



# Stage 4 Project Readiness and Approval

California Department of Technology, SIMM 19 D.2 (Rev. 3.0.9, 2/28/2022)

## 4.1 General Information

1. **Agency or State Entity Name:** 3790 - Parks and Recreation, Department of

If Agency/State entity not in the list, enter here with the [organization code](#).

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

2. **Proposal Name:** Next Generation Recreation and Reservations Sales Service (R2S2) – Modernization (Next Gen R2S2).

3. **Department of Technology Project Number (0000-000):** 3790-070

4. **S4PRA Version Number:** Version 1

5. **CDT Billing Case Number:** CS0054722 Don't have a Case Number? [Click here to get one.](#)

## 4.2 Submittal Information

### 1. Contact Information

Contact Name: Jennifer Green

Contact Email: [Jennifer.green@parks.ca.gov](mailto:Jennifer.green@parks.ca.gov)

Contact Phone: 916.591.7983

### 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 updated or resubmission** (List all the sections that have changed.)

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

**Summary of Changes** (Summarize updates made.)

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

## 4.3 Contract Management

The Contract Manager must be a State Employee and should not be the Project Manager. Please complete the questions below in reference to the **primary solicitation**.

Is the Contract Management Plan complete, 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.

1. [Contract Management Plan \(Approved\)](#): Yes

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

2. **Has the role of Contract Manager been assigned, and has the Contract Manager reviewed and gained an understanding of the scope, activities, tasks, and deliverables of the contract?** Yes

If "No," briefly explain below why both have not been accomplished:

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

3. **Does the assigned Contract Manager understand the processes for post-award contract activities, including contract amendments, contract work authorizations, terms and conditions, and contract escalation/resolution?** Yes

If "No," briefly explain below why this has not been accomplished:

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

4. **Has a post-award kickoff meeting between the Contract Manager and state project team members been scheduled to align state and contractor expectations related to contract, budget, invoicing, requirements review, and contractor incentives?** Yes

If "No," briefly explain below why this has not been accomplished:

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

5. **Does the Contract Manager understand the Agency/state entity and federal processes, policy, and applicable procedures?** Yes

If "No," briefly explain below why this has not been accomplished:

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

6. **Does the Contract Manager have a plan to collect and assess contractor and project performance information on a regular basis (e.g., establish meetings with Project Managers, communication techniques)?** [Yes](#)

If “No,” briefly explain below why this has not been accomplished:

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

## 4.4 Organizational Readiness

Is the Implementation Management Plan draft complete, 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.

1. **Implementation Management Plan (Draft):** [Yes](#)

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

2. **Does the Agency/state entity currently have a mature release management process with a repeatable and scalable testing methodology that supports all stages of testing (system, integration, security, performance, interfaces, regression, user acceptance, and accessibility)?** [Yes](#)

If “No,” briefly describe below the release management process that will be used to manage, plan, schedule, and control a software release through the different phases and environments, including testing and deploying software releases:

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

3. **Does the project team have a clear understanding of the areas of business (identified in Stage 1) that will be impacted by the project?** [Yes](#)

If “No,” briefly explain below how the Agency/state entity plans to educate the project team to ensure all members have a clear understanding of the impacted business areas by the project:

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

4. **Does the Agency/state entity have processes and methodologies in place to support Organizational Change Management (OCM) activities identified in Stage 2, Section 2.9 Organizational Change Management?** [Yes](#)

If “No,” briefly describe below how the Agency/state entity will perform OCM activities for this proposal:

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

5. **Does the Agency/state entity have dedicated knowledge transfer resources assigned to business process improvement or business process reengineering activities resulting from the new solution?** [Yes](#)

If “Yes,” specify the areas of business process improvement: One of the key areas of business process change is the Pass Program. This program is currently a manual process by which park visitors purchase “hang tags” for their vehicles, and local park offices. Under the new

contract, DPR will be converting the traditional printed “hang tags” to a digital pass, which can be purchased online. The goal will be to phase out the “hang-tags” over the next two years. DPR has summarized the following high-level next steps to implement this new process:

- Identify Pass Office Stakeholders and subject matter experts (SME’s)
- Engage Tyler Technologies SME’s early on in the process
- Hold discovery sessions to ensure all aspects of the current Pass program are documented
- Establish a regular cadence for meetings with Stakeholders and SME’s (this is critical to communicate where we are in the process, identify key action items, time commitments, deliverables, etc.)
- We are beginning to outline the goals, metrics desirable outcomes, and timelines for each of the internal and external business processes
- Develop a master schedule/timeline for the transition from “hang-tags” to digital passes

If “No,” briefly explain below how the Agency/state entity will perform business process improvement or business process reengineering activities resulting from the new solution:

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

**6. Attach** Updated Project Organization Chart to your email submission. (See Attached)

## 4.5 Project Readiness

**1. Select the system development methodology you plan to use to design and develop the new system: [Hybrid](#)**

Provide a brief description of your methodology and reason for selecting it below:

[This section should not apply to DPR. DPR is currently contracted with a vendor that provides a COTS solution that is fully managed by the vendor. DPR is conducting the RFP in the same manner asking the vendor community to provide a COTS system that is a fully managed service inclusive of all hardware/software installation, help desk, reporting/analytics, ongoing maintenance, etc. DPR envisions there may be minor configuration changes to the new COTS solution that meet some of the business rules and workflows outlined in the RFP.](#)

Describe below the Agency/state entity’s past project experience using the system development methodology selected. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to utilize this methodology.

[Adaptive/Agile Project Management and System development is a standard practice within DPR’s IT organization.](#)

**2. Has the Agency/state entity engaged the Office of Technology Services (OTech) for capacity planning and the development of the solution delivery timeline? [No](#)**

If “No,” and data center capacity planning and alignment services are needed, explain below the reason OTech has not been engaged and what is the alternative plan:

DPR is purchasing a Commercial Off the Shelf (COTS) solution that will be hosted in a vendor managed government cloud environment and will not need any data center services from OTech.

**3. Have resource commitments been obtained for all those identified in the Resource Management Plan? Yes**

If “No,” explain below why commitments have not been obtained and the plan to mitigate this risk:

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

**4. Does the Resource Management Plan ensure resources are sufficiently committed to perform project activities if they are also committed to other responsibilities? Yes**

If “No,” explain below how sufficient resource levels will be maintained for all project activities:

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

**5. Have all identified project leads received at a minimum basic project management training? Yes**

If “No,” explain how the Agency/state entity will educate the project team leads on project management basics:

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

## 4.6 Business Objective Valuation

- 1. Attach** the Requirements/Backlog Baseline and/or Deliverables Baseline to your email submission.
- 2. Insert your Objectives (ID, Objective, Metric, Baseline, and Target Result) from Stage 1 Section 1.7, along with changes and reason for changes, and assign a percent score value to each. The total of all scores should be 100%.**

Objective ID: **1.1 Reservations** - *The current reservation/recreation system does not provide full integration capabilities into the various stand-alone DPR programs (i.e., junior lifeguard, special events, e-wallet/contactless payments, etc.) and or provide a robust data reporting/analytic tool. This results in DPRs inability to utilize the full customer experience (such as contactless payments options and other digital technology opportunities) for all of DPR's programs when using the current reservation/recreation system.*

Objective: *Before going live (moving to production), all relevant DPR data elements for each of DPR's reservation programs must be captured and integrated with DPR's various stand-alone programs to allow DPR and users of the reservation system make reservations and extract appropriate data analytic reporting.*

Change and Reason for Change from Stage 1: [No Change](#)

Metric: [Consolidation of all DPR reservations programs \(i.e., junior lifeguard, special events, ewallet/contactless payments, etc.\)](#)

Baseline: *Currently DPR supports the following reservation programs. Camping, Special Events, Jr. Lifeguard, and Tours.*

Target Result: *Implement a modernized statewide reservation/recreation POS operational solution for all California state park locations.*

Valuation: 20%

Objective ID: **2.1 Revenue Collections** - *DPR is not capturing all the potential revenue through user fees and or sales channels throughout the 279 state parks and programs*

Objective: *Increase annual revenues by 3% within the first year of implementation*

Change and Reason for Change from Stage 1: **No Change**

Metric: *Annual report indicating DPR revenue collected for all transactions through all sales channels (e.g., reservations, day use, and other program, such as tours, special events etc.).*

Baseline: *Current DPR annual revenue collected from all sales channels is approximately \$124M (average over a 4-year period – 2018 – 2021)*

Target Result: *Increase revenues by 3% over last four (4) year average*

Valuation: 20%

Objective ID: **3.1 Data Reporting** - *DPR struggles with obtaining real-time accurate visitation data/statistics from the field and the inability for field operations, administration and IT staff to visually look at the data in a forward-facing portal/analytic tool.*

Objective: *Improved reporting statistics: 12 months after implementation, provide real-time and accurate camping data/statistics to help DPR manage/sell camping and tours – thus reducing the number of vacant campsites and improving revenue collection methods*

Change and Reason for Change from Stage 1: **No Change**

Metric: *Provide accurate real-time data reporting for all sales channels (i.e., camping reservations, day use, tours, special events, pass sales, parking, etc.) and visitor statistics.*

Baseline: *The current system requires multiple processes for reporting information from various sources (mixture of manual and spreadsheet logs) and countless hours spent by staff vetting data and incorporating it into one data source*

Target Result: *The ability for field staff and managers to accurately make business decisions based on real-time data collected from the system and allow DPR to provide accurate reports to external control agencies such as, the Governor's office and legislative branch.*

Valuation: 20%

Objective ID: **.4.1 End-of-Life Contract** - Existing reservation/recreation contract ends in July 31, 2024.

Objective: [To ensure that CA Parks can award a contract that will allow sufficient time for a transition period, and the new vendor can be ready to take over the system on August 1, 2024](#)

Change and Reason for Change from Stage 1: [No Change](#)

Metric: *CA Parks has developed a timeline/sequence of events to ensure that we meet a contract award date of October 2023 and an implementation date of August 1, 2024, where the new vendor will take over the system.*

Baseline: [Contract was a 5-year base term with two \(1\) year renewals. CA Parks has exercised their last renewal and contract ends in July31, 2024](#)

Target Result: [Have a new contract \(8-year base with two \(1\) year options\) awarded by October 2023 and implemented by August 1, 2024.](#)

Valuation: [40%](#)

## 4.7 Schedule Baseline

### 1. Schedule Summary

#### Project Execution Start Dates

Proposed Project Start Date (from most recently approved schedule/roadmap): [Click or tap to enter a date.](#)

Baseline Project Start Date: [12/20/2023](#)

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

#### Project End Dates

Proposed Project Finish Date (from most recently approved schedule/roadmap): [Click or tap to enter a date.](#)

Baseline Project Finish Date: [4/24/2026](#)

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

### 2. Reason(s) for Variances

Provide reasons for any date variances: [Click or tap here to enter text.](#)

### 3. Master Schedule and Key Milestones

**Attach** Master Schedule with highlighted Key Milestones to your email submission. [See Attached](#)

## 4.8 Cost Baseline



Is the Cost Management Plan complete, 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.

1. **Cost Management Plan (Approved):** Yes

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

2. **Cost Summary**

**Total Planning Cost (One-Time)**

Estimated Proposed Cost (from most recently approved FAW): \$1,077,666

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

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

**Total Project Cost (One-Time)**

Estimated Proposed Cost (from most recently approved FAW): \$16,664,677

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

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

**Total Future Operations IT Staff and OE&E Cost (Continuing)**

Estimated Proposed Cost (from most recently approved FAW): \$15,557,628

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

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

**Total Cost**

Estimated Proposed Cost (from most recently approved FAW): \$31,530,812

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

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

**Annual Future Operations IT Costs (Annual M&O)**

Estimated Proposed Cost (from most recently approved FAW): \$12,441,234

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

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

*TIP: Baseline costs should match the submitted Financial Analysis Worksheet for Stage 4.*

3. **Reason(s) for Variances**

Provide reasons for any cost variances: [Click or tap here to enter text.](#)

4. **Budget Change Proposal (BCP) Summary**

Budget Request ID: [N/A](#)



Budget Request Year (0000-00): [N/A](#)

Requested Amount (specific to the project): [N/A](#)

Status: [Choose an item.](#)

Budget Bill Language (if supported): [N/A](#)

*TIP: Copy and paste or click the + button in the lower right corner to add BCPs as needed (e.g., Planning and Project related).*

## 5. Financial Analysis Worksheets (Baseline)

**Attach Final FAWs** to your email submission.

## 4.9 Primary Solicitation Results

1. **Attach** the approved Evaluation and Selection Report for the primary solicitation to your email submission.
2. **Attach** the proposed contract resulting from the primary solicitation to your email submission.
3. **Was one of the viable solutions in Stage 2 selected for final contract award?** [Yes](#)  
If "No", please describe:  
[Click or tap here to enter text.](#)
4. **Selected Vendor Name:** [Tyler Technologies, Inc](#)
5. **Contract Number:** [C23073003](#)
  - a. Contract Start Date: [12/20/2023](#)
  - b. Contract End Date: [12/19/2031](#)
6. **Total Contract Cost (without optional years):** [This is a zero-cost contract.](#)
  - a. Optional Years (Number of Months): [There are two \(1\) year options beyond the 8-year base term.](#)
7. **Total Cost of Optional Years:** [This is a zero cost contract.](#)
8. **Total Contract Cost (with optional years):** [This is a zero-cost contract.](#)

Are the following Project Management Plan Drafts 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. These plans may be completed with the selected primary vendor.

1. [Configuration Management Plan \(Draft\)](#): Yes

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

2. [Data Management Plan \(Draft\)](#): Yes

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

3. **Maintenance and Operations Transition Management Plan (Draft)**: Yes

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

## 4.10 Risk Register

**Attach** Risk Register to your email submission. Attached

**End of Stage 4 Project Readiness and Approval Document.**

**Please ensure ADA compliance before submitting this document to CDT.**

**When ready, submit Stage 4 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

*TIP: Use the Gate 4 Project Readiness and Approval Evaluation Scorecard ([SIMM Section 19-D](#)) as an internal tool to ensure a quality submission.*

## Department of Technology Use Only

**Original “New Submission” Date:** 05/02/2024.

**Form Received Date:** 05/02/2024.

**Form Accepted Date:** 05/02/2024

**Form Status:** Completed

**Form Status Date:** 05/14/2024

**Form Disposition:** Approved

**Form Disposition Date:** 05/14/2024