Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.8, 02/01/2022)

1.1 General Information

1. **Agency or State entity Name: 3790 - Parks and Recreation, 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 and Acronym: Next Generation Recreation Sales and Reservation Management Solution (Next Gen-R2S2)**

3. **Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

   The State of California (State) Department of Parks and Recreation (DPR) proposes to rebid, update, and modernize its department-wide Recreation and Reservations Sales Service, consisting of two components: "Recreation Sales" and an integrated "Reservations Case Management system. Modernizing our reservation system will give DPR an opportunity to incorporate Justice, Equity, Diversity and Inclusion (JEDI) Framework as update our policies and processes.

4. **Proposed Project Execution Start Date: 8/1/2023**

5. **S1BA Version Number: Version 1**

1.2 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: Choose an item.

If Other, specify reason here: Click or tap here to enter text.

Sections Changed, if this is a Submission Update: (List all sections 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 **Stage 1 Project Reportability Assessment** to your email submission.

1.3　Business Sponsorship

1. **Executive Champion (Sponsor)**

    Title: Deputy Director of Park Operations

    Name: Kathy Amann

    Business Program Area: Park Operations

2. **Business Owner**

    Title: Coastal Field Division Chief

    Name: Brian Ketterer

    Business Program Area: Park Field Division

3. **Product Owner**

    Title: Click or tap here to enter text.

    Name: Click or tap here to enter text.

    Business Program Area: Click or tap here to enter text.

TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.

1.4　Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

1. **Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)**

   State Entity Only: No

   Other Departments/State Entities: No

   Public: Yes

   Federal Entities: Yes

   Governor's Office: No

   Legislature: No

   Media: Yes

   Local Entities: Yes

   Special Interest Groups: Yes

   Other: No

2. **Describe how each group marked 'Yes' will be involved in the planning process.**

   The R2S2 modernized DPR's reservations service by offering potential visitors a way to access online reservation information, reduce wait times and increase visitor accessibility. Due to the popularity and enjoyment of California state parks, all entities above are interested in improvements to DPR's recreational operations.

1.5   Business Program

1. **Business Program Name:** California Department of Parks and Recreation – Parks Operations

2. **Program Background and Context:** (Provide a brief overview of the entity's business program(s) current operations.)

   The CA Parks is organized into multiple divisions/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) which manage operations through 21 field districts throughout the state. With 279 state park units, over 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 (pre-COVID) visit California's State Park System.

   Reservations at 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 services, and online web services. These services were contracted in August 2017 and require to be re-bid with updated functionality by August 2024.

Although the current staff at the California state parks can verify or change reservations, check site availability, and make reservations, state parks is looking to modernize the way they currently perform these duties for all business programs throughout the department. Many state park entrance facilities accept credit or debit card payments for day use fees charged on-site, however this requires parks staff to occupy entrance kiosks.

Current Fee Payment Methods

Currently, State Parks collects user fees for day use passes (park entrance), 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 Department Headquarters, also accepts checks. 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 primarily in the form of 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.

3. **How will this proposed project impact the product or services supported by the state entity?**

Park Operations, Boating and Waterways, Off-Highway Motor Vehicle Recreation, Office of Grants/Local Services, and Strategic Planning and Recreation Services (Pass Office) will greatly benefit from the new modernized reservation/recreation solution in the following areas: Improved access/registration for program/events, contactless payment options for reservations, parking, day use and tours, data reporting/dashboard analytics, and new revenue streams.

TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.

1.6   Project Justification

1. **Strategic Business Alignment**

   Enterprise Architect

   Title: Chief Technology Officer (Functioning EA)

   Name: Robert Blesi

   Strategic Plan Last Updated? 5/1/2017

DPR's Transformation efforts was published in May 2017 and is in line with its upcoming Path Forward Strategic Plan which is currently in review and anticipated to be published in 2022, the strategic goals below align with the upcoming Path Forward Strategic Plan.

Strategic Business Goal: Operations: Deliver the highest -quality operations that include premier recreational and educational programming.

Alignment: Develop strategy for securing a new contract to continue to seamlessly provide a high standard of service, both internally and externally.

Strategic Business Goal: Systems: Maintain information management systems to keep pace into the 21st century.

Alignment: Identifying and deploying the most effective technologies within the R2S2 system will continue to enable efficient operations and enhance DPR's visitor experiences.

Strategic Business Goal: Administration: Achieve consistent and efficient administration functionality through improved communication, supportive management, and transparency.

Alignment: Develop and implement specific park operations reporting information from R2S2 to help executive management and control agencies make more informed decisions.

TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.

Mandate(s): None

Bill Number/Code, if applicable: Click or tap here to enter text.

Add the Bill language that includes system-relevant requirements:

Click or tap here to enter text.

TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.

2. **Business Driver(s)**

Financial Benefit: Yes

Increased Revenue: Yes

Cost Savings: Yes

Cost Avoidance: Yes

Cost Recovery: No

Will the state incur a financial penalty or sanction if this proposal is not implemented? No

If the answer to the above question is "Yes," please explain:

Click or tap here to enter text.

Improvement

Better Services to the People of California: Yes

Efficiencies to Program Operations: Yes

Improved Equity, Diversity, and/or Inclusivity: No

Improved Health and/or Human Safety: No

Improved Information Security: Yes

Improved Business Continuity: Yes

Improved Technology Recovery: Yes

Technology Refresh: Yes

Technology End of Life: Yes

1.7   Business Outcomes Desired

Executive Summary of the Business Problem or Opportunity:

Using technology effectively in DPR presents significant opportunities. If done right, technology can make park operations easier and more efficient for staff, improve patron experience, help park leadership gather clear and accurate data to shape decision-making, provide opportunities to generate new revenue, and drive cost savings.

Past efforts to deploy technology in our parks have taught us some hard-earned lessons. To fully realize these benefits, we must think strategically in our approach to technology and take a long-term view. We need to 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 work seamlessly together, automatically.

The current reservation/recreation program has it challenges, and the goal of this project is to modernize, improve and streamline the way CA Parks Division/Program offices currently collect all forms of fees/payments, collects data from the field, supports real-time reporting/analytics, offers electronic program/event registration options and provides the park visitor with a new enhanced user experience as outlined in the "Parks Transformation Plan". The following summarizes how some of the services will be streamlined/modernized and have categorized our goals into four different business objectives: Overnight Reservations, Revenue Collections, Data Reporting and End of Life current contract.

Overnight Reservations

- Increased "contactless" payment options – The ability to accept payments using personal handheld devices, barcode or QR readers, and/or cameras at locations where staffed entrance stations are closed or do not exist.

- Increased and improved hardware installations-

  - License plate recognition – The ability to accept payment, protect revenue collections, and more accurately collect and utilize visitation statistics and trends by utilizing camera technologies to read vehicle license plates and complete transactions and harvest information from DMV registration (zip code, census, vehicle type and year).

  - Automated Pay Parking Machines (APPM) – Deploy additional APPM technology in remote park locations and replace "Iron Rangers" thus reducing fraud/theft and collecting new parking revenues

Revenue Collections

- Online pass sales– The ability for park visitors to purchase park passes without having to visit brick and mortar locations, thus eliminating carbon footprint and reducing cost of printing, distribution, and storage costs of traditional hang tags and credit card style passes.

- Electronic wallet and virtual pass options – The ability for park visitors to reserve, be provided, and or make payment for camping, day use, passes, tours, events, etc. in "online" or "offline" mode and store in a personal handheld mobile "E-wallet" application.

- Upgraded communication infrastructure – Install broadband connectivity and upgraded wi-fi infrastructure at all park locations to improve revenue collections, business communication, public safety, visitor experience, and ensure all points of sale traffic meets "Payment Card Industry" (PCI) security compliance standards.

- Payment collections- The new contract would require the awarded vendor to collect payments on behalf of the Department, thus reducing DPR workload and staff time in areas including accounting, dispute hearings, and refunds, as well as, shifting some liabilities of PCI compliance onto the vendor.

Data Reporting

- Analytics/Dashboard/Reporting – The ability for field staff and managers to accurately make business decisions based on real-time data collected from the system and DPR to report more accurately to the Governor's office and legislative branch

End of Life Contract

- The current contract ends in August of 2024 (i.e., there are no more extensions to the existing base term/extension contract). The goal is to procure a new modernized/improved version of the reservation/recreation solution currently in place and to allow enough time for a transition if necessary (i.e., award new contract by August 2023).

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.

Metric: Consolidation of all DPR reservations programs (i.e., junior lifeguard, special events, e-wallet/contactless payments, etc.)

Baseline: Currently DPR has multiple reservation programs.

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

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.

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

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.

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.

Objective ID: 4.1 End-of-Life Contract
Existing reservation/recreation contract ends in August of 2024.

Objective: To ensure that CA Parks can award a contract that will allow sufficient time for a transition period in the event a new vendor is awarded the business, and the new vendor can be ready for "go live" in August of 2024

Metric: CA Parks has developed a timeline/sequence of events to ensure that we meet a contract award date of August 2023 and an implementation date of August 2024

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

Target Result: Have a new contract (7-year base with two (1) year options) awarded by August 2023 and implemented by August 2024.

TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.

TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.

1.8 Project Management

1. **Project Management Risk Score: .8**

   (Attach a completed Statewide Information Management Manual (SIMM) Section 45 Appendix A Project Management Risk Assessment Template to the email submission.)

2. **Project Approval Lifecycle Completion and Project Execution Capacity Assessment**

   Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

   Answer: No

   Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

   Answer (No, New, Existing, or Both)**:** Both New and Existing Processes

1.9 Initial Complexity Assessment

1. **Business Complexity Score: 1.2**

   (Attach a completed SIMM Section 45 Appendix C to the email submission.)

2. **Noncompliance Issues:** (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

   Programmatic regulations: No

HIPAA/CIIS/FTI/PII/PCI: No

Security: No

ADA: No

Other: No

Not Applicable: Yes

Noncompliance Description:

Click or tap here to enter text.

3. **Additional Assessment Criteria**

If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

How many locations and total users is the project anticipated to affect?

Number of locations: 279 total CA state park units with the system. Approximately 140 of these parks currently have Point-of-Sale (POS) equipment , and with the addition of pay-by-phone options this number could reach up to 200.

Estimated Number of Transactions/Business Events (per cycle): approximately 12,000

Approximate number of internal end-users: The Department staffs approximately 2,000 field users and an additional 80 users at Headquarter offices.

Approximate number of external end-users: The department welcomes approximately 26 million visitors annually and the current Reservation system (R2S2) has more than 4.5 million household profiles.

1.10 Funding

Planning

1. Does the Agency/state entity anticipate requesting additional resources through a budget action to **complete planning** through the project approval lifecycle framework? No

    If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

    Click or tap to enter a date.

2. Please provide the Funding Source(s) and dates funds for planning will be made available:

    Project is anticipating using redirected internal State PYs and possible funding from the State Park Reservation Fund (SPRF).

Project Implementation Funding

1. Has the funding source(s) been identified for **project implementation**? Unknown

If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

Click or tap here to enter text.

Will a budget action be submitted to your Agency/DOF? Yes

> If "Yes" is selected, specify when this BCP will be submitted: July 2023

2. Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project: Less than $10 Million

End of agency/state entity document.

Please ensure ADA compliance before submitting this document to CDT.

When ready, submit Stage 1 and all attachments in an email to ProjectOversight@state.ca.gov.

Department of Technology Use Only

Original "New Submission" Date: 8/1/2022

Form Received Date: 8/1/2022

Form Accepted Date: 8/1/2022

Form Status: Completed

Form Status Date: 8/1/2022

Form Disposition: Approved

If Other, specify: Click or tap here to enter text.

Form Disposition Date: 8/1/2022

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