



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:** 3790 - Parks and Recreation, Department of
2. **Proposal Name:** Next Generation Recreation and Reservations Sales Service (R2S2) – Modernization (Next Gen R2S2).
3. **Department of Technology Project Number (0000-000):** Click or tap here to enter text.
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: Shari Shintaku

Contact Email: Shari.Shintaku@parks.ca.gov

Contact Phone: 916-616-3723

2. Submission Type: New Submission

If Withdraw, select Reason: N/A

Sections Changed if an update or resubmission: N/A

Summary of Changes: N/A

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 N/A

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)

The California Department of Parks and Recreation (DPR) is organized into multiple divisions and program offices including Park Operations, Boating and Waterways, Off-Highway Motor Vehicle Recreation, Office of Grants/Local Services, and Strategic Planning and Recreation Services (Pass Office). The divisions and offices manage operations through 21 field districts across the state. With 279 state park units, more than 340 miles of coastline, 970 miles of lake and river frontage, 15,000 campsites, 5,200 miles of trails, 3,195 historic buildings and more than 11,000 known prehistoric and historic archaeological sites, the department contains the largest and most diverse recreational, natural, and cultural heritage holdings of any state agency in the nation. Annually more than 68 million people visit California's State Park System.

Reservations for California State Parks for camping, tours and similar activities are presently offered to the public through a contracted service which ends in August of 2024. Reservations are made via call center and online web services. These services were contracted in August 2017 and must be re-bid with updated functionality by August 2024.

Although DPR staff can verify or change reservations, check site availability, and make reservations, DPR is looking to modernize how these duties are performed by all business programs throughout the department. For example, many State Park entrance facilities (kiosks) accept credit and debit card payments for day use fees (park entrance) charged on-site. This requires staff to occupy the entrance kiosks. Additionally, DPR staff collect and process fees for camping, and guided tours.

Annual day use passes may be purchased via payment card (e.g., credit, debit, or gift card) through the State Parks online store, a call center, or in-person at the Parks Pass Sales office, Field Offices, and the DPR Headquarters where checks also are accepted. Individual day use passes must be purchased at a Park Operations Division Park location (i.e., kiosk/park entrance). At park locations, day use fees are overwhelmingly collected in the form of cash or check.

Camping and tour user fees are collected via payment card when reservations are made online or through a call center, both of which are operated by the current Vendor. As with day use passes, at park locations, camping fees are collected via credit card, cash or check. The two parks (Hearst Castle and Año Nuevo) that charge for guided tours also accept payment cards in person and online. The handling and accounting of cash and check payments is a time consuming and generally manual process involving Park Operations Division field staff at the park locations and Accounting Services staff at State Parks headquarters. The online and call center reservation system is an outsourced service that, to a lesser extent, also involves Headquarters Accounting Services staff.

Attach relevant documentation to email submission (i.e., business process, workflow, problem analysis, user/stakeholder list, research findings). If these types of documents are not available, please indicate “Not Available,” and explain the reason below: (See attached)

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)

DPR proposes to rebid, update, and modernize its department-wide Recreation and Reservations Sales Service (R2S2), consisting of two components: (1) Recreation Sales, and (2) an integrated Reservations Case Management system. Modernizing the reservation system will position DPR to increase the timeliness, accuracy, and quality of customer transactions and improve data collection for more comprehensive and accurate reporting, trend analysis, and data-based decisions through modern and enhanced technology. Additionally, this project will provide DPR an opportunity to incorporate Justice, Equity, Diversity and Inclusion (JEDI) Framework as DPR updates policies and processes. The new application/system will be supported via “Software as a Service” (SaaS) technology that is hosted in a Gov Cloud environment.

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: [Please see attached Logical system environment diagrams and application flows.](#)

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

Data Owner Name: [Shari Shintaku](#)

Data Owner Title: [IT Manager/Acting CIO](#)

Data Owner Business Program area: [Brian Ketterer](#)

Data Custodian Name: [Robert Blesi](#)

Data Custodian Title: [Chief Technology Officer](#)

Data Custodian Technical area: [Information Technology](#)

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: [Few issues identified with the existing data.](#)

- 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: [The DPR data governance organization chart is attached.](#)

- 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. [The DPR data governance policies are attached.](#)

- 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. [The DPR security policies are attached.](#)

- 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. [The DPR accessibility policies are attached.](#)

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: **High**

Integrity: **High**

Availability: **High**

7. Technical Complexity Score: 1.2

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

2.4 Requirements and Outcomes

The Next Generation Recreation and Reservations Sales Service (Next Gen R2S2) application/solution will be the transaction interface for sales of all reservable and non-reservable inventory items, including but not limited to, the sale of passes, reservations, tours, merchandise, and collection of use fees through all sales channels. The enterprise Next Gen R2S2 service will include all required software, hardware, and user support (external and internal).

Bidder's proposing the Next Generation R2S2 service must include at a minimum the following features:

- Support and track transactions in real-time through all sales channels
- Allow for highly configurable fee types, pricing, and business rules
- Accept a variety of payment methods
- Generate required receipts and tour tickets
- Allow for transaction modification, cancellation, and refunds
- Track inventory and fulfillment status
- Track fee and transaction data
- Track Customer and DPR employee data
- Provide accounting, reconciliation, transaction processing, and reporting functions.

The bidder will provide a solution that can process, support, and track all aspects of transactions through a variety of sales channels including but not limited to contact center services, website services, and services at DPR field locations, including DPR Headquarters.

The Next Generation R2S2 solution should support the collection of the same data elements across all transaction locations and methods, in addition to allowing for unique configuration of data elements at each location and by each method, as well as the unique configuration and modification for roles-based permissions that enforce various DPR business rules.

The Next Generation R2S2 solution must integrate all data collected from the different sales channels for the purposes of capturing and consolidating all transactions. Such integration must allow for all "service users" to access, and retrieve via reports, real-time data for all levels of the organization as authorized by their roles-based permissions, including the volume of sales, park attendance, inventory, and campsite and tour bookings and availability.

The bidder will have the capability to configure the Next Generation R2S2 transaction interface for each sales channel and will provide internal and external users with a consistent, easy-to-use experience with a high level of functionality regardless of sales channel, inventory item, or form of payment.

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

Expected External User Experience(s):

- Create a meaningful connection and relevancy to the 68 million people visiting California Parks.
- Enhance the reservation experience for visitors through increased information and enhanced features allowing for better trip planning and access to public spaces.

Expected Internal User Experience(s):

Improve:

- Staff ability to collect revenue and reserve available inventory.
- Transparency and customer security
- Data collection so the department can better understand who is visiting parks and provide a greater level of customer service and enhanced visitor experience.

Expected System Outcome:

Effectively employing modern technology presents DPR with significant opportunities, including:

- Streamlining and simplifying park operations and
- Increasing staff efficiency
- Improving visitors' experiences
- Positioning park leadership to gather accurate and comprehensive data to shape decision-making
- Providing opportunities to generate new revenue, and
- Driving cost savings.

Past efforts to deploy technology in California State Parks has taught DPR some meaningful and hard-earned lessons. To fully realize the benefits of system modernization, DPR must think strategically in our approach to technology implementation with a long-term perspective and lens. We must deploy tools that are fast, flexible, and easy to use, and we must ensure that whatever technologies we choose are modern enough to integrate with each other and automatically work seamlessly together.

Expected business operations:

The current R2S2 program has limitations that negatively impact operations. Next Gen R2S2 aims to modernize, improve, and streamline how DPR collects fees/payments and field transaction data. Next Gen R2S2 will support real-time analytics and reporting, offer electronic program/event registration options, and provide park visitors with a new and enhanced user experience as outlined in the "Parks Transformation Plan".

Verification of Need(s):

The Contractor shall provide basic survey analysis functionality for both internal and external Next Gen R2S2 users. Survey analysis shall use basic survey tools, and data and statistical analytics including text analysis, filtering and cross-tabbing results, and chart, graph, and summary or other basic reporting tools to represent the data results in a manner that is easy to view and comprehend. The Contractor shall provide survey reports or make survey results available via the survey tool as agreed to with the DPR Project Management Office (PMO).

At the direction of DPR PMO, the Contractor shall perform user surveys via the Contact/Call Center, website, email, and DPR field terminal devices. The purpose of these surveys is to obtain user feedback on a variety of topics, including quality of service regarding the Contractor's service provision and recording user feedback regarding park units, tours, programs, events, pricing, or any other inventory item or topic determined by the DPR PMO.

2.5 Assumptions and Constraints

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

Assumption:

- The current R2S2 system will remain in production and be maintained until the replacement system is brought into production.
- All existing R2S2 hardware will be left in place until the replacement system is fully operational, at which time the new vendor will replace old equipment with a technology refresh as planned with and agreed upon by DPR.
- At contract end, the Contractor will provide requisite information to the DPR PMO to support the subsequent transition to a different Contractor.
- The Contractor will, leading up to the completion of or termination of this contract, assist DPR in the transition of program data and services to DPR or another designated agent. The Contractor shall provide transition-out artifacts, activities, and knowledge support at no additional cost to DPR prior to the completion or termination date.
- Contractor artifacts, activities, and knowledge support during transition-out include, but are not limited to data transfer, coordination of services migration, and knowledge transfer.
- The existing Contractor will assemble a Transition Team, with members to be identified by the DPR PMO and Contractor, no later than six months prior to the end of the contract term. This Transition Team will be available to meet with the DPR PMO and designated DPR representatives to plan and implement transition activities and a successful transition.
- Subject matter expertise needed to successfully transition and implement the Next Gen R2S2 system will be qualified and available as scheduled.
- DPR program staff will be available throughout the transition and implementation activities as scheduled.

Description/Potential Impact: The Contractor's failure to adhere to/provide for these assumptions will negatively impact the 68 million visitors using the current system.

Constraint: DPR has a non-negotiable deadline to procure services based on the existing contract expiring in August 2024 without provision of additional extensions. DPR has developed a timeline/sequence of events to ensure DPR meets a contract award date of August 2023 and an implementation date of August 2024. Adhering to the timeline will position DPR to award a contract in time to allow a sufficient and successful transition period if the contract is awarded to a different vendor. It is imperative that the new vendor be provided sufficient time to prepare for a fully tested, smooth and successful “go live” in August of 2024. DPR has also outlined the necessary staff and SME’s in the “Financial Analysis Worksheets” (FAW) to ensure the resources will be available at the project kick-off and through the anticipated “go-live” date of August 2024. The vendors that are being seriously considered for this project have years of experience delivering reservation/recreation sales systems similar to that of CA Parks throughout the US and World.

Description/Potential Impact: Failure to address each of these constraints will negatively impact the 68 million visitors using the current system.

2.6 Dependencies

Dependency Element: Project Approval Lifecycle (PAL)

Dependency Description: The project timeline and scheduled activities are dependent on California Department of Technology approval.

Dependency Element: Project Resources

Dependency Description: Project development, transition and implementation are dependent upon the availability of subject matter expertise (both technical and operational).

Dependency Element: Transition of Services

Dependency Description: The existing Contractor will assemble a Transition Team, with members to be identified by the DPR PMO and Contractor, no later than six months prior to the end of the contract term. This Transition Team will be available to meet with the DPR PMO and designated DPR representatives to plan and implement transition activities and a successful transition.

2.7 Market Research

1. Project Management Methodology: Adaptive Approach (Agile)

DPR proposes the Contractor use an Agile Project Management methodology. The methodology and approach should align with the project management processes of the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK), while easily accommodating adaptation for iterative design, delivery, and implementation. This project management approach should also conform to Software Engineering Institute (SEI) Capability Maturity Model (CMM) requirements to ensure repeatable, consistent iterative processes, procedures, tools, and templates that maximize efficiencies, ensure proper planning, guide successful execution, and provide tracking and reporting of all tasks.

The approach will include collaboration between the DPR, Contractor Project Manager and Business Analysis Teams to validate that all business and technological needs and interface requirements are entered and traced through each project phase. DPR understands that thoroughly tracking and reporting on each requirement and related tasks is key to project success. Thorough traceability reduces the risk of delivering the wrong features or incorrect configuration.

The Contractor shall work cooperatively with the DPR to establish and maintain a positive working relationship and an environment that facilitates communication, cooperation, partnership, and collaboration with the following core business objectives in mind:

- **High-Quality Work**—Deliver high quality end products (i.e., project schedules, project status reports, communication plans, etc.) to ensure that DPR’s project objectives are met and exceeded.
- **On-Time Delivery**—Complete agreed upon deliverables on schedule.
- **Effective Communication**—Plan for and execute timely and accurate communication to project participants and stakeholders throughout the entire project (i.e., weekly meetings and daily check-ins which will be managed by the DPR PMO)
- **Proactive Management**—Actively identify and manage risks and potential challenges before they become issues through a tracking/traceability matrix

The DPR will establish a Program Management Office (DPR PMO), which shall manage the Contract on a day-to-day basis throughout the Contract Term. Only the DPR PMO shall have the authority to approve Contractor requests that do not require a formal Contract amendment. The DPR PMO will serve as DPR’s single point of contact, and all Contractor requests shall be directed to the DPR PMO.

The DPR PMO may delegate specific DPR PMO communication, activities, authorizations, or approvals to specific DPR employees, or to classes of DPR employees, e.g., all Park Superintendents. The DPR PMO may establish conditions when communicating with a DPR PMO delegate, such as ensuring that the DPR PMO is copied on certain types of requests, correspondence, approvals, or reports.

The Contractor shall work proactively and cooperatively with the DPR PMO on a day-to-day basis, and shall seek approvals for implementation, changes, and other contract-related authorizations only from the DPR PMO, or from entities delegated by the DPR PMO.

DPR will ask the Contractor to submit an organizational chart of key personnel for its proposed team with its proposal. The organizational chart will need to include title, area of expertise and contact information (email and phone number) for each proposed team member. Updated organization charts will be provided to the DPR PMO by the Contractor whenever there is a change in key personnel or upon DPR PMO request throughout the contract term. The Contractor shall maintain job responsibility statements on file for all key personnel, including subcontractors.

2. Procurement approach recommended: Standard Procurement

DPR recommends a “Standard RFP approach which offers some flexibility with its phased approach and less prescriptive process that encourages innovative solutions to identify the most qualified bidders. The down-select process narrows the bidder pool and reduces the burden of evaluating bidder responses. The Standard RFP also allows for negotiations. Due to the unique nature of California State Parks, the traditional ‘Monolithic’ RFP approach will not work for DPR.

Each park and District present their own unique challenges and the goal is to develop an RFP that can address the specific business and technological needs for each of the park locations.

The DPR is organized into three divisions: Boating and Waterways, Off-Highway Motor Vehicle Recreation, and Office of Historic Preservation and manages operations through 21 field districts throughout the state. With 279 state park units, more than 340 miles of coastline, 970 miles of lake and river frontage, 15,000 campsites, 5,200 miles of trails, 3,195 historic buildings and more than 11,000 known prehistoric and historic archaeological sites, the department contains the largest and most diverse recreational, natural, and cultural heritage holdings of any state agency in the nation. Annually more than 68 million people visit California's State Park System.

DPR will be providing business problem statements and a list of mandatory requirements to address each of the operational areas within the department (i.e., camping, day-use, tours, passes, events, etc.).

3. Market Research Approach

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

How Results Were Analyzed: DPR began their "Market Research" efforts in June of 2022. DPR IT and District Operations conducted several subject matter expertise (SME) sessions to review information collected from other state RFPs, various procurement options and methodologies, industry companies in the reservation/recreation solution space, and to share ideas, lessons learned and business problem statements. These sessions targeted gaining support from the necessary SMEs in the field to help craft the business problem statements in the RFP. This helped ensure the SMEs had an active voice and opportunity to participate in the market research process.

Who Was Involved: DPR identified multiple Subject Matter Experts (SME's) from the following business, operational and IT program areas who have been involved throughout the market research process:

- IT executives (CIO, CTO, CSIO), and middle managers
- Operation Division, District, and field staff
- Pass Office
- Law enforcement
- Accounting
- Contracts

How Results Affected Requirements Development: Through a series of bi-weekly meetings, DPR SMEs were asked to identify/document business/technological problem statements that currently impact the way that they manage and operate the various business units throughout the department. The statements were collected and categorized in sections that are being used to help define the Statement of Work (SOW) for the upcoming RFP. The business/technological problem statements will also be used to help define the mandatory functional/non-functional requirements.

In addition to current efforts taking place that will help shape the development of the requirements in the new RFP, DPR is also leveraging legislation language/Bills that was passed in 2012 designed to help improve park revenues. Senate Bill 1018, the trailer bill for the FY 2012/13 budget year, required State Parks to develop a Revenue Generation Program to improve the Department's financial situation. Assembly Bill 1478 created the State Parks Enterprise Fund and required the Department to establish a revolving loan program to improve infrastructure and to provide services that generate revenue. Assembly Bill 1589, the California State Park Stewardship Act of 2012, mandated an action plan to increase revenues and included a Fee Collection and Modernization Program. In response to the 2012 State mandates, the Revenue Generating Program's Fee Collection and Modernization project was intended to respond to the following business drivers:

- Increase revenues
- Realize cost savings
- Provide better service to citizens
- Realize efficiencies in program operations
- Refresh old technologies and services
- Comply with new 2012 State mandates

In January 2015, DPR released the "Recreation and Reservation Sales Service" (R2S2) RFP, with the goal of achieving the minimum business drivers listed above in addition to modernizing the way DPR interacts with their 68 million annual park visitors. The RFP drafted was the traditional monolithic RFP with more than 1,400 mandatory requirements. Based on the stringent mandatory requirements, only two vendor bid (Conduent and Reserve America). Each bidder implied they could meet all of the requirements. Reserve America was the incumbent and held the contract for more than 15 years through several contract extensions. In 2016, DPR awarded the contract to Conduent with a go live date in August 2017. Due to the arduous requirements outlined in the RFP, DPR had to compromise/baseline the system to meet the "go-live" date and pushed the remaining requirements into a "parking lot" where they would be addressed after go-live. Unfortunately, the Contractor did not deliver all the requirements in the parking lot (some at the fault of DPR and some on the Contractor). The contract resulted in significant lessons learned from procurement through post implementation. DPR struggled with the awarded Contractor as they were a System Integrator (SI) and not the actual COTS solution provider. The SI impeded DPR's direct communication with the COTS solution provider. The communication challenges resulted in delays in achieving a subset of the program requirements/goals. DPR seeks vendors/companies who provide these solutions/services as their core competencies and will avoid SIs who partner with COTS solution providers. DPR will outline some base mandatory requirements (i.e., system must provide overnight reservations, process payments, etc.); however, will accomplish the business and technological goals/objectives through outlining specific business problem statements that the bidder must address.

How Results Influences Procurement Methodologies: Based on lessons learned from the current contract and procurement method, DPR reviewed RFPs from other states with similar operations (Florida, Ohio, Virginia, and Australia) who solicited proposals from companies who provide reservation/recreation services as their core business.

Because the last RFP did not result in vendors who could meet the variety of business or technological requirements/challenges, DPR will leverage the “Standard RFP” approach that is driven by business problem statements/mandatory functional requirements and how a particular Contractor can solve those challenges through proven methods currently in operation.

DPR researched the following companies who specialize in providing online reservation/recreation services in state/municipal park settings. DPR invited these companies to a “non-mandatory” vendor week conducted from November 14th through November 18th, 2022. The “vendor week” was conducted in three different locations (Sacramento, Morro Bay, and Newport Beach) to ensure each of the 21 district areas were represented and their day-to-day business and technological challenges were shared and heard by the companies attending. The “non-mandatory” vendor week allowed companies to engage with staff at various level and from various business areas from across DPR and to learn firsthand of the field, operational, IT, and administrative challenges encountered by staff within the 21 districts. The desired outcome was for the companies to better understand the daily challenges and better prepare for how they will address/respond to the business problem statements in the new procurement.

4. Market Research Artifacts

Following are internet company links as part of DPR’s market research. Additional artifacts are attached in the submission email:

- State of Florida Department of Environmental Protection ITN- 2019001 “Park Business System” (see attached)
- State of Ohio, through the Department of Administrative Services, for the Department of Natural Resources RFP-0A1232 “Reservation and Registration System” (see attached)
- State of Virginia Department of Conservation and Recreation RFP C199-20-005 “State Parks Reservation System” (see attached)
- Australia Parks Booking Reservation System for Camping and Accommodation (see attached)
- State of California Department of Forestry and Fire Protection (Cal-Fire) RFI2 Event ID 12234 “Request for Innovative Ideas for Wildfire Management” (see attached)
- State of California Department of Motor Vehicles “Invitation to Negotiate Electronic Payment Processing Services” (see attached)
- Final NorCal CA Parks Presentation (PPT) (see attached)
- Final Central-Valley CA Parks Presentation (PPT) (see attached)
- Final SoCal CA Parks Presentation (PPT) (see attached)
- NIC/Tyler Technologies: [Outdoors - NIC \(egov.com\)](#)
- Aspira Connect: [Aspira | Campground Reservation Software \(aspiraconnect.com\)](#)
- Booz Allen Hamilton: [Reinventing the Recreation.gov Customer Experience \(boozallen.com\)](#)
- Fare Harbor: <https://fareharbor.com/>
- Camis: [Reservation and park management solutions | Camis](#)

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: Next Generation R2S2 Recreation and Reservation Sales SaaS solution

Description: Alternative #1 is a SaaS solution from qualified vendors (hosted in a "GovCloud" environment) to develop, implement, transition services, operate, support, maintain, and update an integrated, modern, dynamic, managed, Department-wide Recreation and Reservations Sales Service solution (hereafter called the Solution), consisting of two components: (1) Recreation Sales (RS) service and (2) Reservations Management (RM) service. These components shall be seamlessly integrated in the proposed solution. The Solution shall be inclusive of all software, hardware, and staff required to perform the Scope of Work (SOW).

The Solution shall support the management of all fee and non-fee transactions, including but not limited to payment processing, information tracking, analysis tools, inventory management, and reservations, across all sales channels—Contact/Call Center, Help Desk, internet, Web Portal, and statewide DPR field locations. The Solution shall accommodate current estimated transaction volumes, and be scalable to allow for changes in sales volume, locations, and inventory, as well as the proliferation of new technologies and devices.

The Solution shall be the transaction interface for all sales made through the Solution, including day-use transactions and other transactions for passes, reservations, and merchandise. The Solution will support all transactions through all sales channels and must also be capable of unique configuration and deployment by individual sales channel, location, and item, as well as roles-based permissions to enforce DPR business rules.

Why is this a viable solution? Please explain:

SaaS typically offers more functionality and flexibility than many off-the-shelf options, while removing the maintenance work DPR would have to handle otherwise. Cloud-based SaaS software is also uniquely capable of scaling to DPR's business and technological needs/requirements. SaaS allows vendors to manage the tedious tasks like installing, managing, and updating software, while DPR can focus on their day-to-day business priorities.

Advantages of a SaaS Solution

- **Accessibility:** Ability to run via an internet browser 24/7 from any device
- **Operational Management:** No installation, equipment updates or traditional licensing management
- **Cost Effectiveness:** No upfront hardware costs and flexible payment methods such as pay-as-you-go models

- **Scalability:** Easily scale a solution to accommodate DPR's ever changing needs
- **Data Storage:** Data is routinely saved in the cloud
- **Analytics:** Access to data reporting and intelligence tools
- **Increased Security:** SaaS providers invest heavily in security technology and expertise

Disadvantages of SaaS Solution

- **Loss of Control:** The vendor manages everything, making DPR dependent upon the vendor's capabilities
- **Limited Customization:** Most SaaS applications offer little in the way of customization from the vendor
- **Slower Speed:** SaaS solutions can have more latency than client/server apps based on connectivity in some of DPR's remote park areas
- **Security Risks:** While the SaaS provider secures the application itself, strict measures must be taken with sensitive data

Approach

Increase staff – new or existing capabilities: **Yes**

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: **No**

Enhance the existing IT system: **No**

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

Create a new IT system: **No**

Other: **N/A**

Architecture Information

Business Function(s)/Process(es): Please See Attached

Conceptual Architecture: Please See Attached

COTS/SaaS/Cloud Technology or Custom: COTS/SaaS/Cloud Technology

Name/Primary Technology: SaaS GovCloud hosted solution

Explain Existing System Interfaces: The Solution will be a stand-alone system without any interfaces into existing DPR systems

Explain New System Interfaces: N/A

Data Center Location of the To-be Solution: Other

If Other, specify: This will be hosted by the awarded vendor in a Gov Cloud environment.

Security

Access

Public: Yes

Internal State Staff: Yes

External State Staff: No

Other: Choose Yes or No. Specify: N/A

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: No

Confidential: No

Other: N/A

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

Technical Security: Yes

Physical Security: No

Backup and Recovery: Yes

Identity Authorization and Authentication: Yes

Other, specify: N/A

Total Viable Alternative #1 Solution Cost: Alternative #1 is a “zero” up-front cost to DPR and a fully “managed service” (inclusive of implementation of all hardware/software, 24hr/365-day Contact/Call Center, Web Portal, Help Desk, break-fix, adherence to SLAs, technology refresh, etc.) provided by the vendor with a percentage share of the monthly revenue between DPR and the awarded vendor.

Planning Costs: N/A

One-Time (Project) Costs: N/A

Total Future Ops. IT Staff OE&E Costs: N/A

Total Proposed Cost: N/A

Annual Future Ops. Costs (M&O): N/A

2. Viable Alternative Solution #2

Name: CA Natural Agency (CNRA) hosted Reservation and Recreation Sales COTS solution

Description: Alternative #2 is a CA Natural Resource Agency (CRNA) hosted COTS solution from qualified vendors to develop, implement, transition services, operate, support, maintain, and update an integrated, modern, dynamic, managed, Department-wide Recreation and Reservations Sales Service Solution (hereafter called the Solution), consisting of two components: (1) Recreation Sales (RS) service and (2) Reservations Management (RM) service. These components shall be seamlessly integrated in the proposed solution. The Solution shall be inclusive of all software, hardware, and staff required to perform the Scope of Work (SOW).

The Solution shall support the management of all fee and non-fee transactions, including but not limited to payment processing, information tracking, analysis tools, inventory management, and reservations, across all sales channels—Contact/Call Center, Help Desk, internet, Web Portal, and statewide DPR field locations. The Solution shall be able to accommodate current estimated transaction volumes, and be scalable to allow for changes in sales volume, locations, and inventory, as well as the proliferation of new technologies and devices.

The Solution shall be the transaction interface for all sales made through the Solution, including day-use transactions and other transactions for passes, reservations, and merchandise. The Solution will support all transactions through all sales channels and be capable of unique configuration and deployment by individual sales channel, location, and item, as well as roles-based permissions to enforce DPR business rules

Why is this a viable solution? This is not a viable solution.

COTS solutions require IT infrastructure to support and IT staff to configure. Maintenance can also be a point of contention with a COTS approach, leading to excess spend for little value. COTS tools may work well in isolation, but they are rarely guaranteed to integrate/interface well with all the other tools companies have at their disposal. COTS software can create data silos and a barrage of impediments for anyone trying to connect it to analytics, etc.

Compatibility is another closely related issue that affects COTS solutions but is of no real importance with SaaS alternatives. As SaaS tools reside in the cloud, they can be accessed by a wide variety of machines and hardware. This makes it easier for departments like DPR to choose physical technology that matches their needs and budget without needing to factor in each piece of software they intend to use.

Advantages of COTS Solution

- **Easy to acquire:** COTS software is fairly easy to acquire
- **Easy to install:** No customization required, typically meets a large percentage of requirements
- **Customer support:** COTS typically offers software support to its customers to address and assist users with any issues or questions
- **Low cost:** COTS is mass-produced compared to dedicated/custom software

Disadvantages of COTS Solution

Despite the advantages of using off-the-shelf software, it costs a lot and brings significant drawbacks including:

- **Cessation of Support:** the vendor may stop supporting the commercial software, or the developers may stop working
- **Customization:** commercial software development may need to be customized to suit specific business functions, losing the purpose of having something ready at purchase
- **High cost in the long term:** one of the worst disadvantages of COTS software is that it may be more expensive in the long run when you have the same commercial software development software for multiple users or use one with a periodic license
- **Security risks:** COTS software may contain vulnerabilities that users are not aware of and can be used to target a large number of users of this software
- **Scalability:** An off-the-shelf software lacks scalability as the software is already developed and published to the market

Approach

Increase staff – new or existing capabilities: **Yes**

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: **Yes**

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

Create a new IT system: **No**

Other: **N/A**

Architecture Information

Business Function(s)/Process(es): (see attached)

Conceptual Architecture: (see attached)

COTS/SaaS/Cloud Technology or Custom: COTS/SaaS/Cloud Technology

Name/Primary Technology: COTS hosted at CNRA Data Center

Explain Existing System Interfaces: N/A

Explain New System Interfaces: N/A

Data Center Location of the To-be Solution: Agency/state entity operated by agency/state entity - CA Natural Resource Data Center

Security

Access:

Public: Yes

Internal State Staff: Yes

External State Staff: No

Other: N/A

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: No

Confidential: No

Other: N/A

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: N/A

Total Viable Alternative #2 Solution Cost Alternative #2 will require up-front costs for new data center infrastructure to support the new system/solution. There is also the potential of upfront/ongoing license and maintenance cost. This model will require a BCP to fund the upfront and ongoing cost which unfortunately, DPR does not have the time to consider.

Total Proposed Cost: N/A

3. Viable Alternative Solution #3

Name: DPR custom built Reservation and Recreation Sales solution hosted in CNRA data center

Description: Alternative #3 is a CA Natural Resource Agency (CRNA) hosted, DPR custom built solution from qualified vendors to develop, implement, transition services, operate, support, maintain, and update an integrated, modern, dynamic, managed, Department-wide Recreation and Reservations Sales Service (hereafter called the Solution), consisting of two components: (1) Recreation Sales (RS) service and (2) Reservations Management (RM) service. These components shall be seamlessly integrated in the proposed solution.

The Solution shall be inclusive of all software development, hardware, and staff required to perform the Scope of Work (SOW).

The Solution shall support the management of all fee and non-fee transactions, including but not limited to payment processing, information tracking, analysis tools, inventory management, and reservations, across all sales channels—Contact/Call Center, Help Desk, internet, Web Portal, and statewide DPR field locations. The Solution shall be able to accommodate current estimated transaction volumes, and be scalable to allow for changes in sales volume, locations, and inventory, as well as the proliferation of new technologies and devices.

The Solution shall be the transaction interface for all sales made through the Solution, including day-use transactions and other transactions for passes, reservations, and merchandise. The Solution will support all transactions through all sales channels and must also be capable of unique configuration and deployment by individual sales channel, location, and item, as well as roles-based permissions to enforce DPR business rules.

Why is this a viable solution? Please explain: This is not a viable solution.

A custom software solution will require DPR to pay a vendor up-front for developing the application and any interfaces required. In addition to DPR not having budget for this effort, the timing to develop custom software does not align with the August 2024 contract end date. There is not enough time to draft an RFP for application development, code writing and end to end system and user testing to net a viable solution by August 2024.

Approach

Increase staff – new or existing capabilities: [Yes](#)

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: [Yes](#)

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

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

Other: [N/A](#)

Architecture Information

Business Function(s)/Process(es): [\(see attached\)](#)

Conceptual Architecture

Attach a copy of the conceptual architecture to your email submission. [\(see attached\)](#)

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

Name/Primary Technology: [Customer Software Solution](#)

Explain Existing System Interfaces: [N/A](#)

Explain New System Interfaces: N/A

Data Center Location of the To-be Solution: Agency/state entity operated by agency/state entity - CA Natural Resource Data Center

Security

Access:

Public: Yes

Internal State Staff: Yes

External State Staff: No

Other: N/A

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: No

Confidential: No

Other: N/A

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: N/A Total Proposed Cost: Will require an up-front cost to Parks which is undetermined at this time.

Total Viable Alternative #3 Solution Cost

Total Proposed Cost: Will require an up-front cost to Parks which is undetermined at this time.

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:

Please see attached.

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

Projectized

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

To ensure project success, DPR is committing staff with extensive, high-level administrative experience (i.e., budgets, procurement, personnel, IT, contracts, and project management). These resources are currently involved in the “pre-solicitation” activities, and will continue to play a critical role as DPR moves through the RFP process, and transition activities.

2. Business Program

The Operations Division is comprised of six (6) offices including Park Operations, Facilities and Maintenance, Interpretation and Education, Cultural Resources, Natural Resources, and Partnerships and Concessions. The Division works closely with the Department’s Pass Office as well as the Off-Highway Motorized Vehicular Recreation Division to effectively operate visitor services for the Department. The Division is comprised of 4 regional divisions and manages more than 280 park units through field offices which provide visitor facing services including day use, camping, boating, off-roading, snow sports, youth-based programs, interpretation, tours, golfing and other recreational activities.

The Division seeks to maintain and expand the use of technology to more effectively and efficiently manage fee collection, reservations, tour management, interpretive program registration, pass sales and use, outdoor amenity add-ons, data collection, event planning and scheduling, and visitor surveys and communication.

SME resources from the 21 districts will continue to play an active role supporting the current R2S2 program while working with the new vendor (once awarded) to help with any transition activities with the new Next Generation R2S2 system.

To effectively accomplish this, the Department is seeking a technology-based solution which allows for fees to be collected and reservations made in real-time, enforcement of non-payment rules and law, and real time access to all data necessary to operate and manage large scale camping, special event, tour, interp programming, and day use activities.

Solutions may include but are not limited to: Connectivity to larger rural park units, Integrated Point of Sale System, IOS and Android applications for Pay/Reserve-By-Phone, pass purchase and distribution, accounting of all revenues, and specific reports and dashboards easily used by Department personnel.

3. Information Technology

DPR is staffing this project with experienced IT staff and vendor contracts and will be adding to the team as the project moves forward. A team of data experts from each of the park program areas meet regularly to identify issues of needed data and format modification which will help prepare for the establishment of the “Next Generation R2S2” project. The staffing for DPR IT and the various vendor contracts are shown in the attached staffing plan spreadsheet and are identified in the project throughout all phases of the project. (See attached project org chart)

4. Testing

DPR understands that User Acceptance Testing (UAT) is an important part of the Next Generation R2S2 project. When carried out as early as possible and as regularly as possible, UAT not only alerts the development team to aspects that don't yet meet the requirements of the users/system, it also gives the development team better insight into the overall progress of the proposed releases. DPR's testing approach incorporates industry standard strategies and testing types employed to certify that the solution meets the needs of DPR. DPR will be incorporating a detailed incremental testing process that aligns with industry-standards for development approach where each user story/requirement, and subsequent release of the solution is thoroughly tested. This ensures that any defects in the solution are fixed before the next release. DPR will also request that the new vendor use a traceability matrix to ensure transparency and visibility into the testing process. DPR will assign a requirements Subject Matter Expert (SME) to ensure that the requirements continue throughout the delivery process, to be correctly understood and documented. DPR is dedicating both business, IT staff, users and vendor staff for testing.

5. Data Conversion/Migration

DPR currently owns all the data within the existing R2S2 system. The incumbent is required to work with the DPR PMO and incoming contractor for all data migration efforts per their “Transition-Out Plan”.

6. Training

DPR understands Training is a vast and a complex subject that is critical to the success of any digital transformation initiative. Training for system and business process changes are critical to the project's success. DPR is adding resources to support training early in the project planning stage for project preparation purposes. Training will be delivered to various audiences (i.e., SME's, Staff Trainers, Field Staff, etc.) with differing educational levels and skills sets. As such, DPR anticipates using different training methods to accommodate each audience. Additional training requirements will be included in the new contract for DPR staff in districts and headquarters during the implementation of “Next Generation R2S2” system.

7. Organizational Change Management

DPR understands Change Management (OCM) is a vast and a complex subject that is critical to the success of any digital transformation initiative. DPR will employ an OCM approach and methodology that is based on the Prosci® Change Triangle that provides a balanced focus to achieve project objectives encompassing (1) leadership/sponsorship, (2) project management, and (3) change management dimensions. It is combined with the ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) change building blocks to motivate DPR stakeholders to embrace the change. DPR is adding resources to support OCM early in the project planning stage for ongoing process changes and project preparation. Additional OCM resources will be included (if necessary) in the new contract for DPR staff in districts and headquarters during the implementation of “Next Generation R2S2” system.

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

DPR staff have extensive experience with DPR’s contract procurement, management, and the business programs and processes. IT has extensive technical knowledge to support the project and systems. The team has already conducted a written industry survey, a literature survey, surveyed other states’ agencies facing similar operations and data mandates, and hosted a week long vendor conference to collect information on industry offerings. The team has worked closely with CDT staff to ensure these activities have been appropriate and comprehensive. DPR will work with the CDT State Technology Procurement (STP) division on this project. CDT sets the standard for precision, experience, skill, and accuracy for IT procurement in state government. The staffing for Stage 3 is shown in the attached staffing plan spreadsheet and are identified in the project in the planning phase of the project. (See attached “Project Org Chart”

2.10 Project Planning

1. Project Management Risk Assessment

Updated Project Management Risk Score: 8

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 \(Approved\)](#): Not Applicable

Status: The Contractor shall be committed to working effectively with the DPR to establish and maintain a positive working relationship and an environment that facilitates communication, cooperation, partnership, and collaboration.

The DPR will establish a Program Management Office (DPR PMO), which shall manage the contract on a day-to-day basis throughout the contract term. Only the DPR PMO shall have the authority to approve Contractor requests that do not require a formal contract amendment. The DPR PMO shall be the Department's single point of contact, and all Contractor requests shall be directed to the DPR PMO.

The DPR PMO may delegate specific DPR PMO communication, activities, authorizations, or approvals to specific DPR employees, or to classes of DPR employees. The DPR PMO may establish conditions when communicating with a DPR PMO delegate, such as ensuring that the DPR PMO is copied on certain types of requests, correspondence, approvals, or reports.

The Contractor shall work proactively and cooperatively with the DPR PMO on a day-to-day basis, and shall seek approvals for implementation, changes, and other contract-related authorizations only from the DPR PMO, or from entities as may be delegated by the DPR PMO.

The Contractor will permit the DPR to monitor contracted services conducted by the Contractor and its subcontractors pursuant to the terms of the new contract. The purpose of such monitoring is to confirm that the Contractor is carrying out its responsibilities as contracted, and to potentially identify areas of the "Next Generation R2S2" program that may be improved for the benefit of the Contractor, the State, or the public. Such monitoring may consist of discussions with key personnel and review of the following aspects:

1. Recreation Sales and Reservations Management services operational processes and practices
2. Security and confidentiality of customer data
3. Training materials
4. Program forms and documents
5. Program data
6. On-site visits
7. Other items as directed by the DPR PMO

The monitoring of the above-listed aspects is subject to reasonable access, identification, security, safety, or other policies of the Contractor, which shall not be employed to deny or delay access. All monitoring shall be performed in a manner that will not unduly interfere with the provision of services. Representatives of the DPR shall have the right to make site visits and obtain access without advance notice. Monitoring may also be conducted by the DPR in part by remote computer access of reporting and customer records as described in this SOW, and by DPR requests for electronic or paper copies of documents or records, which shall be provided by the Contractor. Performance monitoring activities include ongoing access to Recreation Sales and Reservations Management services, customer records and practices.

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? [The attached Master Plan has been reviewed and approved by DPR's Project Management staff. DPR consolidated each of the following plans into one "Master" plan for ease of review. This "Master Plan" will evolve throughout this process. DPR will work with the new vendor to ensure their plans are in alignment with DPR's plans.](#)

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.

Project Management Plan (Approved): [Yes](#)

Status: [See attached](#)

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

Status: [See attached](#)

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

Status: [See attached](#)

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

Status: [See attached](#)

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

Status: [See attached](#)

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

Status: [See attached](#)

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

Status: [See attached](#)

Governance Plan (Draft): [Yes](#)

Status: [See attached](#)

Contract Management Plan (Draft): [Yes](#)

Status: [See attached](#)

Resource Management Plan (Draft): [Yes](#)

Status: [See attached](#)

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

Status: [See attached](#)

Risk Management Plan (Draft + Risk Log): Yes

Status: See attached

Issue and Action Item Management Plan (Draft + Issue Log): Yes

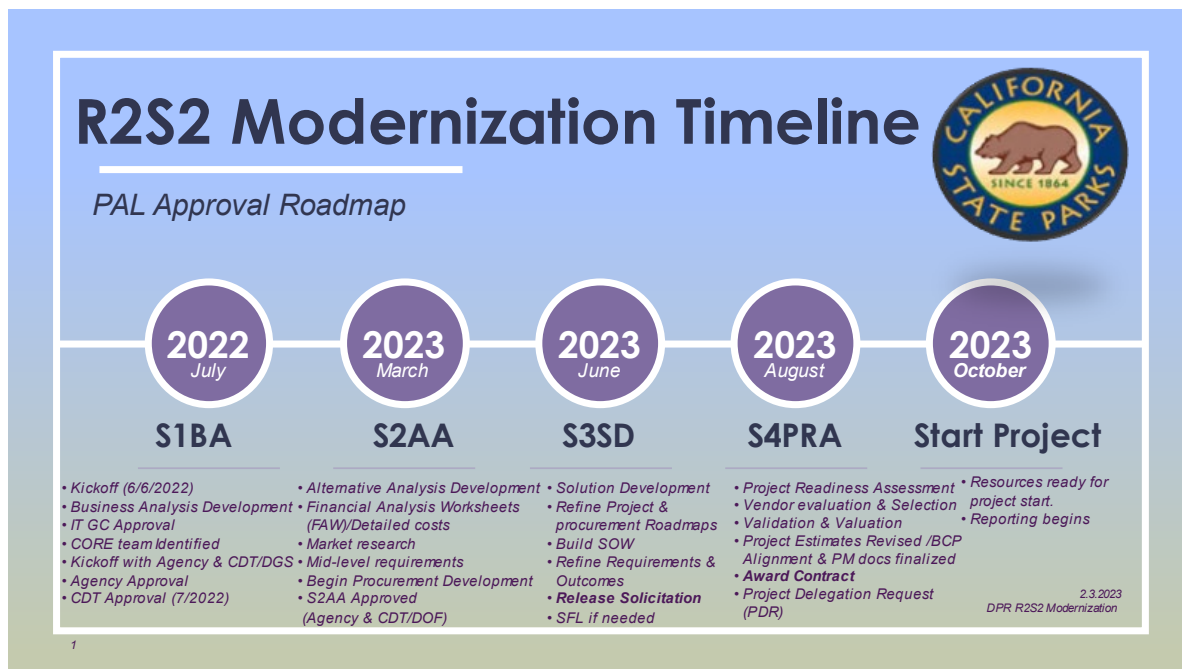
Status: See attached

Cost Management Plan (Approved if planning BCP approved): Not Applicable

Status: See attached

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: [6/6/2022](#)
- b) Estimated Planning End Date: [6/9/2023](#)
- c) Estimated Project Start Date: [10/31/2023](#)
- d) Estimated Project End Date: [1/2/2034](#)

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:** [N/A](#)
2. **Data Migration Plan:** [N/A](#)
3. **Data Profiling:** [N/A](#)
4. **Data Cleansing and Correction:** [N/A](#)
5. **Data Quality Assessment:** [N/A](#)
6. **Data Quality Business Rules:** [N/A](#)
7. **Data Dictionaries:** [N/A](#)
8. **Data Conversion/Migration Requirements:** [N/A](#)

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

2.12 Financial Analysis Worksheets

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

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: 4/17/2023

Form Received Date: 4/17/2023

Form Accepted Date: 4/17/2023

Form Status: Complete

Form Status Date: 7/19/2023

Form Disposition: Approved

Form Disposition Date: 7/19/2023