development

7. Data Dictionaries: Not Started

To be drafted during Stage 3 Solution Development

8. Data Conversion/Migration Requirements: Not Started

To be drafted during Stage 3 Solution Development

2.12 Financial Analysis Worksheets

Attach [F.2 Financial Analysis Worksheet\(s\)](#) to the email submission.

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 2 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original “New Submission” Date: [12/14/2022](#)

Form Received Date: [12/14/2022](#)

Form Accepted Date: [12/14/2022](#)

Form Status: [Completed](#)

Form Status Date: [4/3/2022](#)

Form Disposition: [Approved with Conditions](#)

Form Disposition Date: [4/3/2023](#)