



**STATE OF MICHIGAN  
ENTERPRISE PROCUREMENT**

Department of Technology, Management, and Budget  
525 W. ALLEGAN ST., LANSING, MICHIGAN 48913  
P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **8**  
to  
Contract Number **071B2200297**

<b>CONTRACTOR</b>	CAMIS USA INC.
	649 Scottsdale Dr., Suite 90
	Guelph, ON N1G 4T7
	Jeff Smith
	800-371-6006 x 2019
	jeff.smith@camis.com
	*****3936

<b>STATE</b>	Program Manager	Brenda Sprunger	DTMB
		517-335-1485	
		sprungerb1@michigan.gov	
	Contract Administrator	Jarrod Barron	DTMB
(517) 284-7045			
BarronJ1@michigan.gov			

CONTRACT SUMMARY				
<b>DESCRIPTION:</b> Central Reservation System for DNR				
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW	
August 21, 2012	August 20, 2017	5 - 1 Year	August 20, 2017	
PAYMENT TERMS		DELIVERY TIMEFRAME		
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING	
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
MINIMUM DELIVERY REQUIREMENTS				
DESCRIPTION OF CHANGE NOTICE				
OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>	N/A	<input type="checkbox"/>	N/A	
CURRENT VALUE		VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE	
\$11,152,497.08		\$ 61,000.00	\$11,213,497.08	

**DESCRIPTION:** Effective August 10, 2016, this Contract is increased by \$61,000.00. The \$61,000.00 as well as \$107,650.00 existing Contract funds will be used to fund the attached Statement of Work (SOW). All other terms, conditions, specifications, and pricing remain the same per Contractor and Agency agreement, DTMB Procurement approval and State Administrative Board approval on August 18, 2015.

## Statement of Work (SOW)

### I. Background

a.

The SIGMA system will impact all areas of State business operations, from payroll and purchasing, to payment of suppliers, disbursement of grant funding and processing of unemployment, financial aid and child support. The system must interface with each of the applications managing these process areas, as well as those utilized for payment processing and revenue generating applications. To successfully implement the required functionality and realize projected efficiencies of SIGMA, these interfaces must be in established, tested and fully implemented. The State does not have resources with the necessary technical ability and bandwidth to accomplish the transition independently. Thus contract change notices will be processed for those interfaces which can be managed through existing contracts and staff augmentation resources will be obtained through bids completed under the pre-qualification program.

### II. Environment / IT Standards

b. CAMIS will provide a version of Everest that will be placed into a CAMIS hosted separate test environment apart from the standard CAMIS hosted UAT environment for Michigan and CAMIS to perform testing against. When the software is ready for production, it will be deployed into a CAMIS hosted production environment.

c.

### III. Project Objective

d.

Successfully design and implement necessary interfaces between existing systems and SIGMA for continued and improved operations and business processes throughout the state. CAMIS will be providing a redesign of the Everest accounting system which will include account coding and transmittal file updates. This work will also include URI code updates for the data that is to be exchanged with MiCaRS.

e.

### IV. Scope of Work

a. Deliverables

f.

g. List specific interface(s) to be covered by this change request (provide task detail in table below):

h.

Technical Req. No.	Detailed Technical Requirement Description	Priority	Source
1.	The Alpha Code: aka Service Location index must be limited to a maximum of 4 characters.	1	Amy Henderson
1.2	The Alpha Code: aka Service Location index must be renamed 'Unit code.'	2	Amy Henderson
1.3	The old Alpha Codes must be converted to the new Unit Codes using a crosswalk that will be provided to the vendor by the client.	1	Amy Henderson
1.4	The new 4 character codes must result in valid unit codes.	1	Amy Henderson
2	<p>The Revenue code must be limited to a maximum of 36 characters and a minimum of 15 characters based on SIGMA field lengths. (Maximum is 20 for accounting template, 4 for Department Revenue, and 10 for Reporting Code, with a dash between Accounting Template and Department Revenue Code, and a dash between Department Revenue Code and Reporting Code. The Minimum is 10 for Accounting Template, 4 for Department Revenue, and 7 for Reporting Code with a dash between them, and Reporting Code is optional and will only be used on a small number of transactions).</p> <p>Current planned usage is to have the revenue code be between 23 and 15 characters. (10 for accounting template, 4 for Department Revenue, and 7 for Reporting Code with dashes between them, and the minimum of 15 is made up of 10 for Accounting Template and 4 for Department Revenue with a dash between because Reporting Code is optional).</p>	1	Amy Henderson
3	The PCA code format must be renamed 'Accounting Template code'.	2	Amy Henderson

Technical Req. No.	Detailed Technical Requirement Description	Priority	Source
3.1	<p>The 'Accounting Template code' must be limited to a maximum of 20 characters and result in a valid 'Accounting Template code'.</p> <p>Our current planned usage is to make Accounting Template 10 characters.</p>	1	Amy Henderson
3.2	The old PCA codes must be converted to the new Accounting Template codes using a crosswalk that will be provided to the vendor by the client.	1	Amy Henderson
4	The 'Agency Object Code' format must be renamed 'Department Revenue Code.'	2	Amy Henderson
4.1	The 'Department Revenue Code' must remain 4 characters and result in a valid 'Department Revenue Code.'	1	Amy Henderson
4.2	The old 'Agency Object Codes' will remain the same numbers as the new 'Department Revenue Codes' with the exception of one code. Agency Object code 9416 for Trail Revenues in MAIN will be Department Revenue Code 9415 in SIGMA.	1	Amy Henderson
5	The 'Project Number' format must be renamed 'Reporting Code.'	2	Amy Henderson
5.1	<p>The 'Reporting Code' must be a maximum of 10 characters and must result in a valid 'Reporting Code'.</p> <p>Our current planned usage is to make reporting code 7 characters.</p>	1	Amy Henderson
5.2	The old 'Project Number' codes must be converted to the new 'Reporting' codes using a crosswalk that will be provided to the vendor by the client.	1	Amy Henderson
6	The hyphen in front of the 'Phase' code must be removed from the Revenue Code.	1	Amy Henderson

Technical Req. No.	Detailed Technical Requirement Description	Priority	Source
7	The 'Phase' code must be removed from the Revenue Code.	1	Amy Henderson
8	Customer Name is limited to 60 characters in SIGMA (was maximum of 100 in old URI requirements)	1	Amy Henderson
9	Customer Address is limited to 75 characters in SIGMA (was maximum of 100 in old URI requirements) SIGMA also has an optional 2 <sup>nd</sup> line for address that has another 75 characters available.	1	Amy Henderson
10	Customer City is limited to 60 characters in SIGMA (was maximum of 100 in old URI requirements)	1	Amy Henderson
11	Customer State is limited to 2 characters in SIGMA (was maximum of 25 in old URI requirements)	1	Amy Henderson
12	Customer Zip is limited to 10 characters in SIGMA (was maximum of 25 in old URI requirements)	1	Amy Henderson
13	Customer Country is limited to 3 in SIGMA (was maximum of 25 in old URI requirements)	1	Amy Henderson

i.

j.

List of Requirements are listed in the table above.

- b. Acceptance Criteria – List in **Requirements column** for Milestone Acceptance & Signoff row, and identify those authorized to signoff in **Acceptance/Signoff Column**.

c. Cost/Price Model – List in table, **Hours, Rate, Total and Total Payment** Columns.

k.

<b>QTY</b>	<b>UNIT</b>	<b>DESCRIPTION</b>	<b>UNIT PRICE</b>	<b>TOTAL</b>
80	Hours	Project Manager - SIGMA	\$365.00	\$29,200.00
40	Hours	Requirements Definition – Business Analyst	\$275.00	\$11,000.00
160	Hours	Conversion file update to support SIGMA implementation. – Sr. Developer	\$245.00	\$39,200.00
40	Hours	Deployment (UAT, Production, Staging Environment Setup, Hotfix)	\$180.00	\$7,200.00
120	Hours	Test environment setup and Testing – Tester	\$180.00	\$21,600.00
120	Hours	Support (Combo of BA, Sr. Dev., Tester and Field Tech)	\$230.00	\$27,600.00
30	Hours	Project Manager – URI Conversion to MiCaRS	\$365.00	\$10,950.00
20	Hours	Requirements Gathering Process – URI Conversion to MiCaRS	\$275.00	\$5,500.00
40	Hours	Interface to MiCaRS (Development, Testing)	\$180.00	\$7,200.00
40	Hours	System integration - MiCaRS	\$230.00	\$9,200.00
			<b>SUBTOTAL</b>	\$ .00
			<b>SALES TAX</b>	n/a
			<b>SHIPPING &amp; HANDLING</b>	n/a

OTHER	
<b>TOTAL</b>	\$168,650.00

I.

d. Project Contacts – Should all be listed on iTRAC, either in contact fields, description fields or on an attached document.

e. Agency Responsibilities and Assumptions – Identify in **State Staff and Roles** columns.

i. Staff

1. Ross Feldpausch – Point of Contact
2. Christa Sturtevant-Good – Testing
3. Amy Henderson – Project Management
4. Curtis Todd – Project Management

ii. Assumptions

1. State to provide web service for transmittal file fetch

f. Contractor Staff – Numbers, **roles, anticipated hours, and duration by task and total** columns below.

- i. Project Manager – Erick Likens
- ii. Business Analyst (Design) – Tom Gould
- iii. Quality Assurance (Testing) – Dan Garofalo
- iv. Developers – Marc Gardiner
- v. Escalation – Jeff Smith

m.

## V. Terms and Conditions

Were agreed upon in the signed Contract or issued PO, they are not modified with every change notice. There should be no terms and conditions attached to the Change requests in iTRAC, only this SOW document with a completed and approved iTRAC request.

n.

**Project Plan:**

Tasks & Deliverables	Requirements	Anticipated Completion Date	State Staff	State Staff Hours	Contractor Staff	Role	Hours	Rate	Total	Acceptance / Signoff	Total Payment
Milestone I Requirements Gathering	Deliverable: Requirements Traceability Matrix.  Design Plan.  Detailed Design Docs.	10/1/2016	PM	50	Business Analyst  Developer  Project Manager	Meet with agency SME's to establish interface requirements	170		\$52,950	Review Design Plan, State PM & Program Manager sign off after edits incorporated and final is accepted.	
• Task I Define Content (create RTM)			SME	20	Business Analyst	Lead Requirements Gathering	60	\$275	\$16,500	State PM & Program Manager	
• Task II Define Timeline			SME	20	Project Manager	Training, Change Management	80	\$365	\$29,200	State PM & Program Manager	
• Task III Milestone Acceptance & Signoff					Project Manager		10	\$365	\$3,650		
					Field Tech	Deployment	20	\$180	\$3,600		
Milestone II Design the Interface		5/15/2017			System Architect	Design interfaces	380		\$82,650	State PM & Program Manager	
• Task I Program		11/28/2016			Programmer	Program Interfaces	140	\$245	\$34,300	State PM & Program Manager	
• Task I					Programmer	Interface	30	180	\$5,400		

cont.											
• Task II Test		1/30/2017			Tester	Configure System modifications	100	\$180	18,000	State PM & Program Manager	
• Task II cont.					BA, Sr. Dev., Tester and Field Tech	System Integration	40	\$230	\$9,200		
• Task III Resolve Defects		3/15/2017			Programmer	Resolve Bugs/Issues	20	\$245	\$4,900		
• Task III cont.					Tester	Test	30	\$180	\$5,400		
• Task III Milestone Acceptance & Signoff		5/15/2017			Project Manager		10	\$365	\$3,650		
•					Field Tech	Deployment	10	\$180	\$1,800		
Milestone III Go Live		10/1/2017					140		\$33,050		
• Task I Support/ Maintenance					BA, Sr. Dev., Tester and Field Tech		120	\$230	\$27,600		
• Task III Milestone Acceptance & Signoff					Project Manager		10	\$365	\$3,650		
•					Field Tech	Deployment	10	\$180	\$1,800		
Totals							690		\$168,650	State PM & Program Manager	

**STATE OF MICHIGAN**  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT & BUDGET  
 PROCUREMENT

525 W. ALLEGAN STREET  
 LANSING, MI 48933

P.O. BOX 30026  
 LANSING, MI 48909

CHANGE NOTICE NO. 7  
 to  
 CONTRACT NO. 071B2200297  
 between  
 THE STATE OF MICHIGAN  
 and

NAME & ADDRESS OF CONTRACTOR	PRIMARY CONTACT	EMAIL
Camis Usa Inc. 649 Scottsdale Dr., Suite 90 Guelph ON, N1G 4T7	Jeff Smith	jeff.smith@camis.com
	PHONE	CONTRACTOR'S TAX ID NO. (LAST FOUR DIGITS ONLY)
	800-371-6006 x 2019	*****3936

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
PROGRAM MANAGER / CCI	DTMB	Brenda Sprunger	517-335-1485	sprungerb1@michigan.gov
CONTRACT ADMINISTRATOR	DTMB	Jarrod Barron	(517) 284-7045	BarronJ1@michigan.gov

CONTRACT SUMMARY			
<b>DESCRIPTION:</b> Central Reservation System For DNR			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5 - 1 Year	August 20, 2017
PAYMENT TERMS		DELIVERY TIMEFRAME	
Net 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS			
N/A			

DESCRIPTION OF CHANGE NOTICE				
EXERCISE OPTION?	LENGTH OF OPTION	EXERCISE EXTENSION?	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		
CURRENT VALUE		VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE	
\$11,149,497.08		\$3,000	\$11,152,497.08	

**DESCRIPTION:** Effective 05/09/2016 the following changes are incorporated into the Contract:

1. The hours for Yellow Phone service is extended. Extended hours will be Friday from 8:00 pm-10:00 pm, Saturday and Sunday from 5:00 pm – 10:00 pm. At a rate of \$3.00 per phone call that is taken during the extended hours.
2. Add \$3,000 to fund extended Yellow Phone services.
3. During peak call times call center metrics as defined in Appendix C, 2.2.1 and 2.2.2 will not be applied. Peak call times and hours are as followed;
  - Beginning Thanksgiving Day Ending March 1<sup>st</sup>
  - Monday-Friday: 8:00 am- 9:00 am

▪ **Saturday and Sunday: 9:00am-10:00am**

**All other terms, conditions, pricing and specifications remain the same. Per vendor and agency agreement and DTMB Procurement approval.**



## **CHANGE AUTHORIZATION REQUEST**

Contract No. 071B2200297

Change Authorization Request No: MI-CAR-2016-002

### **General**

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### **Description of Change**

This change is to document an agreement between State of Michigan and Camis USA that the State will pay Camis to extend the weekend hours for Yellow Phone service. Hours would be extended on Friday from 8 pm to 10 pm and Saturday and Sunday from 5 pm – 10 pm for Yellow Phone calls to the Camis Call Center.

The use of a Yellow Phone provides a solution to the State of Michigan that allows customers to confirm a reservation or request a permit for a stay at park when park staff are not available at the gate house. Camis is currently working on Mobile Self Registration functionality that will allow customers to use a mobile device, such as, a cell phone to complete the same type of transaction that would be accomplished with the Yellow Phone. The Mobile Self Registration functionality will also improve customer satisfaction by providing links to park information, attractions near-by, cabin codes, frequently asked questions, and access to social media links provided by the State.

Mobile Self Registration is a future direction of the Camis platform for registering customers to a site and it will form the basis for an in park solution in the future. Park Staff will eventually be able to use mobile devices to perform the functions they can do today. As part of implementing this change request, Camis expects that the State of Michigan will work with us to implement a solution that uses Mobile Self Registration as a supplement to the Yellow Phone in the future.

### **Costs**

Camis will charge the State a fee of \$3.00 per Yellow Phone call that is taken during the extended hours that are described above. The costs will be included on the monthly invoice. The State of Michigan could lower the fees being paid to Camis by allowing Camis to implement an auto-check-in for customers with reservations. Camis has clients that use messaging to direct reservation holders to their sites without using the Yellow Phone and Camis automatically checks these customers in at a prescribed time, such as, 10:00pm.

### **Impact on Contract (\$ and Schedule)**

Increase: ~ \$3,000

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables:

Other:

Signatures

Contractor

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

DTMB Contract Administrator

DNR, Program Manager

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297

Change Authorization Request No. MI-CAR-2016-001

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

CAMIS will use a queue to manage peak call times at the reservation system call center in Ann Arbor. Pent up call demand will be directed into a queue where an automated message will alert the customer that they are on hold. During peak call times, this will result in unachievable call center metrics as defined in Appendix C, 2.2.1 and 2.2.2. For this reason, the State will allow flexibility when calculating daily metrics and agrees to exclude certain time periods when determining call center penalties. The following terms and conditions will be followed.

1. CAMIS will begin using the queue immediately. When all operators are busy, callers will receive a message (agreed upon by the State and CAMIS) right away that they are on hold and to visit [www.midnrreservations.com](http://www.midnrreservations.com) for reservations or to check availability. This message will repeat every 30 seconds.
2. CAMIS will continue to calculate call center metrics by the hour on a daily/weekly basis as defined in the contract.
3. For the purpose of meeting the call center service level agreement (SLA), the State agrees to exclude the first hour of call center operation each day beginning Thanksgiving Day thru March 1<sup>st</sup> as long as a queue is being utilized for call management.
4. The first hour is defined as 8AM – 9AM, Monday – Friday and 9AM to 10AM, Saturday & Sunday.
5. CAMIS will provide staffing numbers for the hours being excluded from the SLA metrics on a weekly basis.
6. CAMIS will continue to staff accordingly based on call forecasting and historical call data.

7. Consistent non-compliance of this change request will result in the agreement being null and void and the state will require call center metrics as stated in the contract, prior to this change request.
  - a. To void this agreement, the State must provide notice to CAMIS of the non-compliance and allow 14 days to correct action(s). If after 14 days, there is no correction, this change request will be void and the vendor will be responsible for penalties starting with the day the State provided notice.

**Impact on Contract (\$ and Schedule)**

Increase: \$ 0.00

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: Changes to Appendix C, 2.2.1 and 2.2.2

Other:

Signatures

Contractor

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

DTMB Contract Administrator

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

DNR, Program Manager

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 525 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 6**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR	PRIMARY CONTACT	EMAIL
Camis USA, Inc. C/o 649 Scottsdale Drive, Suite #90 Guelph, Ontario N1G 4T7	Jeff Smith	Jeff.smith@camis.com
	PHONE	VENDOR TAX ID # (LAST FOUR DIGITS ONLY)
	(614) 444-5144	-9875

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
PROGRAM MANAGER / CCI	DTMB	Brenda Sprunger	(517) 241-0920	Sprungerb1@michigan.gov
CONTRACT ADMINISTRATOR	DTMB	Whitnie Zuker	(517) 284-7030	zuckerw@michigan.gov

CONTRACT SUMMARY			
<b>DESCRIPTION:</b> Central Reservation System - DNR			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B.	SHIPPED TO	
Net 45	Destination	FOB Destination	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS			
N/A			

DESCRIPTION OF CHANGE NOTICE				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF EXTENSION/OPTION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		November 30, 2017
CURRENT VALUE	VALUE/COST OF CHANGE NOTICE	ESTIMATED REVISED AGGREGATE CONTRACT VALUE		
<b>\$11,142,897.08</b>	\$6,600.00	<b>\$11,149,497.08</b>		

**DESCRIPTION:**  
 Effective February 2015, this contract is hereby increased by \$6,600.00, per the attached Change Authorization Request No. MI-CAR-2015-001.

All other terms, conditions, pricing and specifications remain the same. Per contractor and agency agreement and DTMB Procurement approval



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297

Change Authorization Request No. MI-CAR-2015-001

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

This change is to document an agreement between State of Michigan and Camis that the State will pay a new commission rate for Silver Lake ORV Vouchers, the hardware needed for this functionality and the required connectivity cost.

### Overall Costs:

- **Commission**
  - Vouchers processed via the website will be accessed a \$1.25 commission rate.
  - Vouchers processed via the call center will be accessed a \$2.25 commission rate.
- **Hardware**
  - Camis will procure 6 Windows-based tablets at cost of \$380.00 each, for a total amount of \$2,280.00, which will be invoiced to the state.
  - Camis will procure 6 Bluetooth enabled bar-code scanners at a cost of \$520.00 each, for a total amount of \$3,120.00, which will be invoiced to the state.
- **Connectivity Upgrades**
  - Camis will install a Ubiquiti M2 (2.4GHz) WI-FI Access Point with 16dbi 90 degree sector antenna at cost of \$1,200.00, which will be invoiced to the state
- **Call Center SLA Penalties**
  - In the first year of operation (defined as start date to the day before that start date in the following calendar year), on-sale dates will not be included in calculations of Call Center SLAs, which are listed in Appendix C, Section 2.2 of the contract. Camis will make reasonable efforts to meet SLAs on these dates during the first year of operation. Once volumes have been experienced for one year, it is expected that those volumes will be used to staff the call center for that same period or for the same type of holiday weekend booking window in the subsequent year, and that SLAs will be met thereafter.



**Impact on Contract (\$ and Schedule)**

Increase: \$ 6,600.00

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: N/A

Other:

**Signatures**

Contractor: Camis

By: 

Title: \_V.P. Product Development\_

Date: \_\_February 27, 2015\_

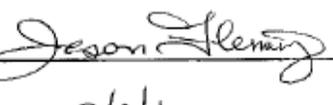
Michigan State

DNR Project Manager

By: 

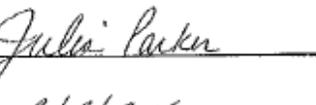
Date: 3-9-15

DNR Project Sponsor

By: 

Date: 3/9/15

DTMB Project Manager

By: 

Date: 3/3/2015

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

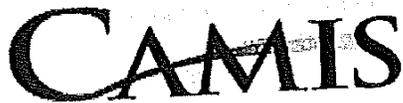
**CHANGE NOTICE NO. 5**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Camis USA, Inc. c/o 649 Scottsdale Drive, Suite #90 Guelph, Ontario N1G 4T7	Jeff Smith	jeff.smith@camis.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(800) 371-6006 ext 2019	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
<b>CONTRACT COMPLIANCE INSPECTOR</b>	DTMB	Brenda Sprunger	517-241-0920	sprungerb1@michigan.gov
<b>BUYER</b>	DTMB	Whitnie Zuker	517-335-5306	zuckerw@michigan.gov

CONTRACT SUMMARY:			
<b>DESCRIPTION: Central Reservation System - DNR</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
Net 45	Destination	FOB Destination	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$24,722.50		\$11,142,897.08		
Effective February 17, 2015, this contract is hereby increased by \$24,722.50, per the attached Change Authorization Request No. MI-CAR-2014-004.				
All other terms, conditions, pricing and specifications remain the same. Per contractor and agency agreement and DTMB Procurement approval.				



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297  
Change Authorization Request No. MI-CAR-2014-004

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

This change is to document an agreement between State of Michigan and Camis that the State will pay one-time support costs for the installation and maintenance of Point to Point (PtP) bridges at 11 harbor locations.

The 11 harbor dock locations were not listed in Appendix B -Hardware Deliverables. Nonetheless, Appendix B states that the, "DNR reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)." Camis has agreed to install the hardware and establish connectivity for these 11 additional harbor dock locations. However, due to the type of transactions that will occur at these places in terms of revenue generation for the Vendor, the DNR has agreed to help cover the PtP support cost of \$24,722.50.

### Overall Costs:

The total amount for the 11 locations, including hardware, connectivity and on-going support is \$128,695.05; refer to attached quote, MI-2014-004 (11 harbor locations).

Camis has agreed to cover the following costs:

- 11 – connectivity, PtP bridge hardware at cost of \$61,806.25
- 11 – Field Stations, complete setup including 3 year support and installation at cost of \$42,166.30

Michigan State DNR agrees to cover the following costs:

- 11 – PtP bridge support in second and third year at total cost of \$24,722.50.  
Payment due to Camis in April 2015.

# CAMIS

Quote MI-2014-004 (11 harbor locations):

QTY	UNIT	DESCRIPTION	UNIT PRICE	TOTAL
11	Connectivity	PIP Bridge Hardware cost	\$5,618.75	\$61,806.25
11	PIP Bridge Support	Support costs 2 <sup>nd</sup> and 3 <sup>rd</sup> year	\$24,722.50	\$24,722.50
11	Field Stations	Complete field setups including 3 yr support and installation (computer, monitor, ups, receipt printer, laser printer, pin-pad, barcode scanner, all printer consumables).	\$3,833.30	\$42,166.30
			<b>SUBTOTAL</b>	<b>\$128,695.05</b>
			<b>SALES TAX</b>	<b>n/a</b>
			<b>SHIPPING &amp; HANDLING</b>	<b>n/a</b>
			<b>OTHER</b>	
			<b>TOTAL</b>	<b>128,695.05</b>

1. Please notify us immediately if you require changes to this quote.
2. Send all correspondence to:  
 Mike Stockley  
 Michael.Stockley@camis.com  
 Phone: 519-766-0901 2067  
 Fax: 519-824-5681

# CAMIS

**Impact on Contract (\$ and Schedule)**

Increase: \$24,722.50

Decrease: \$ 0.00

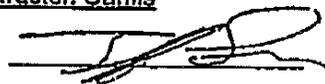
Extend contract period: N/A

Add/modify/reference deliverables: N/A

Other:

**Signatures**

Contractor: Camis

By: 

Title: V.P. Product Development

Date: July 8, 2014

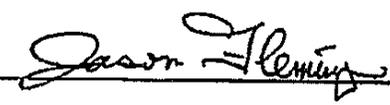
Michigan State

DNR Project Manager

By: 

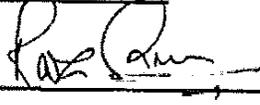
Date: 7-9-14

DNR Project Sponsor

By: 

Date: 7/10/14

DTMB Project Manager

By: 

Date: 7/11/2014

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_



STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 4**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Camis USA, Inc. c/o 649 Scottsdale Drive, Suite #90 Guelph, Ontario N1G 4T7	Jeff Smith	jeff.smith@camis.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(800) 371-6006 ext 2019	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
<b>CONTRACT COMPLIANCE INSPECTOR</b>	DTMB	Brenda Sprunger	517-241-0920	sprungerb1@michigan.gov
<b>BUYER</b>	DTMB	Whitnie Zuker	517-335-5306	zuckerw@michigan.gov

CONTRACT SUMMARY:			
<b>DESCRIPTION: Central Reservation System - DNR</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
Net 45	Destination	FOB Destination	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$13,238.58		\$11,118,174.58		
Effective immediately, this contract is increased by \$13,238.58 to accommodate MI-CAR-2013-005 and MI-CAR-2014-005, which is attached. In addition, at no additional cost to the State, the following work order adjustments are incorporated, which are attached: MI-CAR-2013-006, MI-CAR-2014-001 and MI-CAR-2014-002. All other terms, conditions, pricing and specifications remain the same. Per vendor and agency agreement and DTMB Procurement				



This project will automate the harbor refund work flow by including GIA harbor refund transactions in the daily Transmittal File for downstream processing by state accounting systems.

## 2. Business Requirements

Business Req. No.	Priority	Business Requirement Description
1	1	<p>Include harbor refund transactions on the daily Transmittal File when one or more reservation events results in a +/- dollar amount due to the harbor.</p> <p>This is the same amount denoted as the harbor's grand total at the bottom of the "Due Harbor" column on the GIA Harbor Commission report. This will be a positive value when the GIA harbor is owed funds and a negative value when there is a net negative value of transactions (e.g. when there have been more cancellations than reservations)</p>

## 3. Functional Requirements

Functional Req. No.	Priority	Functional Requirement Description
1	1	<p>No structure changes to the daily transaction transmittal file are anticipated. Existing fields will be used as follows:</p> <ul style="list-style-type: none"><li>a. Sales Channel: "GIA Refund"</li><li>b. Deposit Date: Transaction date (mm/dd/yyyy)</li><li>c. Deposit Number: Zero (0)</li><li>d. Alpha Code (Service Location): GIA Harbor Index Number</li><li>e. Payment Method: "HR" (Harbor Refund)</li><li>f. Revenue Code: 99014-9490</li><li>g. Amount: Dollar amount due to harbor.</li><li>h. GIA: "Y"</li><li>i. Depositor ID: Not used (null)</li><li>j. Application ID: Not used (null)</li><li>k. Merchant ID: Not used (null)</li></ul>

# CAMIS

Functional Req. No.	Priority	Functional Requirement Description
2	1	<p>Processing of summarizing detail harbor refund transactions <u>on a daily basis</u> based on the payment date of the transaction and regardless of payment method.</p> <p>For example: one GIA harbor refund transaction with the total refund dollar amount is expected for each unique combination of:</p> <ul style="list-style-type: none"> <li>▪ Deposit/Transaction Date</li> <li>▪ Alpha Code/Service Location Index</li> <li>▪ Revenue Code (implied with static value of 99014-9490)</li> </ul>
3	1	All CRS/Everest System transactions which result in a harbor refund must be included in the daily transmittal file for the given transaction date. Dollar amounts should begin with "-" for negative amounts when applicable.

## 4. Technical Requirements

Technical Req. No.	Priority	Technical Requirement Description
		No new technical requirements have been identified at this time.

Please see CRS GIA Harbor Refunds Requirement Specs.doc below for full specification document.



CRS GIA Harbor  
Refunds Requirement

### Costs

N/A

### Impact on Contract (\$ and Schedule)

Increase: \$ 2,800.00

Decrease: \$ 0

Extend contract period: N/A

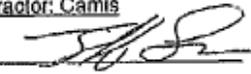
# CAMIS

Add/modify/reference deliverables: Reference in Appendix A, Page 231, Requirement #670 of the contract.

Other:

## Signatures

Contractor: Camis

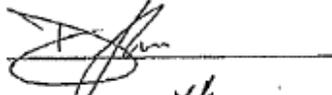
By: 

Title: V.P. Product Development

Date: June 12, 2014

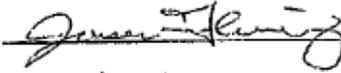
## Michigan State

DNR Project Manager

By: 

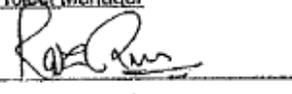
Date: 6-12-14

DNR Project Sponsor

By: 

Date: 6/12/2014

DTMB Project Manager

By: 

Date: 6/12/2014

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_



**CHANGE AUTHORIZATION REQUEST**

Contract No. 071B2200297  
 Change Authorization Request No. MI-CAR-2013-006

**General**

This Change Request is subject to all terms and conditions of the Reservation System contract between Camis, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order when necessary.

**Description of Change**

The purpose of this Change Request is to acknowledge changes to the RFP requirements that have occurred since the original signing of the contract. This Change Request is open to annual review and changes for operational reasons.

The following requirements are affected by this change request:

Req. #	Requirement Text	Update
763	The help desk operators shall be available as per the following schedule:  <ul style="list-style-type: none"> <li>May 1st through October 31st - 7:30 AM to 11:00 PM</li> </ul> November 1st through April 30th - 7:30 AM to 5:00 PM	Standard Operating Season, May 1st through October 31st: <ul style="list-style-type: none"> <li>7:30am to 11:00pm Eastern Time, 7 days per week</li> </ul> November 1st through April 30th: <ul style="list-style-type: none"> <li>7:30am to 8:00pm Eastern Time, 7 days per week</li> </ul>
764	The Contractor shall utilize call forwarding to pagers or auto-paging during off-hours. All calls shall be returned within 15 minutes.	Camis Help Desk will not use call forwarding to pagers during off hours.
Section 1.104, Part A Section 8 Page 43.	Helpdesk services will be offered year round and will be available as Michigan State Parks requires for operational purposes. Daily operating hours are anticipated to be from 7 am - 11 pm seven days per week. Outside of these hours Support Staff are available on an on-call basis.	Standard Operating Season, May 1st through October 31st: <ul style="list-style-type: none"> <li>7:30am to 11:00pm Eastern Time, 7 days per week</li> </ul> November 1st through April 30th: <ul style="list-style-type: none"> <li>7:30am to 8:00pm Eastern Time, 7 days per week</li> </ul>

**Costs**  
 N/A



**Impact on Contract (\$ and Schedule)**

Increase: \$ 0.00

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: Reference In Appendix A, Page 245, Reqs. #763 and #764.

Other:

**Signatures**

Contractor: Camis

By: 

Title: V.P. Product Development

Date: Feb. 3, 2014

Michigan State

DNR Project Manager

By: \_\_\_\_\_

Date: \_\_\_\_\_

DNR Project Sponsor

By: \_\_\_\_\_

Date: \_\_\_\_\_

DTMB Project Manager

By: 

Date: 02/14/14

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297  
Change Request No. MI-CR-2014-001

### General

This Change Request is subject to all terms and conditions of the Reservation System contract between Camis, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order when necessary.

### Description of Change

The purpose of this Change Request is to acknowledge changes to the contract that have occurred since the original signing of the contract.

Functional Design documents will no longer be required for this system. Detailed User Guide and Business Rules will be used instead of Functional Design Documents.

**Costs**  
N/A

### Impact on Contract (\$ and Schedule)

Increase: \$ 0.00

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: Reference in Section 1.103 Part D Page 15, 1.104 PART B Section 3 Page 61, 1.104 Part B Section 3 Item 1 Page 62.

Other:



**Signatures**

Contractor: Camis

By:   
Title: V.P. Product Development  
Date: February 7 /14

Michigan State

DNR Project Manager

By: \_\_\_\_\_  
Date: \_\_\_\_\_

DNR Project Sponsor

By: \_\_\_\_\_  
Date: \_\_\_\_\_

DTMB Project Manager

By:   
Date: 02/14/14

DTMB Buyer

By: \_\_\_\_\_  
Date: \_\_\_\_\_

# CAMIS

## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297

Change Authorization Request No. MI-CAR-2014-002

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

The purpose of this change is to provide clarification to row 3 of the cost table. Field generated net camp nights should include harbor nights with the exception of seasonal slip bookings. The figures in column B represent combined net nights for both campgrounds and harbors as listed in Exhibit 2 of the contract.

Below is the cost table (Fig.1) as it stands currently, in the contract:

Fig.1

Fixed Fees	A. Per Unit Fee	B. 4-year Estimated Volume for Term**	C. Extension
1. Web net paid nights	\$2.30	2,054,408	\$4,725,136.10
2. Call center net paid nights	\$2.50	968,628	\$2,421,670.00
3. Field generated net camp night	\$2.50	710,875	\$1,777,187.50
4. Camping Cancellation	\$10.00	178,829	\$1,788,290.00
5. Harbor Cancellation	\$0.00	7,153	
6.Total			\$10,712,186.90

\* Based on original sales channel of that initial reservation

\*\* Assume reservation term is January 2, 2014 through September 30, 2017 or 4 full reservation cycles.

# CAMIS

Below is the cost table (Fig. 2), modified to provide clarification to row 3 or "Field generated net camp nights."

Fig. 2

Fixed Fees	A. Per Unit Fee <sup>*</sup>	B. 4-year Estimated Volume for Term <sup>**</sup>	C. Extensions
1. Web net paid nights	\$2.30	2,054,408	\$4,725,138.40
2. Call Center net paid nights	\$2.50	968,628	\$2,421,570.00
3. Field Generated net paid nights (Excluding seasonal bookings) <sup>***</sup>	\$2.50	710,875	\$1,777,187.50
4. Camping Cancellation	\$10.00	178,829	\$1,788,290.00
5. Harbor Cancellation	\$0.00	7,153	
6. Total			\$10,712,185.90

<sup>\*</sup> Based on origination sales channel of that initial reservation

<sup>\*\*</sup> Assume reservation term is January 2, 2014 through September 30, 2017 or 4 full reservation cycles.

<sup>\*\*\*</sup> Seasonal bookings are defined as field generated harbor bookings that exceed 15 nights.

## Impact on Contract (\$ and Schedule)

Increase: \$ 0.00

Decrease: \$ 0.00

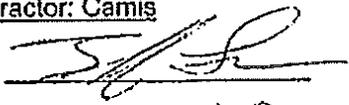
Extend contract period: N/A

Add/modify/reference deliverables: Update Appendix D – Cost Tables in the contract.

Other:

## Signatures

Contractor: Camis

By: 

Title: V.P. Product Development

Date: February 28/14

# CAMIS

Michigan State

DNR Project Manager

By: \_\_\_\_\_

Date: \_\_\_\_\_

3-3-14

DNR Project Sponsor

By: \_\_\_\_\_

Date: \_\_\_\_\_

3/3/14

DTMB Project Manager

By: \_\_\_\_\_

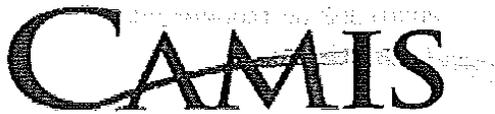
Date: \_\_\_\_\_

3/6/2014

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297

Change Authorization Request No. MI-CAR-2014-003

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

The purpose of this change is to eliminate the requirement of Site Standard (Site General) reservations for campgrounds. Site Standard will remain as a requirement for Harbor slip reservations. The combination of Site Specific reservations and a Yellow Phone installed at all parks eliminates the need for Site Standard functionality. The Yellow Phone is used to manage off-hour permitting and reservation check-in at the campgrounds.

The following requirements are affected by this change request:

Req. #	Current Wording	Modified Wording
54	Prior to signing a contract, the Contractor shall provide hardware configuration that shall be installed at all park and harbor field locations. The state desires to have at least 2 POS stations at most field locations. The State requires that a full hardware configuration be provided for up to 12 State forest campground locations. More than or less than 2 POS stations shall be at the discretion of the DNR and will be based on traffic at the park and land mass covered. (refer to contract for complete list of equipment)	In addition to the equipment specified in this requirement, add: Camis agrees to provide 74 phones, one yellow phone per park
171	A particular site can be site specific for a one season and site general (non-site specific) for another season. The system shall support site specific and site general reservations in the same year for the same park at the same time.	Remove requirement.

# ACCOUNTING SYSTEM CAMIS

173	The system shall allow customers to reserve a particular site number during site specific reservations. The system shall not display site numbers to customers during site general reservation but will decrement available inventory when reservations are made.	The system shall allow customers to reserve a particular site number.
174	The system shall allow the customer to make a single reservation that spans seasons. The customer shall be able to pick a site general reservation and a site specific reservation in a single transaction and the system shall recognize two reservations that constitute one contiguous reservation period and charge only one reservation fee. The system shall also be required to facilitate a split booking to accommodate the transition between site general and site specific booking periods.	The system shall recognize two reservations that constitute one contiguous reservation period and charge only one reservation fee.
436	The system shall provide a comment box on the reservation screen to record customer messages. The comment block shall be available to the appropriate field location as a part of the reservation record.	Remove requirement for campsites. Not required for a site specific reservation.

**Parks Receiving Yellow Phones:**

First installation for year-round parks (34 parks/36 phones):

Algonac	Bay City	Brighton	Burt Lake	Cheboygan
Clear Lake	Fayette	Fort Custer	Hartwick Pines	Holly
Ionia	Lake Hudson	Ludington	Metamora Hadley	Mitchell
North Higgins	Onaway	Pinckney	Porcupine Mts	Port Crescent
Proud Lake	Rifle River	Sleeper	South Higgins	Sterling
Straits	Tahquamenon Fls	Tawas Point	Traverse City	Van Buren
Waterloo	Wilderness	Wilson	Yankee Springs	

Final Installation for remaining parks (38 parks/41 phones):

# CAMIS

Aloha		Baraga	Bewabic	Brimley
Fisherman's Isl	Fort Wilkins	Grand Haven	Harrisville	Hayes
Highland	Hoeft	Hoffmaster	Holland	Indian Lake
Interlocken	Island Lake	Lake Gogebic	Lakeport	Leelanau
Mclain	Mears	Muskallonge Lake	Muskegon	Newaygo
Orchard Beach	Otsego Lake	Petoskey	Pontiac Lake	Seven Lakes
Silver Lake	Sleepy Hollow	Tippy Dam	Twin Lakes	Van Riper
Warren Dunes	Wells		Young	(2 spare – Store in Ann Arbor)

Five parks require an additional Yellow Phone and will be paid by the State: Muskegon State Park, Pinckney State Park, Waterloo State Park, Yankee Springs State Park, Tahquamenon Falls State Park

## Yellow Phone ADA Requirements:

The DNR Safety officer has approved year round park installed Yellow Phone model at the remaining parks as well as long as following conditions are met:

- The cord length is 36 inches
- The volume control should be adjustable to 20 DB minimum
- The door needs to have the ability to be opened and closed with a closed fist with less than 5lbs of force. (Parks can take care of this issue)

## Yellow Phone Service Hours of Operation:

Camis will answer yellow phone calls using call center staff during call center hours of operation.

The call center is only expected to take calls from Monday morning to Thursday night for parks that are staffed and busy on weekends and taking calls 7 days a week for unmanned parks with less use.

## Yellow Phone Operations:

The call center will issue permits for reservations of campsites, yurts, and cabins. They will issue permits for walk-in customers that can be assigned to any campsite. The call center will not issue permits for modern lodges, yurts, cabins, group camps or shelters.

The call center will inform the customer that they need to have a Recreation Passport. If the customer does not have one, the operator will add a comment to the permit (Customer needs a Recreation Passport) and they can inform the customer to go ahead and set-up camp; a ranger will be around later to check on them and sell them a passport.



**Costs:**

Camis has agreed to cover the following costs:

- 34 WRR-41 Ringdown Telephone w/ Armored Cord, Volume Control Handset from Gardian Telecom at a cost of \$37,060 + \$5,780 for shipping
- 18 36" Armored Cord Handset (Shell Only) from Gardian Telecom at a cost of \$4,140.00 + \$100 for shipping
- 40 WRR-41 Ringdown Telephone w/ Armored Cord, Volume Control Handset from Gardian Telecom at a cost of \$45,314.410 + \$3200 for shipping

Michigan State DNR agrees to cover the cost of additional phones at Muskegon State Park, Pinckney State Park, Waterloo State Park, Yankee Springs State Park and Tahquamenon Falls State Park. Costs are:

- 2 (fall order) WRR-41 Ringdown Telephone w/ Armored Cord, Volume Control Handset from Gardian Telecom at a cost of \$2,300.00 + \$340 for shipping
- 18 36" Armored Cord Handset (Shell Only) from Gardian Telecom at a cost of \$4,140.00 + \$100 for shipping
- 3 WRR-41 Ringdown Telephone w/ Armored Cord, Volume Control Handset from Gardian Telecom at a cost of \$3,398.58 + \$160 for shipping

Michigan State DNR agrees to cover the cost of installation, cost of maintenance, the cost of the phone line, and any replacement of phones during the course of the contract.

**Warranty on phones:**

Guardian Telecom Inc. warrants that its products are free from defective workmanship and materials. Guardian Telecom will, within one year from the date of final sale to the customer, replace or repair any such products provided they are returned to our facilities for examination. Freight costs (including brokerage if applicable), both to and from Guardian, are the sole responsibility of the customer. This warranty does not extend to any items that are deemed to have been misused, modified, neglected, improperly specified, improperly installed, or used in violation of instructions or specifications approved by Guardian Telecom.

Guardian Telecom Inc. shall not be liable for incidental or consequential damage of any caused by any defect in our product. The total liability shall not, under any circumstances, exceed the purchase price of the products finished by Guardian Telecom Inc.

**Impact on Contract (\$ and Schedule)**

Increase: \$ 10,438.58

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: Changes to deliverables (171, 173, 174, 436 and 54) noted above.

Other:

# CAMIS

## Signatures

Contractor: Camis

By: \_\_\_\_\_

Title: \_V.P., Product Development

Date: April 7, 2014

Michigan State

DNR Project Manager

By: \_\_\_\_\_

Date: 4-8-14

DNR Project Sponsor

By: \_\_\_\_\_

Date: 4/17/14

DTMB Project Manager

By: \_\_\_\_\_

Date: 04/17/2014

DTMB Buyer

By: \_\_\_\_\_

Date: \_\_\_\_\_

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 3**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Camis USA, Inc. c/o 649 Scottsdale Drive, Suite #90 Guelph, Ontario N1G 4T7	Jeff Smith	jeff.smith@camis.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(800) 371-6006 ext 2019	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
<b>CONTRACT COMPLIANCE INSPECTOR</b>	DTMB	Brenda Sprunger	517-241-0920	sprungerb1@michigan.gov
<b>BUYER</b>	DTMB	Whitnie Zuker	517-335-5306	zuckerw@michigan.gov

CONTRACT SUMMARY:			
<b>DESCRIPTION: Central Reservation System - DNR</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
Net 45	Destination	FOB Destination	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$42,750.00		\$11,104,936.00		
Effective immediately, this contract is increased by \$42,750 to accommodate MI-CAR-2013-003, which is attached. All other terms, conditions, pricing and specifications remain the same. Per vendor and agency agreement and DTMB Procurement				



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297

Change Authorization Request No. MI-CAR-2013-003

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between CAMIS USA, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

The purpose of this change is to allow Michigan Department of Natural Resources to reimburse CAMIS USA, Inc. for covering the up-front cost of 75 Ingenico iPP320 devices, with USB cords and 3-year encryption costs per device for processing credit card sales in the field system.

### Costs

CAMIS USA, Inc. will pay the up-front cost of the Ingenico credit card swipes for the Michigan Department of Natural Resources and include that cost as a separate line item on the next invoice following confirmation of delivery of items.

- 75 Ingenico iPP 320 devices with USB cord at \$480.00 per unit
- 75 3-year encryption services per device a \$90.00
- Total cost of \$42,750.00 for all

### Impact on Contract (\$ and Schedule)

Increase: \$ 42,750.00

Decrease: \$ 0.00

Extend contract period: N/A

Add/modify/reference deliverables: exercising bid alternate with updated chip capabilities

Other:

# CAMIS

## Signatures

### Contractor

By: 

Title: VP Product Development

Date: Nov. 14 /13

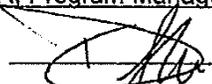
### DTMB Contract Administrator

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

### DNR, Program Manager

By: 

Title: MANAGER LICENSING & RESERVATION

Date: 11/14/13

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

November 21, 2013

**CHANGE NOTICE NO. 2**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Camis USA, Inc. c/o 649 Scottsdale Drive, Suite #90 Guelph, Ontario N1G 4T7	Jeff Smith	jeff.smith@camis.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(800) 371-6006 ext 2019	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DTMB	Brenda Sprunger	517-241-0920	sprungerb1@michigan.gov
BUYER	DTMB	Whitnie Zuker	517-335-5306	zuckerw@michigan.gov

CONTRACT SUMMARY:			
DESCRIPTION: <b>Central Reservation System - DNR</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
Net 45	Destination	FOB Destination	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		
VALUE/COST OF CHANGE NOTICE:			ESTIMATED REVISED AGGREGATE CONTRACT VALUE:	
\$0.00			\$11,062,186.00	

Effective immediately, this contract is revised to accommodate MI-CAR-2013-001: Reference in Appendix A, Req. #459 and in Appendix D of the contract in Appendix D – change fixed fees Item #4 camping cancellation to #4 camping modification/cancellation.



## CHANGE AUTHORIZATION REQUEST

Contract No. 071B2200297  
Change Authorization Request No. MI-CAR-2013-001

### General

This Change Authorization Request is subject to all terms and conditions of the Reservation System contract between Camis, Inc. and the State of Michigan. Except as expressly stated herein, all terms and conditions of the Contract shall remain in full force and effect upon execution of this request. This request is not valid until all parties sign it, the Issuing Office prepares a Contract Change Notice and the Department of Natural Resources issues a Purchase Order.

### Description of Change

The purpose of this change is to modify the verbiage for the current cancellation fee referenced throughout the contract and specifically in the cost table. The state will be referring to the current cancel fee of \$10 as the Modification/Cancellation fee. Camis provides modification of reservation functionality. Under the following conditions, a modification fee will be charged:

1. The modification is handled in a single call to the call center or in a single transaction on the web.
2. The modification is for the same park: Complete date change of the reservation, site change, reduction in the number of nights.

NOTE: A customer extending their reservation would NOT be charged any additional fees outside of the nightly rate for the number of nights they extend.

**Costs**  
N/A

### Impact on Contract (\$ and Schedule)

Increase: \$ 0.00

Decrease: \$ 0.00

Extend contract period: N/A

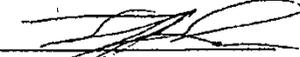
Add/modify/reference deliverables: Reference in Appendix A, Page 204, Req. #459 and in Appendix D of the contract. In Appendix D – Cost Tables of the contract, Change Fixed Fees item #4 Camping Cancellation to #4 Camping Modification/Cancellation.

Other:

# CAMIS

## Signatures

Contractor Camis Inc.

By: 

Title: V.P. Product Development

Date: Oct. 30, 2013

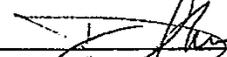
DTMB Contract Administrator

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

DNR, Program Manager

By: 

Title: MANAGER LICENSING & RESERVATIONS

Date: 10/5/13

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 1**  
 to  
**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Camis USA Inc. c/o 649 Scottsdale Drive, Suite 90 Guelph, Ontario N1G 4T7	Jeff Smith	jeff.smith@camis.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(800) 371-6006 ext 2019	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DTMB	Brenda Sprunger	517-241-0920	sprungerb1@michigan.gov
BUYER	DTMB	Whitnie Zuker	517-335-5306	zuckerw@michigan.gov

CONTRACT SUMMARY:			
DESCRIPTION: <b>Central Reservation System - DNR</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
August 21, 2012	August 20, 2017	5, one year	August 20, 2017
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
Net 45	Destination	FOB Destination	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	<input type="checkbox"/>	<input type="checkbox"/>		
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$0.00		\$11,062,186.00		

Effective immediately, this contract is revised to accommodate updated Audit requirement SSAE16 to SOC1 per Section 1.104 Part A Section 13 – Audits & Audit Support at no additional cost to the state. Please also note that the buyer has been changed to Whitnie Zuker.

# Contract 071B2200297

## CCN #1

### II) AUDITS - A)SSAE 16

The State requires the vendor to employ an independent audit firm to conduct a **Service Organization Control (SOC) 1, Type II attestation engagement** under the American Institute of Certified Public Accountants (AICPA) Statement on Standards for Attestation Engagements (SSAE) 16, to be performed annually. A SOC 1, Type II report documents the auditor's opinion regarding whether the vendor's:

- Description of its system was fairly presented;
- Internal controls over financial reporting (ICFR) were suitably designed to be able to achieve the related control objectives or criteria if they operated effectively
- ICFR were operating effectively

SOC 1 reports under SSAE 16 replace the Statements on Auditing Standards (SAS) No. 70 reports for audits of financial statements for periods ending on or after December 15, 2012.

The State reserves the right to request the vendor to employ an independent firm to conduct a SOC 2, Type II attestation engagement under the AICPA Attestation Engagements (AT) 101 if the vendor's system experiences any form of data breach, becomes unavailable, or experiences processing integrity issues that jeopardize the State or its customers.

Annual reporting periods shall commence with the period from October 1, 2014 through September 30, 2015, and follow that periodicity for the contract term. Each year's evaluation is required to be provided no later than the November 30th immediately following the close of the reporting period.

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

August 30, 2012

**NOTICE  
 OF  
 CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

FAX: (519) 824-5681

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
<b>Camis USA Inc</b> <b>c/o 649 Scottsdale Dr, Suite 90</b> <b>Guelph, Ontario N1G 4T7</b>	<b>Jeff Smith</b>	<b>jeff.smith@camis.com</b>
	TELEPHONE	CONTRACTOR #, MAIL CODE
	<b>(800) 371-6006 ext. 2019</b>	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR:	<b>DTMB</b>	<b>Brenda Sprunger</b>	<b>517-241-0920</b>	<a href="mailto:sprungerb1@michigan.gov">sprungerb1@michigan.gov</a>
BUYER:	<b>DTMB</b>	<b>Steve Motz</b>	<b>517-241-3215</b>	<a href="mailto:motzs@michigan.gov">motzs@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: <b>Central Reservation System for DNR</b>			
INITIAL TERM	EFFECTIVE DATE	INITIAL EXPIRATION DATE	AVAILABLE OPTIONS
<b>5 Yrs.</b>	<b>August 21, 2012</b>	<b>August 20, 2017</b>	<b>5, 1 Yr. Options.</b>
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
<b>Net 45</b>	<b>Destination</b>	<b>FOB Destination</b>	<b>N/A</b>
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MIDEAL PARTICIPANTS
<input type="checkbox"/> P-card	<input type="checkbox"/> Direct Voucher (DV)	<input type="checkbox"/> Other	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
MINIMUM DELIVERY REQUIREMENTS:			
<b>N/A</b>			
MISCELLANEOUS INFORMATION:			
ESTIMATED CONTRACT VALUE AT TIME OF EXECUTION:			<b>\$11,062,186.00</b>

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CONTRACT NO. 071B2200297**  
 between  
**THE STATE OF MICHIGAN**  
 and

FAX: (519) 824-5681

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
<b>Camis USA Inc</b> <b>c/o 649 Scottsdale Dr, Suite 90</b> <b>Guelph, Ontario N1G 4T7</b>	<b>Jeff Smith</b>	<b>jeff.smith@camis.com</b>
	TELEPHONE	CONTRACTOR #, MAIL CODE
	<b>(800) 371-6006 ext. 2019</b>	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR:	<b>DTMB</b>	<b>Brenda Sprunger</b>	<b>517-241-0920</b>	<a href="mailto:sprungerb1@michigan.gov">sprungerb1@michigan.gov</a>
BUYER:	<b>DTMB</b>	<b>Steve Motz</b>	<b>517-241-3215</b>	<a href="mailto:motzs@michigan.gov">motzs@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: <b>Central Reservation System for DNR</b>			
INITIAL TERM	EFFECTIVE DATE	INITIAL EXPIRATION DATE	AVAILABLE OPTIONS
<b>5 Yrs.</b>	<b>August 21, 2012</b>	<b>August 20, 2017</b>	<b>5, 1 Yr. Options.</b>
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
<b>Net 45</b>	<b>Destination</b>	<b>FOB Destination</b>	<b>N/A</b>
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
MINIMUM DELIVERY REQUIREMENTS:			
<b>N/A</b>			
MISCELLANEOUS INFORMATION:			
<b>All terms and conditions of the solicitation are made a part hereof. THIS IS NOT AN ORDER: This Contract Agreement is awarded on the basis the inquiry bearing the solicitation # 071I2200107. Orders for delivery will be issued directly by the Department of Environmental Quality through the issuance of a Purchase Order Form.</b>			
ESTIMATED CONTRACT VALUE AT TIME OF EXECUTION:			<b>\$11,062,186.00</b>

---

---

**FOR THE CONTRACTOR:**

**Camis USA Inc**

Firm Name

Authorized Agent Signature

**Douglass Hall**

Authorized Agent (Print or Type)

Date

---

---

**FOR THE STATE:**

Signature

**Jeff Brownlee, Chief Procurement Officer**

Name/Title

**DTMB-Procurement**

Enter Name of Agency

Date



**STATE OF MICHIGAN**  
**Department of Technology, Management and Budget**  
**Procurement**

Contract No. 071B2200297  
Michigan Department of Natural Resources  
**Central Reservation System**

Buyer Name: [Steve Motz](#)  
Telephone Number: [517-241-3215](tel:517-241-3215)  
E-Mail Address: [motzs@michigan.gov](mailto:motzs@michigan.gov)



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## ARTICLE ONE

### 1.000 Project Identification

#### **1.001 Project Request**

The State of Michigan (State), through the Department of Technology, Management and Budget (DTMB) in partnership with the Department of Natural Resources (DNR) issued this Contract to host a solution currently known as the “Central Reservation System”. This solution will permit individuals to rent resources for the purpose of lodging or other recreational activities at a site commonly referred to as “Campground”, “State Dock/Harbor”, or “GIA Harbor”.

#### **The Central Reservation System will:**

- Be available 24x7 as it is anticipated users will perform activities without regard to time of day or day of week.
- Be governed by a single State level contract to cover all sites engaged in the use of the system.
- Be a Commercially available Off-The-Shelf (COTS) solution configured, enhanced, and/or modified to satisfy the requirements of this Contract.
- Be turn-key, with the Contractor providing all required resources including but not limited to software, hardware, connectivity, training, call center, internet and support.
- Support and adhere to State policies and standards.

The solution must be operational and available to DNR staff no later than September 9, 2013 in order to permit final staging for production. The State requires that the services of the new system be fully operational and available to the public no later than November 1, 2013. The intervening dates are defined as the Transition Period.

The contract includes a term of five (5) years with the option to extend up to five (5) additional one-year terms. The initial 5-year term includes the months to perform and complete pre-launch tasks.

#### **1.002 Background**

The State requires that the “next generation” CRS will support the following high-level goals:

- Will provide a high level of professional service to our customers, State staff, and external harbor partners.
- Will provide error-free reservations via an integrated call center solution located in Michigan; include a Web-based reservation solution which supports a field component used for onsite check-in and reservation modification, sale of retail items, and the sale and redemption of gift cards (single database preferred).
- Contractor participation in marketing by providing incentives for measurable increases in reservations booked, which are directly attributable to the Contractor’s efforts.
- Will provide all of the existing functionality, hardware, software, and personnel described in “summarized key characteristics” section below and requirements.
- Provide a positive customer experience with intuitive hierarchical elimination site searches and true shopping cart functionality.
- Provide advanced accounting functions including detailed auditable (independently verified) accounting reports and full module integration.
- Flexible to handle a reasonable level of changes without expensive reworks (parameter driven vs. hard-coding).
- Will include end-user ad-hoc report writing with roughly 15 standard reports available for up-to-date auditing and status checks.
- State of the art connectivity and point of sale (POS) equipment for all park campground and harbor field locations that includes ample bandwidth for acceptable response times for typical/routine transactions.
- Support timeslot reservations (i.e., hourly, daily) for individuals and groups to reserve recreational facilities such as historical sites, interpretive landmarks, pavilions, boat rentals, kayak rentals, and other recreational facilities.



- Gift card loading, redemption, reload at any Point of Sale device in the system regardless of origin of the load.
- Cash register sales outside of the campground component that track sales and assign inventory (numbered items like Motor Vehicle Permits and Passports) to an individual employee.
- Contain a self-registration component for after-hours that integrates with the reservation application to prevent forfeiture and double bookings
- Will be capable of running a drawing-style lottery for certain reservable inventory.

**Summarized key characteristics of the existing CRS:**

See Exhibit 2 for detailed history of existing characteristics / statistics

See Exhibit 3 for Current Field Location Connectivity

- There are 74 park locations and 41 harbors with a reserve-able inventory of over 13,500 campsites.
- There are more than 100 rustic forest campgrounds.
- Campgrounds may have anywhere from 5 to 500 sites.
- There are currently 91 Michigan harbors (42 with reserve-able inventory) which represent approximately 2,500 harbor slips:
  - 14 administered by the DNR
  - 62 administered by local units of government under Grant In Aid (GIA) agreements
- Michigan parks and forest campgrounds have the following accommodations:
  - modern campsites
  - semi-modern campsites
  - rustic campsites
  - modern lodges
  - yurts
  - mini cabins
  - camper cabins
  - pop-ups
  - tepees
  - tents
  - horseman's day use and overnight camping facilities
  - group camping opportunities
- In 2011, the total number of reservations booked via the Call Center, Internet, and walk-ins was 336,174 representing 1,073,862 camp nights.
- The maximum stay in a Michigan campground is 15 days, and varies from 4 to 15 nights for harbors. There are also minimum stays for campsites in the lower peninsula that are based on the day of the week, and some of the lodging opportunities also have minimum stay requirements.
- The Call Center, employing a Michigan workforce, operates Monday through Friday 8 a.m. to 8 p.m. and on Saturday and Sunday from 9 a.m. to 5 p.m.
- Reservations for campsites operate on a six-month rolling window to the date. Cabins on a one year rolling window to the date.
- Peak reservation periods are six months or one year before Memorial Day Weekend, July 4th Weekend, Labor Day Weekend, and October Harvest Festivals, for park camping opportunities or for cabin reservations.
- The Call Center receives between 900 to 1,000 calls daily during peak reservation windows, with a 20 second or less answer delay for any call.
- Harbor peak reservation period begins in February and continues through the Michigan boating season. Specific peak reservation periods at harbors correspond with sponsored onshore events, tournaments, and races.
- The Contractor is physically and financially responsible for all of the POS hardware at their site, and roughly 230 POS workstations at field locations (each field location generally has two workstations). The Contractor adds additional POS locations as requested by the State.



- The Contractor is financially responsible for providing all locations with thermal receipt paper, paper for printing camp and harbor passes, printer cartridges, and any other reservation-related supplies.
- The most recent POS configuration is a PC, monitor, keyboard, barcode scanner, thermal receipt printer, report printer, credit card swipe, and cash drawer.
- The Contractor procures the POS-specific connectivity and arranges for the maintenance (combination of 3/4G, DSL, T1, Satellite, Cable, with a backup for each). Backup connectivity is provided for each location by the Contractor.
- The solution provides full integration with the State's credit card processing application titled Michigan's Centralized Electronic Payment Authorization System (CEPAS) and all credit/debit card sales are processed through CEPAS.
- The Contractor provides hardware, software, and staffing to run the following subsystems:
  - The reservation database (with Call Center, Website, and Field Sites sub-applications)
  - Help Desk
  - Data Management
  - Financial Management
  - Reporting
  - Project Management
  - Development
  - Server Teams
  - Security
  - Customer Service for Implementation and Field Support
- In addition to the subsystems and hardware noted, The Contractor specifically provides financial reporting, 24-hour troubleshooting and monitoring of the help desk, 24-hour monitoring of the system jobs and operation, connectivity/telecom, hardware/software for training, test and production environments, disaster recovery and prevention, annual inventory, and annual multi-location training with training literature.
- The Contractor arranges and conducts annual pre-season training (March/April) with a hands-on training environment that replicates that year's production environment.
- In July or August of the prior year, the next season's inventory information is input by the individual park and/or harbor locations in an application provided by the Contractor. Interactive work between the Contractor and the locations is required to assure accuracy of the inventory.
- All aspects of the system are run in real-time to prevent double bookings, and to provide inventory tracking/decrementing.
- Web, Call Center, and in-park/harbor reservation applications are integrated to allow a shopping cart hold feature for a specified period of time.
- Call Center interactions are monitored for calls abandoned, answer delay, talk time, Telephone Service Factor (TSF), and reported for compliance with contractually specified narrow tolerance limits.
- Reservations can be paid for by checking debit or credit/debit card at the Call Center, by credit/debit card online, and by cash, checking debit, and debit/credit card at the field locations.
- Customers can have payments split between multiple payment types.
- The CRS will flex between reserve-able and non-reserve-able inventory, site specific and site standard seasons for each campsite within each park, depending on the Department's desires for marketing and seasonal variations. Changes in booking status for each campsite can be made after the camping season has begun.
- Campsite/harbor pricing is flexible by date, season, and by the campsite/slip amenities level.
- Fees charged are the camping fee, reservation fee, and cancellation fee. These are applied in different manners depending on the booking and cancellation circumstances.
- Reservations created online, can be canceled at/by any other sales channel with proper credentialing.
- CRS will allow for retail item inventory tracking and sales in the parks (e.g., firewood, ice, fuel, shirts, mugs) and harbors (e.g., fuel dispensing). Some of the items are taxable.
- Campsites and slips are differentiated and described to customers by some of the following characteristics: accessibility, sunny/shady, on the water, amperage of hookup, length of rig/boat, draft of boat, and water hook-up.



- The gateway to reservation maintenance and consistency is through a system of Customer-maintained secure log-in ID.
- Customers receive verification of their reservation via postcard or e-mail.
- There are standard Terms and Conditions that the customers can elect to read/listen to or skip when reserving. A portion of these messages may change by park.
- Call Center operation is able to be monitored remotely by DNR staff, and is recorded.
- The in-park application does the following:
  - check-in/out
  - site change
  - extend stay
  - early depart
  - reduced stays
  - register walk-ins
  - collects balances due
  - fee adjustments
  - open/close cash drawers by operator from various locations
  - transmit deposits by location
  - voids transactions
  - advance reservations for customers
  - sell retail items and serialized inventory
- Reservations can be date transferred.
- Park and harbor rules and regulations are printed on the back of the permits issued.
- Revenues are allocated to specific restricted fund revenue accounts tracked and assigned automatically by CRS. Revenue account coding is provided by the State. The reports coming out of the reservation system trigger standard financial transactions that are reconciled with the State's MAIN accounting system.
- The facility, system and business processes are Payment Card Industry (PCI) compliant.
- All financial and non-financial reports that do not include current-day data are pulled from an archive database so as not to slow down the production environment.
- System users are assigned security levels that are system enforced.
- Key centralized and field level accounting reports include:
  - Sales & Commission Summary
  - Check Refund
  - Harbor Detail
  - POS Product Details
  - Detailed Operator
  - Collection
  - Cash Drawer
  - Deposit, Availability (Inventory)
  - Arrival, Occupancy
  - Usage & Utilization
  - Inventory control (i.e. including a Turn-Over report)
  - Fee Override/Adjustment

### **1.100 Scope of Work and Deliverables**

#### **General**

The State has made significant investment in a number of enterprise, shared solutions or services (see Article 1, Section 1.103, Environment).

#### **1.101 In Scope**

The Contractor will provide equipment and services resulting in the successful deployment of the new Central Reservation System in identified State Parks, State Forest Campgrounds, Harbors, DNR offices, and commercial data center (collectively referred to as the "Solution"). The resulting Solution will enhance DNR productivity and result in a high level of customer satisfaction.



**This project contains the following high level components and functions:**

- Installation and configuration of a hosted Web Solution
  - Servers
  - Software
  - Connectivity
  - Management of 24x7 data center with disaster recovery
- Hardware including but not limited to
  - Stationary and mobile computers
  - Printers and print devices
  - Scanners and scan devices
  - Point of Sale (POS) devices
  - Park / Harbor connectivity
- Software
  - Internet Solution with the following attributes targeted to the needs of DNR customers
    - 1) Perform Park and Harbor reservations and cancellations
    - 2) Process financial transactions
    - 3) Schedule and cancel group events and outings
    - 4) Be highly configurable
    - 5) Be scalable
    - 6) Be intuitive and easy to use
  - Field Solution with the following attributes targeted to the needs of DNR staff
    - 1) Perform Park and Harbor reservations and cancellations
    - 2) Perform customer check-in and check-out
    - 3) Perform point-of-sale transactions
    - 4) Manage physical inventory
    - 5) Manage retail inventory
    - 6) Perform accounting and point-of-sale
    - 7) Perform standard and ad-hoc reporting
    - 8) Perform data inquiry
    - 9) Offer a robust user experience
- Support including but not limited to
  - DNR will be supported by
    - a. Knowledgeable and accessible subject matter experts
    - b. Clear, concise, and up to date operational manuals
    - c. Timely repairs and resolution of issues
  - Customers will be supported by
    - a. A call center staffed with courteous / knowledgeable customer service agents
    - b. A call center which scales to demand and provides a positive customer experience
    - c. Voice and web Solutions designed to resolve common questions quickly
- Application Development including but not limited to
  - a. Maintain a development, QA, and production environment
  - b. Maintain a defect logging Solution
  - c. Maintain an issue tracking Solution
- Implementation including but not limited to
  - a. Utilize the State project management methodology titled SUITE
- Training including but not limited to
  - a. Be designed to keep State staff knowledgeable on the operation of the system throughout the life of the contract.
  - b. Field training that is accessible to statewide persons.
- Other
  - a. Execute all DNR business requirements
  - b. Execute all DNR technical requirements



A detailed description of the services and deliverables is described in Article 1, Section 1.104, Work and Deliverables supported by **Appendix A**.

### 1.102 Items Currently Out of Scope

- Maintenance and support of the existing “Central Reservation System” system
- Purchase, maintain, and/or support technology not directly assigned to the Solution

### 1.103 Environment

The anticipated environment will consist of a commercially hosted web application supported by Contractor installed technology at identified parks and/or harbors. The hosted Solution will meet or exceed State data center standards in quality and performance (see below). The park and harbor (referred to as “Field Location”) Solution will meet or exceed State standards for similar technology (see below). To mitigate the risks associated with equipment failures, all equipment deployed outside of the data center will be new covered by manufacturer warranty and be replaced with new when the warranty expires. It is the responsibility of the contractor to install Field Location equipment in a manner which ensures its operational safety 12 months of the year and to replace damaged or lost equipment promptly.

The State requires this work to conform to established and published methods, policies, standards, and procedures. These policies and procedures are available as follow:

DTMB Information Technology Standards.

- [http://www.michigan.gov/dmb/0,1607,7-150-9131\\_9347---,00.html](http://www.michigan.gov/dmb/0,1607,7-150-9131_9347---,00.html)

### 1.103 Part A - Enterprise IT Policies, Standards, and Procedures:

1. The State maintains and secures the IT Enterprise by applying change in measured and controlled processes which are documented and published.
2. In the event an exception to the standards is desired, this request must be submitted with justification in writing to the assigned contract manager or DTMB Project Manager. The State must approve these requests and agree to the changes in writing before work has begun.

### 1.103 Part B - Enterprise IT Security Policy and Procedures:

- State Policy 1310.02: Information Technology Information Security
- State Policy 1345.00: Policy Information Technology Network and Infrastructure
- State Policy 1350.10: Authentication Requirement for Access to Networks, Systems, Computers, Databases, and Applications

### The State’s security environment leverages:

- Data base security
- Secured Socket Layers
- “SecureID” for remote access to State network
- Database encryption to protect selected data elements

Any additional State/DNR specific security requirements are stated in **Appendix A – Business/Technical Requirements**. Additional information on State security requirements is available from the *State Administrative Guide*.

In the event the Contractor or an individual representing the Contractor is granted access to State IT resources, this individual acknowledges and agrees to the State’s acceptable use policy; see *1460.00 Acceptable Use of State of Michigan Department of Technology, Management and Budget Resources*.

### PII

Personally Identifiable Information (PII), as used in information security, is information that can be used to uniquely identify, contact, or locate a single person or can be used with other sources to uniquely identify a single individual. The abbreviation PII is widely accepted, but the phrase it abbreviates has four common variants based on personal, personally, identifiable, and identifying. Not all are equivalent, and for legal



purposes the effective definitions vary depending on the jurisdiction and the purposes for which the term is being used.

The Solution must protect against identity theft and protect information considered personal as defined by the State (see 2003 Mich Pub. Acts, Act 161 (sec. 572 (7))).

#### **1.103 Part C - DTMB IT eMichigan Web Development Standard Tools:**

The State web presence is showcased at [www.michigan.gov](http://www.michigan.gov) and the State desires to leverage this synergy to provide a common look and feel to those who visit State web sites.

View eMichigan Web Development Standards

- [http://www.michigan.gov/documents/som/Look\\_and\\_Feel\\_Standards\\_302051\\_7.pdf](http://www.michigan.gov/documents/som/Look_and_Feel_Standards_302051_7.pdf)

#### **1.103 Part D - The State Unified Information Technology Environment (SUITE):**

SUITE is a methodology which includes standards, forms and templates for project management and systems engineering; see <http://www.michigan.gov/suite>.

- The Contractor shall conform to SUITE and adopt said processes and templates in performance of the project.
- The Contractor shall be familiar with SUITE in order to assist the DTMB Project Manager in completing required documentation and satisfying other SUITE requirements.

#### **1.103 Part E – EA Solution Assessment**

The Contractor will work with the State to finalize the EA Solution Assessment following award.

#### **1.104 Work And Deliverables**

The Contractor shall in fulfillment of work, provide staff, equipment, and otherwise do all things necessary to complete all deliverables and associated tasks in order to meet the terms and conditions of the Contract.

#### **1.104 Part A - Solution Narrative**

The Subsections within Part A – Solution Narrative, provides an overview of the solution that will be implemented through this Contract.

#### **1.104 Part A Section 1 – High Level Solution Description and Approach**

The Contractor will implement the Everest software platform for the Central Reservation System. The Everest application is designed to run at the park level. The central reservation services are essentially an add-on to a fully functional field system rather than the other way around. This means that the field system has no reliance on the central system and can fully function even when communication problems arise between the park and the central service location. This distinction is critically important in ensuring that field service is not compromised by reliance on a remote service. The dependency is on park operation – to reflect the needs of park staff and the visiting public. This dramatically improves field performance and allows parks to operate without concerns over the speed or reliability of a connection to a central database. Transaction speeds at the park level are very fast compared to a web-dependant centralised system. Data redundancy, by having a copy of the park's information at both the central location and the park, significantly reduces the risk of catastrophic outage and minimizes and localizes the impact of system events.

The Contractor will provide advice on business rule and system configuration to continue to meet new challenges. By controlling the system from end to end – from the development of the software to the wide area network and in-park hardware – the Contractor will ensure that the support system is a one-stop shop for system questions and problems. The Contractor provided helpdesk manages every call and ensures that a solution is provided. Another benefit of turn-key service provision is that new technology can be implemented expeditiously without impacting government corporate systems and The Contractor shall ensure that every aspect of the system is compatible. This will speed up the change management process and leads to a more responsive solution.



By working with a wide variety of organizations focussed on the camping industry, there are a few important points that have been consistent:

- The vast majority of users want the certainty of getting a good campsite that meets their needs rather than just the certainty of getting into a park overnight. Site specific bookings are expected by customers.
- Once users have the option to reserve a specific site in a system that provides rich detail on the attributes of each park and campsite, the volume of reservations increases dramatically. In every case, the increased volume of reservations has led to: increased overall overnight occupancy (particularly in more remote or underused parks); increased net reservation revenue to the government; and increased field location camping revenues.
- Prepaid site specific systems dramatically reduce work-loads associated with collecting payment, site allocation, and permit issuing at the park level. They effectively eliminate registration line-ups, dramatically reduce campground road traffic, and enhance customer satisfaction.

### **Application Overview**

The Contractor will implement the *Everest* software platform for the Central Reservation System. *Everest* runs on standard computers using Microsoft Operating Systems and SQL Databases providing wide supportability and expandability.

The Contractor shall provide a solution that includes efficient data entry, directed transaction process flow, ease of use, and shortcuts where appropriate. Data entry is validated as it is entered and several tools are available to the operator at relevant points in the transaction flow – for example, the ability to repeat a previous entry for the same field and the auto completion of common fields. Customer records can be recalled and auto-filled into the booking information, based on customer telephone number and the database has reference lookups for North American area codes, US zip codes, and Canadian postal codes to speed up data entry and improve data accuracy. *Everest* also provides quick access to site availability filtering to allow the operator to narrow (or expand) available facility options based on specific criteria. *Everest* has several built in shortcuts for commonly used tasks which facilitate fast reservation registration or short-term walk-in permitting, day-use entry permitting, and merchandise sales. The *Everest* operator application prompts for information in a logical and efficient manner to guide the transaction flow and ensure consistent operator actions. The software was conceived in the parks environment and has maintained an emphasis on the Field Location speed and functionality necessary for the best possible customer service.

The *Everest* system can be configured to have the primary database reside at the park level. The call center and website work on a copy of the data which is kept concurrent with the park data over the wide area network. This means that full functionality is maintained at the park without the reliance on downloads or availability checking against the central database. With *Everest*, the park can run indefinitely without being linked to the call center and reservation website. During a downed wide-area-network situation, full functionality is available to the park.

Slightly different propagation methods are used by each sales channel. For the call center and reservation website, transactions must be propagated and then verified and saved by the park system before confirmation is given. This extra step happens automatically and only adds a few seconds to processing time. For field systems, transactions are confirmed immediately and then queued to be sent back to the central database. Because of this, transaction committal speed at the parks happens in sub-second timing.

### **Intuitive Web Experience**

#### **Public Website Solution**

The Reservations web site that the Contractor will implement for Michigan State Parks is a very straight-forward, easy-to-navigate, step-by-step site that guides campers to the park, date, and specific site they need. Users are presented with a clear process with context help in addition to full help and FAQ pages.



- Step 1:** Pick your reservation type: Campsite, Cabin, Group, Harbor Slip.  
**Step 2:** Pick your arrival date and number of nights.  
**Step 3:** Pick your park and/or campground  
**Step 4:** Pick your site/slip requirements: (party size and equipment). Choose search preferences – include or exclude: (electrical sites, water, serviced, unserviced, pet-friendly, etc).  
**Step 5:** Find sites – either on a Map, In a List, or On a Calendar.



On a Map



In a List



On a Calendar

Once these steps are completed, a new interface is shown, and sites are shown according to the criteria selected above, and are color-coded according to their availability. The customer is then guided towards an available site by showing availability information at every viewing level. If a park has availability based on the selections made, the park is shown as available on the state-wide maps and the park listing. Once a park is selected, availability is shown for the campgrounds within the park, and so on until individual site availability is shown. This means that customers are not ‘hunting and pecking’ for an available site. The user can zoom in or out and know at every level where the available sites are located.

### **Field Solution**

For the transaction-centric operator interface, data entry is validated as it is entered and several tools are available to the operator at relevant points in the transaction flow – for example, the ability to repeat a previous entry for the same field and the auto completion of common fields. Customer records can be recalled and auto-filled into the booking information based on customer telephone number and the database has reference lookups for North American area codes, Canadian postal codes, and US Zip codes to speed up data entry and improve data accuracy. *Everest* provides quick access to site availability filtering to allow the operator to narrow (or expand) available facility options based on specific criteria. *Everest* has several built in shortcuts for commonly used tasks which facilitate fast reservation registration or short-term walk-in permitting, day-use entry permitting, and merchandise sales. The *Everest* operator application prompts for information in a logical and efficient manner to guide the transaction flow and ensure consistent operator actions. The software was conceived in the parks environment and has maintained an emphasis on the field location speed and functionality necessary for the best possible customer service.

### **1.104 Part A Section 2 – 3<sup>rd</sup> Party Software Used in the Solution**

The *Everest* system requires the usage of some 3<sup>rd</sup> party software packages in order to provide a full and rich experience to end users in parks, the call center and on the internet. The following is a complete list of all required 3<sup>rd</sup> party software, their licensing terms, and support terms. All licensing, configuration support, and upgrades are a Contractor responsibility.

#### **1. Field Software**

- **SQL 2008 Express**
  - For some situations, the Contractor will propose the implementation of a local database on park computers provided by the Contractor. SQL 2008 express will be used as local database and is available to the Contractor under a free license from Microsoft. Support and warranty of this current version are valid until 1/14/2014 for mainstream support, and extended security fix support until 7/10/2018. The SQL express version will be updated on all park computers when the latest versions have been release and will be thoroughly tested by the Contractor.



- **Windows 7**
  - All park computers provided by the Contractor will run under Windows 7. This product is licensed at the time of purchase, and support and warranty are valid through Microsoft until 1/13/2015 for mainstream support, and extended security fix support until 1/14/2020. The Contractor is responsible for the license purchase and for applying all applicable Operating System updates and patches.
- **Ultra VNC 1.0.9.6**
  - This remote access and control software is used by the Contractor to provide remote support directly on a park computer. Ultra VNC server and client are licensed under a Freeware licensing agreement that offers no warranty or support outside of user assisted forum support.
- **Microsoft Security Essentials**
  - This software will provide Anti-Virus and Malware protection for all park computers provided by the Contractor. This product under a free licensed from Microsoft. The Contractor is responsible for the regular anti-virus definition updates.
- **Merchant Connect Multi 4.2.8**
  - Merchant Connect Multi (MCM) is implemented on park computers provided by the Contractor and provides the interface with First Data for payment processing. MCM is licensed by the Contractor from Tender Retail on a yearly basis, and is a Contractor cost. Warranty support is available to the Contractor from Tender Retail and included with licensing costs.
- **IIS 7.5**
  - The Contractor will propose the implementation of a local web server for the parks that also have a local database. This will be configured on a Contractor-provided computer. IIS 7.5 is an included product with Windows 7, and is implicitly covered by that license.
- **Silverlight Web-Browser Plug-In**
  - Silverlight is a web-browser plug-in from Microsoft that is installed on Field computers to deliver a feature rich internet application. This product is under a free license from Microsoft.

## **2. DNR Headquarters Software**

- **Terminal Services Client and authentication certificate**
  - The Contractor offers the ability for DNR Headquarters staff to have access to the Everest system via a Terminal Services connection. This offering will allow the State to connect into a full suite of User Acceptance Testing builds of Everest, as well as have access to fully featured Everest production systems with a minimal footprint on end user devices. The requirements are Windows Remote Desktop Client version 7 (which is available for all Windows versions starting with Windows XP), and a security certificate provided by the Contractor. This system operates over the internet, and provides a secured connection, usable from any location that allows Secure HTTP (HTTPS) access to websites. Through usage of certificate authentication, the Contractor provides industry standard two-factor authentication to ensure the highest level of security and privacy possible.

### **1.104 Part A Section 3 – Field Location Solution**

The Field Location Solution shall be robust in order to satisfy seasonal demands and must perform all functions in a timely manner. Typical Field Location functions include but are not limited to:

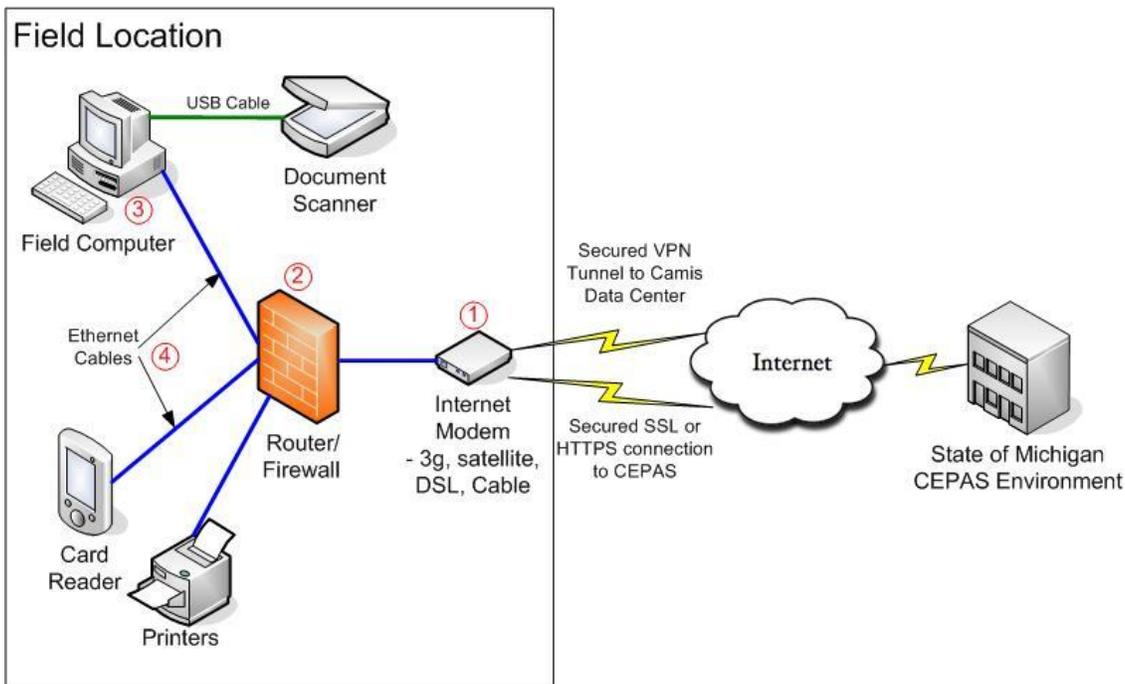
- Inventory Reservation
- Check In / Check out
- General data entry and inquiry
- POS / Cash Drawer
- Receipt printing
- Permit/voucher printing



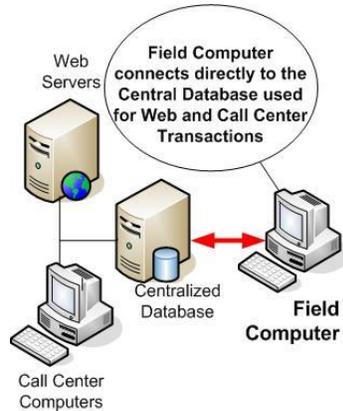
- General printing
- Barcode scanning
- Miscellaneous card swipe (viz. driver’s license, gift cards)
- Credit card swipe
- Mobile data entry (within the Field Location)

**Field Configurations**

There are two distinct Field configurations that the Contractor can deploy, each designed to allow the Contractor to address the unique scenarios that may exist from park to park. Specifically, the distinction is with the location of the data referenced by the Field computers. These are identified as *Hosted Data Configuration* and *Local Data Configuration*. The Contractor will provide all the hardware for each park as identified in Appendix B of the Contract. It is understood that hardware quantities for certain parks may change over time, or as a result of using the Contractor’s solutions. The Contractor is capable of redeploying hardware as needed; to relocate from one park to another, remove from a park, or to add new quantities to a park. The Contractor will require a power source and counter/desk space at each field location to be provided by Michigan State Parks. **Appendix B identifies the equipment that has been proposed by the Contractor.**

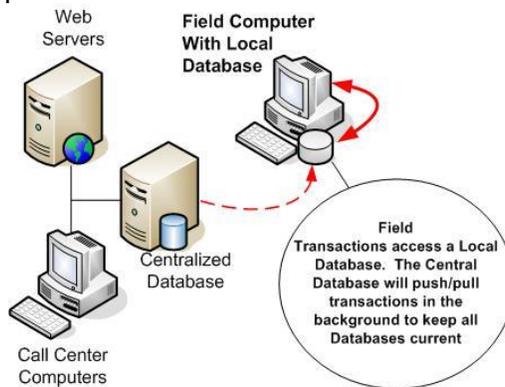


**Hosted Data Configuration:** Field computer directly references the centralized database that is also used by the call center and internet. This configuration is only considered for park locations that have a very stable internet connection with a speed capable of providing acceptable levels of performance and responsiveness for all computers in the park.



**HOSTED DATA CONFIGURATION**

**Local Data Configuration:** Field computers reference a local database within a park. This configuration removes all dependencies of a stable and fast internet connection in a park, allowing field staff to provide very fast and reliable service to customers of the reservation system. The software running in the data center will keep the parks local database synchronized with the centralized database used by the call center, internet and other parks using the *Hosted* configuration in real-time. Details of how this synchronization process works can be referenced in 1.104 Part A Section 5 – The Connectivity Solution.



**LOCAL DATA CONFIGURATION**

Regardless of the type of configuration implemented for each park, an internet service is installed by the Contractor that offers the most stable connection with reliable speeds available to that geographic area of the park. This connection is identified as a WAN (Wide Area Network), and will interface with the Contractor’s data center in a secure manner using various combinations of a firewall, SSL encryption, and certificates.

Parks using a local database that require access to the reservation system from multiple buildings may also require a LAN (Local Area Network) installation. In parks, there are often physically distant buildings with diverse and challenging terrain between them. The Contractor will use the following technologies to extend LAN services: SHDSL with common twisted pair, Wireless, Point to Point radios, Fiber Optic Cabling, Ethernet Cabling, and private LAN services over the public Internet.

Before deploy, the Contractor will thoroughly tests these solutions for a variety of situations in their test lab. The lab has the capacity to replicate park LAN solutions in house, and test different situations that can come up in a park, including loss of connection, slow connections, high packet loss, and LAN and WAN outages.

The Field solution involves the implementation of Contractor’s owned hardware, internet connections, and local area network for each park.



## A. Hardware

The Contractor has partnered with Dell Computers to provide high performing computers, monitors, and other peripherals. Although the majority of hardware components installed in parks by Contractor include next business day onsite support and replacement by Dell, that timing will not always be acceptable. Replacement hardware will be available at all times so that can be quickly replaced in a park by Contractor technicians when required. A listing of this hardware is provided in **Appendix B**.

The following is a list of hardware components that will be installed and supported by the Contractor as stated in Appendix B of this Contract:

- **Computer** - Dell - Optiplex 790 Small Form Factor and 19" widescreen monitor  
Contractor will install Dell Optiplex 790 Small Form Factor computers. This model is very compact, quiet, produces little heat and has operating temperatures of 50 to 95 F. The computer comes with a compact keyboard, optical mouse, and a 19" widescreen monitor with 4 USB ports that are used to conveniently connect various peripherals. Some configurations will enable the computer to mount on the back of the monitor, reducing the overall footprint required on the Field Location counters. Using intuitive keyboard shortcuts or the mouse to point and click, Field Staff will be able to perform all Inventory Reservations, Check in/out, general data entry and inquiry functions using all of the following components connected with the Dell computer.
- **Receipt/Permit Printer** – Epson Thermal TM-T88V  
The Contractor will install Epson thermal receipt printers. Receipts print at speeds of 12in/second and have both Ethernet and USB interfaces. In a park buildings with multiple computers, the Ethernet interface will be configured by the Contractor to support printing from multiple computers. This configuration allows those computers to print to all receipt printers in that same building, providing for a quick printing alternative for Field Operators at times when a particular receipt printer has failed. In a smaller contact station, the USB interface will be configured by the Contractor and connected to either the computer or monitor's USB ports. Additionally, these printers are much quieter than standard impact type receipt printers. The receipts themselves will be customized to reflect branding information, formatting, and logo's that Michigan Parks desires.

The Everest application can produce campsite and vehicle permits in a variety of formats and the Contractor can provide custom layouts as required. The most common layout for campsites is a fully formatted permit output on thermal receipt paper. This has the advantage of being very fast to print and flexible in its ability to print detail. The permit can print in conjunction with a receipt and can print multiple copies of the permit depending on the operating practices of the park. Similar formatting options will be employed for other permits such as additional vehicle entry passes or boat rentals.

- **General/Report/Permit Printer** - Brother Laser - HL-2270DW  
The Contractor will install Brother laser printers. These models of Brother laser printers have high toner and drum capacities, and the overall printer status is available to the Contractor via remote integration tools that report this information directly from the printer firmware. This model prints 27 pages per minute, can be configured to automatically print on both sides of the paper, and has both Ethernet and USB interfaces. The interface is configured in a similar manner and for the same purposes as described above for the Receipt Printer configuration. The laser printer will provide for printing requirements of various functions in a park. These include common park reports, confirmation letters, and rental agreements.

If there are locations where serialized passes are required (primarily because park operators are processing transactions away from a computer, Everest has the ability to track operator permit stocks on shifts so that a reconciliation process for park permit stocks can be simplified.

- **UPS** - Liebert 1000va / 600w  
The Contractor will install an Uninterrupted Power Supply unit for each computer installed in a park. This model of UPS provides enough power to the computer, monitor, and receipt printer (and internet connection if required) to complete a reservation or registration function, and to power



down the computer gracefully at the time of a power failure. The UPS also provides surge protection to all connected devices that includes sufficient to protect against most indirect lightning strikes. At field locations that rely on generators to provide power to the Field reservation system, a larger UPS unit will be used that is more capable of conditioning and cleaning the power from a generator to the UPS.

- **Cisco Router**

The Contractor will install a Cisco router that provides hardware firewall and VPN functions. This router is cable of supporting 2 fully configured internet connections that will provide for all WAN requirements. This router will also be used as a switch in order for networked computers and printers to connect with each other and share the internet access.

- **Barcode Scanner**

The Contractor will install Barcode scanners. The barcode scanner is capable of scanning 1 dimensional line barcodes items into the Everest system's POS module to increase efficiency of park staff selling merchandise. Any item with a barcode can be scanned in this manner, and items can be added to the POS inventory in this way. The barcode scanner is attached to the computer/monitor via USB, comes with a stand, and the scanning laser can be configured for motion activation.

- **Document Scanner**

The Contractor will install Document scanners for the purpose of creating a digital copy of a parks bank deposit slip. During development, The State and Contractor will review this requirement further and may come up with an alternative solution like a digital bank deposit slip that is exported directly from the Everest software in a PDF file format and made available to Field/Central staff to then follow current processes.

- **Credit Card Swipe/Card Reader**

The Contractor will install MagTek (or equivalent) secure card readers for credit/debit transactions. This device is capable of bi-directional reading of 3-track magnetic strips on cards

- **Cash Drawer**

The Contractor will install Cash Drawers. The cash drawer has 5 bill slots, 8 coin trays, rails for under counter installations, and will open via a key, a button, or by the Everest system automatically via the attachment to the receipt printer via a special cable.

- **Optional Mobile Field Unit**

Upon request, the Contractor will provide pricing for portable field units as part of an Optional Cost Proposal. These units provide the same Field Location interface that Field Staff had become familiar with. A secured wireless connection to either the Field Location local database or the centralized database is configured, and come complete with a credit card reader and a thermal printer for receipts and permits/vouchers.

## **B. Planned Software**

As outlined in 1.104 Part A Section 2, the following is a list of software that will be in use by the Field systems:

- SQL 2008 Express
- Windows 7
- Ultra VNC 1.0.9.6
- Microsoft Security Essentials
- Merchant Connect Multi 4.2.8
- IIS 7.5
- Silverlight Web-Browser Plug-In
- Terminal Services Client and authentication certificate



### C. Security and Monitoring

The Contractor has remote tools that assist in reporting various security concerns. Some of these tools are described below.

**Hardware:** Contractor supplied hardware is labeled with “Property of Camis” and includes an Asset number. This offers a preventative measure from theft by identifying that the hardware components, including serial numbers, are tracked and would be made available to the authorities upon theft. The computer is installed with a cable lock, similar to those used for laptops, that will physically anchor the computer to the counter or desk.

Cable management following a Field installation by the Contractor will have all cables neatly tied down, and often bundled together, making a theft more labor intensive.

**Software:** The operating system provided with the computers at a Contractor installed Field Location are locked down to ensure that only approved Everest and Michigan DNR approved activities can be performed by Field Operators. This lock down is part of the base image for all computers built by the Contractor. When a Contractor technician performs annual maintenance or support on a computer, automated tools will remove/apply the locked down restrictions. These include:

- Field Operators use a different Windows account, with more restrictions applied, than the Contractor support technicians use.
- Disable all Windows components and services not required to run the Reservation software.
- NTFS permissions are only granted to the files/folders needed to run the Reservation software.
- Local Proxy Service is configured to only permit internet access to authorized sites. The Field Computer is configured to only connect to the internet through a proxy service and via the secured VPN tunnel provided by the Cisco Router/Firewall. The Contractor will require the secured configuration details (SSL, HTTPS) specific to CEPAS in order to embed these configurations within the software and also add to both the proxy service and Firewall rules.
- Desktop and Start Menu Bar will only have authorized programs available to execute
- Screensaver lockout applies after a set duration of inactivity
- This device will be specific to the type of internet source that the Contractor will implement at each field location. When the Contractor orders the internet connection, a static IP address will be requested that is configured within the Internet Modem. This is the device that will connect directly to the internet.
- The Cisco Router/Firewall provides a secured network connection for all devices on the local park network. The Internet Modem receives all internet traffic and passes it to the Cisco device. The Cisco device maintains a VPN tunnel to the Contractor’s data center and has a list of rules, filters, and configurations that will only permit the secured VPN, including CEPAS traffic into the local park network. It is configured to recognize specific devices that have been configured with specific IP addresses. This helps ensure that only authorized Contractor devices will be able to connect to the local park network.
- The Contractor will provide and install all Ethernet cabling required to establish a local park network for field computers, peripherals, and internet connections.

**3rd Party Component Tracking:** All hardware and software components from 3rd party vendors will be tracked in the Incident Monitor Asset Tracking module. For software, this includes the specifics for license keys, license quantities, installed locations, and license types for all Databases, Operating Systems, and the various utility software that are in use by the Contractor. All Hardware components are tracked in the Asset Tracking module including serial numbers, make, model, install date in a park, and date purchased. All records of the hardware and software components can be printed for review. The software license types and quantities are reviewed annually to ensure that the Contractor remains appropriately licensed.



**Monitoring of Hardware and Software:** Following the installation of hardware in a park, the Contractor will continue to proactively monitor the health of equipment installed in each park. A variety of tools and services are employed that allow for remote verification that park equipment is running properly. These tools often complement each other as some monitor physical devices, others monitor application logs, and others monitor the general health of the system as a whole. It is not uncommon for a single issue to trigger an alert from more than one type of monitoring solution.

**Network:** The Contractor installed WAN and LAN networks will be locked down via the Cisco router. The router only permits LAN connectivity to an authorized list of IP addresses, and all WAN activities are via a secured VPN tunnel to the main Contractor network.

**Network Monitoring:**

This tool will collect performance information on all Contractor networks, both WAN (Wide Area Network) and LAN (Local Area Network). This web-based tool will automatically alert staff the moment a network condition changes. Contractor staff will have access to the current and historical information about each device connected on the network, and are able to use the collected information to assist in diagnosing a network related issue. A network issue may occur for several reasons, such as a power outage at the park, or a specific park building, a problem with the ISP, or a hardware issue. During the peak season, a Helpdesk staff member is dedicated to monitoring these network connections and to take the appropriate response following an alert. Certain networking devices in use by the Contractor at each park also provide additional levels of logging and remote monitoring. The details from the logs of these devices are very useful when identifying the root cause for a given issue.

**Everest:** All Everest users must have a username and password to access the system. Michigan DNR will be able to specify the criteria for the password security settings. These configurable settings include:

- Password expiration timeframes
- Minimum password lengths
- Specified characters (numbers, letters, case, etc.)
- Number of failed logins before lockout
- Lockout time period
- History retention period (number of times before the password can be reused)

**Security Monitoring:** The Contractor will employ Microsoft's Security Essentials package to provide anti-virus, spyware and malware protection services for Field computers. Microsoft's product is tightly integrated into the operating system's functions, and is configured to automatically update itself and scan on a daily basis. Logging can be remotely gathered and reported on for detailed anti-virus activity information. Additionally, the Contractor applies a lockdown configuration to its park hardware that limits a user to the specific tasks that are required for business functionality. This lockdown can be lifted in the event of a support issue, and remotely reactivated when the support issue is concluded. The lockdown configuration typically restricts almost all functionality except for the usage of Everest, but can be customized to allow specific functions and access to particular websites. For example, it is often useful for park staff to be able to reach websites with local weather information, or other government reporting websites. These changes can be remotely applied to all park computers without need for intervention by park staff.

**System Log Monitoring:** All Contractor support staff will be alerted in real time of specific issues through a log collection and analysis tool called *Logrhythm*. This tool continually collects log file data from data center servers that interact with park computers, and indicate when a certain event, or issue, has occurred that requires investigation.



**General Health Monitoring:** As part of the monitoring solution, helpdesk staff are able to automatically collect information regarding a park's hardware and software environment on demand to assist in troubleshooting an issue, or simply to be used proactively for preventative measures. The list of information that is collected is extensive, including application logs, LAN and WAN status, database status, printing devices, and the health of the Windows operating system in general. This information assists in making a quick diagnosis of a park issue, and also gives the Contractor the opportunity to review the state of all components to prevent any potential issue that may surface in the future. If remote access to the park by Contractor staff is an obstacle (e.g. an issue with the ISP), park staff can execute this program that will provide results on various tests involving network, printers, and the *Everest* application, that can be shared with the Contractor Helpdesk over the phone. With these details, helpdesk staff are in a much better position to suggest a timely solution for the park staff to implement.

#### **D. Contingency for Failures**

Backup internet connectivity will be provided at each field location to be used as a failover in the event the primary connection drops. This process is detailed in 1.104 Part A, Section 5.

All field computers share a common image and perform multiple roles should one fail. For example, if a local database server goes down, one of the other computers at the field location will be able to take over that role.

All printers at a field location will be networked. If a printer fails, all computers will continue operating by select one of the working printers for output.

**Application Log Monitoring:** The Helpdesk can automatically retrieve and view an Everest Application log file without interruption to the park staff. The Everest application log contains the details of activity performed with the Everest application on each computer. This tool will present the application log file to Helpdesk staff in a clear format that will make any obvious errors stand out and permit staff to drill down to the specific time frame of the incident. If required, the application log file can be attached to an Incident Monitor ticket (software used by the Contractor to track all support issues) and then escalated to IT or Development staff so that the log file is readily available for further review. Using remote control software, secured via the VPN tunnel, the helpdesk can interact with the park computer directly or simply view the computer screen that the park staff is using and provide assistance over the phone.

#### **1.104 Part A Section 4 – The Hosting Solution**

The web experience of the Solution will be hosted in a commercially managed 24x7 data center in Michigan.

##### **1. Demand Fluctuation**

The nature of the campground reservation industry is that it is very seasonal and every jurisdiction will experience peak rush periods. As new reservable inventory becomes available to the public, either due to a fixed startup date or a rolling window, many individuals will attempt to reserve the same inventory all at the same time. Many components of a CRS solution are all taxed at the same time, included the systems internet bandwidth, database servers, web sites, and credit card payments. The following summarized the configurations by the Contractor to address these.

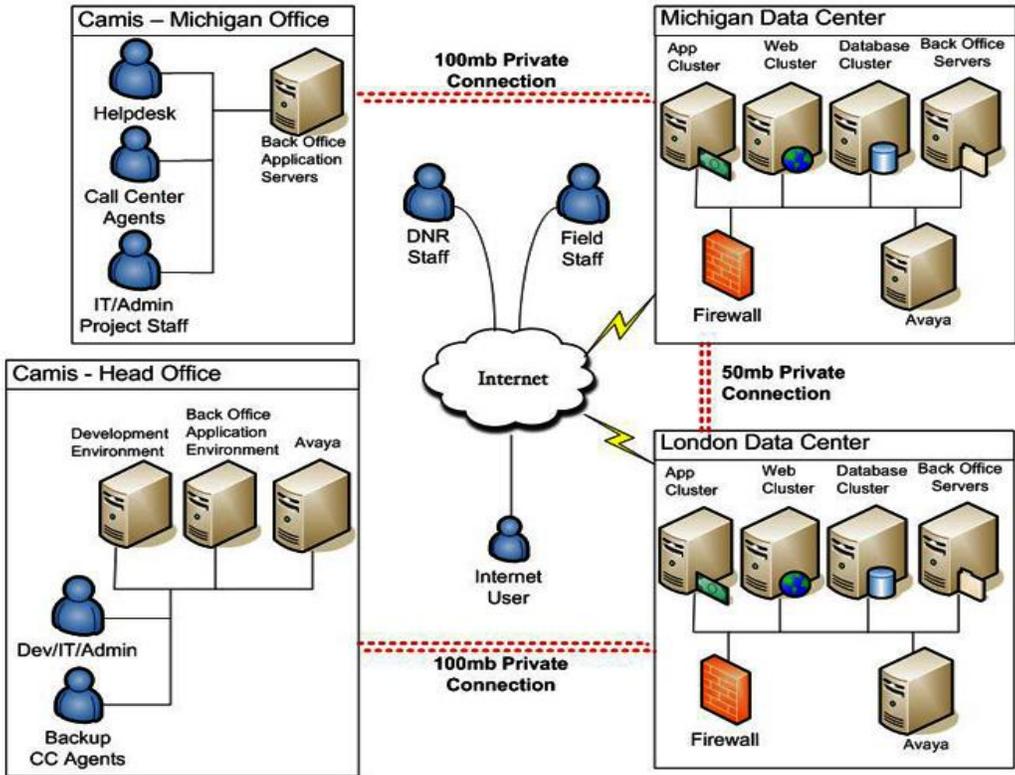
All CRS web servers are located in the data center and available to the public via a 100mbps internet connection. This internet size has provided more than double the requirement for times of peak rush periods for clients of similar CRS volumes as Michigan. Likewise, the database infrastructure solutions implemented by the Contractor have only peaked at 25% utilization, leaving a lot of room for growth. Through the use of server virtualization, web clusters are able to increase in quantity in order to meet the demands of peak rush periods without the need to acquire and build new hardware. The integration of Everest with Tender Retail's Merchant Connect Multi software have enabled the Contractor to configure the payment solution to process up to 40 concurrent payment transactions per second.



2. Environment Equipped and Managed

The Contractor will host its production infrastructure in a secured hosting facility in Michigan. The facility shall be a Class A data center and will be secured with a single point of entrance, biometric security scanning, card readers on all doors and physical locks on individual server racks. Redundant power and cooling are in place including a diesel generator which can power the facility in its entirety. The data center selected will have the ability to survive massive local issues such as power outage, earthquake, tornado, etc. without damage or loss of functionality. Data Center technical staff will be onsite 24x7 and capable of assisting the Contractor’s technicians. All production equipment will be installed in this data center, with backups being moved off-site to Contractor’s data center located in London Ontario. The backup data center location will provide for part of the Disaster Recovery and Business Continuity plans. The following diagram identifies the location of server components between the Michigan data center and the Ontario data center.

Camis System Environment Diagram



The production data center will be at a co-located facility that will lease a certain quantity of rack space, power, and internet service to the Contractor. The Contractor will not own this facility, but will have 24hr access to the data center racks hosting the hardware.

The co-located hosting facility will be responsible for the data center environment: power, internet, cooling, fire suppression, redundant environmental controls, and secure physical access to the building, data center floor, and locked racks. The Contractor owns and will be responsible for everything else to do with the servers and data. This includes the purchase, configuration, installation, monitoring, upgrades, backups, logical access, and server component/data redundancy.

From a State of Michigan perspective, the Contractor is the sole responsible entity of the server hardware and data environment.



### **Equipment**

All production hardware installed for the CRS in the data center will be new for the initial installation. All devices will be monitored through the use of various tools such as Logrhythm. Technical staff located in either the Camis USA and Camis Head Office will be within a 2 hour drive of either data center to provide onsite support of the hardware when/if required.

The web server environment will consist of multiple individual web servers that are load balanced and provide high availability. Current hardware specifications for web servers and application servers are as follows:

- Intel Xeon Processor @ 2.0ghz with four processor cores
- 16GB of 1333MHz Dual Ranked RAM
- 15K RPM SAS Hard Disks in RAID 1 Configuration
- Gigabit Ethernet

The Production and Backup Database environment is currently configured with the following specifications:

- 2 Intel Xeon Processors @ 2ghz with eight processor cores
- 32GB of 1333MHz Dual Ranked RAM
- 2 Solid State Disks in RAID 1 Configuration for data
- 15K RPM SAS Hard Disks for storage in RAID 5 Configuration

Cisco Firewalls will be installed at all data centers and be configured as an active failover pair.

### **3. Subcontracted Roles/Functions**

There will be no subcontracted roles/functions related to the hosting environment.

### **4. Sharing of the Hosting Environment**

Certain components of the hosting environment will be shared. Most of these are hardware components such as the web servers, database servers, and application servers. Although the physical hardware may be shared, the websites, databases, and applications will remain dedicated to the Michigan CRS. The overall networking infrastructure will be shared with other Camis USA clients, but various levels of separation will be implemented to ensure that the Michigan CRS remains isolated and secure.

### **5. The Hosting Solution and Natural Disasters/Operational Failures**

Modern data centers are not only equipped to withstand natural disasters, they are designed with this contingency in mind. The data center of choice for the Contractor for providing the hosting environment will be equipped with automated fire suppression, flood protection via raised floors and be built to withstand earthquake damage.

To prevent outages due to equipment failures, the data center will have 4 peering partners for internet connectivity, with a fully redundant connectivity infrastructure. A floor wide Uninterrupted Power Support (UPS) will be present with redundant power circuits and redundant cooling systems. A generator capable of supplying enough electricity to run the entire data center will be available in case of power failure.

To prevent loss due to theft and other malicious events, the data center must be well secured. The building will be unmarked, with intrusion prevention systems in place, such as biometric scanning devices for entry, 24 hour staffing presence, and surveillance cameras inside the data center.

### **6. Data Security**

The data center will provide the physical access restrictions needed to ensure a PCI DSS 2.0 level of security. Multi-factor authentication for physical entry to the building must be maintained, as well as individual locking of server cabinets. Remote access to all production servers require two factor authentication, and network configurations will restrict client connections to specific subnets and IP address ranges.



The software tool SQL Compliance from Semicent Software will track all system and user access to the database and alert on all access to defined sensitive database locations. Similarly, a File Integrity Monitor (FIM) solution is in place that will monitor and alert on access to defined sensitive data files. Sensitive data within the databases themselves are encrypted using a three part encryption key that is stored offsite by 3 separate key holders within Camis.

### **1.104 Part A Section 5 – The Connectivity Solution**

The Solution will be connected by DSL, cable or analog/digital radio frequency (referred to as “Connectivity”) in order to function as required. Connectivity also involves the data center architecture.

#### **1. Field Connectivity**

The amount of latency between the Centralized Service at the Contractor’s location and the Field systems are of vital importance. Digital Subscriber Line (DSL), Cable, 3G, and T1 access are all sufficient with average latencies between 30 and 300 milliseconds (ms). Field locations that have these high speed options available will use them to connect to the Contractor’s centralized database as described in 1.104 Part A Section 3 – Field Location Solution.

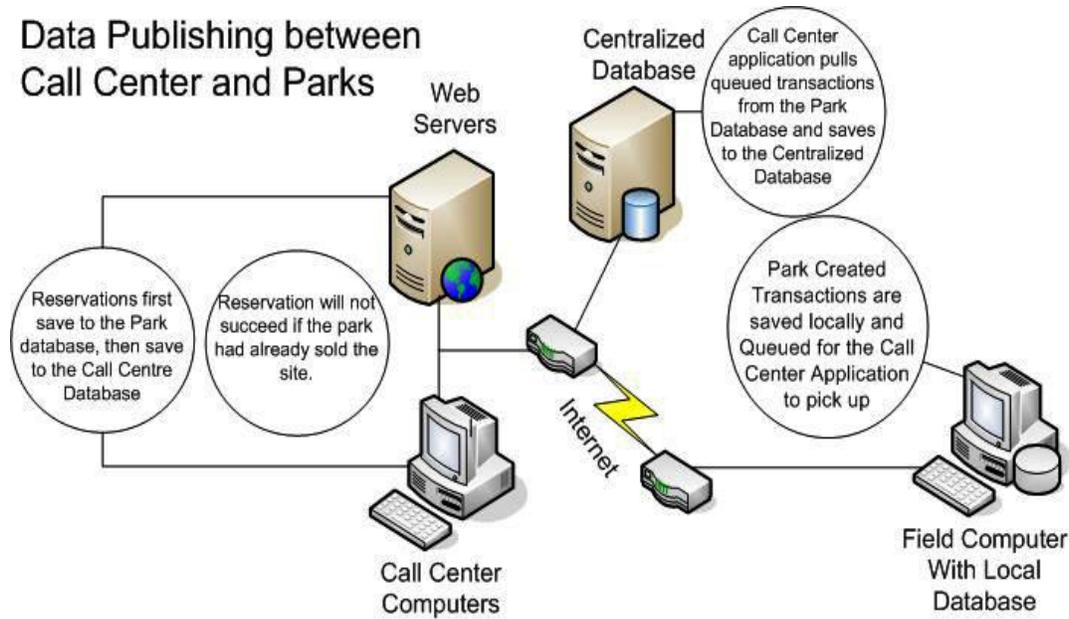
In many instances, due to the remoteness of some Parks, a satellite internet connection is required to provide internet connectivity. A satellite solution will have an average latency of 1500ms due to the distance to low earth orbit satellites, resulting in a user experience of a 3 second delay. It is for scenarios like this that the Contractor *Local Data Configuration* solution would be deployed, effectively eliminating the concerns of an internet outage or delay while maintaining robust response times. In addition to the brief introduction of a *Local Data Configuration* in 1.104 Part A Section 3, the following provides a more detailed explanation of the solution.

#### **Local Park Database**

A *Local Data Configuration* is considered for high volume parks or parks with poor internet connectivity options, and is the most effective way to mitigate and avoid the concerns of an internet outage or slow internet responses. When a park’s reservable inventory is being allocated by the centralize system (call center or web site), the Everest system performs a second check against the local park database to ensure Field Staff did not allocate that inventory at the same time as the centralized user. If this check confirms that the site remains available in the local park database, the reservation is processed to both the centralized database and the local park database. This activity is called *publishing*. In the case that the park had already allocated that site, the system will be unable to process the transaction for the centralized user, indicating that the site has been taken. In an alternate scenario, the allocation of inventory by Field Staff using computers in the park will have NO need to perform a check of availability with the centralized system. Field Staff transactions are updated in the local database immediately, regardless of the centralized system activities and regardless of the Field Locations internet status (slow, intermittent, unavailable). In the background, the centralized system is configured to consistently poll every field location with a local park database and *publish* all Field transactions back to the centralized database. In any instance where a local park database is implemented, the local database is always considered to be the master, and the central database cannot commit any reservation changes unless approved by the local database. The only exception is during park closures in the off season. When the park is not operating, the park can be placed into a status that allows central database reservations to complete without approval from a local park database. Before the park opens for the next season, the transactions made during the off season are synchronized, and normal functioning is resumed. The following diagram illustrates the *publishing* process.



## Data Publishing between Call Center and Parks



Although every Field solution includes an internet connection to the park environment, this connection is not dependent for local functionality within the park. A park can function successfully without an internet connection for extended periods of time because it relies on connectivity to the local park database, and not the centralized database. The internet connection is used to establish a secure VPN tunnel to the Contractor's data center in order to update call center and internet transactions to the local park database, process card payment transactions within the park, update the *Everest* software, and for a secure support connection used by all Contractor support staff.

### **Multiple Park Buildings Connectivity (LAN – Local Area Network)**

It is not uncommon for parks to have multiple physical buildings within a park that have computers requiring access to the local park database. The Contractor will assess, surveying, and install the LAN solutions that provide connectivity between these buildings including coordination of the trenching, laying of fiber optic or Ethernet cable, installation of towers to mount point to point radios and antennas. In some cases, parks have idle copper phone wiring available that can be used to install a point to point SDSL link. Even if a park does not have their own dedicated copper infrastructure, the Contractor will work with local telecom companies to create a dedicated copper circuit using public telephone pairs to connect buildings. Distances of up to 5 miles can be covered in this manner with a reliable connection.

In some cases a direct LAN extension is simply not possible due to the terrain or distance. In these situations the Contractor will provide high speed remote desktop solutions, complete with local printers, to allow for full *Everest* functionality, even when there is no direct LAN connection to the local park database. Typically, high speed wireless (3G, HSPA+) networking can be leveraged to provide this type of access to remote buildings, providing full functionality in places that were previously not practical and/or cost prohibitive to service.

In rare cases, it may simply not be possible to provide a full, real-time connection to a park building or it may be cost prohibitive. In these cases, the *Everest* application architecture and data publishing model lend themselves to implementing a batch publishing process. In this scenario, park staff working at a non-connecting location will be able to use removable media to securely transfer transactional information between the park administration system and the non-connected office. Alternatively, the Contractor will install laptops in some remote field locations that would physically be brought to a parks main registration office or gatehouse at the end of a day, and connected to a port on the Contractor's network. All data transfers and updates would occur automatically, and park staff would return to the remote park location with the laptop on the following day. The frequency of these transfers must be coordinated with the software configuration and park activities to ensure appropriate reservation



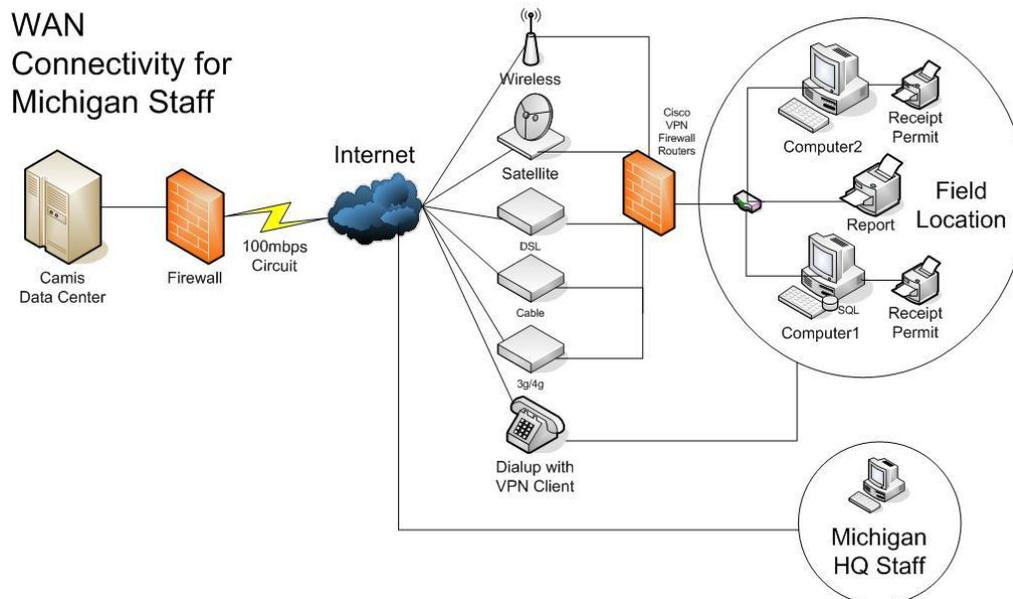
transaction windows and Field Location reconciliation processes are put in place. Because *Everest* can apply different reservation rules and windows for different resource types, dates and park areas, the framework for this type of functionality exists.

### **Types of Internet Connections (WAN – Wide Area Network)**

The Contractor will survey all available options for a parks internet connection. These currently include:

- Cable
- DSL
- Fixed Wireless
- 4G/3G/HSPA/LTE Wireless
- EVDO, CDMA, GPRS, EDGE Wireless
- Bi-directional Satellite

The Contractor will look for ways to improve internet connectivity both as new and existing technologies become available to the geographic region of a park. The Internet connection will be available 24 hours a day for the duration of each park's season. The following diagram illustrates the typical implementation of a secured internet connection (WAN – Wide Area Network) between the Contractor and a park.



## **2. Backup Connectivity**

Should the primary internet connection fail, the alternates can quickly be activated with minimal interaction. Due to the coverage of high speed internet availability in the State of Michigan, most parks can be equipped with an automated 3G wireless internet backup. In case of primary internet failure, the router installed by the Contractor at field locations will automatically fail over to the wireless internet solution to provide continued functionality. In the event that 3G coverage is not available to a field location, dial-up based internet is implemented to provide payment processing functionality to the park. Regardless of the method of backup connectivity, the high volume parks and parks with poor primary internet connectivity options are great candidates for using the *Local Data Configuration*, effectively eliminating the concerns of an internet outage.

### **Internet Technology Initiatives for Connectivity**

When new technologies or situations are discovered, the Contractor will bring this technology to their test labs to do thorough analysis and testing to determine what benefits could be brought to customers. The Contractor's test lab contains several simulated park environments, using all types of internet connections, including Dial-Up, Satellite, DSL, and various high speed wireless connections. The Contractor is able to re-locate lab setups for customer demonstrations, and onsite testing of solutions without the need for additional requirements of infrastructure.



### **Internet Connection Monitoring and Troubleshooting**

The Internet connection for a park will be owned and supported by the Contractor. The Contractor will use a 24/7 monitoring system with automated alerting for reduced or down connections for all park internet connections and park LAN solutions, and can respond quickly if a connection becomes unavailable. WAN performance monitoring is put in place at the time of the Internet connection's installation, and this information is collected for event alerting and historical performance reviews. In the event of an Internet outage at a park, the Contractor's helpdesk staff will work on all connection issue with the ISP's (Internet Service Provider) support group and occasionally with park staff until the issue is resolved. When required, the Contractor and ISP technicians will be sent onsite to the park to address a WAN/LAN issue.

Helpdesk staff will monitor the connection status of all parks through several logging and alerting systems that will be implemented. In addition to the Network Monitoring described in 1.104 Part A Section 3, the primary logging and alerting tool is called Logrhythm. Logrhythm monitors each parks status and capture logs from all devices on the Contractor's network. In all opportunities, the Contractor will use managed hardware devices that provide ample levels of logging in order to provide a more complete troubleshooting experience for the Helpdesk. Every device in use in a typical park setup, with the exception of simple network switches, are capable of sending their log data to the Logrhythm server, which has been customized with alerts that pro-actively engage the helpdesk to resolve problems before park staff are even aware that an issue has occurred.

Helpdesk staff will be trained extensively by both the helpdesk manager, and the Network Administrators to be able to recognize and troubleshoot issues pertaining to both the internet connection, including all associated hardware, and all park LAN solutions being used to connect various park buildings together. This training is ongoing throughout the year as both new technologies and techniques become available, and as the helpdesk staff skill levels increase.

If a problem at a park requires an onsite technician to resolve, the Contractor will send a technician onsite to resolve the problems, in person. Additionally, the Contractor will send replacement hardware for any possibly damaged or defective component in the park environment, and/or leverage the onsite next business day SLA's that are arranged with Contractor's hardware vendors. The Contractor will tailor the experience to the needs of park staff, working on weekends or holidays if needed to ensure that a park issue is resolved in a timely manner.

### **3. Call Center**

The call center interaction with Field systems is through the data center. The call center will be equipped with a 100mbps dedicated circuit to the data center which hosts the public facing website, and the centralized database. The data center will be equipped with fully redundant internet connections at speeds of 100mbps to ensure speedy connectivity to the field solution.

### **4. Data Center**

The data center will be equipped with several layers of redundant network architecture for scalability, security, and fault tolerance. The internet connection itself will be 100mbps with 4 redundant peering partners. The next layer consists of the border firewalls. The Contractor will install a fully redundant pair of Cisco ASA firewalls configured in a stateful failover configuration to provide a completely seamless failover in case of device failure. The core data center network will consist of redundant stacked switches to provide a high level of speed for inter-switch communications, and intra-switch communications. Servers will be configured with redundant network interfaces in a failover capacity, and these interfaces will be plugged into separate network switches to provide another layer of fault tolerance.

## **1.104 Part A Section 6 – Reporting**

### **1. Report Descriptions**

The Contractor will make reports available to the State. These include system reports (i.e. non-*Everest* generated reports) and software reports (generated and printed from the *Everest* software).



The Contractor will provide access to the web-based reporting and administration application called *Weberest*. *Weberest* allows users to log in and view park status, occupancy reports, and financial reports based on standard user-specified selection options. This will provide Michigan State Park staff and appropriate Finance and Administrative Staff with access to all system reports through a standard web-browser interface.

### **System Reports**

The Contractor's system reports are generally process reports or reporting for non-transactional events. Typical System reports include periodic Web Statistical reports, Complaint Escalation reporting, and Helpdesk Problem Resolution reporting. These reports are provided on a mutually agreeable schedule (typically monthly, and/or quarterly) over the life of the contract. They will be compiled by the Contractor and submitted directly to the State Project Manager and Agency Project Manager.

### **Everest Reports**

*Everest Reports* can cover all transactional, financial and configuration data within the system. The *Everest* software incorporates Crystal Reports within the application to generate and format printable reports. Crystal Reports also provides standardized functionality for exporting reports to HTML, Excel, Word, and PDF formats.

The following is a partial list of available reports intended to demonstrate the comprehensive approach by the Contractor to functional software solutions. These reports and the reporting requirements of Michigan State Parks will be reviewed during workflow process design to ensure that the system reports meet the comprehensive needs of the system users.

- Incoming Reservations Report
  - Report listing all reservations for a given date that have not yet registered. This report is formatted so that it can be posted publically at a gate or control office so that customers arriving after staffing hours can confirm their allocated site. Park staff would generally print this prior to leaving for the night.
- Booking Detail Report
  - Report lists details of all bookings spanning selected time period. This report can be used to register customers in locations without direct access to a computer. The report can be sorted in several ways – examples show sorting by arrival date and booking reference number
- Arrivals List
  - Report listing all reservations for a particular park due to arrive (or register) during the dates selected. Report can be generated for a range of dates and specific camping area. Report can be sorted in various ways before printing.
- Camper Exit List
  - Report listing all permits for a particular park due to depart during the dates selected. Report can be generated for a range of dates and specific camping area. Report can be sorted in various ways before printing.
- Campground Log
  - This report is the main source of lists of park occupancy. The report can show the current status of all sites, list just occupied sites, or list just vacant sites. Unlike the Vacancy List, this report will show all vacant sites. The report can be generated for any date range and can show all camping areas or be restricted to an individual camping area.
- Occupancy Report
  - The park occupancy report shows the number of sites occupied (by category) and closed for a given date range. The report can be shown in daily format or be summarized in monthly format. Occupancy category can be based on site type (e.g. campsite, cabin, yurt, etc.), occupant rate type (e.g. regular, senior, disabled), service type (e.g. electrical, non-electrical, walk-in, etc.), or campground area (if campgrounds are sub-divided).



- Park Visitation Report
  - The park visitation report will show the actual number of park visitors registered for each day of the date range selected, for each category of resource (e.g. campsite, group, yurt, etc.) The report can also be shown in monthly summary format.
- Bank Deposit Report
  - The bank deposit report details all bank deposits from recorded cash bank deposit transactions and credit card batches (by card type) for the date range selected. This report is useful for reconciling bank statements.
- Shift Transaction Report
  - This shows all transactions for the current shift or, with supervisor login, shift or date range including Operator, computer, park, date and time stamp, reference number, transaction type, line items, payments, and float amounts. The payment type is broken down by USD cash, CAD cash, credit card, debit card, check or money order.
- Fee Modification Report
  - This report lists all fee modification transactions – transactions where the original fee amount was altered by the operator. The report includes transaction date, reference number, affected line item, original and altered quantity, original and altered price, original and altered total price, total price difference, and the explanatory note entered by the operator. The report can be generated for any date or shift range.
- Credit Card Transaction Report
  - Report listing all credit card transactions processed on the current shift or, with supervisor login, for any shift or date range. Report can be filtered by card type and shows payment date and time, credit card batch number, booking reference number, partial card number, expiry date (if available based on PCI configuration), cardholder name, and amount.
- Park Receipts (Transmittal) Report:
  - This report summarizes revenue and receipts (payments) from a range of shifts to allow easy posting of revenues to an external accounting application and reconciliation of bank statements.
- Income Source Report
  - This report shows where revenue for a park was collected. When generated at a typical park for a given time period, this report will show how much revenue was collected during the time period at the call center, on the website, and at the park. The report can be viewed by fiscal year (reporting period) and can be generated for any date range.
- Income Distribution Report
  - This report shows how income generated by a location is distributed. When generated at the call center, for example, it will show revenue by park attributing money collected for reservations at the call center against the park that was reserved. The report can be split by fiscal year (reporting period) and be run for any date range. Revenue will be broken down by account within each park.
- Check Refund Report
  - The check refund report provides information on all head-office check refund requests made by a park (or the call center). The report includes transaction date, booking number, requesting location, park location, shift number, shift operator, refund amount and customer contact information (name, address and telephone number). The report will also show current request status if this is used by the organization to show when checks are processed and mailed. The report can be generated by location and by shift or date range.
- Site Closure Report
  - This report is very useful for park management of resources. The report provides details of all sites that have closures placed on them during the date range selected. It will show the park, the site number, the closure start and end dates, the closure reference number, and any notes associated with the closure.



- Site Closure Conflict Report
  - Everest allows an operator to put closures on sites, even if the sites are allocated to reservations or permits. This report is used when a park has had to make emergency closures in an area where there were reservations. It will list all reservations that are in conflict with a site closure to help park staff relocate affected users or contact customers to inform them of the emergency situation.
- Vacant Sites
  - Report showing vacant sites for the park, dates and campground areas selected. This report is intended for after-hours self-serve registration and will indicate a selection of sites that are available to be occupied (i.e. not reserved) for the current night.
- Pass Sales Report
  - The pass sales report will list all passes sold by the park during the dates selected or it will list all the passes that are valid during the dates selected. The report can be filtered by pass type or include all passes. For each pass, the report will include sale transaction date, pass start and end dates, pass reference number, customer name (if available) and pass serial number (if available).
- Vend Inventory Report
  - This report shows vend (POS) items and current inventory quantities. The report will show the item number and description, the current inventory, price, active status, re-order status, current cost of goods sold, any set target margin, and current actual margin. The report can be filtered by item category and by active/inactive status.
- Vend Delivery Report
  - This report shows details of delivery transactions recorded during the dates selected. This can be viewed in detail (by transaction) or in summary (by vend item). The report shows the date and time of the delivery, the recording shift number, the item number and description and the delivered quantity.
- Vend Sales Transaction
  - This report shows details of all vend (POS) sales transactions during the dates selected. The report shows the date and time of each sale along with the shift identifier, the item code, item description, sale quantity, unit price, and total sale value. The report can also be summarized to show total sales for each item during the period.

### **Ad-Hoc Reporting**

The Contractor will provide whatever assistance to provide accurate and relevant statistics as needed for the management and operation of Michigan State Parks and the CRS. This service is included in the overall contract cost

## **2. Staff Generated Custom Reports**

The Contractor recognizes the need for customized reporting solutions and is working on a range of solutions:

- a) The Contractor will ensure that relevant operational reports are available. Each organization shall have access to a set of standard reports that may be customized and defined to meet the reporting and process needs of that organization.
- b) The Contractor will provide expert assistance and customer database queries for no additional cost within the framework of existing agreements. Upon request, the Contractor will provide custom reports, datasets and data interpretation for customers. Understanding the context and validity of the source data is essential in interpreting the results.
- c) The Contractor will provide access to customer, site attribute and booking information data sets. The Contractor provides data sets on a scheduled basis and these range from simple flat files to relational tables. This will allow Michigan State Parks to access and analyze their own data within their own environment.
- d) External, full data access to the production environment is never granted to maintain the integrity of the system and so that performance guarantees can be honored. However, it is possible for the Contractor to host a stand-alone version of the data to facilitate in-depth data-mining. This



separate database environment can be customized to meet operational needs and updated on an agreed scheduled.

- e) The Contractor is working towards the definition of a more comprehensive, true ad-hoc reporting environment to allow parks organizations to define their own report templates. While not currently developed, it is anticipated that this will form part of the standard software offering by May 1<sup>st</sup>, 2014.

### **3. Reporting Impact on Database Performance**

All standard operational reports are tested for impact on the database performance and are designed to be run against the production data environment. In cases where extensive data-mining or intensive queries are anticipated, a separate database environment will be provided.

The underlying architecture of Everest – allowing for a distributed database – provides an inherent performance benefit for all aspects of the system, including reporting. If a park is operating with a distributed database, the park operations are not impacted by activity elsewhere in the system. Peak loads and heavy demands on the central systems will not affect system response times at the park level. In addition, heavy workloads at one park (or several) on a Friday evening will not impact the system performance at any other location.

## **1.104 Part A Section 7 – Customer Call Center Solution**

### **1. Call Center Provision**

The Contractor shall provide a Michigan Based “call center”.

As customer and client security are of the utmost importance, the call center floor will be a secure environment with pass card only access 24 hours per day. All call center personnel will be issued a photo ID card in which they will carry on their person at all times.

### **2. Physical Location**

Camis will provide call center operations within a Camis USA office in Michigan. The Camis USA facility will implement and maintain the established operational policies and practices that have allowed us to develop and now flourish as a top notch service provider in Ontario. Initially, this office will provide call center and fulfillment services, help desk and IT support, and some project management for the Washington State Park CRS. This office will be built with the capacity for growth. Camis will integrate the additional environment and staffing requirements of the Michigan CRS at this office.

In the event service to the public would be negatively impacted for any reason at the primary location in Michigan, there will be the option to overflow to the secondary location in Guelph, Ontario. In the event of a disaster at the primary facility in both Michigan and Guelph, The Contractor has taken measures to ensure that all core servers supporting primary call center functions are securely located in an off-site hosted environment. The co-location facility is located in London Ontario and is hosted by Primus. Additionally, The Contractor has the technical capability of providing a remote agent solution with access to the Everest software, online resources, as well as the phone system if required. A remote agent could be situated physically anywhere with a stable internet connection and process transactions for the CRS.

### **3. Customer Satisfaction and SLAs**

The Contractor will use the Aspect workforce management software (eWFM v 7.3) to accurately predict call arrival patterns and schedule call center staff to fifteen minute intervals. Data provided by Michigan State Parks and best practices will be used to formulate call center staffing forecasts for this project. Workforce Management is managed by the Call Center Manager.

To ensure service targets are met, call arrival predictions will be made based on historical patterns. Key factors that will impact historical patterns are (1) expected call volumes and (2) expected average handle times. Data will either be manually entered into the Aspect software, used from the previous year as is, or used from the previous year with adjustments. Historical patterns that will be taken into consideration for forecasting include:



- Monthly call distribution
- Day of week call distribution
- Time of day call distribution (15 minute interval)
- Time of day average handle time distribution (15 minute interval)
- Holiday call distribution

#### 4. Recruitment and Call Center Quality Monitoring

The Contractor's call center Reservation Agent performance will be measured both weekly and monthly. Specific areas of performance that contribute to overall call center objectives are:

- Call Quality
  - Staff are expected to achieve 95% or higher on each evaluated call
  - 8 calls are evaluated per agent per month
- Testing
  - Staff are expected to achieve 90% or higher on each test
  - 2 tests are administered per month
- Average Handle Time
  - Staff are expected to achieve a 240 second average handle time
  - This is an average for all calls handled for a one week period
- Schedule Adherence
  - Staff must be logged into the phone ready to accept calls 97% of the time they are scheduled to do so
  - This is an average for all shifts for a one week period
- Auxiliary Work
  - Staff must not walk away from their phone more than 2% of their workday
  - This is an average for all shifts for a one week period

#### **Communication**

The Contractor will use the most up to date Outlook solution to facilitate daily email communication in the call center. The management team will also administer an online intranet site referred to as Confluence. As updates to the CRS occur, information for all users is updated in real time. If new information is identified as urgent and important in nature it is updated and highlighted in a ``News and Alerts`` field that is checked by all staff regularly. The Confluence site is also used to display real time calls in queue and queue wait times.

On a biweekly basis, Team Leads will conduct staff meetings with the Reservations Team to discuss company updates, call center updates, and CRRS contract updates. Staff members are encouraged to ask questions and provide feedback on their observations of trends and day to day activities in the call center.

#### **Quality Call Monitoring and Evaluations**

Call monitoring is facilitated in the call center with the call recording and monitoring software Verint. The Verint solution is a web based application that provides a sampling of customer interactions including both audio and video screen capture of the agents screen during the call.

The Verint application enables the management team to grade calls based on predetermined criteria.

Formal graded call monitoring is conducted by the Supervisors. A minimum 10 calls per agent per month require a formal evaluation. Required performance for all evaluated calls is a score of 95%.

The Contractor will use the Avaya Communication Manager IP telephony solution for telecommunications in the call center. From anywhere within the corporate office, management staff has the ability to key in a code to their phone including the agent ID of who they choose to remotely monitor to overhear real time customer – agent interactions at any time. The agent and the customer are given no indication an observation is taking place.



### **Customer Escalation Management**

The majority of the calls in the call center are transaction calls that will be processed in the Everest software. In the event however a customer calls in to report a problem situation or complaint to the Reservations staff, it is documented in Incident Monitor software as a customer care incident.

Each customer care incident has a clear and concise subject line summarizing the issue and full details of the description are documented. Once the incident is submitted it is assigned a ticket number and is automatically imprinted with the date, time, and name of the staff member that created the ticket. By default the ticket is assigned to the call center management team for follow up within 24 hours. If the customer indicates the issue is time sensitive the call is immediately escalated to a Team Lead for resolution. If the customer is not satisfied with the resolution provided they can be escalated to the supervisor on duty. If the customer is not satisfied with the resolution they can be escalated to the call center manager. At this level, the call center manager will work to resolve the problem situation with input from Michigan State Parks to ensure the best possible outcome for the customer.

As each issue is investigated, management staff will provide updates (also date/time/personnel stamped) until the issue is fully resolved. As needed, customer care incidents can be pulled into a report with all of the above information displayed. Currently this is done on a monthly basis and the goal of the management team is to resolve all issues within 2 days.

## **5. Call Center Responsibilities**

### **Staffing**

The call center team will be comprised of both permanent full time personnel for year round staffing requirements and seasonal contract staff that accommodate the scalability required for peak summer volume demands. Call Center staff recruitment occurs annually and will largely be focused on attracting students from nearby colleges and universities. Students will be recruited as they are typically available for work during the peak summer season and are accustomed to learning new information quickly.

Due to the seasonal nature of the camping industry, the Contractor's staffing plan will rely on a scalable tiered staffing structure comprised of both permanent full time and contract staff positions. See figure below for the call center organizational structure.



Base supervisor leadership will be provided during all operating hours. All Supervisory positions in the call center will be trained on all CRS call types which will allow for flexibility with staff and task management. Duties and responsibilities will be adjusted seasonally as call volumes increase and more staff is required to keep consistent with a 12:1 ratio between agents and supervisors. The Reservation Agent and Team Lead positions are seasonal in nature and can be adjusted according to business need.

## 6. Reports

The call center management team will make use of numerous reports to ensure operations are on track. Report frequencies include: real time (current), 15 minute interval, daily, weekly, and monthly. Report data is provided by the various software applications used in the call center. The most commonly used reports are:

- PRI Monitor
  - Weekly and monthly call blockage reports
- Avaya
  - Real time ACD performance
  - Interval ACD performance (15 minutes)
  - Daily, weekly and monthly ACD performance
- Incident Monitor
  - Daily ticket activity
  - Weekly and monthly first call resolution ticket performance
  - Weekly and monthly average resolution time for ticket performance
- Aspect
  - Real time schedule adherence
  - Weekly and monthly schedule adherence
  - Weekly schedule health tests (15 minute interval)
- Verint
  - Weekly and monthly call quality performance
  - Weekly and monthly evaluation completion



Reporting in a call center environment is the best way to demonstrate that the goals that have been set are in fact being met. Report data is an opportunity to review results and take corrective action as required to ensure there are no obstacles in performing at an optimal level.

### **1.104 Part A Section 8 - Client Help Desk Solution**

In the day to day operation of the Solution it is anticipated questions will surface from State staff and require that a client help desk be operated as part of the solution. The Solution will cover all areas of help desk operation (software/hardware/connectivity).

#### **1. Help Desk Provision**

Services will be provided by the Contractor Help Desk team. The current team is located in Ontario; however Contractor is committing to staff a Help Desk team at the Camis USA office to be located in Michigan. The Help Desk team for the CRS will all be employees of the Contractor and will be the first and central point of contact for all operational issues experienced by Michigan DNR staff relating to the CRS.

#### **2. Physical Location**

Helpdesk services for the Michigan CRS system will be provided from the Camis USA office that will be located in Michigan. This office will accommodate helpdesk staff, call center staff, IT staff, and project management staff. This location will have a storage area available to helpdesk staff to keep spare park equipment, and a lab to assist staff in testing and resolving certain park issues. This office will initially be set up to service call center and help desk operations for the Washington State Park CRS, and built with the capacity for growth. Upon award of the Michigan CRS contract, the Contractor will integrate the additional environment and staffing requirements of the Michigan CRS at this location.

#### **3. Adherence to SLA's**

The helpdesk is available through a toll-free line and via the internet which shall meet the requirements of the Contract and SLA's provided in Appendix C. The Contractor will provide helpdesk services for the following types of users:

- Field Solution end users
- Michigan DNR Office / Government personnel
- Call Center operators of the reservation service
- Website users of the CRS

#### **4. Hours**

Helpdesk services will be offered year round and will be available as Michigan State Parks requires for operational purposes. Daily operating hours are anticipated to be from 7 am – 11 pm seven days per week. Outside of these hours Support Staff are available on an on-call basis. The helpdesk is to be closed on Christmas Day and New Years Day only. The helpdesk will be comprised of a core team of permanent full time staff for year round helpdesk requirements as well as seasonal contract staff to accommodate the scalability required for peak summer volume demands. The Contractor will recruit candidates with excellent communication and troubleshooting skills as well as a computer science background.

The Contractor shall use the industry leading Aspect workforce management software to accurately predict call arrival patterns and schedule helpdesk staff to fifteen minute intervals. Data provided by Michigan State Parks will be used to formulate helpdesk staffing forecasts for this project. Contractor plans for staffing months in advance of each operating season and reviews staffing availability on a weekly basis during the operating season.

#### **5. Help Desk Approach**

Support services provided by the helpdesk include hardware, software, and network troubleshooting, to assistance with commonly performed procedures with the Everest Software, and escalation of all unresolved issues to the Contractor's IT and Development teams. Users of the helpdesk have the option of utilizing one of three channels to report an issue or ask for assistance with the CRS:

- Calling a toll free Helpdesk number
- Logging the incident directly via a web portal
- Completing a request for assistance on the reservations website



### **Issue Management**

Upon notification of an issue helpdesk staff will create a ticket that will be categorized as one of the following:

- Hardware
- Software
- Network
- Accounting
- Client Change Request
- Procedural Question
- Web Feedback

Once the issue has been categorized, a severity is assigned as 1-Critical, 2-Major, 3-Minor, or 4-None. The helpdesk team will strive to meet or exceed the service expectations for each of the above severity's. Current helpdesk performance expectations are to resolve issues for each severity according to the following timelines.

#### **Hardware and Network**

- End of next business day

#### **Software**

- Severity Level 1 & 2 - An agreed work-a-round by the end of the next business day and a tested solution in five (5) or less business days is acceptable.
- Severity Level 3 - An agreed work-a-round within two (2) business days and a tested solution in ten (10) or less business days is acceptable.
- Severity Level 4 - An agreed action plan containing a targeted resolution date within five (5) business days is acceptable.

#### **All Other Categories**

- Within 5 business days

Helpdesk management staff report on this performance daily, weekly and monthly. Any staff member not performing at this standard is coached via training, goal setting, and goal follow-up. Progressive discipline may be implemented for team members that do not meet the expected performance metrics.

### **A. Hardware Issues**

The Helpdesk team houses a computer lab on-site with typical field operation set up including all hardware, software and networking components of the CRS. Upon report of a hardware issue the main goal of the Helpdesk technician is to begin with the basics, never assume, and systematically strive to rule out the need for hardware replacement. The Contractor will install standardized equipment (i.e. Dell computers, Cisco routers, Brother printers, etc.) in all parks to promote consistency in troubleshooting and understanding expected hardware behavior. In the event the Helpdesk technician has exhausted all documented troubleshooting techniques and those recommended by the hardware vendor, the secondary objective is to arrange for a speedy replacement to minimize the impact of the faulty hardware. The Contractor will establish a relationship with a local courier that will provide Michigan State Parks next business day delivery service. The Contractor will resolve all hardware issues within 1-2 business days depending on whether replacement is required. For a critical issue relating to hardware, the Contractor will often consider the delivery and replacement of hardware by helpdesk staff.

### **B. Software Issues**

Typical software issues reported include: (1) 'How Do I?' questions, (2) software bugs that can be worked around, or (3) critical issues crippling the CRS. 'How Do I?' questions or questions on the functionality of the software are handled by the helpdesk on first contact. Technicians shall be highly trained on the software provided by the Contractor. Sometimes park staff will call in with software issues that require the



helpdesk to consult with the IT or Development teams. If a resolution to a software issue cannot be provided on first contact, the secondary objective is to provide the park with a reasonable work around until the issue is fully resolved. The Contractor will resolve software issues within 1-2 business days depending on the complexity of the issue. In the event the root cause of a software issue cannot be determined or replicated within this time frame, the Helpdesk will initiate system monitoring tools to assess the performance of the software over time to gather information to support the symptoms reported by park staff.

For software issues that cripple the CRS (i.e. the inability to issue a permit, the inability to charge a credit card, or potential data loss) the Helpdesk will work to resolve the issue as a highest priority. The technician that handles the issue will pull on third party vendor resources and in-house subject matter experts as needed to resolve the issue promptly. Subject matter experts are available on an on-call basis after hours. Until a final resolution is reached the technician will provide updates to those involved so they are kept up to date on the progress of the matter. If roadblocks are encountered in reaching a resolution the Helpdesk Manager and Vice President of IT intervene and assist as required.

**C. Tickets**

The Helpdesk team uses the Incident Monitor ticketing software to document, categorize, prioritize, and track all issues. Each issue reported is assigned a unique ticket number and an ongoing history log can be generated as the resolution progresses. The software is geared to visually direct users to monitor new ticket activity and identify issues according to priority as well as age of the ticket. All ticket updates are accompanied by a notification email to designated personnel to communicate ticket status changes. Tickets in the system are assigned to a specific technician for resolution and each technician’s ticket volumes and resolution times are monitored and compared to a standard. Michigan State Park personnel will be provided direct access to Incident Monitor and be able to create, close, update, and report on issues specific to their location(s).

Once the incident is submitted it is assigned a ticket number and is automatically updated with the date, time, and name of the staff member that created the ticket. By default the ticket is assigned to the Helpdesk staff member that logged the ticket. Tickets logged by Michigan State Parks staff will automatically be assigned to an available Helpdesk team member. As the issue is investigated Helpdesk staff provides updates until fully resolved. As needed, technical support incidents can be pulled into a report with all of the above information displayed. Currently this is done on a monthly basis and the internal goal of the Helpdesk team is to resolve all issues within 2 days.

**D. Performance Reports and Notifications**

In addition to Incident Monitor the Helpdesk team monitors the effectiveness of the CRS through the use of various diagnostic email reports:

Report Name	Purpose of Report	Frequency
LogRhythm Threshold Alarm	Notification of a database transaction that failed to publish	Per failed instance
SLA Notification	Notification that a Helpdesk ticket is about to surpass the expected timeline for resolution according to the priority/severity of the issue.	Per affected ticket 4 hours prior to the deadline
SLA Violation	Notification that a Helpdesk ticket has just surpassed the expected timeline for resolution	Per affected ticket on the deadline
Park Status Report	Notification of any park not accessible to the call center or public website	Hourly report
Ping Plotter	Notification of any park that loses connection to the CRS. Notification of any park that regains connection to the CRRS.	Per change in status
Publishing Status Update	Notification of any change of status of a park connection on the CRS along with which Helpdesk staff processed the change.	Per change in status



Upon report notification the Helpdesk team responds immediately to address a change in status or potential breach in a Service Level Objective. In most cases this process allows the Contractor to action and resolve the issue before there is a negative impact to the end-user or customer.

In addition to remote assistance, members of the Helpdesk team are regular participants in park visits to maintain the hardware, software and networking components of the CRS. Helpdesk staff participate in annually scheduled maintenance trips. Also if all reasonable efforts have been made to resolve a problem situation in the field (i.e. remote assistance over the phone is no longer sufficient or realistic), members of the Helpdesk team are called upon to provide on-site technical assistance as required. This is in addition to any regular annual maintenance visits and would be assessed and directed by the Helpdesk Manager on a case by case basis.

The Contractor will negotiate comprehensive service agreements with their vendors (i.e. Dell, Epson, Tender Retail, ISPs) and will action any deviations from these service agreements immediately. Helpdesk staff are trained to escalate to management any response from a vendor that does not fall in line with the contractual service agreement and in turn, risks having a negative impact on the service delivery to the State.

In the event a high level software, hardware, or networking issue cannot be resolved by the Helpdesk team, the issue will be escalated to the next tier of support. The Contractor has in-house IT and Development Teams. Each take a hands-on approach to not only implementation of the CRS but also for the ongoing support of the solution. Helpdesk staff have the ability to assign Incident Monitor tickets to subject matter experts in the IT or Development departments for an expedited resolution of a critical situation. One of the advantages of having an in-house tiered support team is the ability to work closely together to brainstorm and resolve CRS issues quickly. The IT and Development teams each dedicate one to two team members to proactively review Incident Monitor to expedite resolutions and to be on call at all times that the Helpdesk is in operation.

#### **E. Major System Outages**

Events considered to have a crippling impact to the CRS are referred to as a Major Systems Outage (MSO). In the event of an MSO, the helpdesk has a very specific protocol to follow:

- a. Obtain Details: Helpdesk team documents all information related to the MSO in an Incident Report. The initial step is to determine the cause and the estimated resolution time.
- b. Communicate: Helpdesk team contacts affected stakeholders (client, client account manager, call center staff) by email to document the start of the outage.
- c. Resolve: Helpdesk team co-ordinates working towards a resolution efficiently. They involve additional resources as needed such as the IT or Development teams.
- d. Communicate: Helpdesk team contacts stakeholders by email with either an update on the progress of the MSO or upon resolution to document the end of the outage.

#### **F. Communication**

The Helpdesk team maintains and continually updates an online knowledge base of information to manage the large volumes of information required to support the CRS. The Contractor will utilize the intranet software Enterprise Wiki v 3.2.1 (provided by Atlassian Confluence) to comprehensively document software, hardware, and networking architecture of the CRS. All articles in the knowledge base are searchable by topic, symptom, or key word. Any upgrades or changes to the CRS are documented in real time so helpdesk staff members remain current at all times. Staff members that participate in annual maintenance trips document all hardware provided to each location as well as photograph the placement of each Field Location installation. Helpdesk team members use this information as a visual reference to effectively assist with troubleshooting over the phone, and in preparation for the next annual spring visit to each park.



### **1.104 Part A Section 9 – Maintenance of Data Integrity**

The Solution will permit data entry from multiple concurrent dispersed sources and maintain integrity and consistency across the enterprise. The Solution will maintain integrity, consistency, and present timely and accurate view of data to users in all likely scenarios including:

- Heavy customer demand from Internet
- Heavy demand from Field Locations
- Heavy demand from Call Center
- Heavy demand from all sales channels
- Partial disruption of the network
- Full disruption of the network
- Locally cached data (if applicable)

The solution to maintaining data integrity comes from a clear understanding of which data is authoritative. The Everest system allows for multiple architectures to reflect the operational demands of specific parks and the need for data concurrency across the system. Within the system the authoritative data can be housed centrally or distributed to park locations. Through an aggressive publishing and verification system, real-time transactions can be achieved while ensuring performance is optimal in the location that requires the performance.

#### **A. Internet and Call Center Users**

From this viewpoint, a user can see all of the available parks, and all of the available campsites in those parks. The centralized database works constantly to communicate with the in park databases to ensure that it has the most up to date information to display to internet users. When an internet user selects an available site, a blocker (or site-hold) is placed on that site for the duration of the transaction. If the authoritative database for the site location is at the park level (using the distributed model), when the user attempts to make a reservation for that site, the centralized database will connect to the remote master database for the selected park to see if that site is still available at the park. If the site is available in the park database, the reservation can proceed, and the booking is completed and “published” immediately to the park database. At this point, the reservation is complete, and the customer will receive a confirmation letter via email. If the site is not available when the centralized database connects to the master database at the park, the site will not be booked, and the customer will be informed that the campsite has been taken. This is the most important part of the Everest reservation process, as it implicitly prevents double site bookings during normal operation. This process ensures data integrity is maintained throughout the system.

#### **B. Field Location Users**

Field location users who access a central database directly will normally be low-volume transaction locations, or locations that primarily check in customers with reservations. These are low impact transaction and do not require much interaction with the system. These locations communicate directly with the central database through a secure connection.

Field location users who access a locally stored database for local transactions will see dramatically increased performance and will typically be high-volume locations where many walk-ins are registered or where there are higher than normal day-use or retail store transactions. All of the transactions recorded by these locations are published back to the central database in an asynchronous method so that local transaction speed is not dependent on internet connectivity limitations.

#### **C. Periods of Heavy Demand**

During periods of heavy demand, whether that demand is from the internet, call center or at field locations, the process to select and book a site are the same. The system itself is scaled to meet usage far above peak demand and periods of heavy demand should be predictable. When using the distributed model, the Everest system is not reliant on a single database source for operation. This means that heavy loads for one park or a group of parks will not impact performance at another park. The final confirmation and data transfer step during reservation and change transactions in the distributed model uses relatively little bandwidth and does not put a significant load on the local distributed database. This means that even



when there is heavy demand for an individual park (e.g. during the rolling reservation window booking period), this will not significantly impact operations within that park.

#### **D. Partial and Full Disruption of the Network**

Partial network disruption at the park level is cause for concern, but the design of the Everest platform takes this into account. Where the park is using a 'local' distributed database, the park itself is not impacted by an internet outage and can continue to operate. The park database is fully functional for the needs of the park, so in the event of a partial network disruption, there is no loss of normal functionality at the park. If there is a partial outage or a network restriction, new reservations from the call center and website are possible, but if there has been a restriction that has delayed the asynchronous data transfer from the park, there is a slightly increased chance that a requested booking will fail. In the event of a full network outage between the park and central database, new reservations cannot be made on the internet or call center interfaces, the park itself can continue to make new reservations, issue permits and allocate campsites.

In the case of a full internet outage at the park level, backup systems are deployed. Depending on the nature of the outage, automated failover to wireless internet can be engaged, or if the outage is severe enough to impact the backup internet, a dial-up backup can be engaged to facilitate payment processing until the outage can be resolved.

When the internet connection to the park is restored, and any transactions processed at the park level during the outage will automatically synchronize with the central database.

#### **E. Locally Cached Data**

In the event that a park typically relies on a connection to the central database, a network outage will have a greater impact. In the event that the backup internet connectivity also fails (or there is a general failure in the data routing), the park can use a reference cached record of basic data for the purposes of issuing incoming reservations. In this mode, it is expected that parks will have limited functionality to issue permits and allocate campsites for only a short period of time (e.g. one night) until the connectivity is restored.

### **1.104 Part A Section 10 – Integrity of Customer Records – Duplication Minimized**

The Solution will minimize customer record duplication in order to permit the query of customer data to establish marketing trends and improve customer satisfaction. The Solution will need to reach out to other systems inside and/or outside of the State for the purposes which may include but is not limited to address validation.

#### **1. Duplication of Customer Records**

The Contractor will avoid duplication in customer records by making the primary customer identifier something that the customer will know and recognize. The Contractor can utilize the customer phone number and/or email address as the primary identifiers. When used in conjunction with a customer name, these identifiers serve as an adequate, appropriate and easily accessible means of customer identification. These identifiers are not necessarily unique, but they provide a means to quickly access a very small number of records that might be relevant to the query. If the phone number matches one or more existing records when presented at the call center, the matches are displayed along with additional information such as name and address. The call center agent can quickly determine whether or not the caller is one of the listed entries and either select that entry, or add a new record to the customer record database. In general, email addresses and phone numbers are the most unique personal identifiers that customers have readily available. It is much more likely that a customer will be able to quickly recall their email address or phone number than a drivers license or a system assigned custom userID.

Everest allows for more than one entry per telephone number so that individuals at the same address can maintain their own account if they want to.



All customer data is reformatted by the software to ensure consistent formatting of key customer data fields such as names, telephone numbers, and postal/zip codes.

Customers who have created an online user log-in have the ability to maintain and update their own user profile online.

All data entry is guided and formatted by the system to ensure proper customer record matching, consistent reporting and more reliable data analysis.

Everest also, by default allows the association of up to two customer records for each booking so that the customer who requested a booking can be distinct from the customer who will be the site occupant.

## **2. Customer Record Merging.**

The Everest software allows appropriate staff to merge customer accounts. The system will prompt for the master account to be identified and confirmed and will then prompt for the user to identify any other accounts that should be merged with the master record. A note will be attached to any archived customer records and all booking information previously recorded for the identified customer will be updated with the master account information.

## **3. External Linkages and/or Software**

The Everest database contains reference data for US and Canadian area codes and zip codes that are used for address information validation. These reference sources are used both to speed up data entry and to prompt operators if an invalid entry is detected. There are no inherent dependencies on external systems for data validation.

### **1.104 Part A Section 11 – Inventory Management**

The solution will be flexible and efficient in the management of inventory. For the purpose of this Contract, inventory is broadly classified as “Reserve-able”, “Retail”, and “Specialty Items” such as permits and vouchers.

#### **1. Reserve-able Inventory**

Reserve-able inventory must support day, partial day, overnight, and multi-day reservations. In addition, reserve-able inventory will support configurable attributes which include but are not limited to:

- Site type
- Site Number / ID
- Acceptable equipment type(s)
- Maximum supported equipment size of the site
- Amenities
- Reserved, available, not available

Examples of “Reserve-able” inventory include but are not limited to:

- Park and forest campsites
- Day use facilities
- GIA and harbor boat slips

The Everest solution manages reservable inventory through the creation of resource categories. Each resource category (e.g. campsite, cabin, room, bunk, slip, etc), is defined with its own set of business rules for fee structure, discount rates, maximum and minimum stays, maximum and minimum party size, restrictions, and reservability. In addition, each category can have its own set of resource attributes – information provided about each site to describe the site. These attributes can be used to provide information to customers, apply availability filters to searches and to trigger restrictions for certain uses. The most commonly defined attributes include:

- Reservability
- Service level
- Allowed equipment
- Site length and width
- Parking pad length and width



- Site shade
- Site ground cover
- Site privacy rating
- Site quality rating
- Fire pit location

Some of the more common conditional options are:

- ADA use only
- Pet-free
- Pet Friendly
- Radio-free (i.e. quiet zone)
- Walk-in
- Pull-thru

The examples above are for campsites. Each resource category can have its own set of attributes to adequately describe and differentiate inventory.

The Everest has been designed to manage different types of allocation inventory and to ensure that any allocation meets the specific rules for that type of inventory. The following is a sample of the types of allocation inventory currently managed in the Everest software:

- Campsites
- Group campsites
- Group camp areas
- Seasonal campsites
- Yurts, cabins, etc.
- Houses,
- Overflow camping
- Area itinerary sites (i.e. non-site specific)
- Backcountry limited entry permits
- Backcountry site-specific itinerary
- Overnight boat slips
- Dry-dock boat storage
- Site-specific trailer storage
- Day-use picnic and kitchen facilities
- Swimming lessons
- Aircraft landing permits

## 2. Retail Inventory

Retail inventory shall support POS functions such as the sale of individual and /or multiple items grouped together and sold as one. Inventory pricing must be flexible to support multi-level pricing, discounts, taxable, nontaxable, and fuel sales. Retail inventory stock will be considered on-site and the solution does not need to support single/multiple warehouse scenarios.

Examples of "Retail" inventory include but are not limited to:

- Hats, tee shirts, and novelties
- Ice and beverages
- Fire wood

## 3. Specialty Retail Items

a) *Serialized Permit*



A serialized permit is inventory the Solution creates in the form of a printed item. Serialized permits are sold as a POS item, have value, and will be managed as currency permitting assignment to a cash drawer and/or individual.

Examples of “Serialized Permits” include but are not limited to:

- Day passes
- Recreation Passports – day passes (printed from the Solution)
- Recreation Passports – annual passes (pre-printed and numbered)

#### *b) Voucher Inventory*

High volume parks manage park admittance in order to minimize wait times and alleviate traffic congestion on certain days and events. The desire is to create, sell, void, and distribute vouchers presented for park admittance for a specific date and time slot. Validated vouchers may also be used as a tool for park re-admittance.

In addition to admittance, some parks need to manage parking through the use of a voucher/parking permit.

Examples of “Vouchers” include but are not limited to:

- Scheduled park admittance
- Assigned parking

Creating vouchers should be configurable to satisfy a variety of needs.

Based on the level of control required, voucher inventory can be managed using the resource inventory functionality described above or through the use of ‘advanced vend’ item.

### **A. Everest and Retail**

The *Everest* software includes standard sales functionality (‘Vending’) that is tailored for park use. It allows park staff to manage an inventory of items, accept deliveries and track merchandise and product item sales.

The sale of merchandise is handled through the Operator User Interface which allows stand-alone sales and sales in conjunction with a permit being issued (customers can register for a campsite, register an additional vehicle entry permit and buy some ice and marshmallows all in one transaction). *Everest* will also allow an operator to look up a booking and then associate a vend transaction with the booking, allowing equipment security deposits to be associated with a site number. Items are listed on the screen during a vend sale and can be viewed by category. Operators can use barcode scanners to enter products to be sold in addition to the product code assigned by the administrator during setup. There is also the option of assigning ‘speed keys’ to a product for items that are commonly sold, such as ice or firewood, that are sometimes difficult to barcode.

After a product sale is saved a receipt is printed with a transaction number. The transaction can be recalled and adjustments made to handle returns and exchanges. Inventory counts are updated appropriately and any refunds are recorded. In the case of equipment rentals, where a sales transaction has included the recording of a security deposit amount, the return feature can be used to return the deposit.

If during a sale, the Operator decides to void the sale, a record of the void is maintained in the system for audit purposes. These voided transactions will not appear on the standard shift report, but are available for audit purposes.

### **B. Manage Inventory Items**

Point of Sale products are managed by an administrator to add and remove product items, assign product categories, set prices, assign sales accounts, register product barcodes, configure inventory levels and reorder limits, record purchase prices and set target margins, record suppliers and change how taxes are applied.



At the start of the season a generic list of products can be distributed across the system to ensure consistency in reporting. These items can then be activated by the parks and the local park inventories can be added.

During the season, park administrators can add and remove items, inventory adjustments can be made to reconcile returns and spoiled merchandise, and deliveries can be entered so that parks can track inventory inputs as well as the sales.

Everest also allows parks to set up so called “Advanced” Vend items – which can be items such as annual passes, boat passes or gift certificates that require additional information to be collected. The park administrator can opt to collect additional information for these items. Customer information, vehicle information, valid dates or a serial number can be collected for any product configured in the system as an advanced item. This type of functionality can be used to facilitate data exchange with other applications – such as a hunting and angling license application – or used to collect fees such as restitution payments.

The inventory model allows product inventories to be set and managed at the park level.

#### **1.104 Part A Section 12 – The Accounting Solution**

The solution is required to perform accounting activities with a level of transparency and accuracy to withstand the scrutiny of audit and be flexible enough to ensure customer satisfaction. The accounting solution is driven by reservation and POS transactions, credit card processing, and centralized State accounting interfaces. the Solution shall perform but is not limited to the following:

- Calculate fees and charges based on configurable business rules
- Accept US and Canadian payments
- Adjust fees as needed to support season or circumstance
- Apply fees consistently across all sales channels
- Support partial payments, fee adjustments, and refunds with appropriate authorization and tracking
- Support “Reserve-able”, “Retail”, and “Specialty” inventory types
- Support cash, credit cards, personal check, e-check, travelers’ check, money orders, or certified funds
- Support gift cards, discounts, and promotion coupons
- Support taxable transactions, non-taxable transactions, and special tax rates as in the case of fuel
- Print financial reports
- Support POS functions such as cash drawer management, scanning, and the printing of a sales receipts
- Support the State CEPAS merchant for credit card and e-check processing
- Batch data to support State accounting processes

#### **1. Everest Accounting Solution**

The accounting system is built on a foundation of transaction and line item records that permanently record system transactions and financial activity. Each generated line item is associated with a transaction and each transaction is linked to the cash drawer and/or operator that generated the transaction. The transaction and financial records cannot be changed once they are committed. This provides a solid and demonstrable audit trail for all system activities – both financial and transactional.

A full suite of reporting and reconciliation tools are provided to perform any necessary corrections and adjustments within the system. Standard reconciliation reports include shift (operator cash-drawer) report, bank deposit report and transmittal period reports. Corrections can only be performed by authorized staff. All corrections are recorded as new transactions with associated off-setting accounting line items and are automatically associated with both the transaction that is being corrected and the person making the correction. The originally recorded transaction and accounting information is never modified directly.



The Everest accounting system allows different line items to be attributed to different cost centers. This means that revenue reporting can be as detailed as is required to meet operational needs (e.g. at the line item level, item category level or account level).

## 2. Fee Schedules

Fees can be updated periodically according to the Michigan State Parks fee schedule. All fees are entered with Effective Dates and Valid Dates so that fees can be set up in advance of actually being effective and different fees can be charged for transactions occurring at the same time for stays in different fee seasons (e.g. cabin bookings being processed up to 12 months in advance).

Site and usage fees in Everest can be configured down to the individual site if necessary and fees calculated by taking into account many factors, such as customer discount rate eligibility, seasonality, site services, and penalties. Once a calculated fee is generated, authorized staff can modify fee values as necessary to take into account special circumstances or customer service adjustments. All such fee modifications force the operator to include a note explaining the change and these transactions are clearly recorded in the system to provide an easy audit trail and reconciliation process.

Each line item is configured with a default tax category identifier. This identifier will indicate what taxes apply and whether the taxes are included in the unit value or not. Within the system, operators have the ability to change the effective tax category of an individual line item to reflect tax-exempt status. All fees can be configured as tax included or tax excluded prices. Regardless of the setup, report can be configured to back-out tax amounts and report them separately on all financial reports.

Fees are calculated by the software based on the necessary criteria and 'best-fee' settings. Line item fees and these line items can then be attributed to a specific cost center. Any change to a booking results in a complete re-evaluation of the accounts associated with the booking so the resulting accounting records will reflect the full impact of the change. In other words, the full cost of a booking will be attributed towards the correct cost center even if the original booking and payment was attributed to a different cost center. The accounting system tags each location, each account and each line item. Each booking is uniquely identified within the Everest application to ensure data integrity. In addition, Everest will record aborted transactions for audit purposes.

## 3. Cash Payments

Business rules will be established to control the acceptance all forms of payment including cash. Cash transactions are accountable at the operator level through strict cash-drawer management. The Everest software will allow for payments in Canadian funds and will automatically prompt the correct US change amount based on the amount of Canadian funds tendered by the customer. The effective exchange rate can be set in the system as required by park administrators to reflect current bank or State exchange policy.

## 4. Check, Traveler's Check and Money Order Payments

Business rules will be established to control the acceptance of other forms of payment such as check, travelers checks and money orders. These rules can be configured to match audit and reconciliation goals and can include time constraints to require check payments to be made well in advance of the service. *Everest* can automatically cancel reservations where payment has not been made within a set timeline.

## 5. Credit/Debit Card Payments

Business rules will be established to control the acceptance of credit cards. These rules will be configured to match audit and reconciliation goals. The Contractor shall meet the integration requirements of the CEPAS system.

## 6. Gift Card Payments

The anticipated gift card program will involve serialized/barcoded cards that can be registered in the Everest system and allocated a value. The call center, website and in-park applications will have the option to select 'Gift Card' as a payment option. Gift cards can also be used for refunds regardless of the original payment method, thus keeping those funds in the Michigan State Parks system. By entering the gift card serial number, customers will be able to use the balance on a card to reduce the balance owing for any transaction.



Customers will have the ability to 'load' a card to increase the balance available, and to request a card balance statement. In addition, if a customer has registered a gift card against their user account, it will be possible to disable a specific gift card and transfer the balance to a new card.

All 'Payments' requested through any of the interfaces will access an internal payment processing routine to check the balance on the card, deduct any requested payment amount or return an appropriate error if the transaction cannot be completed (e.g. invalid card number). Payment types can be limited by location so that gift card would be excluded from payment options for GIA harbors.

## **7. Refunds**

The *Everest* application will, by default, require that any refund is processed to the same form of payment as the original charge, but it also provides a by-pass for this when this is not operationally possible. This may happen, for example, when a credit card has been lost, or when there is not enough cash in the operator's till to cover a cash refund.

Park staff will have the ability to affect appropriate changes in the system immediately as events occur (for example, customer advises park staff they wish to leave early, park staff discover that a customer has no-showed, etc.) or other post arrival refund situation. For parks with full functionality, all changes will be done directly on their in-park system. The system will calculate and process applicable refunds.

## **8. Split Payments**

The *Everest* application can apply rigorous rules around how much must be paid before a transaction can be saved and whether or not split payments are accepted. When split payments are allowed, *Everest* will allow the user to enter as many payments using different payment methods as they want and will ensure that the total of the payments meets the minimum payment rules and will not allow transactions to be saved until these rules are met.

## **9. Coupons**

Coupons or temporary promotional discounts can be set up through the 'Vend' module. This approach provides parks with a significant amount of flexibility for providing pricing adjustments while maintaining a clear audit trail and easy access to quantitative reporting. By using the 'Advanced Vend' function described above in section 1.104 Part A, Section 11; parks can additionally collect customer or vehicle information for these discounts or coupons, even if the service provided does not usually require this level of data collection.

## **10. Batch Data**

The Contractor will provide batched financial and/or reconciliation data to reduce data entry on the part of the State. These systems work in conjunction with existing, integrated reconciliation tools.

### **1.104 Part A Section 13 – Audits and Audit Support**

As stewards of the public's funds and trust, the State and its contractors are subject to audit for the life of the contract and as agreed. The solution must adhere to the following standards and audits.

#### **I) STANDARDS**

##### **A) GAAP**

The term "GAAP" is an abbreviation for Generally Accepted Accounting Principles (GAAP). GAAP is a codification of how CPA firms and corporations prepare and present their business income and expense, assets and liabilities on their financial statements. GAAP is not a single accounting rule, but rather the aggregate of many rules on how to account for various transactions. The vendor agrees to follow the principles of GAAP.



## **II) AUDITS**

### **A) SSAE 16**

SSAE 16 was drafted with the intention and purpose of updating the US service organization reporting standard so that it mirrors and complies with the new international service organization reporting standard – ISAE 3402.

For service organizations that currently have a SAS 70 service auditor’s examination (“SAS 70 audit”) performed, some changes will be required to effectively reporting under the new SSAE 16 standard.

The State requires the vendor to provide an annual SSAE 16 SOC 2 evaluation for all business process and controls related to conduct of the Solution for the term of the contract. The SSAE 16 shall include audit of subcontractor’s facilities, hardware, software, processes and controls which are part of the Solution. Annual reporting periods shall commence with the period from October 1, 2013 through September 30, 2014, and follow that periodicity for the contract term. Each year’s evaluation is required to be provided no later than the November 30th immediately following the close of the reporting period.

### **B) COBIT**

COBIT is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues and business risks. COBIT enables clear policy development and good practice for IT control throughout organizations. COBIT emphasizes regulatory compliance, helps organizations to increase the value attained from IT, enables alignment and simplifies implementation of the COBIT framework.

This is a bi-annual audit and the vendor’s participation in completing the forms provided is required adjunct to the solution.

### **C) PCI**

The Payment Card Industry Data Security Standard (PCI DSS) is a set of requirements designed to ensure that ALL companies that process, store or transmit credit card information maintain a secure environment. Essentially any merchant that has a Merchant ID (MID, the State in this case) must insure compliance and that responsibility extends to third party service organizations doing business on behalf of the State.

The Payment Card Industry Security Standards Council (PCI SSC) was launched on September 7, 2006 to manage the ongoing evolution of the Payment Card Industry (PCI) security standards with focus on improving payment account security throughout the transaction process. The PCI DSS is administered and managed by the PCI SSC ([www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)), an independent body that was created by the major payment card brands (Visa, MasterCard, American Express, Discover and JCB.).

The vendor is required to fully participate and support the state in completing the forms for this audit on an annual basis.

The Contractor will undergo an annual onsite review by a PCI Qualified Security Assessor. This review covers all aspects of security including the security of servers, database, physical access to the premises, staff procedures, system documentation and evidence of regular security patching, change control, antivirus updates, and many more. In anticipation of the annual in depth assessment of the Contractor’s Systems, period reviews of all security measures and logs are performed so that proactive measures can be taken before an issue is exploited or identified by the PCI Assessor.

### **D) Internal DNR**

The Contractor agrees to share in this responsibility and provide information to the State in support of any audit. The Contractor agrees to conduct business with a level of transparency which provides the State assurance the solution is performing as expected. This transparency will be achieved by operational reports, financial reports, statistical reports, and on-site inspections.



The reporting shall be provided monthly, as needed, or as agreed. On-site inspections will be performed as needed or agreed.

The State acknowledges a shared audit responsibility and agrees to participate and/or lead auditing effort as required or agreed. The Contractor agrees to share in this responsibility and provide information to the State in support of any audit.

#### **1.104 Part A Section 14 – Management of the Sales Channels**

The solution will support multiple sales channels which may be broadly classified as “Internet”, “Call Center”, and “Field Location”. All sales channels should provide the customer with a similar experience but customized to take advantage of the unique qualities each channel brings to the customer experience.

##### **1. Internet**

The internet sales channel will support a “shopping” cart model and will provide the customer with a method to reserve and/or purchase inventory using a W3C compliant web browser. Included in the solution will be payment processing which leverages the State CEPAS merchant.

The internet sales channel must be robust and provide a graphical interface to assist customers in selecting reserve-able inventory and display additional pertinent data such as amenities. The internet solution must perform in a manner which protects data integrity in the event a transaction is aborted or fails and accepts data in a manner which supports DNR accounting processes.

##### **Web Reservations Interface**

The Everest website is not a static application; regular updates and functionality enhancements are intended to keep pace with changing demand for services, meet or exceed current security and privacy conditions, meet accessibility regulations, and reflect user feedback. User feedback can be submitted directly from the website where, along with providing answers to common questions, Contractor provides a feedback form. These submissions are usually forwarded to both the Contractor and the client organization to ensure appropriate and timely responses.

The Contractor will brand the website exclusively for the State of Michigan. There will be no Camis branding or third party advertising on Contractor’s website for Michigan.

The Everest application website provides a full range of search and transaction capabilities for reservations, user account updates and other related sales such as passes. The user is able to seamlessly link between the organization (e.g. [www.michigandnr.com](http://www.michigandnr.com)) web site and the reservation site with links from the reservation website to the organization home page, park specific pages, policy pages and information pages. The organization website can link to the reservation home page and can link to individual park map pages so that a customer can be taken straight to the campground map for the park they have been reading about, without having to navigate through the reservation site.

The user is able to view availability graphically on a map (useful when the preferred dates are known), on a calendar (useful when the dates are somewhat flexible) and in a list (useful when a map is not required to quickly zero in on availability).

All views allow the user to drill down from an overview level to specific availability at the actual site level. The user can move between these views without re-entering any search criteria. Availability is accurate at all viewing levels providing an incredibly efficient and satisfying experience when the user is trying to find that last site at their favorite park.

The website allows the user to enter site preferences to further refine the availability search. The user can adjust user preferences such as service level, site shade, pull-thru sites, ADA sites or walk-in sites, and instantly see the impact on availability in any of the available views.



All information and availability functionality is available to web-users whether or not they are logged in. Users are only required to log in once they wish to complete a transaction. Users can create a log-in customer account during the reservation process or as a separate interaction. Once they have an account, they can log-in to access past bookings and manage current bookings.

Web users can select more than one site during their session, for the same dates and park or for different dates and parks, by simply setting their requirements and continuing to select sites from the available options. Once selected, the sites are held for that user until the web session is finished or remains inactive for an amount of time determined by the parks organization. If there has been no activity on the user's session for a set period of time, the sites will be released. The user is warned of this condition when the reservation site selection is initiated. This approach can be changed if required to display the remaining session time.

Once a customer has selected a site (or sites) that they want to reserve they must acknowledge the standard terms and conditions for the reservation process. Any rules or conditions that are specific to a particular site and date combination are also displayed to the customer, and must be acknowledged before the customer can complete the transaction.

All fees are calculated based on configured prices and applicable business rules. This allows the set fees to be applied differently depending on the context or type of transaction being performed (e.g. reservation, change, cancel) and provides Michigan State Parks with full flexibility when setting their rules and prices. Based on business rules, fees are usually calculated from scratch for each transaction and the relevant line items are added or removed to properly reflect the value of the booking. This provides a full transaction history and fee justification. All transactions are paid in real-time and must be authorized by the credit card processor before the customer will receive a confirmation of the booking.

Once a reservation is made (through any sales channel – web, call center, or Field Location) a user can log in to the website to view their current reservations and past or cancelled bookings. The user can update their user information and password, resend a copy of the confirmation letter to themselves or someone else, change or cancel any booking or book again at their favorite park. All payments are tracked and, in the case of a change or cancellation where a refund is due, the refund must be processed to the original credit card.

The Everest website has the ability to sell merchandise, such as admission passes to local attractions, in conjunction with a camping reservation or as a standalone sale. The Contractor also provides the most functional and full-featured backcountry reservation websites, allowing customers to book itinerary based hiking or canoeing trips. The backcountry model can be followed to provide equestrian camping.

All transactions are processed under SSL encryption to protect any personal information submitted. The Everest reservation website is also fully W3C compliant – ensuring that the online reservation experience is available to all who want to use it.

### **Compatibility**

The *Everest* website is compatible with the following web browsers:

- Internet Explorer 6.0 and higher
- Firefox 2.0 and higher
- Safari 3.0 and higher
- Opera (current released version)
- Google Chrome (current released version)

Additionally, the *Everest* website is compatible with any Webkit mobile browser (Safari and Chrome), and Internet Explorer Mobile. The *Everest* mobile site is compatible with all mobile browsers. The *Everest* website is designed for maximum usability by any browser by restricting the usage of any browser add-ins. The *Everest* website does not use Adobe Flash, or Java components. The Contractor will maintain its usage of widely accepted web standards in the future to ensure this experience remains.



### **Smart Phone Use**

All current Contractor websites are fully functional under standard HTML capable smart phones (e.g. Android, Blackberry and iPhones) and Contractor has, in addition, developed an optimized interface for mobile devices that will allow a user to access their reservation details, search availability and complete a reservation. When a user accesses the reservation from a compatible mobile device, the website is automatically redirected to the optimized interface. A smartphone user can opt to revert to the full site at any time.

### **2. Call Center**

It is anticipated some customers will prefer to call a customer service representative to assist with their reservation and purchasing needs. The Call Center will accept these requests and will perform all functions to complete the customer's transaction. Information provided to the customer service representative will be considered privileged and protected per PII.

In some cases group reservations may require the assistance of DNR staff to complete (viz. trail ride) and the Call Center will engage appropriate parties.

### **3. Field Locations**

Field Locations must be able to perform all sales functions including POS functions which may not be available to the other channels. These functions include but are not limited to:

- Allow arriving reservations to be checked-in.
- Cash drawer management
- Printing of receipts, permits, and vouchers
- Changes in registrations
- Sell or disburse all inventory types (viz. fuel, voucher)

Field Locations must be able to manage/reserve local and global inventory.

### **Check In**

The *Everest* application provides several tools for monitoring park status. In addition to standard reporting capabilities for arrivals and current permits, shortcuts to arrivals lists and availability for first come first serve campers have been integrated into the product. This allows park operators to select a reservation from a list or expected arrivals and issue the permit with a minimum of key strokes. The operator is also able to issue a first come first serve permit for 1 or 2 nights very quickly right from the main application screen.

The reservation check-in process involves locating the specific booking in question either through one of the booking search criteria, or using a "Quick Task" list of incoming reservations. Once a reservation is selected, the software will guide the user through confirming the information (name, dates, etc.), validating the booking (e.g. confirming discount rates) and entering additional occupants and vehicle information. The specific steps can be tailored by site type to minimize the transaction processing time. If any changes are required – such as name change, site changes or equipment changes, these can be done prior to check-in and the full validation will be performed by *Everest* to ensure that the resulting allocation is suitable and valid.

The *Everest* application is also fully capable of issuing permits for first come, first serve customers and does so in a very efficient manner. The operator is guided through the process of collecting the dates and other conditional information and can then use all the *Everest* availability tools to quickly select an appropriate site. The information collected for these permits is configurable and all of the standard fields can be accommodated including additional site occupants and vehicle information.

In both cases (check-in with or without a reservation), *Everest* provides the option to register an additional park entry permit in conjunction with the campsite permit and will allow the total amount owing to be paid in one transaction. Any outstanding fee for a reservation permit and all fees for non-reservation permits are calculated and the amount owing must be paid before the permit can be issued.



### **Permit Printing and Control**

The *Everest* application can produce campsite and vehicle permits in a variety of formats. The most common layout for campsites is a fully formatted permit output on thermal receipt paper. This has the advantage of being very fast to print and flexible in its ability to print detail. The permit can print in conjunction with a receipt and can print multiple copies of the permit depending on the operating practices of the park. *Everest* will track the transaction and any changes that are made to the booking.

Similar formatting options are available for other permits such as additional vehicle entry passes or boat rentals. *Everest* can also produce standard letter-sized forms for confirmation letters or rental agreements.

If there are locations where serialized passes are required (primarily because park operators are processing transactions away from a terminal, *Everest* has the ability to track operator permit stocks on shifts so that a reconciliation process for park permit stocks can be simplified.

### **Change a Registration**

The software will be configured to reflect Michigan State park rules. Once a customer is checked in, changes are allowed. These usually revolve around fee generation and how this applies to partial stays, for example moving from a non-electrical site to a full serviced site halfway through a stay. *Everest* handles these rules and creates a transaction record for the event. Anything about the permit can be changed.

*Everest* will allow the operator to add or remove an additional vehicle permit. As with all transactions, the operator has the ability to add a note to the transaction to provide additional information. In some cases, the note entry can be made mandatory to record reasons for events such as early departures or cancellations.

All changes to the permit are validated against the established business rules such as maximum stays, maximum party sizes, minimum stay rules and site suitability. All fees are calculated based on the rules in effect and amounts owing must be charged or refunded before the transaction is saved. As with reservation changes, the original dates and site are held during the transaction to ensure that the booking change can be rolled back in the event the transaction is not completed. Once a change has been saved, the previous record of dates and sites is not deleted; it is archived and can be used for reporting and reference purposes.

### **Check-Out**

*Everest* sets permit to expire at a specific time. This is usually set to the 'check out' time for the site and at that time, the permit will no longer be valid. *Everest* does not require additional tasks to be run at this time. Based on the business rules used, the site will automatically be available for new registrations.

*Everest* has three methods of allowing an operator to remove a current permit:

- 1 - A permit can be cancelled (which usually results in a full refund). This can only be used on the day of issue and is intended for situations where the services provided do not meet the customers' expectations.
- 2 - A permit can be shortened to depart immediately. This is the most common situation where a permit's dates are adjusted to depart on the current date. This effectively frees up the site and will generate a refund for any unused nights based on the organization business rules.
- 3 - A permit can be Vacated. This function is intended to handle the scenario of a camper leaving the park before the registered departure date (or time). This function will not generate an automatic refund of unused nights because it is assumed that the customer is not present for the transaction (or the above shorten dates feature would be used). This feature will force a site into a vacant state and allow a permit to be issued to the site (based on operational business rules).

### **No-Shows**

The no-show task can be set up to flag reservations as no-shows after a certain time period (e.g. noon the day after arrival), but it will also auto-cancel reservations at a given time if the permit has not been issued. This auto-cancellation is based on organization business rules and will depend on the duration of the booking (1-night bookings may no-show on the day after arrival, while longer bookings may be held for a



couple of nights before being removed from the system) and booking status (reservations that are not paid in full are usually no-showed immediately). Reservations that are flagged as no-shows can be cancelled by an operator or a permit can be issued. *Everest* will calculate the appropriate no-show fee penalty if a no-show flagged booking is cancelled and post the appropriate amounts into the configured accounts.

### **Sell Merchandise & Products**

See Section 1.104 Part A Section 11 – Inventory Management

### **1.104 Part A Section 15 – Marketing the Solution**

The State desires to partner with the Contractor in the marketing of the Solution and welcomes opportunities to increase sales and enhance customer satisfaction. All media types are available and existing marketing efforts should be leveraged.

The desire is to market the Solution over the life cycle of the contract and the Contractor shall provide a marketing plan which describes anticipated marketing opportunities, and how these opportunities will be measured for effectiveness and value.

In preparing the marketing plan, the Contractor shall be mindful of the fact the State retains ownership of the marketing of State resources and shall refrain from issuing press releases or other public notices without consent of the State.

### **Contractor's Marketing Plan**

The availability model, together with maps, lists and calendars have provided customers with the ability to easily find sites at the state, regional or local level. Last minute cancellations at popular parks are easily spotted for a last minute reservation using the Contractor's website. The reservations website itself will include many opportunities for marketing and increasing sales. The Contractor will provide the State with the option of utilizing some of the following strategies that are being implemented or already implemented with other clients:

1. Discounted Attraction Ticket sales
  - One client offers the discounted sale of attraction tickets for local historic sites and golf course passes as part of a reservation
  - Some of Contractor's clients have looked at this strategy for pre-selling items such as canoe rentals, firewood, ice, or additional vehicle passes
  - Payment Receipts with additional offers
  - Thermal receipt printers allow Contractor to add graphical logos and advertising to the bottom of payment receipts
  - Images can also include bar codes for ticket admission or coupon recognition
2. Confirmation Letters with advertised offers
  - Like above, graphical logos and advertising can be included in confirmation letters
  - Since the majority of confirmation letters are sent by email, click-through images can be used for advertising
  - Click-through logos on website
  - Rolling banner or placed images can be put on any webpage for click-through advertising
  - A link to the Pure Michigan website would see like a natural fit for a click-through link on the website
  - Check-box for marketing material to be sent to customer
  - When customers create an account profile a check box can be added so that customers can accept the sending of marketing material from the State
3. Attractions Nearby
  - Contractor will be adding an Attractions Nearby link that will provide information about attractions close to the park. The attractions can be sorted by proximity, cost or alphabetical order.
  - Mailing Lists
  - Contractor provides the capability to produce mailing lists of customers based on numerous criteria, such as, type of resource (campsite, cabin, yurt), reservation date, or arrival date.



All of the above marketing strategies can be tied to the Pure Michigan website. The Pure Michigan website is Michigan's Official Travel and Tourism. Both the Contractor and the Pure Michigan website provide a smart phone interface so linking between the two sites can be seamless to the customer.

The Contractor has a website, <http://www.goingtocamp.com> that it uses to provide click-through links to clients' websites. The capabilities of the website will be expanded to include top 10 lists for favorite campsites, most popular, diamonds in the rough and specialty parks. Each client will have their own page and other social media links such as camping blogs, Twitter, YouTube, Facebook and many other SHARE links. Site usage will be measured using web analytics.

The Contractor is developing an availability sharing interface that will allow other websites to show availability of inventory of Michigan State Parks and Harbors. Outfitters will have a direct relationship that couples the sale of outdoor adventures with State Parks close to the outfitter's location. Radio stations, news outlets, camping suppliers, and vacation providers are all examples of businesses with websites that would take advantage to provide availability information about Michigan State Parks and Harbors. Since Michigan State Parks and Harbors will be able to identify park events and emergency message within the Contractor's system, the Contractor can work with the Pure Michigan website to systematically push these messages to the Pure Michigan website upon request by the State.

The Contractor can collaborate on a program that allows customers to gain points with each stay. Points could be used towards free nights of camping, upgrades or other amenities.

#### **1.104 Part A Section 16 – Features of the Internet Sales Channel**

It is anticipated many customers will use and depend upon the Internet to reserve State resources and purchase items. (See Exhibit 2 for current transaction volumes) The solution must provide an exceptional Internet experience which considers a diverse audience with a wide variety of needs and abilities.

##### **1. Interactive Maps**

The Solution shall employ interactive maps to assist in identifying reserve-able inventory and the location of the inventory within the park. These maps must support filters such as date and time. The map will offer advanced functions which permits the display of site attributes (viz. amenities) and marketing information such as site photos. This functionality must be configurable as the presentation may change from one by inventory type or Field Location.

Non-site specific maps (viz. Harbors) may display sites and amenities, but the State reserves the authority to make specific lodging or accommodation adjustments to account for demand and circumstance.

##### **2. Quick Searches**

Finding the correct information in a timely manner is critical to a positive customer experience. The Internet site will permit searches which return data quickly and with targeted results. The Solution will assist customer inquiries by employing pick lists and drop down lists to ensure the data presented is meaningful. When appropriate, the results should leverage image thumbnails and/or icons to provide additional information and advanced functions such as multi-item select for the purpose of inventory comparisons and/or reservations.

In some circumstances the Solution will provide advanced responses which include suggested alternatives.

The Everest application website provides a full range of search and transaction capabilities for reservations, user account updates and other related sales – such as passes. The user is able to seamlessly link between the organization (e.g. [www.michigandnr.com](http://www.michigandnr.com)) web site and the reservation site with links from the reservation website to the organization home page, park specific pages, policy pages and information pages. The organization website can link to the reservation home page and can link to individual park map pages so that a potential customer can be taken straight to the campground map for the park they have been reading about without having to navigate through the reservation site.



The user is able to view availability graphically on a map (useful when the preferred dates are known), on a calendar (useful when the dates are somewhat flexible) and in a list (useful when a map is not required to quickly zero in on availability).

All views allow the user to drill down from an overview level to specific availability at the actual site level. The user can move between these views without re-entering any search criteria. Availability is accurate at all viewing levels providing an incredibly efficient and satisfying experience when the user is trying to find that last site at their favorite park.

In addition to the standard information such as dates and equipment, the website also allows the user to enter site preferences to further refine the availability search. This allows the website to show not only availability based on dates and equipment, but specifically availability that matches a user's preferences. The user can adjust user preferences such as service level, site shade, pull-thru sites, ADA sites or walk-in sites, and instantly see the impact on availability in any of the available views.

All information and availability functionality is available to web-users whether or not they are logged in. Users are only required to log in once they wish to complete a transaction. Users can create a log-in customer account during the reservation process or as a separate interaction. Once they have an account, they can log-in to access past bookings and manage current bookings.

### **3. Shopping Cart**

The solution will use an advanced shopping cart to process reservations and other sales transactions. The shopping cart will permit the customer to add items, remove items, and hold inventory until the transaction is complete. All accounting functions such as the calculation of sales tax, the application of discounts, and the capture of data elements required for the successful completion of the transaction will be managed, displayed to the customer and validated by the shopping cart.

The shopping cart must use the State CEPAS merchant for the processing of customer credit cards.

#### **1.104 Part B - Preproduction Tasks**

The Subsections within Part B – Preproduction Tasks, describes the tasks and requirements necessary to implement the solution.

Pre-Production tasks will be managed as a project (referred to as “Project”) leveraging the State’s seven stage SUITE methodology. The State will assign a DTMB Project Manager to work in tandem with the Contractor’s project manager to perform activities such as scheduling, reporting status, reporting on the outcomes of UAT, facilitating and gaining signoff from agency approval processes and team reviews, and securing approval of project changes.

The Contractor is responsible for creating a Project schedule and Project Plan (see section 1.3 for detail). The plan should reflect the SUITE methodology and describe anticipated tasks including estimated State resources identified by role (viz. DNR SME). The project schedule should include milestones which provide a metric to report status and progress.

Key points to consider:

- The State assigned DTMB Project Manager must be fully apprised of current and planned activity.
- Workgroup meetings will be held in Lansing, Michigan or as agreed and coordinated by the DTMB Project Manager.

#### **1.104 PART B SECTION 1 - INITIATION AND PLANNING**

Deliverables from this phase of the Project include authorization in the form of a Charter, effort driven MS project schedule, project plan (SUITE PMM-03), and communication plan (SUITE PMM-08). A resource staffing plan will identify State and contractor resources by role and the anticipated load (viz. 60% load from date 1 to date 2). The Contractor shall identify resources in and these resources are subject to State approval. A risk register and issue log will be created and monitored throughout the Project life cycle.



The State acknowledges every detail cannot be identified at this stage of the Project but the schedule should identify every major milestone with anticipated completion dates. The primary goal of this phase is to ensure the Contractor and the State have consistent expectations for the execution of the project.

#### **1.104 Part B Section 1 Item 1 - Contractor's Responsibilities**

Tasks include but are not limited to:

- Identify Project Manager
- Create initial project plan
- Create initial project schedule
- Create initial resource/staffing plan
- Create initial communication plan
- Create initial risk registry
- Create initial issue log
- Facilitate business process and requirements validation workgroup meetings
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 1 Item 2 - State's Responsibilities**

- Identify Project Manager
- Create Project Charter
- Coordinate state resources including Subject Matter Experts (SME)
- Provide work areas for Contractor staff as agreed
- Peer review project documents for quality
- Monitor issues and risks
- Review Contractor deliverables against existing and documented State standards
- Review and approve or decline with comment changes to the Solution
- Review and approve Contractor deliverables as complete
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 1 Item 3 - Deliverables**

- State and Contractor PM identified
- Initial project schedule
- Initial project plan
- Initial resource/staffing plan
- Initial communication plan
- Initial risk registry
- Initial issue log
- Status reports

#### **1.104 Part B Section 1 Item 4 - Acceptance Criteria**

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.

#### **1.104 PART B SECTION 2 - REQUIREMENTS DEFINITION**

This Contract represents a starting point for the Contractor in the preparation of the Solution for production. The State acknowledges the contract will begin with a number of unknowns and it is the Contractor's responsibility to review and validate requirements against current and desired business processes to determine how DNR can best maximize the benefits of the Solution.

The goal of this phase is to analyze current and desired business process(es) to discover how best to configure and/or modify the Solution to satisfy the requirements listed in this Contract.



### **Business Requirements Document**

The Business Requirements Document is a detailed description of the business requirements of the new solution provided by the Contractor to the State based on the Contractor's analysis and the Contractor's experience with similar Solutions. This document will include but is not limited to:

- Detailed description of how business rules will be implemented and enforced
- Description of proposed application process flows
- Detailed description of application interactions with external systems
- Detailed description of the interaction between the data center and local components of the Solution
- Detailed description of error handling, logging, and error recovery

The document will demonstrate the Contractor's understanding of DNR business process requirements and illustrate how these will be satisfied in the proposed Solution.

### **Technical Requirements Document**

This is a detailed description of the technical requirements of the Solution rooted with the Contractor's previous experience with similar Solutions, and activities undertaken during this phase of the Project. The document should include an inventory of equipment to be deployed to each Field Location, anticipated connectivity, and the interfaces to external entities (viz. CEPAS). In the instance when multiple options are available, the Contractor will prepare a recommendation which includes benefits and risks of the solution and why the recommendation is preferred.

The Business and Technical requirements documents will be developed in conjunction with State subject matter experts through facilitated discussions to ensure that necessary business objectives are included and to leverage any process efficiencies that can be gained from the implementation of the Everest software.

The resulting documents will be used as the foundation for the creation of test scripts for product testing, for customizing training materials for the individual client and for internal staff training.

Technical requirements documents will include but are not limited to the following sections:

- Call Center:
- Data Center Hardware:
- Field Hardware:
- Initial Installation:

### **1.104 Part B Section 2 Item 1 - Contractor's Responsibilities**

Tasks include but are not limited to:

- Facilitate work group meetings and/or Joint Application Development (JAD) sessions to verify and validate the requirements as defined in the Appendices, Exhibits, or based on past experience with similar situations
- Draft Business and Technical Requirements Documents
- Facilitate Solution walkthrough's at regular intervals to assess progress and quality
- Validate the Solution satisfies all applicable State IT standards
- Report all risks and/or issues which may impact the successful implementation of the Solution by the targeted date
- Create initial Requirements Tractability Matrix (RTM)
- Update project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Report Biweekly and Monthly Status or as requested

**1.104 Part B Section 2 Item 2 - State's Responsibilities**

- Assist the contractor in understanding tasks to be completed by the Contractor
- Coordinate state resources including Subject Matter Experts (SME)
- Provide work areas for Contractor staff as agreed
- Peer review project documents for quality
- Monitor issues and risks
- Review Contractor deliverables against existing and documented State standards
- Review and approve Contractor deliverables as complete
- Report Biweekly and Monthly Status or as requested

**1.104 Part B Section 2 Item 3 – Contractor Deliverables**

- Business Requirements Document
- Technical Requirements Document
- Initial Requirements Traceability Matrix (see 1.104.2.1)
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports

**1.104 Part B Section 2 Item 4 - Acceptance Criteria**

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.

**1.104 PART B SECTION 3 - ARCHITECT/DESIGN THE NEW SYSTEM**

The focus of this phase of the Project is to create a detailed design of the system using the information obtained from earlier Project phases. The design document serves as a blue print of the Solution—specifically detailing Field Location hardware, connectivity, and software. In addition this document will serve as a road map of changes and/or modifications required in the data center.

In preparation for the next phase, the technology to track and report defects and issues should be staged.

In summary, the design document should include all areas of the Solution including call center and interfaces to external systems.

The process starts in the technical design phase with a thorough examination of the transaction processing locations in each park and the intensity of the transaction processing. This information is collected through both onsite park trips and interviews with park subject matter experts. This information is paired with apparent connectivity availability to assess any areas of concern where, for example a high demand location has limited connectivity.

The quantity of hardware required in each service location is evaluated and, together with the connectivity information, a network design for each park location is created. The network plan includes both internal networking requirements (e.g. connection to printers and/or other computers) and external networking requirements (e.g. connection to CEPAS and/ or central database). Each network document contains a logical diagram for the park that details the service locations, the computer hardware within each location and the networking hardware used to connect all the elements.



Any requirements for off-line operation (i.e. unmanned locations), yellow phone locations (where customers register through a phone connection to the call center) and stand-alone retail locations are taken into consideration and incorporated into the network document.

Data considerations are added to the document to show any requirements for database publishing and updating including any seasonal variations to park operations.

At the central location, a similar process is established to ensure that all external dependencies are documented, e.g. VPN connectivity for remote phone monitoring, dedicated PTP connectivity to credit card processing or banking systems, and backup systems.

These documents are used as the basis for system setup and configuration, for network security review and for help desk training. All documents are kept up to date and are referenced in conjunction with hardware inventory systems to track systems problems and create test case scenarios.

#### **1.104 Part B Section 3 Item 1 - Contractor's Responsibilities**

Tasks include but are not limited to:

- Create a system design document of the solution describing in detail
  - Components of each Field Location
  - Data Center environment
  - Connectivity to external systems
  - Software to be configured and new software to be developed
- Create deployment plans for each Field Location with hardware, software, and connectivity Solutions described in sufficient detail work orders can be generated
- Create action plans to satisfy all identified dependencies and impediments
- Create initial test plans for the State's approval
- Prepare defect and issue tracking technology for the next Project phase
- Facilitate Solution walkthrough's at regular intervals to assess progress and quality
- Update the project schedule with anticipated and specific Field Location installation dates
- Update the project schedule with data center configuration/modification milestone dates
- Draft initial training plan
- Draft initial support plan
- Update project documents
  - project plan
  - communication plan
  - risk registry
  - issue log
- Report all risks and/or issues which may impact the successful implementation of the Solution by the targeted date
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 3 Item 2 - State's Responsibilities**

- Coordinate state resources including Subject Matter Experts (SME)
- Peer review project documents for quality
- Monitor issues and risks
- Provide work areas for Contractor staff as agreed
- Review Contractor deliverables against existing and documented State standards
- Review and approve Contractor deliverables as complete
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 3 Item 3 - Deliverables**

- System design document(s)
- Action plans
- Field Location deployment plans



- Defect and issue tracking technology is operational and available
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports

#### 1.104 Part B Section 3 Item 4 - Acceptance Criteria

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.

#### 1.104 B SECTION 4 – INSTALL, CONFIGURE, MODIFY SOLUTION

The Contractor shall perform the work required to bring the Solution to a fully operational state which satisfies requirements documented from earlier phases of the Project. At the conclusion of this phase all aspects of the Solution will be ready to train State resources and to perform “User Acceptance Testing” (UAT). The deliverables shall meet or exceed the performance standards set forth by the Service Level Agreement (SLA) provided in Appendix C.

During the Install, Configure and Modify phase, the following tasks will be completed:

- **Data Center Hardware**: All servers will be prepared to provide the QA environment required and the software will be loaded and all links to external dependencies will be established, e.g. links to CEPAS test environment.
- **Testing**: The test plans prepared during the design and development phases will be finalized and executed against the QA test environment to assess function and performance.
- **Call Center Hardware**: The Michigan call center will be completed and all phone messaging and queuing configuration will be activated to allow for end-to-end flow-through testing of the call center performance. Call center agent desktops will be in place and an end-to-end test of call flow and monitoring requirements will be completed
- **Field Hardware**: Field hardware will be delivered to the Camis USA office located in Michigan directly from Contractor’s suppliers, asset tracked with the Incident Monitor inventory management module, and placed into inventory. The computers will be configured based on a common image that will be installed on all computers via the automated Acronis imaging software, followed by a post-image process that applies a unique configuration that is specific to each park. Each park-specific configuration will be analyzed and tested.
- **Field Location Connectivity**: Field location technology and connectivity solutions will be provisioned and tested.
- **Reporting Environment**: The required reporting environment will be created to ensure that data transfer is secure and reliable, that the data is complete and that the transfer process does not affect the operation of the production environment. All documented functionality of the reporting environment will be tested.
- **Documentation** During this phase all existing documentation will be updated to include current information, any identified new test cases and business requirement additions. Test scripts will be reviewed and updated to ensure completeness. All project documentation will be reviewed and status updates provided as required.

#### 1.104 Part B Section 4 Item 1 - Contractor’s Responsibilities

Tasks include but are not limited to:

- Stage and test the data center QA environment



- Configure, modify, and test the software running in the data center QA environment as documented in earlier phases of the Project
- Complete test plans for State approval in anticipation of UAT
- Establish and test links to external systems
- Execute work orders to procure, install, and test Field Location technology
- Execute work orders to procure, install, and test Field Location connectivity
- Configure, modify, and test Field Location software as documented in earlier phases of the Project
- Configure, modify, and test the reporting environment as documented in earlier phases of the Project
- Create required reports
- Perform all tasks to make the “call center” operational and train call center Customer Service Representatives
- Finalize test procedures and test scripts in preparation for UAT
- Facilitate Solution walkthrough’s at regular intervals to assess progress and quality
- Training Plan
- Draft support plan
- Update project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Report all risks and/or issues which may impact the successful implementation of the Solution by the targeted date
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 4 Item 2 - State’s Responsibilities**

- Coordinate state resources including Subject Matter Experts (SME)
- Peer review project documents for quality
- Provide work areas for Contractor staff as agreed
- Review Contractor deliverables against existing and documented State standards
- Review and approve Contractor deliverables as complete
- Monitor issues and risks
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 4 Item 3 - Contractor Deliverables**

- The data center hardware, software, connectivity is ready for UAT from the QA environment
- Field Location technology and software is installed and operational as prescribed in earlier phases of the Project
- Connectivity is in place and operational to specification
- Links to external systems are in place and operational to specification
- Call center is ready to accept calls and perform tasks in QA and Customer Service Representatives are trained
- Training plans and materials are complete and ready to distribute
- Operational manuals are complete and ready to distribute
- Test plans and scripts are complete and ready to distribute
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports



#### **1.104 Part B Section 4 Item 4 - Acceptance Criteria**

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.

#### **1.104 B SECTION 5 - TRAINING / USER ACCEPTANCE TESTING**

The Contractor will provide in-person, refresher training onsite at different locations across the state of Michigan lead by Contractor's trainer. This service will be provided throughout the term of the contract as required. Additionally the Contractor will provide remote training such as self-guided online packages.

Training is defined as activities performed with the goal of transferring knowledge and/or improving skills of State/GIA Harbor staff in order to effectively operate the solution. In addition, the Contractor will train on core operational functions such as reporting. Training will be an activity performed as planned and agreed though out the life of the contract.

UAT will be executed against a QA environment which mimics production for that upcoming season. It is anticipated key DNR staff (referred to as "Early Adopters") will perform this activity from scripts with the goal of validating the Solution is ready to be released to production.

Key points to consider:

##### **A) Training**

- The Contractor will conduct classes, workgroup meetings, and demonstrations to facilitate skills improvement and knowledge transfer to State staff in the operation of the solution as documented and agreed in the Training plan
- Training shall be provided on all aspects of the system
- Training will be conducted in a manner which does not require the students to travel beyond Michigan

The Training program will be managed by the Client Training Department who will develop all materials as well as facilitate the in-class sessions. The core training program includes Everest Certification Training and Annual Refresher Training. Other training initiatives such as Online Training, Tips from the Trainer, Headquarters Training, and QA Training for "Early Adopters" are also part of the training strategy.

The Contractor will provide Everest Certification Training at 8 locations in Michigan, for up to 15 - 20 participants each in the initial year of the contract. Each Everest Certification Training session is 2.5 days in duration and will cover the functionality of the Everest application for Field staff. In all subsequent years, Refresher Training along with the latest Online Training offerings will be provided.

Below is a description explaining what is taught at each type of training session, the format of each, and tools and qualifications given to participants:

##### **Everest Certification Training**

Certification Training is conducted for new users to the Everest system and is intended for senior park managers, head rangers, senior park administrators, etc. The training is designed to give participants the tools to not only use the Everest system effectively but also train junior staff upon return to their parks ("train the trainer" approach). Once participants pass testing they become "Everest Certified" and are issued a certificate. Training sessions include but are not limited to:

- Full software lessons with theoretical, practical and visual elements.
- A complete system overview including communication and connection plans as well as an inside look at technical support and help desk procedures.
- Hardware overview identifying all devices and outlining park responsibilities and procedures.
  - e.g.,: backup processes, common troubleshooting issues and solutions.



To ensure seamless knowledge transfer for the initial system training and manage the change successfully, the Contractor offers the following training material elements; hardware, projector, user guides, workbooks, evaluations and tests.

### **Refresher Training**

The Contractor will provide Refresher Training on an annual basis for the extent of the contract in an online/virtual format. Annual refresher items include but are not limited to:

- A review of common Help Desk tickets from the previous season
- An introduction to any new program elements
- A reinforcement of advanced system features

### **Tips from the Trainer**

The Contractor will implement a “Tip from the Trainer” program to reduce knowledge fade. Throughout the peak operating season, The Contractor regularly sends short emails which contain tips and reminders about the Everest system. The tips are derived from system changes and also from the ticket log which contains current issues from park staff.

### **Headquarters Training**

The Contractor will on the Web Management and Reporting interface, and will conduct a 1 day session to assist with learning this important component of the system. The following topics are covered: Everest System components, Logins & Passwords, Check Refunds, How to Search bookings, How to view Booking activity, Revenue Reporting and Park Activity Reporting (shifts, sales, camping nights).

### **Online Training**

The Contractor has an online package for Field Staff Training, Refresher Training, Tips from the Trainer and Headquarters Training as listed above. The package includes a presentation, interactive workbook, quiz, online test and evaluation. Contractor will also utilize technologies such as online tutorials, video conferencing and streaming video later in the contract and as demands present themselves.

Everest implementations provide access to a ‘Practice Park’ which mirrors the park configuration and allows park staff to ‘play’ with the system or perform specific tasks to show proficiency with the system. This will be part of the solution provided to Michigan.

## **B) Testing**

Key DNR staff (Early Adopters) will be involved in the User Acceptance Testing task. The Contractor will provide access to the User Acceptance Test environment from any Michigan location via the internet. Prior to the User Acceptance Test, The Contractor will provide the selected DNR staff with a sample user acceptance test plan and training to those involved in the testing. The test plan will include test material, test criteria and expected results. Most of the testing will be performed by headquarters staff with help from field and accounting staff.

- The Solution is tested in accordance with the approved test plan and the schedule developed in previous phases of the Project
- Errors discovered during UAT will be corrected or mitigated by the Contractor as agreed by both parties prior to production
- Tests executed from the Test Plan will verify documented functionality and demonstrate the performance required to handle anticipated peak demand and satisfy other conditions of the SLA

### **1.104 Part B Section 5 Item 1 - Contractor’s Responsibilities**

- Validate all processes are in place to support UAT with the ability to record the results as planned.
- Facilitate workgroup meetings with identified “early adopters” to ensure they understand the UAT process and are knowledgeable on how to execute the test scripts
- Facilitate classes, workgroups meetings, and demonstrations to train DNR resources as planned
- Train Early Adopters as planned in preparation for UAT
- Train State staff as planned in the operation of the Solution
- Distribute operational manuals and field support materials



- Update Requirements Traceability Matrix
- Maintain a defect log
- Maintain an issue log
- Update project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Report all risks and/or issues which may impact the successful implementation of the Solution by the targeted date
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 5 Item 2 - State's Responsibilities**

- Respond to questions in a timely manner
- Coordinate state resources including Subject Matter Experts (SME)
- Schedule conference rooms and other meeting resources
- Peer review project documents for quality
- Provide work areas for Contractor staff as agreed
- Review Contractor deliverables against existing and documented State standards
- Review and approve Contractor deliverables as complete
- Review test results for quality and performance
- Monitor issues and risks
- Report Biweekly and Monthly Status or as requested

#### **1.104 Part B Section 5 Item 3 - Contractor Deliverables**

- Early Adopters are trained and have the knowledge required to execute UAT
- Test plans and scripts successfully executed as categorized below in UAT, with defects and issues recorded
  - Integration Tests
  - Functional Tests
  - Stress Tests
  - Load Tests
  - Regression Tests
- System performance metrics recorded
- Distribute training materials
- Facilitate classes, workgroups, and demonstrations to train State staff as planned
- Distribute operational manuals
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports

#### **1.104 Part B Section 5 Item 4 - Acceptance Criteria**

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.



## 1.104 B SECTION 6 - IMPLEMENTATION

Implementation includes but is not limited to:

- Move data center software and support components to production servers
- Link and configure external systems to production
- Enable 24x7 processes to satisfy SLA requirements and disaster recovery needs
- Run simulations to validate all components are in place and are functional
- Configure Field Location Solutions to use the production environment
- Load required data
- Certify the data center, Field Locations, call center, and support systems are production ready

Tasks performed in the Transition Period shall be agreed and be executed in a manner which does not place the production Solution at risk. If unacceptable defects and/or issues are discovered as a result of UAT, these must be resolved, mitigated, and re-tested in the prior phase and are a condition of acceptance.

The Contractor will work with the State Project Team to evaluate any problems found and determine the best way to resolve the problems without placing the production system at risk. The Contractor will work with the State Project Team to perform walkthroughs of the production system to ensure everything is ready.

### 1.104 Part B Section 6 Item 1 - Contractor's Responsibilities

- Stage the "Production Environment"
  - Prepare the data center software and hardware applying lessons learned from QA
  - Prepare the reporting environment applying lessons learned from QA
  - Complete tasks to link external systems applying lessons learned from QA
  - Validate system security (viz. data encryption) and logins are in place
  - Enable and test support functions such as data backup and disaster recovery
  - Validate performance satisfies SLA
- Complete tasks to link Field Location systems to the Production Environment
- Complete tasks to validate the Call Center is ready for Production
- Validate that Contractor staff are prepared and ready to service DNR staff and customers
- Facilitate Solution walkthrough at regular intervals to assess progress and quality
- Perform final walk through to certify all systems are operational to spec
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports

### 1.104 Part B Section 6 Item 2 - State's Responsibilities

- Validate that DNR staff are prepared to satisfy customer requests using the new Solution
- Validate that supporting documents are distributed
- Participate in walkthroughs to validate all aspects of the Solution are functioning to specifications
- Participate in certification walkthrough to certify the Solution is ready
- Respond to questions in a timely manner
- Coordinate state resources including Subject Matter Experts (SME)
- Schedule conference rooms and other meeting resources
- Peer review project documents for quality
- Provide work areas for Contractor staff as agreed
- Review Contractor deliverables against existing and documented State standards
- Review and approve Contractor deliverables as complete
- Monitor issues and risks
- Report Biweekly and Monthly Status or as requested



### **1.104 Part B Section 6 Item 3 - Contractor Deliverables**

- The Solution is fully operational as prescribed by the documents created in earlier phases of the Project no later than January 2, 2014
  - The data center is servicing DNR customers as planned and to specifications
  - Data center support functions are in place and performing as planned
  - Field Location staff are using the system as planned and performance is to spec
  - Administrative, accounting, and reporting functions are performing as planned and to spec
  - Dependent external systems are functioning as planned and to spec
- The Call Center is responding to inquiries as planned resulting in a high level of customer satisfaction
- Field support services are available and responding to DNR inquiries as planned
- Updated project documents
  - project schedule
  - project plan
  - communication plan
  - risk registry
  - issue log
- Status Reports

### **1.104 Part B Section 6 Item 4 - Acceptance Criteria**

If the deliverables for this phase are in accordance with the SUITE methodology, the deliverables satisfy the requirements listed in Appendix A, B, and C, all Contractor Responsibilities are met and the quality of the work is agreeable with the DTMB Project Manager and the Agency Project Manager, the DTMB Project Manager will provide written acceptance as described in 1.500 Acceptance. The Contractor shall not proceed with other effort until this approval is received.

### **1.104 Part C - Maintenance and Support**

The Subsections within Part C – Maintenance and Support, describes the tasks and requirements for Maintaining and supporting the solution.

#### **1.104 C Section 1 – General**

The Contractor shall keep the operational health of the Solution at a level which adds value to DNR and provides a positive customer experience. Maintenance and support will begin upon acceptance of the production system (1.104 B Section 6). The Solution will satisfy the requirements of this Contract as refined by the documents created from 1.104B-2 and 1.104B-3 for the duration of the contracted or as agreed. The Contractor will not be separately reimbursed for Maintenance and Support as it is included in the Per Unit Fees identified in Appendix D.

#### **1. Hardware**

See Section 1.104 Part A specific hardware information.

#### **2. Software**

The Contract shall maintain and support all Software related to, and used as a part of the Solution from the date of acceptance of the production system for the duration of the contract.

See Section 1.104 Part A specific software information.

All of the applications will be collectively referred to as “Software”.

#### **3. Supplies and Consumables**

The Contractor will provide the State with supplies and consumables as defined in Appendix A.

Supplies and consumables can be ordered by park staff as needed to ensure continued functionality of park equipment which relies on consumable items. Devices relying on consumable items are selected partially on criteria of easy of replacement (e.g. receipt printer paper) to ensure the easiest possible maintenance of these devices.



#### 4. Maintenance and Support Activities

It is anticipated activities during this phase of the contract will include but is not limited to:

- Data Center
  - Replace and/or upgrade Hardware
  - Add new and/or update Software
  - Replace and/or improve the operational environment
  - Refine and/or adjust operational processes and schedules
  - Expand or modify interactions with external systems
  - Improve or modify connectivity
- Field Location
  - Replace and/or repair Hardware
  - Add new and/or update Software
  - Improve or modify connectivity
  - Improve or modify the Hardware operational environment
- Administrative
  - Add new and/or update existing Software
  - Update or modify support and training materials
- Call Center
  - Replace, repair, and/or upgrade Hardware which includes Interactive voice response (IVR) solution
  - Add new and/or update Software
  - Improve or modify connectivity
  - Adjust and/or change operational processes
- Provide replacement supplies/consumables

##### 1.104 C Section 2 – Field Location Hardware

The State requires a procedure for maintaining Field Location Hardware at optimal levels. The Contractor will provide the State with an annually updated inventory of Field Location Hardware which includes details such as serial number and warranty period.

The Contractor will install Hardware as suggested by the manufacturer and in compliance with applicable local ordinances and building codes. The Contractor shall consider the impact of the environment on the Hardware and take appropriate precautions to ensure its safe operation.

Key points to consider:

- Hardware useful life shall be based on the manufacture's warranty and be replaced with new at the end of the warranty period. The use of extended warranty for the calculation of useful life for printers is acceptable; all other equipment must be agreed to by the State.
- The use of extended warranty for the calculation of useful life must be agreed to by the State
- The Contractor is responsible for the timely replacement of failed Hardware to satisfy the terms of the SLA

The Contractor will track all inventory installed at field locations within the Asset Tracking module of Incident Monitor. When new hardware is received by Contractor, it is first asset tracked in Incident Monitor by creating a record of all relevant information and affixing it with an asset label indicating that it is the "Property of Camis". When the hardware is to be deployed to a specific park, Contractor technicians will scan the serial number barcode of the device and update the Incident Monitor record to indicate the specific park, location within the park, and date of the installation.

These Asset Reports will be made available to DNR on a yearly basis that will include each devices make, model, serial number, purchase date, install date, and the installed location.

Dell computers and monitors installed at field locations by Contractor come with a 3 year next business day onsite warranty from Dell. All other peripherals come with a maximum 1 year manufacturer warranty, with an extended warranty available for purchase at a cost to Contractor. However, Contractor will replace hardware on a 3 year cycle from the date of installation and ALL hardware immediately that may become defective or



non-performing prior to the 3 year replacement plan. Contractor is assuming the immediate replacement of a defective device regardless of the devices manufacturer's or extended warranty period.

In order to meet the terms of the SLA as required by Michigan DNR, the Contractor will occasionally leverage the manufacturers onsite support warranty but will also maintain sufficient spare stock on hand of each device. In most situations, the Contractor will have a defective device replaced by shipping or delivering the replacement by Contractor technicians for a quick resolution to the issue, and then fulfill the manufacturer's warranty at the Contractor's office once the defective device is returned.

Many field components installed by the Contractor are held to a high standard of environmental friendliness. Dell components have a 90% efficiency rating for their power supplies (Energy Star 5.0 compliance) and are Electronic Product Environment Assessment Tool (EPEAT) Gold-registered. Epson printers are Energy Star qualified with lower power requirements and a 30% paper reduction mode. Brother printers are also Energy Star qualified and feature a duplex mode that will automatically print to both sides of a paper.

### **Field Location Maintenance**

Field location maintenance should be minimal, but in some cases, hardware or software may fail. The Contractor intends to supply on-site warranty support for field computer systems, and will maintain the ability to replace other devices related to the field solution on a next-day basis. Some causes for in park maintenance may be, but are not limited to:

- Internet connection upgrades/changes
- Replacement of in park hardware
- Software updates

The Contractor will conduct yearly maintenance visits to park sites to perform on site maintenance of equipment (cleaning, updates, etc). Typically, these visits will include any scheduled hardware upgrades or replacements based on field unit service life.

### **1.104 C Section 3 – Data Center**

Maintenance and operation of the data center is the sole responsibility of the Contractor. The data center will be managed in manner which agrees with State audit requirements (viz. separation of duties) and satisfies the terms of the SLA.

### **Transparency of Operation**

Ownership of data which is acquired in the day to day operation of the Solution or added as agreed, remains with the State per Article 2, Section 2.263. The State retains the right to inquire and/or inspect the data center, review operational processes, and evaluate the environment to determine risk and/or status.

The management and safety of data stored off-site is the responsibility of the Contractor. The State will consider this environment an extension of the data center and will be afforded the same privileges.

#### **Data Center**

From time to time, maintenance will need to be conducted at the data center location resulting in scheduled downtime of the CRS. These activities may include, but are not limited to:

- Hardware installation/upgrade
- Software installation/upgrade
- Operating System patching
- Modification of network infrastructure
- Performance tuning

The Contractor will conduct scheduled maintenance at off-peak hours for system usage to minimize impact to usage of the Solution.

### **1.104 C Section 4 – Software**

It is anticipated the need will arise to add, change, or update the Software used anywhere in the Solution to remedy a defect, mitigate a risk, or improve functionality. The Contractor will manage this as a planned effort leveraging a Development, QA, and Production environment.



The Contractor will NOT deploy Application or DNR specific software into the production environment that has not been tested by DNR and is approved ready for use. The Contractor will inform the State of changes to Application or DNR specific software and the impact of the change to DNR. Changes to OS and Communication software will use industry best practice which includes a fall back strategy.

The State requires consistency in the versions of the software deployed to Field Locations and all applicable Software will be protected from virus and other software threats.

### **Software Deployments**

As with any software, regular deployments will be needed to update and address bugs, improvements, and change requests. These deployments will always be arranged in advance and communicated by the Contractor Project Manager for Michigan DNR. Deployments will be scheduled during non-business hours so that park staff will not be inconvenienced during this time period. Contractor manages the software deployment and update process via remote tools that automatically backup, apply software and database updates pulled from the Contractor's office, and return the resulting log files to the Contractor's office for automated reviews. In the event of any failed software updates, Contractor's IT staff will easily identify which computer and specific update step was not successful and manually intervene to complete the update process. This process has been thoroughly tested and although it is rare for failures to occur, these incidents are resolved prior to park staff arriving for the start of their shifts.

Software releases occur at least each year to coincide with seasonal updates for the client. Other releases are planned and scheduled though consultation with the client as necessary to meet the client's business needs. None of Contractor's customers are dependent on each other for a software release; however, all customers are kept up-to-date with the latest major version.

The Contractor will add new features to Everest during the seasonal transition. While many of the new features are based on client input, technological changes are also included in the updates. Clients are consulted about the inclusion/exclusion of the new features and each client is deployed with the new changes based on their yearly transition period.

### **1.104 C Section 5 – Training**

The goal of Training is to insure that State resources are proficient in the use of the system for the duration of the contract. The Contractor will prepare a training plan as prescribed in 1.104B-5 which documents how State staff will be trained throughout the duration of the contract. It is anticipated training will include printed materials including manuals, classroom instruction, and/or on-line materials (viz. video demonstrations). The contractor will update these materials annually or as required to keep them relevant and meaningful.

### **1.104 C Section 6 – Field Staff Support**

Trained State resources will need support in the form of a "Help Desk" and operational manuals for the duration of the contract.

#### **Help Desk**

The help desk will be available as required in Appendix A to provide assistance to State staff in the operation of the Solution and to assist with issue resolution. Topics may span all aspects of the Solution including but not limited to:

- System performance and performance related issues
- Unexpected software results and errors
- Hardware disruptions and failures
- Network disruptions and failures
- Reservation issues and complaints

#### **Operational Manual**

With the assistance of DNR, the Contractor shall prepare and update the operational manuals supplied to each Field Location. The contents of the operational manuals may include but are not limited to:

- Questions and Answers (Q&A) organized by topic
- Important addresses



- Frequently called telephone numbers
- Operational schedules or directions on where to find this information
- Calendar of Events or directions on where to find this information
- DNR policies
- Common resources and their aliases
- Campground Maps

Operational Manuals will be updated annually and as required.

As new training documentation and materials are developed and policies for the parks system change, there will be need to deploy changes to documentation installed on in park systems. The Contractor manages this process in a similar way to Software Deployments, in that documentation and training materials can be deployed remotely to park systems without any impact to staff.

#### **1.104 C Section 7 – Call Center**

The goal of the call center is to achieve customer satisfaction for the duration of the contract by receiving and processing reservations and purchases, requests, answering questions, and working with customers to resolve issues in a timely manner. It is anticipated the most likely call center communication channel will be the telephone but the Contractor should consider the use of alternate technologies such as text messaging, internet chat, and social sites such as “Facebook” to achieve customer satisfaction.

The operation of the call center is the sole responsibility of the Contractor and will be managed as agreed by DNR, prescribed by requirements, and directed by the SLA. Call center functions will include but are not limited to:

- Create, change, and cancel reservations
- Process payments
- Answer questions
- Offer suggestions
- Make referrals

The call center hours of operation will be adjusted by the Contractor to support anticipated seasonal volumes and identified holidays.

#### **Call Center**

The call center will experience hardware upgrades based on internal guidelines for service life of current equipment. As changes need to be made to hardware, they will be deployed to the call center during times of lowest impact, and thoroughly tested for functionality and compatibility before deployed. Typically, upgrades of this nature will happen during the period of lowest overall call center usage (off-season or shoulder season for parks) to minimize the impact of these changes to the call center.

Phone system upgrades will be processed depending on need, but only during periods of least impact to the call center. Should any phone system maintenance need to be implemented during the reservation season, it will be limited to overnight hours whenever possible.

Reservations software updates for the call center will take place as needed, and synchronized with in park and internet updates. Other software updates to the call center can be implemented on an as-needed basis, and will normally occur during periods of least impact to the call center, or during scheduled maintenance windows.

#### **1.104 C Section 8 – Marketing**

The Contractor shall provide marketing as outlined in 1.104A-15 for the life of the contract and as agreed.

The State desires to leverage marketing opportunities as they arise during the life of the contract to increase sales and improve customer satisfaction. Marketing activities will be planned and agreed prior to execution.



In preparing the marketing plan, the Contractor shall be mindful that the State retains ownership of marketing State resources and shall only issue press releases or other public notices to the media, customers, or any outside interest with consent of the State as outlined in Article 2, Section 2.031 – Media Releases.

### **1.104 C Section 9 - Audit Requirements**

The Solution is subject to audit as specified in 1.104A-13 for the life of the contract and as agreed.

### **1.104 C Section 10 - Supplemental Services**

The State does not anticipate requests for new functionality and/or changes to the proposed system throughout this project. However the State intends to establish contract pricing for one thousand five hundred (1,500) hours for State requested system enhancements and services from the Contractor beyond those listed in the Contract. There is no guarantee as to the level of funding for enhancements, if any, available to the project. Enhancement requests must go through a rigorous review process established by the State before being submitted to the Contractor for impact assessment and estimates. Pricing is provided in Appendix D.

## **1.200 Roles and Responsibilities**

### **1.201 Contractor Staff, Roles, and Responsibilities**

#### **A. Contractor Staff**

The Contractor has provided their Organization chart and Staffing Plan Matrix in **Appendix F**.

All Key Personnel may be subject to the State's interview and approval process. Any key staff substitution must have the prior approval of the State. The State has identified the following as key personnel for this project. The Contractor will commit that staff identified in this Contract will actually perform the assigned work.

- Single Point of Contact – DOUG HALL
- Project Manager - JEFF SMITH
- Business Analyst - TOM GOULD
- Lead Architect - JEREMY COOK
- Training Coordinator - SHELLEY HOLMBERG
- Lead Tester / Test Manager - JACKI MACFARLANE
- Call Center Manager - CASSANDRA HUDSON

**The Single Point of Contact (SPOC)** The duties of the SPOC shall include, but not be limited to:

- supporting the management of the Contract,
- facilitating dispute resolution, and
- advising the State of performance under the terms and conditions of the Contract.

The State reserves the right to require a change in the current SPOC if the assigned SPOC is not, in the opinion of the State, adequately serving the needs of the State.

The contact information for the Single Point of Contact is provided below:

Doug Hall, President  
Camis Inc.  
649 Scottsdale Dr., Suite 90  
Guelph, ON N1G 4T7  
Tel: 519-766-0901 ext. 2001  
Cell: 519-242-6456  
[doug.hall@camis.com](mailto:doug.hall@camis.com)



**The Contractor will provide a (Project Manager)** to interact with the designated personnel from the State to insure a smooth transition to the new system. The project manager/technical lead will coordinate all of the activities of the Contractor personnel assigned to the project and create all reports required by State. The Contractor's project manager/technical lead responsibilities include, at a minimum:

- Manage all defined Contractor responsibilities in this Scope of Services.
- Manage Contractor's subcontractors, if any
- Develop the project plan and schedule, and update as needed
- Serve as the point person for all project issues
- Coordinate and oversee the day-to-day project activities of the project team
- Assess and report project feedback and status
- Escalate project issues, project risks, and other concerns
- Review all project deliverables and provide feedback
- Proactively propose/suggest options and alternatives for consideration
- Utilize change control procedures
- Prepare project documents and materials
- Manage and report on the project's budget

All Key personnel shall meet the following experience requirements.

#### **Project Manager Requirements**

1. 7+ years of recent IT project management experience managing large scale application development and implementation projects.
2. 3+ years experience working on projects involving interfacing with the State of Michigan or that of a similar state-level system.
3. Experience in structured development process using a formal Project Management Methodology and formal Development Methodology.

#### **Business Analyst Requirements**

1. 5+ years of recent IT Business Analysis experience with large scale application development and implementation projects.
2. Experience in eliciting good requirements using JAD sessions, interviews, document analysis, requirements workshops, business process descriptions, use cases, scenarios, business analysis, task and workflow analysis.
3. Experience in critically evaluating information gathered from multiple sources, reconcile conflicts, decompose high-level information into details, abstract up from low-level information to a general understanding, and distinguish user requests from the underlying true needs.
4. Experience in collaborating with developers and subject matter experts to establish the technical vision and analyze tradeoffs between usability and performance needs.

#### **Lead Architect Requirements**

1. 5+ years experience working on projects involving interfacing with a hosting environment of complexity to a similar system.
2. 2+ years of experience in defining the architecture for a widely distributed real time reservation system or equivalent system.

#### **Training Coordinator Requirements**

1. 3+ years experience leading the development and deployment of training.
2. Experience in development of a Training Plan.
3. Experience in definition, development and delivery of training employing different approaches including but not limited to class, online through the internet, and DVD.
4. Experience in working with diverse audiences including technical employees and non-technical employees.
5. Good communication and documentation skills.



**Lead Tester / Test Manager Requirements**

1. 3+ years experience as a Test Lead or Test Manager responsible for development of test plan, test data and execution of wide variety of tests as listed in Section 1.104.
2. Experience in leading the testing effort of a real time, widely distributed system.
3. Experience in leading the stress/load testing to verify system capacity and performance in an environment with select days having significantly high transaction volume.

**Call Center Manager Requirements**

1. 5+ years experience managing a call center.
2. 2+ years experience managing a call center utilizing the model proposed for CRS (ie: brick and mortar, distributed, etc.)

The Contractor will provide sufficient qualified staffing to satisfy the deliverables of this Contract.

**B. On Site Work Requirements**

**1. Location of Work**

At a minimum the Contractor must be onsite during project kickoff, requirements gathering, and training. On site work may include but are not limited to the following locations:

- Lansing Michigan
- Field Locations Identified in Appendix B
- Other Michigan locations as required

**2. Hours of Operation:**

- a. Normal State working hours are 8:00 a.m. to 5:00 p.m. EST, Monday through Friday, with work performed as necessary after those hours to meet project deadlines. No overtime will be authorized or paid.
- b. The State is not obligated to provide State management of assigned work outside of normal State working hours. The State reserves the right to modify the work hours in the best interest of the project.
- c. Contractor shall observe the same standard holidays as State employees with the understanding that some State of Michigan holidays coincide with peak park, harbor, and reservation system usage, and Contractor coverage must be provided for uninterrupted Solution operation on those days. The State does not compensate for holiday pay.

**3. Travel:**

- a. No travel or expenses will be reimbursed. This includes travel costs related to training provided to the State by Contractor.
- d. Travel time will not be reimbursed.

**4. Security and Background Check Requirements:**

See 2.091 for Security and Background Check Requirements.

**1.202 State Staff, Roles, and Responsibilities**

Resource	Role	Responsibilities
Ron Olson	DNR Executive	Executive Leadership Team
Mark Hoffman	DNR Executive	Executive Leadership Team
Linda Pung	DTMB Executive	Executive Leadership Team
Greg Faremouth	DTMB Procurement	Executive Leadership Team
Harold Herta	DNR	Management Team
David Borzenski	DTMB	Management Team
Mark Kinnamon	PMO	Management Team
Denise Gruben	DNR	Project Leadership
Lucy Pline	DTMB	Project Leadership



Rajender Razdan	PMO	Project Leadership
Steve Motz	DTMB Procurement	Project Leadership
Christa Sturevant-Good	DNR	Project Leadership

The State will provide the following resources for the Contractor’s use on this project:

- Work space
- Desk
- Printer
- Access to copiers and fax machine

The State project team will consist of Project Leadership, Subject Matter Experts (SME’s), project support, and a DTMB and Agency project manager:

**Executive Subject Matter Experts**

The Executive Subject Matter Experts (see Executive Leadership Team) representing the business units involved will provide the vision for the business design and how the application shall provide for that vision. They shall be available on an as needed basis. The Executive SME’s will be empowered to:

- Resolve project issues in a timely manner
- Review project plan, status, and issues
- Resolve deviations from project plan
- Provide acceptance sign-off
- Utilize change control procedures
- Ensure timely availability of State resources
- Make key implementation decisions, as identified by the Contractor’s project manager, within 48-hours of their expected decision date.

**State Project Manager- (DTMB and Agency)**

DTMB will provide a Project Manager who will be responsible for the State’s infrastructure and coordinate with the Contractor in determining the system configuration.

The State’s Project Manager will provide the following services:

- Provide State facilities, as needed
- Coordinate the State resources necessary for the project
- Facilitate coordination between various external contractors
- Facilitate communication between different State departments/divisions
- Provide acceptance and sign-off of deliverable/milestone
- Review and sign-off on invoices after the Agency Project Manager approves
- Resolve project issues
- Escalate outstanding/high priority issues
- Utilize change control procedures
- Conduct regular and ongoing review of the project to confirm that it meets original objectives and requirements
- Document and archive all important project decisions
- Arrange, schedule and facilitate State staff attendance at all project meetings.

Name	Agency/Division	Title
Rajender Razdan	DTMB	State Project Manager “Project Manager”
Denise Gruben	DNR	Agency Project Manager

DTMB shall provide a Contract Administrator whose duties shall include, but not be limited to, supporting the management of the Contract.

Name	Agency/Division	Title
Steve Motz	DTMB	Contract Administrator / Buyer



## 1.203 RESERVED - Other Roles And Responsibilities

### General Information

#### 1.300 Project Plan

#### 1.301 Project Plan Management

##### **Preliminary Project Plan**

The Contractors Preliminary Project Plan that was submitted in response to the RFP is provided in Appendix H. As outlined in Section 1.104 Part B the Contractor shall work with the State to develop the Project Plan.

The State will supply business rules, maps, fees, financial data and wording for the confirmation letters.

1. The Project Plan will include the following:
  - MS Project schedule
    - Internal milestones
    - Task durations
    - Deliverable target dates and critical paths
  - Project approach / Statement of Work
    - Scope statement with a description of the deliverables to be provided under this contract
  - Assumptions and exclusions
  - Critical success factors
  - Initial resource plan with anticipated resources by organization, role, and responsibility
  - Initial risk plan
  - Initial communication plan
  - Anticipated hardware, materials, and supplies to be provided by the State in meeting the target dates established in the Preliminary Project Plan
2. The Project Plan shall include the following milestones with anticipated subtasks:
  - Phase 0 - Pre-Project Initiation
  - Phase 1 – Initiation & Planning
  - Phase 2 – Requirements Definition
  - Phase 3 – Functional Design
  - Phase 4 – System Design
  - Phase 5 – Construction / Configuration
  - Phase 6 – Testing
  - Phase 7 – Implementation
  - Phase 8 – Training & Documentation

See Section 1.500 for acceptance criteria.

##### **Orientation Meeting**

The Contractor will participate in an orientation Meeting in Lansing Michigan, within 30 calendar days from the execution of the Contract to discuss the content and procedures of the Contract. The State shall not bear any cost for the time and travel of the Contractor. The meeting will be held at a date and time mutually acceptable to the State and the Contractor.

##### **Performance Review Meetings**

The Contractor will attend monthly meetings to review the Contractor's performance under the Contract. The Contractor will work with the State to determine if the meetings are held in Lansing, Michigan or via teleconference. The State shall not bear any cost for the time and travel of the Contractor. The Contractor will use the Project Status Report (PMM-13) template to identify and report project performance.

##### **Project Control**

1. The Contractor will carry out this project under the direction and control of DTMB.
2. Within 20 business days of the execution of the Contract, the Contractor will submit the Project Plan that is in agreement with Article 1, Section 1.104 Work and Deliverables, to the State project



manager(s) for final approval. The Project Plan will include the Contractor's project organizational structure, the Contractor's staffing table, and a work breakdown structure showing sub-projects, activities and tasks, and resources required and allocated to each.

3. The Contractor agrees to manage the project in accordance with the State Unified Information Technology Environment (SUITE) methodology and will describe their integration of the SUITE methodology in the Project Plan. SUITE forms and templates are available at "<http://www.michigan.gov/suite>".
  - a. Contractor has selected MS Project to to plan, monitor and track progress and level of effort of the contractor's personnel spent performing services under the contract. The tool shall have the capability to produce:
    - Staffing tables with names of personnel assigned to Contract tasks.
    - Project plans showing tasks, subtasks, deliverables, and the resources required and allocated to each (including detailed plans for all Services to be performed within the next 30 calendar days, updated weekly or biweekly as directed by the State PM).
    - Updates must include actual time spent on each task and a revised estimate to complete.
    - Graphs showing critical events, dependencies and decision points during the course of the Contract.
  - b. Any tool(s) used by Contractor for such purposes must produce information of a type and in a manner and format that will support reporting in compliance with the State standards.

### 1.302 Reports

A weekly Project status report is required from the Contractor to the State Project Manager and Agency Project Manager on the topics of status, schedule, risks, issues, impediments, deliverables, change control, and accomplishments, beginning upon execution of the Contract for the duration of the contract unless otherwise agreed to. Other State recipients may be added to the list as notified by the Project Manager and the project status report shall be forwarded electronically to all.

Reporting topics will include the following items.

- Project Status
- Planned % Complete
- Actual % complete
- Current SUITE stage
- Planned SUITE stage
- Planned Start Date
- Planned Finish Date
- Planned Hours
- Actual Start
- Actual Finish
- Actual Hours
- On Target for Completion (Y/N)
- New Forecast Completion Date
- # of Defects Identified
- # of Defects Resolved
- Pending Change Requests under the subheadings Corrective Actions and Enhancements
- Help desk issues
- Team Changes
- Prior week's call center SLA statistics

### 1.400 Project Management

#### 1.401 Issue Management

An issue is an identified event that if not addressed, may affect schedule, scope, quality, or budget.



The Contractor shall maintain an issue log in an agreed upon format, to document and track issues relating to the provision of services under this Contract. The Contractor shall communicate the status of issues to the State's Project Manager weekly.

The Contractor will manage both project and technical issues using a Ticketing System called Incident Monitor. The Contractor Project Team and State Project Team will have access to the Ticketing System. The Ticketing System is web-based and it allows both parties the ability to submit, work on and to close tickets. Each issue contains a number of elements including: description, status, date stamps for all updates, resolution deadlines, project impact, priority, assigned to, related risk and notes. Each State Project Team member will have access to the Ticketing System with a unique login and password.

Project related issues will be reviewed at weekly and monthly meetings. Contractor can export the issues from the Ticketing System to the Project Status Report. Depending on the type of meeting Contractor can sort the issues to meet the focus of the meeting. Updates to tickets can queue email messages.

Technical issues are managed by the same tool but with different elements from project issues such as software version number, system impact, module, etc. The State Project Team will create technical issues typically during the User Acceptance Test Phase of the project and these technical issues are reviewed by Contractor to determine if the software needs to be modified.

The Contractor will use an internal Issue Tracking system to record all changes required to software. An issue identified in the Ticketing system is linked to the issue in the Issue Tracking system. Any new features, improvements, data changes or bugs are recorded in the Issue Tracking system.

The Issue Tracking System is tied to Contractor's Software Version Control system so that any changes to software can be tied back to the original request. Only authorized employees have access to the *Everest* Source code and all changes made to the software are recorded in the version control system.

Whenever the Contractor and State Project Teams determine that the software release should be updated, Contractor will send a set of release notes to the State Project Team. The release notes identify each change request, the *Everest* component affected, references to any Ticketing System (IM) ticket numbers and notes describing the actual change.

After the software release the State Project Team will have the ability to review the changes on the test system and either update the ticket in the Ticketing System or close it if the change is complete.

Contractor agrees to the State's escalation procedures for issue resolution as follows:

- Level 1 – Business leads / Subject matter experts
- Level 2 – Project Managers / Project Leadership Team
- Level 3 – Executive Team

#### **1.402 Risk Management**

A risk is an unknown circumstance or event that, if it occurs, may have a positive or negative impact on the project. If the unknown becomes known or the event occurs, a risk may escalate to become an issue.

The Contractor is responsible for establishing a risk management plan including the identification and recording of risk items, prioritization of risks, definition of mitigation strategies, monitoring of risk items, and periodic risk assessment reviews with the State.

The Contractor will submit an initial risk management plan to the State for approval within twenty (20) business days from execution of the contract. The risk management plan will be in accordance with the State's PMM methodology. The Contractor shall communicate the status of risks to the State's Project Manager weekly, as required or agreed and the status must contain the following minimum elements:

- Risk
- Status
- Date documented
- Controlled
- Impact



- Description
- Trigger Event
- Mitigation
- Likely Project Phase
- Owner

The Contractor is responsible for identification of risks through out the life cycle of the project. Mitigating and/or eliminating risks will be the responsibility of the assigned party.

### **1.403 Change Management**

Change management is defined as the process to communicate, assess, monitor, and control changes to system resources and processes. The State employs change management at the Project level and in its administration of the Contracts.

The Contractor will employ change management procedures to handle requests which impact schedule or resources and such things as “out-of-scope” requests or enhancements. Change requests must be submitted to the Project Manager and shall be approved by the State in writing before they are implemented. DTMB Procurement will issue an addendum to the Contract, via a Contract Change Notice if the Change request is approved.

### **1.500 Acceptance**

#### **1.501 Criteria**

The Contractor will provide notice to the DTMB Project Manager when a deliverable is complete. The DTMB Project Manager in conjunction with the Agency Project Manager will evaluate the deliverable in order to determine if it satisfies the requirements of the Contract with an adequate level of quality. The Contractor will be provided written notice of approval or rejection within ten (10) business days of the receipt of notice.

In the event the work and/or deliverable is not accepted by the DTMB Project Manager, the State will respond to the Contractor with written notice describing the deficiencies using a corrective action plan, listing tasks with associated completion dates. The Contractor has five (5) business days to respond to the notice indicating agreement to the terms unless an alternate Solution is agreed by both parties. Upon completion, State will have ten (10) business days to accept and approve the revised deliverable(s).

#### **1.502 Final Acceptance**

“Final Acceptance” shall be considered to occur when the Solution to be delivered has been approved by the State and has been operating in production without any material deficiency for fourteen (14) consecutive days. If the State elects to defer putting the Solution into live production for its own reasons not based on concerns about outstanding material deficiencies in the Deliverable, the State shall nevertheless grant Final Acceptance of the Project.

### **1.600 Compensation and Payment**

#### **1.601 Compensation And Payment**

See **Appendix D** for Cost Table.

#### **Travel**

The State will not pay for any travel expenses, including hotel, mileage, meals, parking, etc. Travel time will not be reimbursed.

#### **Out-of-Pocket Expenses**

Contractor out-of-pocket expenses are not separately reimbursable by the State.



### Statements of Work and Issuance of Purchase Orders

The parties agree that the Services/Deliverables to be rendered by Contractor pursuant to this Contract (and any future amendments of it) will be defined and described in detail in Statements of Work or Purchase Orders (PO) executed under this Contract. Contractor shall not be obliged or authorized to commence any work to implement a Statement of Work until authorized via a PO issued against this Contract. Contractor shall perform in accordance with this Contract, including the Statements of Work/Purchase Orders executed under it.

- Unless otherwise agreed by the parties, each Statement of Work will include:
  1. Background
  2. Project Objective
  3. Scope of Work
  4. Deliverables
  5. Acceptance Criteria
  6. Project Control and Reports
  7. Specific Department Standards
  8. Payment Schedule
  9. Travel and Expenses
  10. Project Contacts
  11. Agency Responsibilities and Assumptions
  12. Location of Where the Work is to be performed
  13. Expected Contractor Work Hours and Conditions

### Invoicing

Contractor will submit properly itemized invoices to

DTMB – Financial Services  
Accounts Payable  
P.O. Box 30026  
Lansing, MI 48909

or

[DTMB-Accounts-Payable@michigan.gov](mailto:DTMB-Accounts-Payable@michigan.gov)

Duplicate copies of **all invoices will be submitted to the Agency Project Manager**. DNR prefers to have invoices provided as pdf attachments to e-mail.

Invoices must provide and itemize, as applicable:

- Contract number;
- Purchase Order number
- Contractor name, address, phone number, and Federal Tax Identification Number;
- Description of any commodities/hardware, including quantity ordered;
- Date(s) of delivery and/or date(s) of installation and set up;
- Price for each item, or Contractor's list price for each item and applicable discounts;
- Number of each item provided with extension subtotal amounts
- Net invoice price for each item;
- Shipping costs;
- Other applicable charges;
- Total invoice price; and
- Payment terms, including any available prompt payment discount.

Incorrect or incomplete invoices will be returned to Contractor for correction and reissue.



## ARTICLE TWO

### **2.000 Contract Structure and Term**

#### **2.001 Contract Term**

This Contract is for a period of **five (5)** years beginning **8/21/2012** through **8/20/2017**. All outstanding Purchase Orders must also expire upon the termination for any of the reasons listed in **Section 2.150** of the Contract, unless otherwise extended under the Contract. Absent an early termination for any reason, Purchase Orders issued but not expired by the end of the Contract's stated term, shall remain in effect for the balance of the fiscal year for which they were issued.

#### **2.002 Options to Renew**

This Contract may be renewed in writing by mutual agreement of the parties not less than 30 days before its expiration. The Contract may be renewed for up to five (5) additional one (1)-year periods.

#### **2.003 Legal Effect**

Contractor accepts this Contract by signing two copies of the Contract and returning them to DTMB Procurement. The Contractor shall not proceed with the performance of the work to be done under the Contract, including the purchase of necessary materials, until both parties have signed the Contract to show acceptance of its terms, and the Contractor receives a contract release/purchase order that authorizes and defines specific performance requirements.

Except as otherwise agreed in writing by the parties, the State shall not be liable for costs incurred by Contractor or payment under this Contract, until Contractor is notified in writing that this Contract or Change Order has been approved by the State Administrative Board (if required), signed by all the parties, and a Purchase Order against the Contract has been issued.

#### **2.004 Attachments, Exhibits and Appendices**

All Attachments, Exhibits and Appendices affixed to any and all Statement(s) of Work, or appended to or referencing this Contract, are incorporated in their entirety and form as part of this Contract.

#### **2.005 Ordering**

The State must issue an approved written Purchase Order, Blanket Purchase Order, Direct Voucher or Procurement Card Order to order any Services/Deliverables under this Contract. All orders are subject to the terms and conditions of this Contract. No additional terms and conditions contained on either a Purchase Order or Blanket Purchase Order apply unless they are specifically contained in that Purchase Order or Blanket Purchase Order's accompanying Statement of Work. Exact quantities to be purchased are unknown; however, the Contractor will be required to furnish all such materials and services as may be ordered during the Contract period. Quantities specified, if any, are estimates based on prior purchases, and the State is not obligated to purchase in these or any other quantities.

#### **2.006 Order of Precedence**

The Contract, including any Statements of Work, Attachments, Exhibits and Appendices, to the extent not contrary to the Contract, each of which is incorporated for all purposes, constitutes the entire agreement between the parties with respect to the subject matter and supersedes all prior agreements, whether written or oral, with respect to the subject matter and as additional terms and conditions on the purchase order must apply as limited by **Section 2.005**.

In the event of any inconsistency between the terms of the Contract and a Statement of Work, the terms of the Statement of Work shall take precedence (as to that Statement of Work only); provided, however, that a Statement of Work may not modify or amend the terms of the Contract. The Contract may be modified or amended only by a formal Contract amendment.

#### **2.007 Headings**

Captions and headings used in the Contract are for information and organization purposes. Captions and headings, including inaccurate references, do not, in any way, define or limit the requirements or terms and conditions of the Contract.



### **2.008 Form, Function & Utility**

If the Contract is for use of more than one State agency and if the Deliverable/Service does not meet the form, function, and utility required by that State agency, that agency may, subject to State purchasing policies, procure the Deliverable/Service from another source.

### **2.009 Reformation and Severability**

Each provision of the Contract is severable from all other provisions of the Contract and, if one or more of the provisions of the Contract is declared invalid, the remaining provisions of the Contract remain in full force and effect.

### **2.010 Consents and Approvals**

Except as expressly provided otherwise in the Contract, if either party requires the consent or approval of the other party for the taking of any action under the Contract, the consent or approval must be in writing and must not be unreasonably withheld or delayed.

### **2.011 No Waiver of Default**

If a party fails to insist upon strict adherence to any term of the Contract then the party has not waived the right to later insist upon strict adherence to that term, or any other term, of the Contract.

### **2.012 Survival**

Any provisions of the Contract that impose continuing obligations on the parties, including without limitation the parties' respective warranty, indemnity and confidentiality obligations, survive the expiration or termination of the Contract for any reason. Specific references to survival in the Contract are solely for identification purposes and not meant to limit or prevent the survival of any other section

### **2.020 Contract Administration**

#### **2.021 Issuing Office**

This Contract is issued by the Department of Technology, Management and Budget, Procurement and Department of Natural Resources (collectively, including all other relevant State of Michigan departments and agencies, the "State"). DTMB Procurement is the sole point of contact in the State with regard to all procurement and contractual matters relating to the Contract. The DTMB Procurement Contract Administrator for this Contract is:

Steve Motz  
Procurement  
Department of Technology, Management and Budget  
Mason Bldg, 2nd Floor  
PO Box 30026  
Lansing, MI 48909  
[motzs@michigan.gov](mailto:motzs@michigan.gov)  
(517) 241-3215

#### **2.022 Contract Compliance Inspector**

The Director of DTMB Procurement directs the person named below, or his or her designee, to monitor and coordinate the activities for the Contract on a day-to-day basis during its term. **Monitoring Contract activities does not imply the authority to change, modify, clarify, amend, or otherwise alter the prices, terms, conditions and specifications of the Contract. DTMB Procurement is the only State office authorized to change, modify, amend, alter or clarify the prices, specifications, terms and conditions of this Contract.** The Contract Compliance Inspector for this Contract is:



Brenda Sprunger  
Department of Technology Management and Budget  
Financial Services  
Email: [sprungerb1@michigan.gov](mailto:sprungerb1@michigan.gov)  
Phone: (517) 241-0920

### **2.023 Project Manager**

The following individual will oversee the project:

Rajender Razdan  
Department of Technology, Management and Budget  
(517) 335-1150  
RazdanR@michigan.gov

### **2.024 Change Requests**

The State reserves the right to request from time to time any changes to the requirements and specifications of the Contract and the work to be performed by the Contractor under the Contract. During the course of ordinary business, it may become necessary for the State to discontinue certain business practices or create Additional Services/Deliverables. At a minimum, to the extent applicable, Contractor shall provide a detailed outline of all work to be done, including tasks necessary to accomplish the Additional Services/Deliverables, timeframes, listing of key personnel assigned, estimated hours for each individual per task, and a complete and detailed cost justification.

If the State requests or directs the Contractor to perform any Services/Deliverables that are outside the scope of the Contractor's responsibilities under the Contract ("New Work"), the Contractor must notify the State promptly before commencing performance of the requested activities it believes are New Work. If the Contractor fails to notify the State before commencing performance of the requested activities, any such activities performed before the Contractor gives notice shall be conclusively considered to be in-scope Services/Deliverables and not New Work.

If the State requests or directs the Contractor to perform any services or provide deliverables that are consistent with and similar to the Services/Deliverables being provided by the Contractor under the Contract, but which the Contractor reasonably and in good faith believes are not included within the Statements of Work, then before performing such Services or providing such Deliverables, the Contractor shall notify the State in writing that it considers the Services or Deliverables to be an Additional Service/Deliverable for which the Contractor should receive additional compensation. If the Contractor does not so notify the State, the Contractor shall have no right to claim thereafter that it is entitled to additional compensation for performing that Service or providing that Deliverable. If the Contractor does so notify the State, then such a Service or Deliverable shall be governed by the Change Request procedure in this Section.

In the event prices or service levels are not acceptable to the State, the Additional Services or New Work shall be subject to competitive bidding based upon the specifications.

#### **(1) Change Request at State Request**

If the State requires Contractor to perform New Work, Additional Services or make changes to the Services that would affect the Contract completion schedule or the amount of compensation due Contractor (a "Change"), the State shall submit a written request for Contractor to furnish a proposal for carrying out the requested Change (a "Change Request").

#### **(2) Contractor Recommendation for Change Requests:**

Contractor shall be entitled to propose a Change to the State, on its own initiative, should Contractor believe the proposed Change would benefit the Contract.



(3) Upon receipt of a Change Request or on its own initiative, Contractor shall examine the implications of the requested Change on the technical specifications, Contract schedule and price of the Deliverables and Services and shall submit to the State without undue delay a written proposal for carrying out the Change. Contractor's proposal shall include any associated changes in the technical specifications, Contract schedule and price and method of pricing of the Services. If the Change is to be performed on a time and materials basis, the Amendment Labor Rates shall apply to the provision of such Services. If Contractor provides a written proposal and should Contractor be of the opinion that a requested Change is not to be recommended, it shall communicate its opinion to the State but shall nevertheless carry out the Change as specified in the written proposal if the State directs it to do so.

(4) By giving Contractor written notice within a reasonable time, the State shall be entitled to accept a Contractor proposal for Change, to reject it, or to reach another agreement with Contractor. Should the parties agree on carrying out a Change, a written Contract Change Notice must be prepared and issued under this Contract, describing the Change and its effects on the Services and any affected components of this Contract (a "Contract Change Notice").

(5) No proposed Change shall be performed until the proposed Change has been specified in a duly executed Contract Change Notice issued by the Department of Technology, Management and Budget, Procurement.

(6) If the State requests or directs the Contractor to perform any activities that Contractor believes constitute a Change, the Contractor must notify the State that it believes the requested activities are a Change before beginning to work on the requested activities. If the Contractor fails to notify the State before beginning to work on the requested activities, then the Contractor waives any right to assert any claim for additional compensation or time for performing the requested activities. If the Contractor commences performing work outside the scope of this Contract and then ceases performing that work, the Contractor must, at the request of the State, retract any out-of-scope work that would adversely affect the Contract.

### **2.025 Notices**

Any notice given to a party under the Contract must be deemed effective, if addressed to the party as addressed below, upon: (i) delivery, if hand delivered; (ii) receipt of a confirmed transmission by facsimile if a copy of the notice is sent by another means specified in this Section; (iii) the third Business Day after being sent by U.S. mail, postage pre-paid, return receipt requested; or (iv) the next Business Day after being sent by a nationally recognized overnight express courier with a reliable tracking system.

State:

State of Michigan  
DTMB Procurement  
Attention: Steve Motz  
PO Box 30026  
530 West Allegan  
Lansing, Michigan 48909

Contractor: See Contract Cover Page for Address and contact information

Either party may change its address where notices are to be sent by giving notice according to this Section.

### **2.026 Binding Commitments**

Representatives of Contractor must have the authority to make binding commitments on Contractor's behalf within the bounds set forth in the Contract. Contractor may change the representatives from time to time upon giving written notice.

### **2.027 Relationship of the Parties**

The relationship between the State and Contractor is that of client and independent contractor. No agent, employee, or servant of Contractor or any of its Subcontractors shall be deemed to be an employee, agent or



servant of the State for any reason. Contractor shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants and Subcontractors during the performance of the Contract.

### **2.028 Covenant of Good Faith**

Each party shall act reasonably and in good faith. Unless stated otherwise in the Contract, the parties shall not unreasonably delay, condition or withhold the giving of any consent, decision or approval that is either requested or reasonably required of them in order for the other party to perform its responsibilities under the Contract.

### **2.029 Assignments**

Neither party may assign the Contract, or assign or delegate any of its duties or obligations under the Contract, to any other party (whether by operation of law or otherwise), without the prior written consent of the other party; provided, however, that the State may assign the Contract to any other State agency, department, division or department without the prior consent of Contractor and Contractor may assign the Contract to an affiliate so long as the affiliate is adequately capitalized and can provide adequate assurances that the affiliate can perform the Contract. The State may withhold consent from proposed assignments, subcontracts, or novations when the transfer of responsibility would operate to decrease the State's likelihood of receiving performance on the Contract or the State's ability to recover damages.

Contractor may not, without the prior written approval of the State, assign its right to receive payments due under the Contract. If the State permits an assignment, the Contractor is not relieved of its responsibility to perform any of its contractual duties and the requirement under the Contract that all payments must be made to one entity continues.

If the Contractor intends to assign the contract or any of the Contractor's rights or duties under the Contract, the Contractor must notify the State in writing at least 90 days before the assignment. The Contractor also must provide the State with adequate information about the assignee within a reasonable amount of time before the assignment for the State to determine whether to approve the assignment.

### **2.030 General Provisions**

#### **2.031 Media Releases**

News releases (including promotional literature and commercial advertisements) pertaining to the Contract or project to which it relates shall not be made without prior written State approval, and then only in accordance with the explicit written instructions from the State. No results of the activities associated with the Contract are to be released without prior written approval of the State and then only to persons designated.

#### **2.032 Contract Distribution**

DTMB Procurement retains the sole right of Contract distribution to all State agencies and local units of government unless other arrangements are authorized by DTMB Procurement.

#### **2.033 Permits**

Contractor must obtain and pay any associated costs for all required governmental permits, licenses and approvals for the delivery, installation and performance of the Services.

#### **2.034 Website Incorporation**

The State is not bound by any content on the Contractor's website, even if the Contractor's documentation specifically referenced that content and attempts to incorporate it into any other communication, unless the State has actual knowledge of the content and has expressly agreed to be bound by it in a writing that has been manually signed by an authorized representative of the State.

#### **2.035 Future Bidding Preclusion**

Contractor acknowledges that, to the extent this Contract involves the creation, research, investigation or generation of a future RFP; it may be precluded from bidding on the subsequent RFP. The State reserves the right to disqualify any Bidder if the State determines that the Bidder has used its position (whether as an incumbent Contractor, or as a Contractor hired to assist with the RFP development, or as a Vendor offering free assistance) to gain a competitive advantage on the RFP.



### **2.036 Freedom of Information**

All information in any proposal submitted to the State by Contractor and this Contract is subject to the provisions of the Michigan Freedom of Information Act, 1976 Public Act No. 442, as amended, MCL 15.231, et seq (the "FOIA").

### **2.037 Disaster Recovery**

Contractor and the State recognize that the State provides essential services in times of natural or man-made disasters. Therefore, except as so mandated by Federal disaster response requirements, Contractor personnel dedicated to providing Services/Deliverables under this Contract shall provide the State with priority service for repair and work around in the event of a natural or man-made disaster.

### **2.040 Financial Provisions**

#### **2.041 Fixed Prices for Services/Deliverables**

Each Statement of Work or Purchase Order issued under this Contract shall specify (or indicate by reference to the appropriate Contract Attachment, Exhibit, or Appendix) the firm, fixed prices for all Services/Deliverables, and the associated payment milestones and payment amounts.

#### **2.042 Adjustments for Reductions in Scope of Services/Deliverables**

If the scope of the Services/Deliverables under any Statement of Work issued under this Contract is subsequently reduced by the State, the parties shall negotiate an equitable reduction in Contractor's charges under such Statement of Work commensurate with the reduction in scope.

#### **2.043 Services/Deliverables Covered**

The State shall not be obligated to pay any amounts in addition to the charges specified in this Contract for all Services/Deliverables to be provided by Contractor and its Subcontractors, if any, under this Contract,

#### **2.044 Invoicing and Payment – In General**

(a) Each Statement of Work issued under this Contract shall list (or indicate by reference to the appropriate Contract Attachment, Exhibit, or Appendix) the prices for all Services/Deliverables, equipment and commodities to be provided, and the associated payment milestones and payment amounts.

(b) Each Contractor invoice shall show details as to charges by Service/Deliverable component and location at a level of detail reasonably necessary to satisfy the State's accounting and charge-back requirements. Invoices for Services performed on a time and materials basis shall show, for each individual, the number of hours of Services performed during the billing period, the billable skill/labor category for such person and the applicable hourly billing rate. Prompt payment by the State is contingent on the Contractor's invoices showing the amount owed by the State minus any holdback amount to be retained by the State in accordance with **Section 1.600**.

(c) Correct invoices shall be due and payable by the State, in accordance with the State's standard payment procedure as specified in 1984 Public Act No. 279, MCL 17.51 et seq., within 45 days after receipt, provided the State determines that the invoice was properly rendered. If the State fails to make timely payment, Contractor may invoice the State one percent (1%) per month, or such rate as mandated by legislation, on the amount overdue.

(d) All invoices should reflect actual work done. Specific details of invoices and payments shall be agreed upon between the Contract Administrator and the Contractor after the proposed Contract Agreement has been signed and accepted by both the Contractor and the Director of Procurement, Department of Management & Budget. This activity shall occur only upon the specific written direction from DTMB Procurement.

The specific payment schedule for any Contract(s) entered into, as the State and the Contractor(s) shall mutually agree upon. The schedule should show payment amount and should reflect actual work done by the payment dates, less any penalty cost charges accrued by those dates. As a general policy statements shall be forwarded to the designated representative by the 15th day of the following month.

#### **2.045 Pro-ration**

To the extent there are Services that are to be paid for on a monthly basis, the cost of such Services shall be pro-rated for any partial month.

**2.046 Antitrust Assignment**

The Contractor assigns to the State any claim for overcharges resulting from antitrust violations to the extent that those violations concern materials or services supplied by third parties to the Contractor, toward fulfillment of this Contract.

**2.047 Final Payment**

The making of final payment by the State to Contractor does not constitute a waiver by either party of any rights or other claims as to the other party's continuing obligations under the Contract, nor shall it constitute a waiver of any claims by one party against the other arising from unsettled claims or failure by a party to comply with this Contract, including claims for Services and Deliverables not reasonably known until after acceptance to be defective or substandard. Contractor's acceptance of final payment by the State under this Contract shall constitute a waiver of all claims by Contractor against the State for payment under this Contract, other than those claims previously filed in writing on a timely basis and still unsettled.

**2.048 Electronic Payment Requirement**

Electronic transfer of funds is required for payments on State Contracts. Contractors are required to register with the State electronically at <http://www.cpexpress.state.mi.us>. As stated in Public Act 431 of 1984, all contracts that the State enters into for the purchase of goods and services shall provide that payment shall be made by electronic fund transfer (EFT).

**2.050 Taxes****2.051 Employment Taxes**

Contractor shall collect and pay all applicable federal, state, and local employment taxes, including the taxes.

**2.052 Sales and Use Taxes**

Contractor shall register and remit sales and use taxes on taxable sales of tangible personal property or services delivered into the State. Contractors that lack sufficient presence in Michigan to be required to register and pay tax must do so as a volunteer. This requirement extends to: (1) all members of any controlled group as defined in § 1563(a) of the Internal Revenue Code and applicable regulations of which the company is a member, and (2) all organizations under common control as defined in § 414(c) of the Internal Revenue Code and applicable regulations of which the company is a member that make sales at retail for delivery into the State are registered with the State for the collection and remittance of sales and use taxes. In applying treasury regulations defining "two or more trades or businesses under common control" the term "organization" means sole proprietorship, a partnership (as defined in § 701(a) (2) of the Internal Revenue Code), a trust, an estate, a corporation, or a limited liability company.

**2.060 Contract Management****2.061 Contractor Personnel Qualifications**

All persons assigned by Contractor to the performance of Services under this Contract must be employees of Contractor or its majority-owned (directly or indirectly, at any tier) subsidiaries (or a State-approved Subcontractor) and must be fully qualified to perform the work assigned to them. Contractor must include a similar provision in any subcontract entered into with a Subcontractor. For the purposes of this Contract, independent contractors engaged by Contractor solely in a staff augmentation role must be treated by the State as if they were employees of Contractor for this Contract only; however, the State understands that the relationship between Contractor and Subcontractor is an independent contractor relationship.

**2.062 Contractor Key Personnel**

- (a) The Contractor must provide the Contract Compliance Inspector with the names of the Key Personnel.
- (b) Key Personnel must be dedicated as defined in the Statement of Work to the Project for its duration in the applicable Statement of Work with respect to other individuals designated as Key Personnel for that Statement of Work.



(c) The State shall have the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor shall notify the State of the proposed assignment, shall introduce the individual to the appropriate State representatives, and shall provide the State with a resume and any other information about the individual reasonably requested by the State. The State reserves the right to interview the individual before granting written approval. In the event the State finds a proposed individual unacceptable, the State shall provide a written explanation including reasonable detail outlining the reasons for the rejection.

(d) Contractor must not remove any Key Personnel from their assigned roles on the Contract without the prior written consent of the State. The Contractor's removal of Key Personnel without the prior written consent of the State is an unauthorized removal ("Unauthorized Removal"). Unauthorized Removals does not include replacing Key Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation or for cause termination of the Key Personnel's employment. Unauthorized Removals does not include replacing Key Personnel because of promotions or other job movements allowed by Contractor personnel policies or Collective Bargaining Agreement(s) as long as the State receives prior written notice before shadowing occurs and Contractor provides 30 days of shadowing unless parties agree to a different time period. The Contractor with the State must review any Key Personnel replacements, and appropriate transition planning will be established. Any Unauthorized Removal may be considered by the State to be a material breach of the Contract, in respect of which the State may elect to exercise its termination and cancellation rights.

(e) The Contractor must notify the Contract Compliance Inspector and the Contract Administrator at least 10 business days before redeploying non-Key Personnel, who are dedicated to primarily to the Project, to other projects. If the State does not object to the redeployment by its scheduled date, the Contractor may then redeploy the non-Key Personnel.

### **2.063 Re-assignment of Personnel at the State's Request**

The State reserves the right to require the removal from the Project of Contractor personnel found, in the judgment of the State, to be unacceptable. The State's request must be written with reasonable detail outlining the reasons for the removal request. Additionally, the State's request must be based on legitimate, good faith reasons. Replacement personnel for the removed person must be fully qualified for the position. If the State exercises this right, and the Contractor cannot immediately replace the removed personnel, the State agrees to an equitable adjustment in schedule or other terms that may be affected by the State's required removal. If any incident with removed personnel results in delay not reasonably anticipatable under the circumstances and which is attributable to the State, the applicable SLAs for the affected Service shall not be counted for a time as agreed to by the parties.

### **2.064 Contractor Personnel Location**

All staff assigned by Contractor to work on the Contract shall perform their duties either primarily at Contractor's offices and facilities or at State facilities. Without limiting the generality of the foregoing, Key Personnel shall, at a minimum, spend at least the amount of time on-site at State facilities as indicated in the applicable Statement of Work. Subject to availability, selected Contractor personnel may be assigned office space to be shared with State personnel.

### **2.065 Contractor Identification**

Contractor employees must be clearly identifiable while on State property by wearing a State-issued badge, as required. Contractor employees are required to clearly identify themselves and the company they work for whenever making contact with State personnel by telephone or other means.

### **2.066 Cooperation with Third Parties**

Contractor agrees to cause its personnel and the personnel of any Subcontractors to cooperate with the State and its agents and other contractors including the State's Quality Assurance personnel. As reasonably requested by the State in writing, the Contractor shall provide to the State's agents and other contractors reasonable access to Contractor's Project personnel, systems and facilities to the extent the access relates to activities specifically associated with this Contract and shall not interfere or jeopardize the safety or operation of the systems or facilities. The State acknowledges that Contractor's time schedule for the Contract is very



specific and agrees not to unnecessarily or unreasonably interfere with, delay or otherwise impeded Contractor's performance under this Contract with the requests for access.

#### **2.067 Contract Management Responsibilities**

Contractor shall be responsible for all acts and omissions of its employees, as well as the acts and omissions of any other personnel furnished by Contractor to perform the Services. Contractor shall have overall responsibility for managing and successfully performing and completing the Services/Deliverables, subject to the overall direction and supervision of the State and with the participation and support of the State as specified in this Contract. Contractor's duties shall include monitoring and reporting the State's performance of its participation and support responsibilities (as well as Contractor's own responsibilities) and providing timely notice to the State in Contractor's reasonable opinion if the State's failure to perform its responsibilities in accordance with the Project Plan is likely to delay the timely achievement of any Contract tasks.

The Contractor shall provide the Services/Deliverables directly or through its affiliates, subsidiaries, subcontractors or resellers. Regardless of the entity providing the Service/Deliverable, the Contractor shall act as a single point of contact coordinating these entities to meet the State's need for Services/Deliverables. Nothing in this Contract, however, shall be construed to authorize or require any party to violate any applicable law or regulation in its performance of this Contract.

#### **2.068 Contractor Return of State Equipment/Resources**

The Contractor shall return to the State any State-furnished equipment, facilities and other resources when no longer required for the Contract in the same condition as when provided by the State, reasonable wear and tear excepted.

#### **2.070 Subcontracting by Contractor**

##### **2.071 Contractor full Responsibility**

Contractor shall have full responsibility for the successful performance and completion of all of the Services and Deliverables. The State shall consider Contractor to be the sole point of contact with regard to all contractual matters under this Contract, including payment of any and all charges for Services and Deliverables.

##### **2.072 State Consent to delegation**

Contractor shall not delegate any duties under this Contract to a Subcontractor unless the Department of Technology, Management and Budget, Procurement has given written consent to such delegation. The State shall have the right of prior written approval of all Subcontractors and to require Contractor to replace any Subcontractors found, in the reasonable judgment of the State, to be unacceptable. The State's request shall be written with reasonable detail outlining the reasons for the removal request. Additionally, the State's request shall be based on legitimate, good faith reasons. Replacement Subcontractor(s) for the removed Subcontractor shall be fully qualified for the position. If the State exercises this right, and the Contractor cannot immediately replace the removed Subcontractor, the State shall agree to an equitable adjustment in schedule or other terms that may be affected by the State's required removal. If any such incident with a removed Subcontractor results in delay not reasonable anticipatable under the circumstances and which is attributable to the State, the applicable SLA for the affected Work shall not be counted for a time agreed upon by the parties.

##### **2.073 Subcontractor bound to Contract**

In any subcontracts entered into by Contractor for the performance of the Services, Contractor shall require the Subcontractor, to the extent of the Services to be performed by the Subcontractor, to be bound to Contractor by the terms of this Contract and to assume toward Contractor all of the obligations and responsibilities that Contractor, by this Contract, assumes toward the State. The State reserves the right to receive copies of and review all subcontracts, although Contractor may delete or mask any proprietary information, including pricing, contained in such contracts before providing them to the State. The management of any Subcontractor shall be the responsibility of Contractor, and Contractor shall remain responsible for the performance of its Subcontractors to the same extent as if Contractor had not subcontracted such performance. Contractor shall make all payments to Subcontractors or suppliers of Contractor. Except as otherwise agreed in writing by the



State and Contractor, the State shall not be obligated to direct payments for the Services other than to Contractor. The State's written approval of any Subcontractor engaged by Contractor to perform any obligation under this Contract shall not relieve Contractor of any obligations or performance required under this Contract. A list of the Subcontractors, if any, approved by the State as of the execution of this Contract, together with a copy of the applicable subcontract is attached.

#### **2.074 Flow Down**

Except where specifically approved in writing by the State on a case-by-case basis, Contractor shall flow down the obligations in **Sections 2.031, 2.060, 2.100, 2.110, 2.120, 2.130, and 2.200** in all of its agreements with any Subcontractors.

#### **2.075 Competitive Selection**

The Contractor shall select subcontractors (including suppliers) on a competitive basis to the maximum practical extent consistent with the objectives and requirements of the Contract.

#### **2.080 State Responsibilities**

##### **2.081 Equipment**

The State shall provide only the equipment and resources identified in the Statement of Work and other Contract Attachment, Exhibit, or Appendix.

##### **2.082 Facilities**

The State must designate space as long as it is available and as provided in the Statement of Work, to house the Contractor's personnel whom the parties agree will perform the Services/Deliverables at State facilities (collectively, the "State Facilities"). The Contractor shall have reasonable access to, and unless agreed otherwise by the parties in writing must observe and comply with all rules and regulations relating to each of the State Facilities (including hours of operation) used by the Contractor in the course of providing the Services. Contractor agrees that it shall not, without the prior written consent of the State, use any State Facilities or access any State information systems provided for the Contractor's use, or to which the Contractor otherwise gains access in the course of performing the Services, for any purpose other than providing the Services to the State.

##### **2.090 Security**

##### **2.091 Background Checks**

On a case-by-case basis, the State may investigate the Contractor's personnel before they may have access to State facilities and systems. The scope of the background check is at the discretion of the State and the results shall be used to determine Contractor personnel eligibility for working within State facilities and systems. The investigations shall include Michigan State Police Background checks (ICHAT) and may include the National Crime Information Center (NCIC) Finger Prints. Proposed Contractor personnel may be required to complete and submit an RI-8 Fingerprint Card for the NCIC Finger Print Check. Any request for background checks shall be initiated by the State and shall be reasonably related to the type of work requested. Contractor will pay for all costs associated with ensuring their staff meets these requirements.

All Contractor personnel shall also be expected to comply with the State's security and acceptable use policies for State IT equipment and resources. See <http://www.michigan.gov/dit>. Furthermore, Contractor personnel shall be expected to agree to the State's security and acceptable use policies before the Contractor personnel shall be accepted as a resource to perform work for the State. It is expected the Contractor shall present these documents to the prospective employee before the Contractor presents the individual to the State as a proposed resource. Contractor staff shall be expected to comply with all Physical Security procedures in place within the facilities where they are working.

##### **2.092 Security Breach Notification**

If the Contractor breaches this Section, the Contractor must (i) promptly cure any deficiencies and (ii) comply with any applicable federal and state laws and regulations pertaining to unauthorized disclosures. Contractor and the State shall cooperate to mitigate, to the extent practicable, the effects of any breach, intrusion, or unauthorized use or disclosure. Contractor must report to the State in writing any use or disclosure of



Confidential Information, whether suspected or actual, other than as provided for by the Contract within 10 days of becoming aware of the use or disclosure or the shorter time period as is reasonable under the circumstances.

### **2.093 PCI DATA Security Requirements**

Contractors with access to credit/debit card cardholder data must adhere to the Payment Card Industry (PCI) Data Security requirements. Contractor agrees that they are responsible for security of cardholder data in their possession. Contractor agrees that data can ONLY be used for assisting the State in completing a transaction, supporting a loyalty program, supporting the State, providing fraud control services, or for other uses specifically required by law.

Contractor agrees to provide business continuity in the event of a major disruption, disaster or failure.

The Contractor shall contact the Department of Technology, Management and Budget, Financial Services immediately to advise them of any breaches in security where card data has been compromised. In the event of a security intrusion, the Contractor agrees the Payment Card Industry representative, or a Payment Card Industry approved third party, shall be provided with full cooperation and access to conduct a thorough security review. The review will validate compliance with the Payment Card Industry Data Security Standard for protecting cardholder data.

Contractor agrees to properly dispose sensitive cardholder data when no longer needed. The Contractor shall continue to treat cardholder data as confidential upon contract termination.

The Contractor shall provide the Department of Technology, Management and Budget, Financial Services documentation showing PCI Data Security certification has been achieved. The Contractor shall advise the Department of Technology, Management and Budget, Financial Services of all failures to comply with the PCI Data Security Requirements. Failures include, but are not limited to system scans and self-assessment questionnaires. The Contractor shall provide a time line for corrective action not to exceed 6 months from the time of notification of breach.

In the event the State incurs charges as a result of a breach by the Contractor, the Contractor will reimburse the State.

## **2.100 Confidentiality**

### **2.101 Confidentiality**

Contractor and the State each acknowledge that the other possesses and shall continue to possess confidential information that has been developed or received by it. As used in this Section, "Confidential Information" of Contractor must mean all non-public proprietary information of Contractor (other than Confidential Information of the State as defined below), which is marked confidential, restricted, proprietary, or with a similar designation. "Confidential Information" of the State must mean any information which is retained in confidence by the State (or otherwise required to be held in confidence by the State under applicable federal, state and local laws and regulations) or which, in the case of tangible materials provided to Contractor by the State under its performance under this Contract, is marked as confidential, proprietary or with a similar designation by the State. "Confidential Information" excludes any information (including this Contract) that is publicly available under the Michigan FOIA.

### **2.102 Protection and Destruction of Confidential Information**

The State and Contractor shall each use at least the same degree of care to prevent disclosing to third parties the Confidential Information of the other as it employs to avoid unauthorized disclosure, publication or dissemination of its own confidential information of like character, but in no event less than reasonable care. Neither Contractor nor the State shall (i) make any use of the Confidential Information of the other except as contemplated by this Contract, (ii) acquire any right in or assert any lien against the Confidential Information of the other, or (iii) if requested to do so, refuse for any reason to promptly return the other party's Confidential Information to the other party. Each party shall limit disclosure of the other party's Confidential Information to employees and Subcontractors who must have access to fulfill the purposes of this Contract. Disclosure to,



and use by, a Subcontractor is permissible where (A) use of a Subcontractor is authorized under this Contract, (B) the disclosure is necessary or otherwise naturally occurs in connection with work that is within the Subcontractor's scope of responsibility, and (C) Contractor obligates the Subcontractor in a written Contract to maintain the State's Confidential Information in confidence. At the State's request, any employee of Contractor and of any Subcontractor having access or continued access to the State's Confidential Information may be required to execute an acknowledgment that the employee has been advised of Contractor's and the Subcontractor's obligations under this Section and of the employee's obligation to Contractor or Subcontractor, as the case may be, to protect the Confidential Information from unauthorized use or disclosure.

Promptly upon termination or cancellation of the Contract for any reason, Contractor must certify to the State that Contractor has destroyed all State Confidential Information.

### **2.103 Exclusions**

Notwithstanding the foregoing, the provisions in this Section shall not apply to any particular information which the State or Contractor can demonstrate (i) was, at the time of disclosure to it, in the public domain; (ii) after disclosure to it, is published or otherwise becomes part of the public domain through no fault of the receiving party; (iii) was in the possession of the receiving party at the time of disclosure to it without an obligation of confidentiality; (iv) was received after disclosure to it from a third party who had a lawful right to disclose the information to it without any obligation to restrict its further disclosure; or (v) was independently developed by the receiving party without reference to Confidential Information of the furnishing party. Further, the provisions of this Section shall not apply to any particular Confidential Information to the extent the receiving party is required by law to disclose the Confidential Information, provided that the receiving party (i) promptly provides the furnishing party with notice of the legal request, and (ii) assists the furnishing party in resisting or limiting the scope of the disclosure as reasonably requested by the furnishing party.

### **2.104 No Implied Rights**

Nothing contained in this Section must be construed as obligating a party to disclose any particular Confidential Information to the other party, or as granting to or conferring on a party, expressly or impliedly, any right or license to the Confidential Information of the other party.

### **2.105 Respective Obligations**

The parties' respective obligations under this Section must survive the termination or expiration of this Contract for any reason.

### **2.110 Records and Inspections**

#### **2.111 Inspection of Work Performed**

The State's authorized representatives shall at all reasonable times and with 10 days prior written request, have the right to enter Contractor's premises, or any other places, where the Services are being performed, and shall have access, upon reasonable request, to interim drafts of Deliverables or work-in-progress. Upon 10 Days prior written notice and at all reasonable times, the State's representatives shall be allowed to inspect, monitor, or otherwise evaluate the work being performed and to the extent that the access will not reasonably interfere or jeopardize the safety or operation of the systems or facilities. Contractor shall provide all reasonable facilities and assistance for the State's representatives.

#### **2.112 Examination of Records**

For seven years after the Contractor provides any work under this Contract (the "Audit Period"), the State may examine and copy any of Contractor's books, records, documents and papers pertinent to establishing Contractor's compliance with the Contract and with applicable laws and rules. The State shall notify the Contractor 20 days before examining the Contractor's books and records. The State does not have the right to review any information deemed confidential by the Contractor to the extent access would require the confidential information to become publicly available. This provision also applies to the books, records, accounts, documents and papers, in print or electronic form, of any parent, affiliated or subsidiary organization of Contractor, or any Subcontractor of Contractor performing services in connection with the Contract.



### **2.113 Retention of Records**

Contractor shall maintain at least until the end of the Audit Period all pertinent financial and accounting records (including time sheets and payroll records, and information pertaining to the Contract and to the Services, equipment, and commodities provided under the Contract) pertaining to the Contract according to generally accepted accounting principles and other procedures specified in this Section. Financial and accounting records shall be made available, upon request, to the State at any time during the Audit Period. If an audit, litigation, or other action involving Contractor's records is initiated before the end of the Audit Period, the records shall be retained until all issues arising out of the audit, litigation, or other action are resolved or until the end of the Audit Period, whichever is later.

### **2.114 Audit Resolution**

If necessary, the Contractor and the State shall meet to review each audit report promptly after issuance. The Contractor shall respond to each audit report in writing within 30 days from receipt of the report, unless a shorter response time is specified in the report. The Contractor and the State shall develop, agree upon and monitor an action plan to promptly address and resolve any deficiencies, concerns, and/or recommendations in the audit report.

### **2.115 Errors**

If the audit demonstrates any errors in the documents provided to the State, then the amount in error shall be reflected as a credit or debit on the next invoice and in subsequent invoices until the amount is paid or refunded in full. However, a credit or debit may not be carried for more than four invoices. If a balance remains after four invoices, then the remaining amount shall be due as a payment or refund within 45 days of the last quarterly invoice that the balance appeared on or termination of the contract, whichever is earlier.

In addition to other available remedies, the difference between the payment received and the correct payment amount is greater than 10%, then the Contractor shall pay all of the reasonable costs of the audit.

### **2.120 Warranties**

#### **2.121 Warranties and Representations**

The Contractor represents and warrants:

- (a) It is capable in all respects of fulfilling and must fulfill all of its obligations under this Contract. The performance of all obligations under this Contract must be provided in a timely, professional, and workman-like manner and must meet the performance and operational standards required under this Contract.
- (b) The Contract Appendices, Attachments and Exhibits identify the equipment and software and services necessary for the Deliverable(s) to perform and Services to operate in compliance with the Contract's requirements and other standards of performance.
- (c) It is the lawful owner or licensee of any Deliverable licensed or sold to the State by Contractor or developed by Contractor under this Contract, and Contractor has all of the rights necessary to convey to the State the ownership rights or licensed use, as applicable, of any and all Deliverables. None of the Deliverables provided by Contractor to the State under neither this Contract, nor their use by the State shall infringe the patent, copyright, trade secret, or other proprietary rights of any third party.
- (d) If, under this Contract, Contractor procures any equipment, software or other Deliverable for the State (including equipment, software and other Deliverables manufactured, re-marketed or otherwise sold by Contractor under Contractor's name), then in addition to Contractor's other responsibilities with respect to the items in this Contract, Contractor must assign or otherwise transfer to the State or its designees, or afford the State the benefits of, any manufacturer's warranty for the Deliverable.
- (e) The contract signatory has the power and authority, including any necessary corporate authorizations, necessary to enter into this Contract, on behalf of Contractor.
- (f) It is qualified and registered to transact business in all locations where required.



(g) Neither the Contractor nor any Affiliates, nor any employee of either, has, must have, or must acquire, any contractual, financial, business, or other interest, direct or indirect, that would conflict in any manner or degree with Contractor's performance of its duties and responsibilities to the State under this Contract or otherwise create an appearance of impropriety with respect to the award or performance of this Agreement. Contractor must notify the State about the nature of the conflict or appearance of impropriety within two days of learning about it.

(h) Neither Contractor nor any Affiliates, nor any employee of either has accepted or must accept anything of value based on an understanding that the actions of the Contractor or Affiliates or employee on behalf of the State would be influenced. Contractor must not attempt to influence any State employee by the direct or indirect offer of anything of value.

(i) Neither Contractor nor any Affiliates, nor any employee of either has paid or agreed to pay any person, other than bona fide employees and consultants working solely for Contractor or the Affiliate, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of this Contract.

(j) The prices proposed by Contractor were arrived at independently, without consultation, communication, or agreement with any other Bidder for the purpose of restricting competition; the prices quoted were not knowingly disclosed by Contractor to any other Bidder; and no attempt was made by Contractor to induce any other person to submit or not submit a proposal for the purpose of restricting competition.

(k) All financial statements, reports, and other information furnished by Contractor to the State as part of its response to the RFP or otherwise in connection with the award of this Contract fairly and accurately represent the business, properties, financial condition, and results of operations of Contractor as of the respective dates, or for the respective periods, covered by the financial statements, reports, other information. Since the respective dates or periods covered by the financial statements, reports, or other information, there have been no material adverse changes in the business, properties, financial condition, or results of operations of Contractor.

(l) All written information furnished to the State by or for the Contractor in connection with this Contract, including its bid, is true, accurate, and complete, and contains no untrue statement of material fact or omits any material fact necessary to make the information not misleading.

(m) It is not in material default or breach of any other contract or agreement that it may have with the State or any of its departments, commissions, boards, or agencies. Contractor further represents and warrants that it has not been a party to any contract with the State or any of its departments that was terminated by the State or the department within the previous five years for the reason that Contractor failed to perform or otherwise breached an obligation of the contract.

(n) If any of the certifications, representations, or disclosures made in the Contractor's original bid response change after contract award, the Contractor is required to report those changes immediately to the Department of Technology, Management and Budget, Procurement.

### **2.122 Warranty of Merchantability**

Goods provided by Contractor under this agreement shall be merchantable. All goods provided under this Contract shall be of good quality within the description given by the State, shall be fit for their ordinary purpose, shall be adequately contained and packaged within the description given by the State, shall conform to the agreed upon specifications, and shall conform to the affirmations of fact made by the Contractor or on the container or label.

### **2.123 Warranty of Fitness for a Particular Purpose**

When the Contractor has reason to know or knows any particular purpose for which the goods are required, and the State is relying on the Contractor's skill or judgment to select or furnish suitable goods, there is a warranty that the goods are fit for such purpose.



### **2.124 Warranty of Title**

Contractor shall, in providing goods to the State, convey good title in those goods, whose transfer is right and lawful. All goods provided by Contractor shall be delivered free from any security interest, lien, or encumbrance of which the State, at the time of contracting, has no knowledge. Goods provided by Contractor, under this Contract, shall be delivered free of any rightful claim of any third person by of infringement or the like.

### **2.125 Equipment Warranty**

To the extent Contractor is responsible under this Contract for maintaining equipment/system(s), Contractor represents and warrants that it shall maintain the equipment/system(s) in good operating condition and shall undertake all repairs and preventive maintenance according to the applicable manufacturer's recommendations for the period specified in this Contract. The Contractor must assume all costs for replacing parts or units and their installation including transportation and delivery fees, if any.

The Contractor represents and warrants that the equipment/system(s) are in good operating condition and operates and performs to the requirements and other standards of performance contained in this Contract.

The Contractor agrees that all warranty service it provides under this Contract must be performed by trained, certified and authorized technicians.

The Contractor agrees that all warranty service it provides under this Contract must be performed by Original Equipment Manufacturer (OEM) trained, certified and authorized technicians.

The Contractor is the sole point of contact for warranty service. The Contractor warrants that it shall pass through to the State any warranties obtained or available from the original equipment manufacturer, including any replacement, upgraded, or additional equipment warranties.

### **2.126 Equipment to be New**

All field solution equipment provided under this Contract by Contractor shall be new where Contractor has knowledge regarding whether the equipment is new or assembled from new or serviceable used parts that are like new in performance or has the option of selecting one or the other. Equipment that is assembled from new or serviceable used parts that are like new in performance is acceptable where Contractor does not have knowledge or the ability to select one or other, unless specifically agreed otherwise in writing by the State.

### **2.127 Prohibited Products**

The State will not accept salvage, distressed, outdated or discontinued merchandise. Shipping of such merchandise to any State agency, as a result of an order placed against the Contract, shall be considered default by the Contractor of the terms and conditions of the Contract and may result in cancellation of the Contract by the State. The brand and product number offered for all items shall remain consistent for the term of the Contract, unless DTMB Procurement has approved a change order pursuant to **Section 2.024**.

### **2.128 Consequences for Breach**

In addition to any remedies available in law, if the Contractor breaches any of the warranties contained in this section, the breach may be considered as a default in the performance of a material obligation of this Contract.

### **2.130 Insurance**

#### **2.131 Liability Insurance**

The Contractor must provide proof of the minimum levels of insurance coverage as indicated below. The insurance must protect the State from claims that may arise out of or result from the Contractor's performance of services under the terms of this Contract, whether the services are performed by the Contractor, or by any subcontractor, or by anyone directly or indirectly employed by any of them, or by anyone for whose acts they may be liable.



The Contractor waives all rights against the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents for recovery of damages to the extent these damages are covered by the insurance policies the Contractor is required to maintain under this Contract.

All insurance coverage provided relative to this Contract/Purchase Order is PRIMARY and NON-CONTRIBUTING to any comparable liability insurance (including self-insurances) carried by the State.

The insurance must be written for not less than any minimum coverage specified in this Contract or required by law, whichever is greater.

The insurers selected by Contractor must have an A.M. Best rating of A or better, or as otherwise approved in writing by the State, or if the ratings are no longer available, with a comparable rating from a recognized insurance rating agency. All policies of insurance required in this Contract must be issued by companies that have been approved to do business in the State.

See [www.michigan.gov/dleg](http://www.michigan.gov/dleg).

Where specific limits are shown, they are the minimum acceptable limits. If Contractor's policy contains higher limits, the State must be entitled to coverage to the extent of the higher limits.

The Contractor is required to pay for and provide the type and amount of insurance checked  below:

- 1. Commercial General Liability with the following minimum coverage:  
 \$2,000,000 General Aggregate Limit other than Products/Completed Operations  
 \$2,000,000 Products/Completed Operations Aggregate Limit  
 \$1,000,000 Personal & Advertising Injury Limit  
 \$1,000,000 Each Occurrence Limit

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSUREDS on the Commercial General Liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.

- 2. If a motor vehicle is used to provide services or products under this Contract, the Contractor must have vehicle liability insurance on any auto including owned, hired and non-owned vehicles used in Contractor's business for bodily injury and property damage as required by law.

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSUREDS on the vehicle liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.

- 3. Workers' compensation coverage must be provided according to applicable laws governing the employees and employers work activities in the state of the Contractor's domicile. If a self-insurer provides the applicable coverage, proof must be provided of approved self-insured authority by the jurisdiction of domicile. For employees working outside of the state of qualification, Contractor must provide appropriate certificates of insurance proving mandated coverage levels for the jurisdictions where the employees' activities occur.

Any certificates of insurance received must also provide a list of states where the coverage is applicable.

The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company. This provision must not be applicable where prohibited or limited by the laws of the jurisdiction in which the work is to be performed.

- 4. Employers liability insurance with the following minimum limits:  
 \$100,000 each accident  
 \$100,000 each employee by disease  
 \$500,000 aggregate disease



- 5. Employee Fidelity, including Computer Crimes, insurance naming the State as a loss payee, providing coverage for direct loss to the State and any legal liability of the State arising out of or related to fraudulent or dishonest acts committed by the employees of Contractor or its Subcontractors, acting alone or in collusion with others, in a minimum amount of one million dollars (\$1,000,000.00) with a maximum deductible of fifty thousand dollars (\$50,000.00).
- 6. Umbrella or Excess Liability Insurance in a minimum amount of ten million dollars (\$10,000,000.00), which must apply, at a minimum, to the insurance required in Subsection 1 (Commercial General Liability) above.
- 7. Professional Liability (Errors and Omissions) Insurance with the following minimum coverage: three million dollars (\$3,000,000.00) each occurrence and three million dollars (\$3,000,000.00) annual aggregate.
- 8. Fire and Personal Property Insurance covering against any loss or damage to the office space used by Contractor for any reason under this Contract, and the equipment, software and other contents of the office space, including without limitation, those contents used by Contractor to provide the Services to the State, up to its replacement value, where the office space and its contents are under the care, custody and control of Contractor. The policy must cover all risks of direct physical loss or damage, including without limitation, flood and earthquake coverage and coverage for computer hardware and software. The State must be endorsed on the policy as a loss payee as its interests appear.

### **2.132 Subcontractor Insurance Coverage**

Except where the State has approved in writing a Contractor subcontract with other insurance provisions, Contractor must require all of its Subcontractors under this Contract to purchase and maintain the insurance coverage as described in this Section for the Contractor in connection with the performance of work by those Subcontractors. Alternatively, Contractor may include any Subcontractors under Contractor's insurance on the coverage required in this Section. Subcontractor(s) must fully comply with the insurance coverage required in this Section. Failure of Subcontractor(s) to comply with insurance requirements does not limit Contractor's liability or responsibility.

### **2.133 Certificates of Insurance and Other Requirements**

Contractor must furnish to DTMB Procurement, certificate(s) of insurance verifying insurance coverage or providing satisfactory evidence of self-insurance as required in this Section (the "Certificates"). The Certificate must be on the standard "accord" form or equivalent. **The Contract Number or the Purchase Order Number must be shown on the Certificate Of Insurance To Assure Correct Filing.** All Certificate(s) are to be prepared and submitted by the Insurance Provider. All Certificate(s) must contain a provision indicating that coverage afforded under the policies SHALL NOT BE CANCELLED, MATERIALLY CHANGED, OR NOT RENEWED without 30 days prior written notice, except for 10 days for non-payment of premium, having been given to the Director of DTMB Procurement, Department of Technology, Management and Budget. The notice must include the Contract or Purchase Order number affected. Before the Contract is signed, and not less than 20 days before the insurance expiration date every year thereafter, the Contractor must provide evidence that the State and its agents, officers and employees are listed as additional insured under each commercial general liability and commercial automobile liability policy. In the event the State approves the representation of the State by the insurer's attorney, the attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.

The Contractor must maintain all required insurance coverage throughout the term of the Contract and any extensions and, in the case of claims-made Commercial General Liability policies, must secure tail coverage for at least three years following the expiration or termination for any reason of this Contract. The minimum limits of coverage specified above are not intended, and must not be construed; to limit any liability or indemnity of Contractor under this Contract to any indemnified party or other persons. Contractor is responsible for all deductibles with regard to the insurance. If the Contractor fails to pay any premium for required insurance as specified in this Contract, or if any insurer cancels or significantly reduces any required insurance as specified in this Contract without the State's written consent, then the State may, after the State has given the Contractor at least 30 days written notice, pay the premium or procure similar insurance



coverage from another company or companies. The State may deduct any part of the cost from any payment due the Contractor, or the Contractor must pay that cost upon demand by the State.

## **2.140 Indemnification**

### **2.141 General Indemnification**

To the extent permitted by law, the Contractor must indemnify, defend and hold harmless the State from liability, including all claims and losses, and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties), accruing or resulting to any person, firm or corporation that may be injured or damaged by the Contractor in the performance of this Contract and that are attributable to the negligence or tortious acts of the Contractor or any of its subcontractors, or by anyone else for whose acts any of them may be liable.

### **2.142 Code Indemnification**

To the extent permitted by law, the Contractor shall indemnify, defend and hold harmless the State from any claim, loss, or expense arising from Contractor's breach of the No Surreptitious Code Warranty.

### **2.143 Employee Indemnification**

In any claims against the State of Michigan, its departments, divisions, agencies, sections, commissions, officers, employees and agents, by any employee of the Contractor or any of its subcontractors, the indemnification obligation under the Contract must not be limited in any way by the amount or type of damages, compensation or benefits payable by or for the Contractor or any of its subcontractors under worker's disability compensation acts, disability benefit acts or other employee benefit acts. This indemnification clause is intended to be comprehensive. Any overlap in provisions, or the fact that greater specificity is provided as to some categories of risk, is not intended to limit the scope of indemnification under any other provisions.

### **2.144 Patent/Copyright Infringement Indemnification**

To the extent permitted by law, the Contractor must indemnify, defend and hold harmless the State from and against all losses, liabilities, damages (including taxes), and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties) incurred in connection with any action or proceeding threatened or brought against the State to the extent that the action or proceeding is based on a claim that any piece of equipment, software, commodity or service supplied by the Contractor or its subcontractors, or the operation of the equipment, software, commodity or service, or the use or reproduction of any documentation provided with the equipment, software, commodity or service infringes any United States patent, copyright, trademark or trade secret of any person or entity, which is enforceable under the laws of the United States.

In addition, should the equipment, software, commodity, or service, or its operation, become or in the State's or Contractor's opinion be likely to become the subject of a claim of infringement, the Contractor must at the Contractor's sole expense (i) procure for the State the right to continue using the equipment, software, commodity or service or, if the option is not reasonably available to the Contractor, (ii) replace or modify to the State's satisfaction the same with equipment, software, commodity or service of equivalent function and performance so that it becomes non-infringing, or, if the option is not reasonably available to Contractor, (iii) accept its return by the State with appropriate credits to the State against the Contractor's charges and reimburse the State for any losses or costs incurred as a consequence of the State ceasing its use and returning it.

Notwithstanding the foregoing, the Contractor has no obligation to indemnify or defend the State for, or to pay any costs, damages or attorneys' fees related to, any claim based upon (i) equipment developed based on written specifications of the State; (ii) use of the equipment in a configuration other than implemented or approved in writing by the Contractor, including, but not limited to, any modification of the equipment by the State; or (iii) the combination, operation, or use of the equipment with equipment or software not supplied by the Contractor under this Contract.



### **2.145 Continuation of Indemnification Obligations**

The Contractor's duty to indemnify under this Section continues in full force and effect, notwithstanding the expiration or early cancellation of the Contract, with respect to any claims based on facts or conditions that occurred before expiration or cancellation.

### **2.146 Indemnification Procedures**

The procedures set forth below must apply to all indemnity obligations under this Contract.

(a) After the State receives notice of the action or proceeding involving a claim for which it shall seek indemnification, the State must promptly notify Contractor of the claim in writing and take or assist Contractor in taking, as the case may be, any reasonable action to avoid the imposition of a default judgment against Contractor. No failure to notify the Contractor relieves the Contractor of its indemnification obligations except to the extent that the Contractor can prove damages attributable to the failure. Within 10 days following receipt of written notice from the State relating to any claim, the Contractor must notify the State in writing whether Contractor agrees to assume control of the defense and settlement of that claim (a "Notice of Election"). After notifying Contractor of a claim and before the State receiving Contractor's Notice of Election, the State is entitled to defend against the claim, at the Contractor's expense, and the Contractor will be responsible for any reasonable costs incurred by the State in defending against the claim during that period.

(b) If Contractor delivers a Notice of Election relating to any claim: (i) the State is entitled to participate in the defense of the claim and to employ counsel at its own expense to assist in the handling of the claim and to monitor and advise the State about the status and progress of the defense; (ii) the Contractor must, at the request of the State, demonstrate to the reasonable satisfaction of the State, the Contractor's financial ability to carry out its defense and indemnity obligations under this Contract; (iii) the Contractor must periodically advise the State about the status and progress of the defense and must obtain the prior written approval of the State before entering into any settlement of the claim or ceasing to defend against the claim and (iv) to the extent that any principles of Michigan governmental or public law may be involved or challenged, the State has the right, at its own expense, to control the defense of that portion of the claim involving the principles of Michigan governmental or public law. But the State may retain control of the defense and settlement of a claim by notifying the Contractor in writing within 10 days after the State's receipt of Contractor's information requested by the State under clause (ii) of this paragraph if the State determines that the Contractor has failed to demonstrate to the reasonable satisfaction of the State the Contractor's financial ability to carry out its defense and indemnity obligations under this Section. Any litigation activity on behalf of the State, or any of its subdivisions under this Section, must be coordinated with the Department of Attorney General. In the event the insurer's attorney represents the State under this Section, the insurer's attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.

(c) If Contractor does not deliver a Notice of Election relating to any claim of which it is notified by the State as provided above, the State may defend the claim in the manner as it may deem appropriate, at the cost and expense of Contractor. If it is determined that the claim was one against which Contractor was required to indemnify the State, upon request of the State, Contractor must promptly reimburse the State for all the reasonable costs and expenses.

### **2.150 Termination/Cancellation**

#### **2.151 Notice and Right to Cure**

If the Contractor breaches the contract, and the State in its sole discretion determines that the breach is curable, then the State shall provide the Contractor with written notice of the breach and a time period (not less than 30 days) to cure the Breach. The notice of breach and opportunity to cure is inapplicable for successive or repeated breaches or if the State determines in its sole discretion that the breach poses a serious and imminent threat to the health or safety of any person or the imminent loss, damage, or destruction of any real or tangible personal property.

#### **2.152 Termination for Cause**

(a) The State may terminate this contract, for cause, by notifying the Contractor in writing, if the Contractor (i) breaches any of its material duties or obligations under this Contract (including a Chronic Failure to meet



any particular SLA), or (ii) fails to cure a breach within the time period specified in the written notice of breach provided by the State

(b) If this Contract is terminated for cause, the Contractor must pay all costs incurred by the State in terminating this Contract, including but not limited to, State administrative costs, reasonable attorneys' fees and court costs, and any reasonable additional costs the State may incur to procure the Services/Deliverables required by this Contract from other sources. Re-procurement costs are not consequential, indirect or incidental damages, and cannot be excluded by any other terms otherwise included in this Contract, provided the costs are not in excess of 50% more than the prices for the Service/Deliverables provided under this Contract.

(c) If the State chooses to partially terminate this Contract for cause, charges payable under this Contract shall be equitably adjusted to reflect those Services/Deliverables that are terminated and the State must pay for all Services/Deliverables for which Final Acceptance has been granted provided up to the termination date. Services and related provisions of this Contract that are terminated for cause must cease on the effective date of the termination.

(d) If the State terminates this Contract for cause under this Section, and it is determined, for any reason, that Contractor was not in breach of contract under the provisions of this section, that termination for cause must be deemed to have been a termination for convenience, effective as of the same date, and the rights and obligations of the parties must be limited to that otherwise provided in this Contract for a termination for convenience.

### **2.153 Termination for Convenience**

The State may terminate this Contract for its convenience, in whole or part, if the State determines that a termination is in the State's best interest. Reasons for the termination must be left to the sole discretion of the State and may include, but not necessarily be limited to (a) the State no longer needs the Services or products specified in the Contract, (b) relocation of office, program changes, changes in laws, rules, or regulations make implementation of the Services no longer practical or feasible, (c) unacceptable prices for Additional Services or New Work requested by the State, or (d) falsification or misrepresentation, by inclusion or non-inclusion, of information material to a response to any RFP issued by the State. The State may terminate this Contract for its convenience, in whole or in part, by giving Contractor written notice at least 30 days before the date of termination. If the State chooses to terminate this Contract in part, the charges payable under this Contract must be equitably adjusted to reflect those Services/Deliverables that are terminated. Services and related provisions of this Contract that are terminated for convenience must cease on the effective date of the termination.

### **2.154 Termination for Non-Appropriation**

(a) Contractor acknowledges that, if this Contract extends for several fiscal years, continuation of this Contract is subject to appropriation or availability of funds for this Contract. If funds to enable the State to effect continued payment under this Contract are not appropriated or otherwise made available, the State must terminate this Contract and all affected Statements of Work, in whole or in part, at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Contractor. The State must give Contractor at least 30 days advance written notice of termination for non-appropriation or unavailability (or the time as is available if the State receives notice of the final decision less than 30 days before the funding cutoff).

(b) If funding for the Contract is reduced by law, or funds to pay Contractor for the agreed-to level of the Services or production of Deliverables to be provided by Contractor are not appropriated or otherwise unavailable, the State may, upon 30 days written notice to Contractor, reduce the level of the Services or change the production of Deliverables in the manner and for the periods of time as the State may elect. The charges payable under this Contract shall be equitably adjusted to reflect any equipment, services or commodities not provided by reason of the reduction.



(c) If the State terminates this Contract, eliminates certain Deliverables, or reduces the level of Services to be provided by Contractor under this Section, the State must pay Contractor for all Work-in-Process performed through the effective date of the termination or reduction in level, as the case may be and as determined by the State, to the extent funds are available. This Section shall not preclude Contractor from reducing or stopping Services/Deliverables or raising against the State in a court of competent jurisdiction, any claim for a shortfall in payment for Services performed or Deliverables finally accepted before the effective date of termination.

#### **2.155 Termination for Criminal Conviction**

The State may terminate this Contract immediately and without further liability or penalty in the event Contractor, an officer of Contractor, or an owner of a 25% or greater share of Contractor is convicted of a criminal offense related to a State, public or private Contract or subcontract.

#### **2.156 Termination for Approvals Rescinded**

The State may terminate this Contract if any final administrative or judicial decision or adjudication disapproves a previously approved request for purchase of personal services under Constitution 1963, Article 11, § 5, and Civil Service Rule 7-1. In that case, the State shall pay the Contractor for only the work completed to that point under the Contract. Termination may be in whole or in part and may be immediate as of the date of the written notice to Contractor or may be effective as of the date stated in the written notice.

#### **2.157 Rights and Obligations upon Termination**

(a) If the State terminates this Contract for any reason, the Contractor must (a) stop all work as specified in the notice of termination, (b) take any action that may be necessary, or that the State may direct, for preservation and protection of Deliverables or other property derived or resulting from this Contract that may be in Contractor's possession, (c) return all materials and property provided directly or indirectly to Contractor by any entity, agent or employee of the State, (d) transfer title in, and deliver to, the State, unless otherwise directed, all Deliverables intended to be transferred to the State at the termination of the Contract and which are resulting from the Contract (which must be provided to the State on an "As-Is" basis except to the extent the amounts paid by the State in respect of the items included compensation to Contractor for the provision of warranty services in respect of the materials), and (e) take any action to mitigate and limit any potential damages, or requests for Contractor adjustment or termination settlement costs, to the maximum practical extent, including terminating or limiting as otherwise applicable those subcontracts and outstanding orders for material and supplies resulting from the terminated Contract.

(b) If the State terminates this Contract before its expiration for its own convenience, the State must pay Contractor for all charges due for Services provided before the date of termination and, if applicable, as a separate item of payment under this Contract, for Work In Process, on a percentage of completion basis at the level of completion determined by the State. All completed or partially completed Deliverables prepared by Contractor under this Contract, at the option of the State, becomes the State's property, and Contractor is entitled to receive equitable fair compensation for the Deliverables. Regardless of the basis for the termination, the State is not obligated to pay, or otherwise compensate, Contractor for any lost expected future profits, costs or expenses incurred with respect to Services not actually performed for the State.

(c) Upon a good faith termination, the State may assume, at its option, any subcontracts and agreements for services and deliverables provided under this Contract, and may further pursue completion of the Services/Deliverables under this Contract by replacement contract or otherwise as the State may in its sole judgment deem expedient.

#### **2.158 Reservation of Rights**

Any termination of this Contract or any Statement of Work issued under it by a party must be with full reservation of, and without prejudice to, any rights or remedies otherwise available to the party with respect to any claims arising before or as a result of the termination.



## **2.160 Termination by Contractor**

### **2.161 Termination by Contractor**

If the State breaches the Contract, and the Contractor in its sole discretion determines that the breach is curable, then the Contractor will provide the State with written notice of the breach and a time period (not less than 30 days) to cure the breach. The Notice of Breach and opportunity to cure is inapplicable for successive and repeated breaches.

The Contractor may terminate this Contract if the State (i) materially breaches its obligation to pay the Contractor undisputed amounts due and owing under this Contract, (ii) breaches its other obligations under this Contract to an extent that makes it impossible or commercially impractical for the Contractor to perform the Services, or (iii) does not cure the breach within the time period specified in a written notice of breach. But the Contractor must discharge its obligations under **Section 2.160** before it terminates the Contract.

## **2.170 Transition Responsibilities**

### **2.171 Contractor Transition Responsibilities**

If the State terminates this contract, for convenience or cause, or if the Contract is otherwise dissolved, voided, rescinded, nullified, expires or rendered unenforceable, the Contractor shall comply with direction provided by the State to assist in the orderly transition of equipment, services, software, leases, etc. to the State or a third party designated by the State. If this Contract expires or terminates, the Contractor agrees to make all reasonable efforts to effect an orderly transition of services within a reasonable period of time that in no event will exceed one hundred and eighty (180) days. These efforts must include, but are not limited to, those listed in **Section 2.150**.

### **2.172 Contractor Personnel Transition**

The Contractor shall work with the State, or a specified third party, to develop a transition plan setting forth the specific tasks and schedule to be accomplished by the parties, to effect an orderly transition. The Contractor must allow as many personnel as practicable to remain on the job to help the State, or a specified third party, maintain the continuity and consistency of the services required by this Contract. In addition, during or following the transition period, in the event the State requires the Services of the Contractor's subcontractors or vendors, as necessary to meet its needs, Contractor agrees to reasonably, and with good-faith, work with the State to use the Services of Contractor's subcontractors or vendors. Contractor will notify all of Contractor's subcontractors of procedures to be followed during transition.

### **2.173 Contractor Information Transition**

The Contractor shall provide reasonable detailed specifications for all Services/Deliverables needed by the State, or specified third party, to properly provide the Services/Deliverables required under this Contract. The Contractor will provide the State with asset management data generated from the inception of this Contract through the date on which this Contractor is terminated in a comma-delineated format unless otherwise requested by the State. The Contractor will deliver to the State any remaining owed reports and documentation still in Contractor's possession subject to appropriate payment by the State.

### **2.174 Contractor Software Transition**

The Contractor shall reasonably assist the State in the acquisition of any Contractor software required to perform the Services/use the Deliverables under this Contract. This must include any documentation being used by the Contractor to perform the Services under this Contract. If the State transfers any software licenses to the Contractor, those licenses must, upon expiration of the Contract, transfer back to the State at their current revision level. Upon notification by the State, Contractor may be required to freeze all non-critical changes to Deliverables/Services.

### **2.175 Transition Payments**

If the transition results from a termination for any reason, the termination provisions of this Contract must govern reimbursement. If the transition results from expiration, the Contractor will be reimbursed for all reasonable transition costs (i.e. costs incurred within the agreed period after contract expiration that result from



transition operations) at the rates agreed upon by the State. The Contractor will prepare an accurate accounting from which the State and Contractor may reconcile all outstanding accounts.

### **2.176 State Transition Responsibilities**

In the event that this Contract is terminated, dissolved, voided, rescinded, nullified, or otherwise rendered unenforceable, the State agrees to reconcile all accounts between the State and the Contractor, complete any pending post-project reviews and perform any others obligations upon which the State and the Contractor agree.

- (a) Reconciling all accounts between the State and the Contractor;
- (b) Completing any pending post-project reviews.

### **2.180 Stop Work**

#### **2.181 Stop Work Orders**

The State may, at any time, by written Stop Work Order to Contractor, require that Contractor stop all, or any part, of the work called for by the Contract for a period of up to 90 calendar days after the Stop Work Order is delivered to Contractor, and for any further period to which the parties may agree. The Stop Work Order must be identified as a Stop Work Order and must indicate that it is issued under this **Section**. Upon receipt of the stop work order, Contractor must immediately comply with its terms and take all reasonable steps to minimize incurring costs allocable to the work covered by the Stop Work Order during the period of work stoppage. Within the period of the stop work order, the State must either: (a) cancel the stop work order; or (b) terminate the work covered by the Stop Work Order as provided in **Section 2.182**.

#### **2.182 Cancellation or Expiration of Stop Work Order**

The Contractor shall resume work if the State cancels a Stop Work Order or if it expires. The parties shall agree upon an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract shall be modified, in writing, accordingly, if: (a) the Stop Work Order results in an increase in the time required for, or in Contractor's costs properly allocable to, the performance of any part of the Contract; and (b) Contractor asserts its right to an equitable adjustment within 30 calendar days after the end of the period of work stoppage; provided that, if the State decides the facts justify the action, the State may receive and act upon a Contractor proposal submitted at any time before final payment under the Contract. Any adjustment will conform to the requirements of **Section 2.024**.

#### **2.183 Allowance of Contractor Costs**

If the Stop Work Order is not canceled and the work covered by the Stop Work Order is terminated for reasons other than material breach, the termination shall be deemed to be a termination for convenience under **Section 2.153**, and the State shall pay reasonable costs resulting from the Stop Work Order in arriving at the termination settlement. For the avoidance of doubt, the State shall not be liable to Contractor for loss of profits because of a Stop Work Order issued under this Section.

### **2.190 Dispute Resolution**

#### **2.191 In General**

Any claim, counterclaim, or dispute between the State and Contractor arising out of or relating to the Contract or any Statement of Work must be resolved as follows. For all Contractor claims seeking an increase in the amounts payable to Contractor under the Contract, or the time for Contractor's performance, Contractor must submit a letter, together with all data supporting the claims, executed by Contractor's Contract Administrator or the Contract Administrator's designee certifying that (a) the claim is made in good faith, (b) the amount claimed accurately reflects the adjustments in the amounts payable to Contractor or the time for Contractor's performance for which Contractor believes the State is liable and covers all costs of every type to which Contractor is entitled from the occurrence of the claimed event, and (c) the claim and the supporting data are current and complete to Contractor's best knowledge and belief.

#### **2.192 Informal Dispute Resolution**

- (a) All disputes between the parties shall be resolved under the Contract Management procedures in this Contract. If the parties are unable to resolve any dispute after compliance with the processes, the parties must



meet with the Director of Procurement, DTMB, or designee, to resolve the dispute without the need for formal legal proceedings, as follows:

- (1) The representatives of Contractor and the State must meet as often as the parties reasonably deem necessary to gather and furnish to each other all information with respect to the matter at issue which the parties believe to be appropriate and germane in connection with its resolution. The representatives shall discuss the problem and negotiate in good faith in an effort to resolve the dispute without the necessity of any formal proceeding.
- (2) During the course of negotiations, all reasonable requests made by one party to another for non-privileged information reasonably related to the Contract shall be honored in order that each of the parties may be fully advised of the other's position.
- (3) The specific format for the discussions shall be left to the discretion of the designated State and Contractor representatives, but may include the preparation of agreed upon statements of fact or written statements of position.
- (4) Following the completion of this process within 60 calendar days, the Director of Procurement, DTMB, or designee, shall issue a written opinion regarding the issue(s) in dispute within 30 calendar days. The opinion regarding the dispute must be considered the State's final action and the exhaustion of administrative remedies.
  - (b) This Section shall not be construed to prevent either party from instituting, and a party is authorized to institute, formal proceedings earlier to avoid the expiration of any applicable limitations period, to preserve a superior position with respect to other creditors, or under Section 2.193.
  - (c) The State shall not mediate disputes between the Contractor and any other entity, except state agencies, concerning responsibility for performance of work under the Contract.

### **2.193 Injunctive Relief**

The only circumstance in which disputes between the State and Contractor shall not be subject to the provisions of **Section 2.192** is where a party makes a good faith determination that a breach of the terms of the Contract by the other party is that the damages to the party resulting from the breach shall be so immediate, so large or severe and so incapable of adequate redress after the fact that a temporary restraining order or other immediate injunctive relief is the only adequate remedy.

### **2.194 Continued Performance**

Each party agrees to continue performing its obligations under the Contract while a dispute is being resolved except to the extent the issue in dispute precludes performance (dispute over payment must not be deemed to preclude performance) and without limiting either party's right to terminate the Contract as provided in **Section 2.150**, as the case may be.

### **2.200 Federal and State Contract Requirements**

#### **2.201 Nondiscrimination**

In the performance of the Contract, Contractor agrees not to discriminate against any employee or applicant for employment, with respect to his or her hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, religion, national origin, ancestry, age, sex, height, weight, and marital status, physical or mental disability. Contractor further agrees that every subcontract entered into for the performance of this Contract or any purchase order resulting from this Contract will contain a provision requiring non-discrimination in employment, as specified here, binding upon each Subcontractor. This covenant is required under the Elliot Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, et seq., and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, et seq., and any breach of this provision may be regarded as a material breach of the Contract.

#### **2.202 Unfair Labor Practices**

Under 1980 PA 278, MCL 423.321, et seq., the State shall not award a Contract or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled under section 2 of the Act. This information is compiled by the United States National Labor Relations Board. A Contractor of the State, in relation to the Contract, shall not enter into a contract with a Subcontractor, manufacturer, or supplier whose name appears in this register. Under section 4 of 1980 PA 278, MCL



423.324, the State may void any Contract if, after award of the Contract, the name of Contractor as an employer or the name of the Subcontractor, manufacturer or supplier of Contractor appears in the register.

### **2.203 Workplace Safety and Discriminatory Harassment**

In performing Services for the State, the Contractor shall comply with the Department of Civil Services Rule 2-20 regarding Workplace Safety and Rule 1-8.3 regarding Discriminatory Harassment. In addition, the Contractor shall comply with Civil Service regulations and any applicable agency rules provided to the Contractor. For Civil Service Rules, see <http://www.mi.gov/mdcs/0,1607,7-147-6877---,00.html>.

### **2.204 Prevailing Wage**

Wages rates and fringe benefits to be paid each class of individuals employed by the Contractor, its subcontractors, their subcontractors, and all persons involved with the performance of this Contract in privity of contract with the Contractor shall not be less than the wage rates and fringe benefits established by the Michigan Department of Labor and Economic Development, Wage and Hour Bureau, schedule of occupational classification and wage rates and fringe benefits for the locale where the work is to be performed. The term Contractor shall include all general contractors, prime contractors, project managers, trade contractors, and all of their contractors or subcontractors and persons in privity of contract with them.

The Contractor, its subcontractors, their subcontractors and all persons involved with the performance of this contract in privity of contract with the Contractor shall keep posted on the work site, in a conspicuous place, a copy of all wage rates and fringe benefits as prescribed in the Contract. Contractor shall also post, in a conspicuous place, the address and telephone number of the Michigan Department of Labor and Economic Development, the agency responsible for enforcement of the wage rates and fringe benefits. Contractor shall keep an accurate record showing the name and occupation of the actual wage and benefits paid to each individual employed in connection with this contract. This record shall be available to the State upon request for reasonable inspection.

If any trade is omitted from the list of wage rates and fringe benefits to be paid to each class of individuals by the Contractor, it is understood that the trades omitted shall also be paid not less than the wage rate and fringe benefits prevailing in the local where the work is to be performed.

### **2.210 Governing Law**

#### **2.211 Governing Law**

The Contract shall in all respects be governed by, and construed according to, the substantive laws of the State of Michigan without regard to any Michigan choice of law rules that would apply the substantive law of any other jurisdiction to the extent not inconsistent with, or pre-empted by federal law.

#### **2.212 Compliance with Laws**

Contractor shall comply with all applicable state, federal and local laws and ordinances in providing the Services/Deliverables.

#### **2.213 Jurisdiction**

Any dispute arising from the Contract shall be resolved in the State of Michigan. With respect to any claim between the parties, Contractor consents to venue in Ingham County, Michigan, and irrevocably waives any objections it may have to the jurisdiction on the grounds of lack of personal jurisdiction of the court or the laying of venue of the court or on the basis of forum non convenience or otherwise. Contractor agrees to appoint agents in the State of Michigan to receive service of process.

### **2.220 Limitation of Liability**

#### **2.221 Limitation of Liability**

Neither the Contractor nor the State shall be liable to each other, regardless of the form of action, for consequential, incidental, indirect, or special damages. This limitation of liability does not apply to claims for infringement of United States patent, copyright, trademark or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered



by other specific provisions of this Contract calling for liquidated damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on this Contract.

The Contractor's liability for damages to the State is limited to two times the value of the Contract or \$500,000 whichever is higher. The foregoing limitation of liability does not apply to claims for infringement of United States patent, copyright, trademarks or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered by other specific provisions of this Contract calling for liquidated damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on this Contract.

The State's liability for damages to the Contractor is limited to the value of the Contract.

## **2.230 Disclosure Responsibilities**

### **2.231 Disclosure of Litigation**

Contractor shall disclose any material criminal litigation, investigations or proceedings involving the Contractor (and each Subcontractor) or any of its officers or directors or any litigation, investigations or proceedings under the Sarbanes-Oxley Act. In addition, each Contractor (and each Subcontractor) shall notify the State of any material civil litigation, arbitration or proceeding which arises during the term of the Contract and extensions, to which Contractor (or, to the extent Contractor is aware, any Subcontractor) is a party, and which involves: (i) disputes that might reasonably be expected to adversely affect the viability or financial stability of Contractor or any Subcontractor; or (ii) a claim or written allegation of fraud against Contractor or, to the extent Contractor is aware, any Subcontractor by a governmental or public entity arising out of their business dealings with governmental or public entities. The Contractor shall disclose in writing to the Contract Administrator any litigation, investigation, arbitration or other proceeding (collectively, "Proceeding") within 30 days of its occurrence. Details of settlements that are prevented from disclosure by the terms of the settlement may be annotated. Information provided to the State from Contractor's publicly filed documents referencing its material litigation shall be deemed to satisfy the requirements of this Section.

If any Proceeding disclosed to the State under this Section, or of which the State otherwise becomes aware, during the term of this Contract would cause a reasonable party to be concerned about:

- (a) the ability of Contractor (or a Subcontractor) to continue to perform this Contract according to its terms and conditions, or
- (b) whether Contractor (or a Subcontractor) in performing Services for the State is engaged in conduct which is similar in nature to conduct alleged in the Proceeding, which conduct would constitute a breach of this Contract or a violation of Michigan law, regulations or public policy, then the Contractor must provide the State all reasonable assurances requested by the State to demonstrate that:
  - (1) Contractor and its Subcontractors will be able to continue to perform this Contract and any Statements of Work according to its terms and conditions, and
  - (2) Contractor and its Subcontractors have not and will not engage in conduct in performing the Services which is similar in nature to the conduct alleged in the Proceeding.
- (c) Contractor shall make the following notifications in writing:
  - (1) Within 30 days of Contractor becoming aware that a change in its ownership or officers has occurred, or is certain to occur, or a change that could result in changes in the valuation of its capitalized assets in the accounting records, Contractor must notify DTMB Procurement.
  - (2) Contractor shall also notify DTMB Procurement within 30 days whenever changes to asset valuations or any other cost changes have occurred or are certain to occur as a result of a change in ownership or officers.
  - (3) Contractor shall also notify DTMB Purchase Operations within 30 days whenever changes to company affiliations occur.

### **2.232 Call Center Disclosure**

Contractor and/or all subcontractors involved in the performance of this Contract providing call or contact center services to the State shall disclose the location of its call or contact center services to inbound callers. Failure to disclose this information is a material breach of this Contract.



### 2.233 Bankruptcy

The State may, without prejudice to any other right or remedy, terminate this Contract, in whole or in part, and, at its option, may take possession of the “Work in Process” and finish the Works in Process by whatever appropriate method the State may deem expedient if:

- (a) the Contractor files for protection under the bankruptcy laws;
- (b) an involuntary petition is filed against the Contractor and not removed within 30 days;
- (c) the Contractor becomes insolvent or if a receiver is appointed due to the Contractor's insolvency;
- (d) the Contractor makes a general assignment for the benefit of creditors; or
- (e) the Contractor or its affiliates are unable to provide reasonable assurances that the Contractor or its affiliates can deliver the services under this Contract.

Contractor will fix appropriate notices or labels on the Work in Process to indicate ownership by the State. To the extent reasonably possible, materials and Work in Process shall be stored separately from other stock and marked conspicuously with labels indicating ownership by the State.

### 2.240 Performance

#### 2.241 Time of Performance

- (a) Contractor shall use commercially reasonable efforts to provide the resources necessary to complete all Services and Deliverables according to the time schedules contained in the Statements of Work and other Attachment, Exhibit, or Appendix governing the work, and with professional quality.
- (b) Without limiting the generality of **Section 2.241**, the Contractor shall notify the State in a timely manner pursuant to the SLA upon becoming aware of any circumstances that may reasonably be expected to jeopardize the timely and successful completion of any Deliverables/Services on the scheduled due dates in the latest State-approved delivery schedule and must inform the State of the impact and risk to projected actual delivery date.
- (c) If the Contractor believes a delay in performance by the State has caused or will cause the Contractor to be unable to perform its obligations according to specified Contract time periods, the Contractor must notify the State in a timely manner and must use commercially reasonable efforts to perform its obligations according to the Contract time periods notwithstanding the State's failure. The Contractor will not be in default for a delay in performance to the extent the delay is caused by the State.

#### 2.242 Service Level Agreement (SLA)

- (a) SLAs as described in Appendix C will consider the following.
  - 1. SLAs will not be calculated for individual Incidents where any event of Excusable Failure has been determined; Incident means any interruption in Services.
  - 2. SLAs will not be calculated for individual Incidents where loss of service is agreed, planned, and the State has received prior notification.
  - 3. SLAs will not apply if the applicable Incident could have been prevented through planning proposed by Contractor and not implemented at the request of the State. To invoke this consideration, complete documentation relevant to the denied planning proposal must be presented to substantiate the proposal.
  - 4. Time period measurements will be based on the time Incidents are received by the Contractor and the time the State receives notification of resolution based on 24x7x365 time period. Time period measurement may be suspended based on the following:
    - a. The Contractor does not have access to a physical State Location and where access to the State Location is necessary for problem identification and resolution.
    - b. The Contractor needs to obtain timely and accurate information or appropriate feedback and is unable to obtain timely and accurate information or appropriate feedback from the State.
- (b) Chronic Failure for any Service(s) will be defined as three unscheduled outage(s) or interruption(s) on any individual Service for the same reason or cause or if the same reason or cause was reasonably discoverable in the first instance over a rolling 30 day period. Chronic Failure will result in the State's option to terminate the effected individual Service(s) and procure them from a different vendor for the chronic location(s) with



Contractor to pay the difference in charges for up to three additional months. The termination of the Service will not affect any tiered pricing levels.

(c) Root Cause Analysis will be performed on outage(s) as prescribed by the SLA or when requested by the Contract Administrator. The Contractor will provide its analysis as prescribed by the SLA or within two weeks of the outage(s) and provide a recommendation for resolution.

(d) All decimals must be rounded to four decimal places with five and greater rounding up and four and less rounding down unless otherwise specified.

### **2.243 Liquidated Damages**

The State declares and the Contractor acknowledges, the State may suffer damages due to lack of performance of the terms and conditions of this Agreement by the Contractor. Since it is impractical and extremely difficult to remedy the actual damage sustained in the event of any such nonperformance the amount of damage sustained from nonperformance will be the amount set forth in Appendix C (SLA), or as agreed. The amounts due the State as liquidated damages may be deducted by the State from any money payable to the Contractor and any amount outstanding in excess of the deducted amount will be tendered to the State within thirty days or as agreed.

The State shall notify the Contractor in writing of any claim for liquidated damages pursuant to the SLA thirty days prior to the date such sums are payable. Failure of the State to report an incident as prescribed in the SLA and documented SOP will void the associated claim.

### **Unauthorized Removal of Key Personnel**

Changes to staffing must be planned and agreed by the State as it is acknowledged the unplanned removal of key personnel will interfere in the timely and proper execution of the Contract resulting in damage to the State. As it would be impracticable and extremely difficult to remedy the actual damage sustained by the State as a result of any Unauthorized Removal, the State will assess liquidated damages in the amount of \$25,000 per Unauthorized Removal or as agreed.

Failure of the Contractor to assign acceptable replacements to fill identified gaps in staffing as agreed will result in liquidated damages in excess of \$25,000 in the amount of \$833.00 per vacancy per day. In no event will the damage exceed \$50,000 per vacancy.

### **2.244 Excusable Failure**

Neither party will be liable for any default, damage or delay in the performance of its obligations under the Contract to the extent the default, damage or delay is caused by one or more of the following.

- government regulations or requirements (executive, legislative, judicial, military or otherwise)
- failures of commercial transportation, equipment shortages, suppliers' failures, or acts or omissions of common carriers
- injunctions (provided the injunction was not issued as a result of any fault or negligence of the party seeking to have its default or delay excused)
- strikes, labor disputes, embargoes, riots, or civil disorders
- cause deemed beyond the reasonable control of the party provided the non-performing party and its Subcontractors are
  - without fault in causing the default or delay
  - the default or delay could not have been prevented by reasonable precautions
  - the default or delay could not have been reasonably circumvented by the non-performing party through the use of alternate sources or workaround plans

Disasters such as power failure, electrical surges or current fluctuations, lightning, earthquake, fire, water or other forces of nature or acts of God should be mitigated with a planned response documented in the disaster plan.

If a party does not perform its contractual obligations for any of the reasons listed above, the non-performing party will be excused from any further performance of its affected obligation(s) for as long as the circumstances prevail. But the party must use commercially reasonable efforts to recommence performance whenever and to whatever extent possible without delay. A party must promptly notify the other party in writing immediately after the excusable failure occurs, and also when it abates or ends.



If any of the above-enumerated circumstances substantially prevent, hinder, or delay the Contractor's performance of the Services/provision of Deliverables for more than 10 Business Days, and the State determines that performance is not likely to be resumed within a period of time that is satisfactory to the State in its reasonable discretion, then at the State's option: (a) the State may procure the affected Services/Deliverables from an alternate source, and the State is not be liable for payment for the unperformed Services/ Deliverables not provided under the Contract for so long as the delay in performance continues; (b) the State may terminate any portion of the Contract so affected and the charges payable will be equitably adjusted to reflect those Services/Deliverables terminated; or (c) the State may terminate the affected Statement of Work without liability to Contractor as of a date specified by the State in a written notice of termination to the Contractor, except to the extent that the State must pay for Services/Deliverables provided through the date of termination.

The Contractor will not have the right to any additional payments from the State as a result of any Excusable Failure occurrence or to payments for Services not rendered/Deliverables not provided as a result of the Excusable Failure condition. Defaults or delays in performance by Contractor which are caused by acts or omissions of its Subcontractors will not relieve Contractor of its obligations under the Contract except to the extent that a Subcontractor is itself subject to an Excusable Failure condition described above and Contractor cannot reasonably circumvent the effect of the Subcontractor's default or delay in performance through the use of alternate sources, workaround plans or other means.

## **2.250 Approval of Deliverables**

### **2.251 Delivery of Deliverables**

Deliverables will be prepared and delivered as planned and documented in the project plan. Changes in deliverables which impact quality, requirements, and/or schedule will be managed by the State's change control process.

Prior to delivering any Deliverable to the State, Contractor will first perform all required quality assurance activities, and, in the case of Software Deliverables, System Testing to verify that the Deliverable is complete and in conformance with its specifications. Before delivering a Deliverable to the State, Contractor shall certify to the State that (1) it has performed such quality assurance activities, (2) it has performed any applicable testing, (3) it has corrected all material deficiencies discovered during such quality assurance activities and testing, (4) the Deliverable is in a suitable state of readiness for the State's review and approval, and (5) the Deliverable/Service has all Critical Security patches/updates applied.

In discharging its obligations under this Section, Contractor shall be at all times (except where the parties agree otherwise in writing) be in compliance the State's project management SUITE mythology.

### **2.252 Contractor System Testing**

Contractor will be responsible for testing each Software Deliverable in Contractor's development environment prior to turning over the Software Deliverable to the State for User Acceptance Testing and approval. Contractor's System Testing shall include the following, at a minimum, plus any other testing required by CMM Level 3 or Contractor's system development methodology:

Contractor will be responsible for performing Unit Testing and incremental Integration Testing of the components of each Software Deliverable.

Contractor's System Testing will also include Integration Testing of each Software Deliverable to ensure proper inter-operation with all prior software Deliverables, interfaces and other components that are intended to inter-operate with such Software Deliverable, and will include Regression Testing, volume and stress testing to ensure that the Software Deliverables are able to meet the State's projected growth in the number and size of transactions to be processed by the Application and number of users, as such projections are set forth in the applicable Statement of Work.



Contractor's System Testing will also include Business Function Testing and Technical Testing of each Application in a simulated production environment. Business Function Testing will include testing of full work streams that flow through the Application as the Application will be incorporated within the State's computing environment. The State shall participate in and provide support for the Business Function Testing to the extent reasonably requested by Contractor. Within ten (10) days before the commencement of Business Function Testing pursuant to this Section, Contractor shall provide the State for State review and written approval Contractor's test plan for Business Function Testing.

Within five (5) Business Days following the completion of System Testing pursuant to this Section, Contractor shall provide to the State a testing matrix establishing that testing for each condition identified in the System Testing plans has been conducted and successfully concluded. To the extent that testing occurs on State premises, the State shall be entitled to observe or otherwise participate in testing under this Section as the State may elect.

### **2.253 Approval of Deliverables, In General**

All Deliverables (Written Deliverables and Software Deliverables) require formal written approval by the State, in accordance with the following procedures. Formal approval by the State requires that the Deliverable be confirmed in writing by the State to meet its specifications, which, in the case of Software Deliverables, will include the successful completion of State User Acceptance Testing, to be led by the State with the support and assistance of Contractor. The parties acknowledge that the approval process set forth herein will be facilitated by ongoing consultation between the parties, visibility of interim and intermediate Deliverables and collaboration on key decisions.

The State's obligation to comply with any State Review Period is conditioned on the timely delivery of Deliverables being reviewed. If Contractor fails to provide a Deliverable to the State in a timely manner, the State will nevertheless use commercially reasonable efforts to complete its review or testing within the applicable State Review Period.

Before commencement of its review or testing of a Deliverable, the State may inspect the Deliverable to confirm that all components of the Deliverable (e.g., software, associated documentation, and other materials) have been delivered. If the State determines that the Deliverable is incomplete, the State may refuse delivery of the Deliverable without performing any further inspection or testing of the Deliverable. Otherwise, the review period will be deemed to have started on the day the State receives the Deliverable and the applicable certification by Contractor in accordance with this Section.

The State will approve in writing a Deliverable upon confirming that it conforms to and, in the case of a Software Deliverable, performs in accordance with, its specifications without material deficiency. The State may, but shall not be required to, conditionally approve in writing a Deliverable that contains material deficiencies if the State elects to permit Contractor to rectify them post-approval. In any case, Contractor will be responsible for working diligently to correct within a reasonable time at Contractor's expense all deficiencies in the Deliverable that remain outstanding at the time of State approval.

If, after three (3) opportunities (the original and two repeat efforts), Contractor is unable to correct all deficiencies preventing State approval of a Deliverable, the State may: (i) demand that Contractor cure the failure and give Contractor additional time to cure the failure at the sole expense of Contractor; or (ii) keep this Contract in force and do, either itself or through other parties, whatever Contractor has failed to do, in which event Contractor shall bear any excess expenditure incurred by the State in so doing beyond the contract price for such Deliverable and will pay the State an additional sum equal to ten percent (10%) of such excess expenditure to cover the State's general expenses without the need to furnish proof in substantiation of such general expenses; or (iii) terminate this Contract for default, either in whole or in part by notice to Contractor (and without the need to afford Contractor any further opportunity to cure). Notwithstanding the foregoing, the State shall not use, as a basis for exercising its termination rights under this Section, deficiencies discovered in a repeat State Review Period that could reasonably have been discovered during a prior State Review Period.



The State, at any time and in its own discretion, may halt the UAT or approval process if such process reveals deficiencies in or problems with a Deliverable in a sufficient quantity or of a sufficient severity as to make the continuation of such process unproductive or unworkable. In such case, the State may return the applicable Deliverable to Contractor for correction and re-delivery prior to resuming the review or UAT process and, in that event, Contractor will correct the deficiencies in such Deliverable in accordance with the Contract, as the case may be.

Approval in writing of a Deliverable by the State shall be provisional; that is, such approval shall not preclude the State from later identifying deficiencies in, and declining to accept, a subsequent Deliverable based on or which incorporates or inter-operates with an approved Deliverable, to the extent that the results of subsequent review or testing indicate the existence of deficiencies in the subsequent Deliverable, or if the Application of which the subsequent Deliverable is a component otherwise fails to be accepted pursuant to **Section 2.080**.

#### **2.254 Process for Approval of Written Deliverables**

The State Review Period for Written Deliverables will be the number of days set forth in the applicable Statement of Work following delivery of the final version of the Written Deliverable (failing which the State Review Period, by default, shall be five (5) Business Days for Written Deliverables of one hundred (100) pages or less and ten (10) Business Days for Written Deliverables of more than one hundred (100) pages). The duration of the State Review Periods will be doubled if the State has not had an opportunity to review an interim draft of the Written Deliverable prior to its submission to the State. The State agrees to notify Contractor in writing by the end of the State Review Period either stating that the Written Deliverable is approved in the form delivered by Contractor or describing any deficiencies that shall be corrected prior to approval of the Written Deliverable (or at the State's election, subsequent to approval of the Written Deliverable). If the State delivers to Contractor a notice of deficiencies, Contractor will correct the described deficiencies and within five (5) Business Days resubmit the Deliverable in a form that shows all revisions made to the original version delivered to the State. Contractor's correction efforts will be made at no additional charge. Upon receipt of a corrected Written Deliverable from Contractor, the State will have a reasonable additional period of time, not to exceed the length of the original State Review Period, to review the corrected Written Deliverable to confirm that the identified deficiencies have been corrected.

#### **2.255 Process for Approval of Software Deliverables**

The State will conduct UAT of each Software Deliverable in accordance with the following procedures to determine whether it meets the criteria for State approval – i.e., whether it conforms to and performs in accordance with its specifications without material deficiencies.

Within thirty (30) days (or such other number of days as the parties may agree to in writing) prior to Contractor's delivery of any Software Deliverable to the State for approval, Contractor shall provide to the State a set of proposed test plans, including test cases, scripts, data and expected outcomes, for the State's use (which the State may supplement in its own discretion) in conducting UAT of the Software Deliverable. Contractor, upon request by the State, shall provide the State with reasonable assistance and support during the UAT process.

For the Software Deliverables listed in an attachment, the State Review Period for conducting UAT will be as indicated in the attachment. For any other Software Deliverables not listed in an attachment, the State Review Period shall be the number of days agreed in writing by the parties (failing which it shall be forty-five (45) days by default). The State Review Period for each Software Deliverable will begin when Contractor has delivered the Software Deliverable to the State accompanied by the certification required by this **Section** and the State's inspection of the Deliverable has confirmed that all components of it have been delivered.

The State's UAT will consist of executing test scripts from the proposed testing submitted by Contractor, but may also include any additional testing deemed appropriate by the State. If the State determines during the UAT that the Software Deliverable contains any deficiencies, the State will notify Contractor of the deficiency by making an entry in an incident reporting system available to both Contractor and the State. Contractor will modify promptly the Software Deliverable to correct the reported deficiencies, conduct appropriate System Testing (including, where applicable, Regression Testing) to confirm the proper correction of the deficiencies and re-deliver the corrected version to the State for re-testing in UAT. Contractor will coordinate the re-delivery



of corrected versions of Software Deliverables with the State so as not to disrupt the State's UAT process. The State will promptly re-test the corrected version of the Software Deliverable after receiving it from Contractor.

Within three (3) business days after the end of the State Review Period, the State will give Contractor a written notice indicating the State's approval or rejection of the Software Deliverable according to the criteria and process set out in this **Section**.

### **2.256 Final Acceptance**

"Final Acceptance" shall be considered to occur when the Solution to be delivered has been approved by the State and has been operating in production without any material deficiency for fourteen (14) consecutive days. If the State elects to defer putting the Solution into live production for its own reasons, not based on concerns about outstanding material deficiencies in the Deliverable, the State shall nevertheless grant Final Acceptance of the Project.

### **2.260 Ownership**

#### **2.261 Ownership of Work Product by State**

The State owns all Deliverables, as they are work made for hire by the Contractor for the State. The State owns all United States and international copyrights, trademarks, patents or other proprietary rights in the Deliverables.

Contractor may create materials that are originally developed for and provided to the State ("Deliverables"), and may utilize or provide Preexisting Materials (as that term is defined below), during the course of performance of this Contract. The Deliverables that Contractor is to create shall be described in each Statement of Work. All Deliverables shall be owned by the State and shall be considered works made for hire by the Contractor for the State. The State shall own all United States and international copyrights, trademarks, patents or other proprietary rights in the Deliverables.

The State hereby grants to Contractor, a nonexclusive, worldwide, irrevocable, perpetual and paid up license to use, execute, reproduce, display, perform and distribute (internally and externally) copies of and prepare derivative works based upon the Deliverables, and the right to authorize others to do any of the foregoing.

Contractor or its suppliers retains ownership of all rights in and to any of Contractor's or its suppliers' works that pre-exist or were developed outside of this Contract and any modifications or enhancements of such works that may be made under this Contract ("Preexisting Materials"). To the extent they are embedded in any Deliverables, such Preexisting Materials are licensed in accordance with their separate licenses provided to the State, if any. If there is no separate license in or to such Preexisting Materials, then Contractor hereby grants to the State a nonexclusive, worldwide, irrevocable, perpetual and paid up license to use, execute, reproduce, display, perform and distribute (internally and externally) copies of and prepare derivative works based upon the Preexisting Materials, and the right to authorize others to do any of the foregoing, but only to the extent necessary for the State to use the Deliverables for their intended purpose, and not independently of such Deliverables, and to the extent necessary to receive the benefit of the Services. (For the absence of doubt, this grant (a) does not apply to Contractor's commercially available products, which products must be licensed in accordance with their standard commercial license terms and (b) this grant does not authorize the State to reverse engineer or to license to third parties, any of Contractor's Preexisting Materials.) Each party agrees to reproduce the copyright notice and any other legend of ownership on any copies made under the licenses granted in this Section.

#### **2.262 Vesting of Rights**

With the sole exception of any preexisting licensed works identified in the SOW, the Contractor assigns, and upon creation of each Deliverable automatically assigns, to the State, ownership of all United States and international copyrights, trademarks, patents, or other proprietary rights in each and every Deliverable, whether or not registered by the Contractor, insofar as any the Deliverable, by operation of law, may not be considered work made for hire by the Contractor for the State. From time to time upon the State's request, the Contractor must confirm the assignment by execution and delivery of the assignments, confirmations of assignment, or other written instruments as the State may request. The State may obtain and hold in its own name all



copyright, trademark, and patent registrations and other evidence of rights that may be available for Deliverables.

### **2.263 Rights in Data**

The State is the owner of all data made available by the State to the Contractor or its agents, Subcontractors or representatives under the Contract. The Contractor will not use the State's data for any purpose other than providing the Services, nor will any part of the State's data be disclosed, sold, assigned, leased or otherwise disposed of to the general public or to specific third parties or commercially exploited by or on behalf of the Contractor. No employees of the Contractor, other than those on a strictly need-to-know basis, have access to the State's data. Contractor will not possess or assert any lien or other right against the State's data. Without limiting the generality of this Section, the Contractor must only use personally identifiable information as strictly necessary to provide the Services and must disclose the information only to its employees who have a strict need-to-know the information. The Contractor must comply at all times with all laws and regulations applicable to the personally identifiable information.

The State is the owner of all State-specific data under the Contract. The State may use the data provided by the Contractor for any purpose. The State will not possess or assert any lien or other right against the Contractor's data. Without limiting the generality of this Section, the State may use personally identifiable information only as strictly necessary to utilize the Services and must disclose the information only to its employees who have a strict need to know the information, except as provided by law. The State must comply at all times with all laws and regulations applicable to the personally identifiable information. Other material developed and provided to the State remains the State's sole and exclusive property.

### **2.264 Ownership of Materials**

The State and the Contractor will continue to own their respective proprietary technologies developed before entering into the Contract. Any hardware bought through the Contractor by the State, and paid for by the State, will be owned by the State. Any software licensed through the Contractor and sold to the State, will be licensed directly to the State.

### **2.270 State Standards**

#### **2.271 Existing Technology Standards**

The Contractor will adhere to all existing standards as described within the comprehensive listing of the State's existing technology standards at <http://www.michigan.gov/dit>.

#### **2.272 Acceptable Use Policy**

To the extent that Contractor has access to the State computer system, Contractor must comply with the State's Acceptable Use Policy, see <http://www.michigan.gov/ditservice>. All Contractor employees must be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State system. The State reserves the right to terminate Contractor's access to the State system if a violation occurs.

#### **2.273 Systems Changes**

Contractor is not responsible for and not authorized to make changes to any State systems without written authorization from the Project Manager. Any changes Contractor makes to State systems with the State's approval must be done according to applicable State procedures, including security, access and configuration management procedures.

### **2.280 Extended Purchasing**

#### **2.281 MiDEAL (Michigan Delivery Extended Agreements Locally**

Public Act 431 of 1984 permits DTMB to provide purchasing services to any city, village, county, township, school district, intermediate school district, non-profit hospital, institution of higher education, community, or junior college. A current listing of approved program members is available at: [www.michigan.gov/buymichiganfirst](http://www.michigan.gov/buymichiganfirst). Unless otherwise stated, the Contractor must ensure that the non-state agency is an authorized purchaser before extending the Contract pricing.



The Contractor will supply Contract Services and equipment to these local governmental agencies at the established State of Michigan contract prices and terms to the extent applicable and where available. The Contractor must send its invoices to, and pay the local unit of government, on a direct and individual basis.

To the extent that authorized local units of government purchase quantities of Services and/or equipment under this Contract, the quantities of Services and/or equipment purchased will be included in determining the appropriate rate wherever tiered pricing based on quantity is provided.

## **2.282 RESERVED - State Employee Purchases**

## **2.290 Environmental Provision**

### **2.291 Environmental Provision**

**Energy Efficiency Purchasing Policy:** The State seeks wherever possible to purchase energy efficient products. This includes giving preference to U.S. Environmental Protection Agency (EPA) certified 'Energy Star' products for any category of products for which EPA has established Energy Star certification. For other purchases, the State may include energy efficiency as one of the priority factors to consider when choosing among comparable products.

**Environmental Purchasing Policy:** The State of Michigan is committed to encouraging the use of products and services that impact the environment less than competing products. The State is accomplishing this by including environmental considerations in purchasing decisions, while remaining fiscally responsible, to promote practices that improve worker health, conserve natural resources, and prevent pollution. Environmental components that are to be considered include: recycled content and recyclables; energy efficiency; and the presence of undesirable materials in the products, especially those toxic chemicals which are persistent and bioaccumulative. The Contractor should be able to supply products containing recycled and environmentally preferable materials that meet performance requirements and is encouraged to offer such products throughout the duration of this Contract. Information on any relevant third party certification (such as Green Seal, Energy Star, etc.) should also be provided.

**Hazardous Materials:** For the purposes of this Section, "Hazardous Materials" is a generic term used to describe asbestos, ACBMs, PCBs, petroleum products, construction materials including paint thinners, solvents, gasoline, oil, and any other material the manufacture, use, treatment, storage, transportation or disposal of which is regulated by the federal, state or local laws governing the protection of the public health, natural resources or the environment. This includes, but is not limited to, materials the as batteries and circuit packs, and other materials that are regulated as (1) "Hazardous Materials" under the Hazardous Materials Transportation Act, (2) "chemical hazards" under the Occupational Safety and Health Administration standards, (3) "chemical substances or mixtures" under the Toxic Substances Control Act, (4) "pesticides" under the Federal Insecticide Fungicide and Rodenticide Act, and (5) "hazardous wastes" as defined or listed under the Resource Conservation and Recovery Act.

(a) The Contractor shall use, handle, store, dispose of, process, transport and transfer any material considered a Hazardous Material according to all federal, State and local laws. The State shall provide a safe and suitable environment for performance of Contractor's Work. Before the commencement of Work, the State shall advise the Contractor of the presence at the work site of any Hazardous Material to the extent that the State is aware of the Hazardous Material. If the Contractor encounters material reasonably believed to be a Hazardous Material and which may present a substantial danger, the Contractor shall immediately stop all affected Work, notify the State in writing about the conditions encountered, and take appropriate health and safety precautions.

(b) Upon receipt of a written notice, the State will investigate the conditions. If (a) the material is a Hazardous Material that may present a substantial danger, and (b) the Hazardous Material was not brought to the site by the Contractor, or does not result in whole or in part from any violation by the Contractor of any laws covering the use, handling, storage, disposal of, processing, transport and transfer of Hazardous Materials, the State shall order a suspension of Work in writing. The State shall proceed to have the Hazardous Material removed or rendered harmless. In the alternative, the State shall terminate the affected Work for the State's convenience.



(c) Once the Hazardous Material has been removed or rendered harmless by the State, the Contractor shall resume Work as directed in writing by the State. Any determination by the Michigan Department of Community Health or the Michigan Department of Environmental Quality that the Hazardous Material has either been removed or rendered harmless is binding upon the State and Contractor for the purposes of resuming the Work. If any incident with Hazardous Material results in delay not reasonable anticipatable under the circumstances and which is attributable to the State, the applicable SLAs for the affected Work will not be counted in a time as mutually agreed by the parties.

(d) If the Hazardous Material was brought to the site by the Contractor, or results in whole or in part from any violation by the Contractor of any laws covering the use, handling, storage, disposal of, processing, transport and transfer of Hazardous Material, or from any other act or omission within the control of the Contractor, the Contractor shall bear its proportionate share of the delay and costs involved in cleaning up the site and removing and rendering harmless the Hazardous Material according to Applicable Laws to the condition approved by applicable regulatory agency(ies).

**Labeling:** Michigan has a Consumer Products Rule pertaining to labeling of certain products containing volatile organic compounds. For specific details visit [http://www.michigan.gov/deq/0,1607,7-135-3310\\_4108-173523--,00.html](http://www.michigan.gov/deq/0,1607,7-135-3310_4108-173523--,00.html)

**Refrigeration and Air Conditioning:** The Contractor shall comply with the applicable requirements of Sections 608 and 609 of the Clean Air Act (42 U.S.C. 7671g and 7671h) as each or both apply to this contract.

**Environmental Performance:** Waste Reduction Program - Contractor shall establish a program to promote cost-effective waste reduction in all operations and facilities covered by this contract. The Contractor's programs shall comply with applicable Federal, State, and local requirements, specifically including Section 6002 of the Resource Conservation and Recovery Act (42 U.S.C. 6962, et seq.).

## **2.300 Deliverables**

### **2.301 Software**

The Contractor will be responsible for providing all software necessary to perform the requirements of the Contract as outlined in Section 1.104. If any additional software is required in order for the Deliverables to meet the requirements of this Contract, such software shall be provided to the State by Contractor at no additional charge (except where agreed upon and specified in a Statement of Work or Contract Change Notice).

### **2.302 Hardware**

The Contractor will be responsible for providing all hardware necessary to perform the requirements of the Contract as outlined in Section 1.104. The list includes all hardware required to complete the Contract and make the Deliverables operable; if any additional hardware is required in order for the Deliverables to meet the requirements of this Contract, such hardware shall be provided to the State by Contractor at no additional charge (except where agreed upon and specified in a Contract Change Notice).

## **2.310 Software Warranties**

### **2.311 Performance Warranty**

The Contractor represents and warrants that Deliverables, after Final Acceptance, will perform and operate in compliance with the requirements and other standards of performance contained in this Contract (including all descriptions, specifications and drawings made a part of the Contract) for the duration of the Contract. In the event of a breach of this warranty, Contractor will promptly correct the affected Deliverable(s) at no charge to the State.

### **2.312 No Surreptitious Code Warranty**

The Contractor represents and warrants that no copy of licensed Software provided to the State contains or will contain any Self-Help Code or any Unauthorized Code as defined below. This warranty is referred to in this Contract as the "No Surreptitious Code Warranty."



As used in this Contract, “Self-Help Code” means any back door, time bomb, drop dead device, or other software routine designed to disable a computer program automatically with the passage of time or under the positive control of a person other than the licensee of the software. Self-Help Code does not include Software routines in a computer program, if any, designed to permit an owner of the computer program (or other person acting by authority of the owner) to obtain access to a licensee’s computer system(s) (e.g. remote access via modem) for purposes of maintenance or technical support.

As used in this Contract, “Unauthorized Code” means any virus, Trojan horse, spyware, worm or other Software routines or components designed to permit unauthorized access to disable, erase, or otherwise harm software, equipment, or data; or to perform any other such actions. The term Unauthorized Code does not include Self-Help Code. Unauthorized Code does not include Software routines in a computer program, if any, designed to permit an owner of the computer program (or other person acting by authority of the owner) to obtain access to a licensee’s computer system(s) (e.g. remote access via modem) for purposes of maintenance or technical support.

In addition, Contractor will use up-to-date commercial virus detection software to detect and remove any viruses from any software prior to delivering it to the State.

### **2.313 Calendar Warranty**

The Contractor represents and warrants that all software for which the Contractor either sells or licenses to the State of Michigan and used by the State prior to, during or after the calendar year 2000, includes or shall include, at no added cost to the State, design and performance so the State shall not experience software abnormality and/or the generation of incorrect results from the software, due to date oriented processing, in the operation of the business of the State of Michigan.

The software design, to insure calendar year rollover compatibility, shall include, but is not limited to: data structures (databases, data files, etc.) that provide 4-digit date century; stored data that contain date century recognition, including, but not limited to, data stored in databases and hardware device internal system dates; calculations and program logic (e.g., sort algorithms, calendar generation, event recognition, and all processing actions that use or produce date values) that accommodates same century and multi-century formulas and date values; interfaces that supply data to and receive data from other systems or organizations that prevent non-compliant dates and data from entering any State system; user interfaces (i.e., screens, reports, etc.) that accurately show 4 digit years; and assurance that the year 2000 shall be correctly treated as a leap year within all calculation and calendar logic.

### **2.314 Third-party Software Warranty**

The Contractor represents and warrants that it will disclose the use or incorporation of any third-party software into the Deliverables. At the time of Delivery, the Contractor shall provide in writing the name and use of any Third-party Software, including information regarding the Contractor’s authorization to include and utilize such software. The notice shall include a copy of any ownership agreement or license that authorizes the Contractor to use the Third-party Software.

### **2.315 Physical Media Warranty**

Contractor represents and warrants that each licensed copy of the Software provided by the Contractor is free from physical defects in the media that tangibly embodies the copy. This warranty does not apply to defects arising from acts of Excusable Failure. If the Contractor breaches this warranty, then the State shall be entitled to replacement of the non-compliant copy by Contractor, at Contractor’s expense (including shipping and handling).



## **2.320 Software Licensing**

### **2.321 RESERVED - Cross-License, Deliverables Only, License to Contractor**

### **2.322 RESERVED - Cross-License, Deliverables and Derivative Work, License to Contractor**

### **2.323 RESERVED - License Back to the State**

### **2.324 License Retained by Contractor**

Contractor grants to the State a non-exclusive, royalty-free, site-wide, irrevocable, transferable license to use the Software and related documentation according to the terms and conditions of this Contract.

The State may modify the Software and may combine such with other programs or materials to form a derivative work. The State will own and hold all copyright, trademarks, patent and other intellectual property rights in any derivative work, excluding any rights or interest in Software other than those granted in this Contract.

The State may copy each item of Software to multiple hard drives or networks unless otherwise agreed by the parties.

The State will make and maintain no more than one archival copy of each item of Software, and each copy will contain all legends and notices and will be subject to the same conditions and restrictions as the original. The State may also make copies of the Software in the course of routine backups of hard drive(s) for the purpose of recovery of hard drive contents.

In the event that the Contractor shall, for any reason, cease to conduct business, or cease to support the Software, the State shall have the right to convert these licenses into perpetual licenses, with rights of quiet enjoyment, but subject to payment obligations not to exceed the then current rates.

### **2.325 Pre-existing Materials for Software Deliverables**

Neither Contractor nor any of its Subcontractors shall incorporate any preexisting materials (including Standard Software) into Custom Software Deliverables or use any pre-existing materials to produce Custom Software Deliverables if such pre-existing materials will be needed by the State in order to use the Custom Software Deliverables unless (i) such pre-existing materials and their owners are identified to the State in writing and (ii) such pre-existing materials are either readily commercially available products for which Contractor or its Subcontractor, as the case may be, has obtained a license (in form and substance approved by the State) in the name of the State, or are materials that Contractor or its Subcontractor, as the case may be, has the right to license to the State and has licensed to the State on terms and conditions approved by the State prior to using such pre-existing materials to perform the Services.

## **2.330 Source Code Escrow**

### **2.331 Definition**

“Source Code Escrow Package” shall mean:

- (a) A complete copy in machine-readable form of the source code and executable code of the Licensed Software, including any updates or new releases of the product;
- (b) A complete copy of any existing design documentation and user documentation, including any updates or revisions; and/or
- (c) Complete instructions for compiling and linking every part of the source code into executable code for purposes of enabling verification of the completeness of the source code as provided below. Such instructions shall include precise identification of all compilers, library packages, and linkers used to generate executable code.



### **2.332 Delivery of Source Code into Escrow**

Contractor shall deliver a Source Code Escrow Package to the Escrow Agent, pursuant to the Escrow Contract, which shall be entered into on commercially reasonable terms subject to the provisions of this Contract within (30) thirty days of the execution of this Contract.

### **2.333 Delivery of New Source Code into Escrow**

If at any time during the term of this Contract, the Contractor provides a maintenance release or upgrade version of the Licensed Software, Contractor shall within ten (10) days deposit with the Escrow Agent, in accordance with the Escrow Contract, a Source Code Escrow Package for the maintenance release or upgrade version, and provide the State with notice of the delivery.

### **2.334 Verification**

The State reserves the right at any time, but not more than once a year, either itself or through a third party contractor, upon thirty (30) days written notice, to seek verification of the Source Code Escrow Package.

### **2.335 Escrow Fees**

The Contractor will pay all fees and expenses charged by the Escrow Agent.

### **2.336 Release Events**

The Source Code Escrow Package may be released from escrow to the State, temporarily or permanently, upon the occurrence of one or more of the following:

- (a) The Contractor becomes insolvent, makes a general assignment for the benefit of creditors, files a voluntary petition of bankruptcy, suffers or permits the appointment of a receiver for its business or assets, becomes subject to any proceeding under bankruptcy or insolvency law, whether domestic or foreign;
- (b) The Contractor has wound up or liquidated its business voluntarily or otherwise and the State has reason to believe that such events will cause the Contractor to fail to meet its warranties and maintenance obligations in the foreseeable future;
- (c) The Contractor voluntarily or otherwise discontinues support of the provided products or fails to support the products in accordance with its maintenance obligations and warranties.

### **2.337 Release Event Procedures**

If the State desires to obtain the Source Code Escrow Package from the Escrow Agent upon the occurrence of an Event in this **Section**, then:

- (a) The State shall comply with all procedures in the Escrow Contract;
- (b) The State shall maintain all materials and information comprising the Source Code Escrow Package in confidence in accordance with this Contract;
- (c) If the release is a temporary one, then the State shall promptly return all released materials to Contractor when the circumstances leading to the release are no longer in effect.

### **2.338 License**

Upon release from the Escrow Agent pursuant to an event described in this Section, the Contractor automatically grants the State a non-exclusive, irrevocable license to use, reproduce, modify, maintain, support, update, have made, and create Derivative Works. Further, the State shall have the right to use the Source Code Escrow Package in order to maintain and support the Licensed Software so that it can be used by the State as set forth in this Contract.

### **2.339 Derivative Works**

Any Derivative Works to the source code released from escrow that are made by or on behalf of the State shall be the sole property of the State. The State acknowledges that its ownership rights are limited solely to the Derivative Works and do not include any ownership rights in the underlying source code.



**Glossary**

#	Term	Definition
1.	24x7x365	A service that will be present regardless of current time or day. Specifically, 24 hours a day, seven days a week, 365 days a year including the 366th day in a leap year.
2.	Ad-Hoc Report	A reporting system which allows the business users to create specific, customized queries. Typically this would be via a user-friendly GUI-based system without the need for in-depth knowledge of SQL, or database schema.
3.	Additional Service	Means any Services/Deliverables within the scope of the Contract, but not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration.
4.	Audit Period	See Section 2.110
5.	Alias List	A listing of parks and campgrounds cross referenced to the official name of the park facility, e.g. "Wamplers Lake Campground" refers to the campground at Hayes State Park but is not the official name of the campground.
6.	AVS	<b>Address Verification Service</b> , AVS is a service used in the United States to verify a cardholder's billing address. This service provides fraud prevention for transactions that are completed without a credit card being physically presented, usually for mail-order, telephone or internet purchases.
7.	Blanket Purchase Order	An alternate term for Contract as used in the State's computer system
8.	BICE	Biennial Internal Control Evaluation. Internal accounting and administrative control system. Section 485(4) of the Management and Budget Act, 1984 PA 431, MCL 18.1485. <a href="http://www.legislature.mi.gov/(S(f2ldghyfufmrps55lhhebs45))/mileg.aspx?page=getObject&amp;objectName=mcl-18-1485">http://www.legislature.mi.gov/(S(f2ldghyfufmrps55lhhebs45))/mileg.aspx?page=getObject&amp;objectName=mcl-18-1485</a>
9.	Business Day	Whether capitalized or not, shall mean any day other than a Saturday, Sunday or State-recognized legal holiday (as identified in the Collective Bargaining Agreement for State employees) from 8:00am EST through 5:00pm EST unless otherwise stated.
10.	Cabin	A designated building made available to the general public for lodging purposes. Amenities vary by cabin type; mini cabin, camper cabin, or rustic cabin.
11.	Camp	A single camp shall consist of not more than 4 persons occupying one site. Exception – A single family including no more than two additional relatives may occupy one site as long as the maximum number of persons does not exceed 8. For purposes of this policy, a single family is defined as: One or two parents or guardians with their dependent children. DNR reserves right to redefine based on current policy
12.	Cabin Reservation	Specific cabins may be requested and/or are assigned at the time of initial reservation and reservations will be accepted up to one year in advance of arrival..
13.	Camp Shelters	A camp shelter is any camping equipment used to sleep in or upon (e.g. tent, trailer, motorhome, etc.)
14.	Camper Cabin	Amenities include but are not limited to 3 separate rooms (2 bedrooms and a living space), sleeps 6, has table, chairs, microwave, refrigerator, heat, and electricity
15.	Campground	A designated camping facility in a state park, recreation area or forest management facility and may be reservable or



		non-reservable
16.	Campground Type	The level of service provided in a campground
17.	Camping Equipment Type	The type and size of a customer's camping equipment i.e. tent, tent- trailer, trailer, motor home, car, boat, 5th wheel, truck camper, etc
18.	Campsite	A single unit in a campground designated for the occupancy as determined by the DNR.
19.	Cancellation	A contact by the reservation party to cancel the entire reservation; it may include the refund of fees based on current business rules
20.	Cash Drawer	Physical and virtual drawer which comprises all transactions for an employee within a shift, by day, including a beginning change fund balance.
21.	Central Server System	That host computer systems upon which the master reservation software and other supporting software systems are installed and accessible at the Contractor's premises
22.	CEPAS	<b>C</b> entralized <b>E</b> lectronic <b>P</b> ayment <b>A</b> uthorization <b>S</b> ystem is the internet based electronic processing system used by the State of Michigan to authorize and house all electronic transactions including credit/debit cards and electronic checks.
23.	CRS	Central Reservation System
24.	Chronic Failure	See Section 2.240
25.	Credit/Debit Cards	All electronic payment cards bearing the MasterCard, Visa or Discover Logo. This includes debit cards which are connected to a checking account at a cardholders banking institution. For the purposes of this system all such cards are processed as credit cards.
26.	Cumulative Contractor Billable Transaction	The total net active (confirmed) reservations plus the net cancellations
27.	Custom Software	Software which is specially developed for a specific organization or user. As such, it can be contrasted with the use of software packages developed for the mass market, such as commercial off-the-shelf (COTS) software, or existing free software.
28.	Data Center	A facility used to house computer systems and associated components, such as telecommunications and storage systems. It generally includes redundant or backup power supplies, redundant data communications connections, environmental controls (e.g., air conditioning, fire suppression) and security devices.
29.	DBA Name	Doing Business As, usually referred to as the Merchant Name used by banking institution for credit card accounts. This is the name which will appear on a customers' credit card statement.
30.	Deliverable	Physical goods and/or commodities as required or identified by a Statement of Work DNR: Department of Natural Resources
31.	DNR	Michigan Department of Natural Resources



32.	DNR Headquarters	A Lansing office or Lansing satellite office where employees perform higher level statewide system functions.
33.	Double Booking	Double bookings are defined as instances where an assignable inventory resource (campsite, accommodation, harbor slip, etc) has been allocated over its designated capacity to two or more unrelated bookings over the same dates, or for overlapping dates, in the CRS database.
34.	DTMB	Department of Technology, Management and Budget
35.	Environmentally preferable products	A product or service that has a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those that contain recycled content, minimize waste, conserve energy or water, and reduce the amount of toxics either disposed of or consumed.
36.	Excusable Failure	See Section 2.240
37.	Fee	That amount of money established by the DNR Commission, Waterways Commission or Legislature for the customer's use of state park and recreation area facilities and services and harbors. Such fees may be added or altered at the sole discretion of the Commission. The term "fee" does not apply to Contractor compensation in any way.
38.	Field Location	Any location where camping, boating or other recreational opportunities take place.
39.	Fiscal Year	October 1 through September 30 of the following calendar year.
40.	Forest Campgrounds	(aka Forest Recreation Areas) Rustic or semi-modern campground formerly administered by Forest Management Division.
41.	GIA	<b>Grant-In-Aid</b> ; a harbor or marina that is not operated by the state but may be part of the Central Reservation System.
42.	Incident	See SLA.
43.	Initial Reservation	Initial contact to reserve any reservable inventory for a specific period. The initial reservation includes the acceptance of payment for all related fees as well as the issuance of a reservation confirmation number.
44.	ITB	A generic term used to describe an Invitation to Bid. The ITB serves as the document for transmitting the RFP to potential bidders.
45.	Key Personnel	See Article 1 and Appendix F and G
46.	Local Sale	Campsite or harbor slip inventory that is only available for registration by the managing unit.
47.	Mini Cabin	Amenities include but are not limited to, 4 single beds (bunk style), table, 2 chairs, heat, and electricity.
48.	Natural Resources Commission (NRC)	The Michigan Natural Resources Commission (NRC) is a seven-member public body whose members are appointed by the Governor and subject to the advice and consent of the Senate. They are charged with setting DNR policy and fees.
49.	Net Cancellations	Reservations in which the original reservation was made during the contract period and for which payment has been received and refunded (minus applicable cancellation fees as determined by the DNR).
50.	Net Transfers	Changes to an 'AC' reservation during the contract period for which payment has been received.



51.	New Work	Any Services/Deliverables outside the scope of the Contract and not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration.
52.	Non-Youth Group Camps	Camps that consist of five or more individual campsites. Campsite occupancy shall not exceed what is allowed as defined in DNR Parks and Recreation policy 8.1 for a single camp. Fee is based on a minimum of 5 campsites rented per group.
53.	NSF Checks	<b>Non-Sufficient Funds.</b> Checks submitted as payment for state park services for which the payers' bank reports insufficient deposits to cover the amount of the check.
54.	Occupant	The name of the person who is actually occupying a campsite or harbor slip. This name may be different from the customer name.
55.	Operational Policy	All terms and conditions under which the public reserves and/or uses a state park facility, program or service. The DNR reserves the right to change operational policies.
56.	Park or Recreation Area	A Parks & Recreation Division administered property identified as a separate park or recreation area and may be a grouping of campsites or loops.
57.	Parks & Recreation Division	The portion of the DNR charged with the administration and management of state parks, recreation areas and state harbors.
58.	PCI Compliant	Payment card industry (PCI) compliance is adherence to a set of specific security standards that were developed to protect card information during and after a financial transaction. PCI compliance is required by all credit card brands.
59.	Point-of-Sale	POS- A revenue transaction generated from the sale of goods, merchandise, or reservable inventory at a physical location using a POS computer/terminal which captures data and customer payment information.
60.	PII	Personally Identifiable Information (PII), as used in information security, is information that can be used to uniquely identify, contact, or locate a single person or can be used with other sources to uniquely identify a single individual.
61.	PRD	Parks & Recreation Division
62.	Program	A DNR service or activity offered to park or harbor visitors and/or the general public.
63.	Real Time	A single centralized database that instantly and simultaneously processes all reservations made through all sales channels as they occur including the call center, Internet, and the field application with an integrated POS and credit card verification interface. Real time prevents double bookings.
64.	Recreation Passport	A permit that is required on all motorized vehicles entering a state park, recreation area or state harbor. The fees are based on resident or non-resident.
65.	Reservable Inventory	Any reservable or non-reservable campsites, harbor slips, lodging opportunities, or day-use rentals subject to registration through the central reservation system.



66.	Reservation Booking Window	That period of time the Contractor will be required to accept and process reservation transactions for a reservable unit based on a specific date (e.g. on December 20th a campsite can be booked for an arrival on June 20th - 6 months in advance). The window varies and may be subject to change, based on property type and no reservations are accepted outside of the reservation booking window.
67.	Reservation Call Center	That location housing the telephone operators where reservation and information requests are received.
68.	Reservation Change	A contact subsequent to the initial contact by the reservation party to add or delete nights from the camping stay or to change the reservation period, including the additional payment or refund of monies, as appropriate. These include, site or slip transfers, extensions, or reservation date modifications.
69.	Reservation Number	A unique and specific number assigned to each reservation transaction whether tentative or confirmed.
70.	Reservation Transaction	All initial reservations, reservation changes and cancellations.
71.	Retail Inventory	Commodities for sale.
72.	RFP	Request for Proposal designed to solicit proposals for services.
73.	RPO	Retention Point Objective.
74.	RTO	Retention Time Objective.
75.	Services	Any function performed for the benefit of the State.
76.	Site Type	Site classification based on the size of the actual campsite and the maximum equipment type it can hold.
77.	Site/Slip General Reservations	Reservations guarantee a site, but not a specific site/slip in advance of a customer's arrival.
78.	Site/Slip Specific Reservation	Reservations that guarantee a specific site/slip in advance of a customer's arrival.
79.	Slip	Reservable unit at a harbor.
80.	Standard Report	A report which presents data without extensive prompting from the user State: State of Michigan



81.	State	State of Michigan
82.	State Docks	Harbors or Marinas that are state of Michigan owned and operated.
83.	Subcontractor	A company Contractor delegates performance of a portion of the Services to, but does not include independent contractors engaged by Contractor solely in a staff augmentation role.
84.	SUITE	The State Unified Information Technology Environment. See Article 1, Section 1, Subsection 103.
85.	Teepee	The tepee has a solid floor, a closeable flap and sleeps up to four people in bunk beds or cots.
86.	The Net Active Reservation	Confirmed reservations that have not been cancelled (aka- Active Confirmed or AC)
87.	Unauthorized Removal	Contractor's removal of resources without the prior written consent of the State. See section 2.240
88.	Voucher Center	Facility located at Silver Lake State Park where vouchers are managed. Waterways Commission: The Commission is responsible for the acquisition, construction, and maintenance of recreational harbors, channels, docking and launching facilities, and administration of commercial docks.
89.	Waterways Commission	The Commission is responsible for the acquisition, construction, and maintenance of recreational harbors, channels, docking and launching facilities, and administration of commercial docks.
90.	Work in Progress	A Deliverable that has been partially prepared, but has not been presented to the State for Approval.
91.	Work Product	Refers to any data compilations, reports, and other media, materials, or other objects or works of authorship created or produced by the Contractor as a result of an in furtherance of performing the services required by this Contract.
92.	Youth Group Camps	A group of youngsters who are members of a youth sponsored organization with adequate adult leadership. The youths must be no older than 18 years of age. Fees are calculated per person, per night.
93.	Yurt	



**Appendix A – Business/Technical Requirements**

Contractor shall achieve full compliance with the requirements listed in Appendix A prior to go live or as mutually agreed by the Contractor and DNR.

If there are any discrepancies between the Requirements in Appendix A and the requirements provided in Section 1.104 Work And Deliverables, Appendix A shall prevail.

The Compliance Column is defined as follows:

1. **Yes** - abbreviated with the letter “Y”. “Y” is defined as the proposed solution complies with all aspects of the requirement as written and is currently a standard feature in the proposed COTS system.
2. **Yes with Modifications** – abbreviated with the letter “M”. “M” is defined as the proposed solution does not comply with all aspects of the requirement as written but the Bidder agrees to modify the solution by adding additional resources, configure current resources, and/or perform custom programming (source code modifications) which will result in the solution reaching full compliance.
3. **Optional** – abbreviated with the letter “O”. “O” is defined as the proposed solution does not meet the requirement and is not included in the cost proposal, however Should the State determine to utilize this requirement or other alternatives, it shall be handled through the Change Control process.

#	Requirement	Compliance
1	General Solution	
2	The Central Reservation System(CRS) shall be operational 7x24x365 <ul style="list-style-type: none"> <li>• See SLA</li> </ul>	Y
3	The system shall be maintained without downtime to the public use of CRS, except for scheduled maintenance agreed upon with DNR. <ul style="list-style-type: none"> <li>• See SLA</li> </ul>	Y
4	The Contractor shall be responsible for installation and support of all software necessary for the operation of CRS. <ul style="list-style-type: none"> <li>• See SLA</li> </ul>	Y
5	The Contractor shall be responsible for the installation and support of all hardware necessary for the operation of CRS	Y
6	The Contractor shall be responsible for the installation and support of the operating system and associated software related to CRS. The Contractor shall not be responsible for maintaining State owned systems that use the CRS application.	Y
7	The Contractor shall provide direct support to all end user locations which include field locations, call centers and	Y



#	Requirement	Compliance
	DNR Headquarters.	
8	Support services shall be inclusive to the system. Support of all reservation systems, subsystems, components, call center, helpdesk and training without exception shall be provided and included into the standard billing compensation. No additional or separate compensation will be charged for the support of any of the pieces that make up the Central Reservation System.	Y
9	The DNR can add field locations to the Central Reservation System at any time. The Contractor shall be responsible for the setup of CRS at the field locations including hardware, software and connectivity at no cost to DNR. The DNR reserves the right to eliminate field locations at any time from the CRS system.	Y
10	Test environment shall be available at all times for testing upgrades and training new DNR and contractor employees.	Y
11	The system shall use a single centralized database for all system components and sales channels <a href="#">or allow for the option to distribute this database to some or all service locations to benefit local performance where necessary to meet operational conditions.</a>	Y
12	The system shall work on a real time basis. When a transaction is committed the results shall be reflected in real time in all system processes.	Y
13	All software application modules shall operate in a multi-user update environment with record level locking capability.	Y
14	The system shall ensure that data is consistent at all sales channels. The system shall ensure that a maximum number of sites are booked with no double bookings.	Y
15	System shall be scalable	Y
16	Ease of Use	
17	The system shall be user friendly and intuitive in nature to all end users. The system shall have a consistent look and feel with easy-to-access menu selected reports.	Y
18	The system shall validate all data input at time of entry to ensure its accuracy	Y
19	DNR prefers Microsoft Windows front-end with Windows "look and feel" user interface, including "point and click" mouse driven and hot key enabled software. For keyboard navigation, tab order shall flow in a logical reading order, generally from left to right, top to bottom.	Y
20	The system shall provide options for customizable Quick links and Short cuts.	Y
21	The system shall provide intellisense feature on certain fields specified by DNR to speed up the search capability.	Y
22	Web based application components shall be platform and browser independent. The Contractor shall proactively update the application to remain current with latest browser versions.	Y
23	The system shall optimize data collection and retrieval process for repeated customer visits. It should be easy for operators to identify repeat customers. Wild card search feature is strongly desired to avoid customer record duplication. The system shall have the ability to suspend data retrieval, or alternately inform the user, if a search	Y



#	Requirement	Compliance
	criteria results in too many records being returned.	
24	The system shall reduce the amount of data that needs to be keyed by the operators. The software shall be capable of looking up the city or town and state or province based on the zip code.	Y
25	The system shall not be sensitive to symbols. It shall allow symbols to be part of name and other data entry elements.	Y
26	Yes/No dialog boxes are preferred over Ok/Cancel for the ease of user understanding.	Y
27	All Screens including web pages shall be ADA compliant pursuant to e-Michigan “look and feel” standards.	Y
28	The Contractor shall work with DNR on capturing the requirements and layout for the user interface screens which include but are not limited to <ul style="list-style-type: none"> <li>• data entry screens</li> <li>• search screen</li> <li>• reports</li> <li>• web pages</li> <li>• page navigation</li> </ul>	Y
29	Telecom - Hardware - Software	
30	The Contractor shall pay the cost of providing, maintaining and repairing all systems.	Y
31	The prices quoted shall be reflective of the Contractor’s recommendation, since the Contractor bears full responsibility of providing connectivity service levels that meet DNR needs.	Y
32	Prior to signing a contract, the contractor shall provide State with year, make and model of all the equipment that shall be supplied and their replacement schedule	Y
33	The Contractor shall provide a semi-annual inventory report for all hardware supplied by them.	Y
34		
35	The Contractor shall pay for the cost of installing all public reservation telephone lines, credit card processing lines, hardware, and the Contractor's Help Desk 1-800 telephone line to the Contractor's premises. The customer toll-free number that the system must use is 1-800-447-2757 (1-800-44PARKS).	Y
36	DNR and DNR designated staff will retain exclusive use of all telephone lines unless otherwise approved by the DNR.	Y
37	The Contractor shall pay for the installation of communication lines and hardware, as well as any monthly fees for the communication link between the Contractor's reservation center and the central server residing at the Contractor's site.	Y
38	All monthly telephone use bills for telephone lines shall be sent to and paid for by the Contractor throughout the reservation system.	Y
39	The Contractor shall provide appropriate levels of connectivity that meet or exceed documented response standards at all field locations. All locations shall have an alternative means of connecting to the central system. Both primary	Y



#	Requirement	Compliance
	and backup connections must meet or exceed field locations business needs. See SLA.	
40	The Contractor shall not use dial up as a primary connection. Satellite connectivity may be used for primary connection if approved by DNR.	Y
41	Based on the geographic considerations, the backup connection can be a dialup or a satellite connection and shall be approved by DNR.	Y
42	Prior to signing the contract, the contractor shall identify how each of the DNR locations shall be connected based on the geographic locations and business needs. The connectivity plan shall be approved by DNR prior to installation.	Y
43	The Contractor shall be responsible for network performance and shall provide timely forewarning if the growth exceeds capacity limitations. The Contractor shall review network connectivity annually and ensure optimal connectivity speeds at all times.	Y
44		
45	The Contractor shall provide, own and support all hardware necessary for the setup and operation of the Central Reservation System and its supporting subsystems or components.	Y
46	The Central Reservation System shall be Vendor hosted with system servers employing fault tolerance and redundancy to minimize system downtime. Contractor shall employ suitable load sharing and load balancing techniques to ensure minimum required response times for peak time traffic and data volumes.	Y
47	The Contractor shall provide a hosting diagram and have it approved by the State.	Y
48	The Contractor shall be responsible for ongoing system configuration, performance tuning and maintenance activities.	Y
49	The Contractor shall be responsible for capacity management including timely forewarning if the growth exceeds capacity limitations.	Y
50	The Contractor shall be responsible for disk space management including archival, restoration, space management, and performance monitoring.	Y
51	The Contractor shall be responsible for application database management to ensure integrity and optimal performance of the database.	Y
52	The Contractor shall be responsible for server performance and system response time. The system shall be able to support 1.5x the peak number of concurrent users in order to provide sufficient capacity for growth. The system shall also support 1.25x the peak transaction volume in order to provide sufficient capacity for growth.	Y
53	The Contractor shall provide all communications equipment, operator work stations, internal telephone system, communication lines, ACD system, postal equipment, on-site printers, and all other equipment at its call center as needed to support this system.	Y
54	Prior to signing a contract, the Contractor shall provide hardware configuration that shall be installed at all park and harbor field locations. The state desires to have at least 2 POS stations at most field locations. The State requires	Y



#	Requirement	Compliance
	<p>that a full hardware configuration be provided for up to 12 State forest campground locations. More than or less than 2 POS stations shall be at the discretion of the DNR and will be based on traffic at the park and land mass covered. Following is the minimum POS configuration desired by DNR.</p> <ul style="list-style-type: none"> <li>• Computer Terminal</li> <li>• Portable Terminals with attached thermal printers that wirelessly connect to central reservation system/field location to service long customer lines at certain field locations.</li> <li>• Cash Drawer with removable inserts and lock tops (Computerized cash drawer)</li> <li>• Laser Printer</li> <li>• Thermal/Receipt Printer</li> <li>• Barcode scanner</li> <li>• <b>Document</b> scanner for scanning bank deposit tickets</li> <li>• Magnetic Stripe Card reader for driver's license, gift and credit cards. This card reader shall be capable of data encryption and compatible with MagTek IPAD.</li> <li>• All cables and accessories</li> </ul>	
55	The Contractor is responsible for the maintenance of all workstations, data communications equipment and circuits, and all associated software. Field locations can best be described as non-controlled environments. Few locations are air-conditioned.	Y
56	Prior to signing a contract, the contractor shall provide a replacement schedule for all the hardware and shall be approved by DNR.	Y
57	The Contractor shall replace and support all the hardware as per the approved replacement schedule.	Y
58	When the Contractor receives calls for repair and/or replacement of field workstation equipment, the Contractor shall correct such problems within 48 hours of notification by the DNR. The Contractor shall maintain sufficient inventory of spare workstations and other hardware.	Y
59	The Contractor shall evaluate every workstation annually between April 15 to May 15 and run diagnostics, defragmentation and perform any preventative maintenance to ensure that each workstation is in good working condition.	Y
60	If Contractor equipment located in field locations is vandalized or stolen, the Contractor shall replace it.	Y
61	<b>Software</b>	
62	The Contractor shall be responsible for installation and support of application software, operating system and all related software on the contractor supplied systems.	Y
63	The Contractor shall provide the latest software versions. The Contractor shall provide at their expense any and all licenses needed for the operation of the Central Reservation System and its components.	Y
64	The system's operating system and all related software shall remain current and be upgraded to the latest supported version from the software publisher.	Y
65	Virus detection and prevention software shall be installed on all computers supplied by the contractor .The	Y



#	Requirement	Compliance
	Contractor shall ensure that all workstations are free of viruses at all times and perform cleanup and maintenance as needed.	
66	The Contractor shall provide an easy to use ad hoc reporting tool for DNR administrators and accounting staff to execute and publish management reports against replicated database server.	M
67	The Contractor shall provide a data dictionary to facilitate writing ad hoc reports.	M
68	The Contractor shall ensure that the machines are locked down to prevent their unauthorized use. The DNR requires access to certain acceptable web sites and programs. Examples include, but are not limited to the following. <ul style="list-style-type: none"> <li>• Outlook Email (state email)</li> <li>• Weather.com</li> <li>• NOAA.gov</li> </ul>	Y
69	Supplies	
70	The Contractor shall be responsible for providing toner, thermal receipt paper, perforated paper for printing passes and supplies related to the operation of the Central Reservation System. All receipts shall have a logo printed in the right hand margin with the logo design provided by DNR.	Y
71	The Contractor shall ensure that 30 days of reserve supplies are on hand at each field location at the start of each use season or as agreed upon with DNR. The Contractor shall provide a method for field locations to order additional supplies as their initial inventory is depleted.	Y
72	Data Access – Retention - Migration	
73	Data Access	
74	The Contractor shall provide DNR admin read only access to all the tables and views on <a href="#">an up-to-date off-line copy (inquiry CRS database or separate environment) of the production database server</a> upon DNR's request. Contractor will facilitate any immediate data requests that require access to the production environment.	M
75	To minimize load issues on production database server, the Contractor shall provide an inquiry CRS Database. The DNR admin and accounting staff shall use this database to perform data mining operations and execute management reports.	M
76	The inquiry server shall be refreshed with production data daily before 7:00 AM or as agreed upon with DNR.	M
77	The Contractor shall provide a read only access to all the tables and views on the inquiry database server.	M
78	Data Retention	
79	The Contractor shall not purge data from the production database unless requested by DNR.	Y
80	The inquiry database shall retain all historical data for reporting purposes.	Y
81	Data Conversion	
82	There will be no data migration from the current system. All data required for the system setup including inventory data shall be entered by the Contractor into the new system.	Y



#	Requirement	Compliance
83	Disaster Recovery	
84	The Contractor shall provide the State with disaster recovery plan for call center, server hosting facilities and Central Reservation system including application and database servers. A written description outlining this plan shall be provided and approved by the State prior to signing the contract.	Y
85	The Contractor shall execute and test the disaster recovery plan annually.	Y
86	System Backup and Recovery	
87	The Contractor shall provide for full backup and redundancy of the Central Reservation System including database, application and web servers.	Y
88	The production servers shall be backed fully on a weekly basis and incrementally on a daily basis. Backup data shall be retained for at least 30 days or as required by DNR.	Y
89	The system shall have the ability to allow for continued use of the system during backup.	Y
90	The system shall use transactional log files to provide point-in-time recovery of data to the last completed transaction.	Y
91	Upon failure, the contractor shall ensure that complete system is restored to its previous operational status within (4) hours after initiation of recovery process.	Y
92	The Contractor shall maintain secure, off-site backup of the data and application.	Y
93	Call Center	
94	The Contractor shall provide call center staff knowledgeable of Michigan Reservable Inventory who are located in Michigan.	Y
95	The Contractor shall provide a plan of accepting telephone reservations in the event that the call center goes down. The call center down time shall not be more than 4 hours. The plan shall include playing a recorded message informing the customers about the nature and duration of down time and the plan for diverting calls to a secondary site. The plan shall be subject to review and approval by DNR.	Y
96	In the case of failure of the on-line credit card verification system, the Contractor shall <a href="#">utilize the following process that will allow a customer to complete transactions: if a problem is detected in the credit card processing, prompt the customer to opt to store the reservation on the condition that the customer return at a later time to process the payment. The system would notify any affected customers as soon as the credit card system is available again, and allow a DNR-specified period for customers to provide payment. After the stated time, any unpaid bookings would be automatically cancelled and the customer would be notified.</a>	M
97	Hosting Center	
98	The hosting sites shall have a physical environment plan including but not limited to UPS protection, backup power, temperature control, LAN, WAN and phone. The plan shall be subject to review and approval by DNR.	Y
99		
100	The Contractor shall provide a support and recovery plan for the failure of any field location equipment including but	Y



#	Requirement	Compliance
	not limited to POS computer terminal, peripheral devices and communication equipment. The plan shall be subject to review and approval by the State.	
101	Security	
102	System shall provide security at database, workstation, and individual operator levels per SOM standards.	Y
103	The system shall enforce login credentials as per state policy. All State and contractual employees are required to have an application level login and password to access system functions.	Y
104	Any contract employee that accesses the system functions must adhere to all State security policies. For example each contract employee must use his/her individual account with password-no shared accounts or passwords, authorizations with least privileges based on need-to-know basis.	Y
105	The system shall support automatic logoff after a configurable period of inactivity. A pop up warning message shall be displayed to the users prior to an automatic logoff.	M
106	Passwords shall be treated as sensitive data and must not be displayed. Passwords shall be transmitted and stored in encrypted or hashed form.	Y
107	The application shall support minimum password requirements such as minimum length and minimum complexity requirements as required by the State.	Y
108	The application shall support account lockout after a configurable number (3-7) of failed logins. Locked accounts shall be unlocked by an administrator or shall be automatically unlocked by an account recovery process to be approved by the State.	Y
109	A third party shall not be able to eavesdrop on transmitted user account information and replay that information to the system to gain access.	Y
110	The database shall enforce encryption of sensitive data elements.	Y
111	Application Security	
112	All CRS application functions which include data entry screens, search screens, navigation controls, menu items, reports etc. shall be tied to security controls. No parts of the application shall be accessible without proper security authorization.	Y
113	The CRS application security shall be role based. The application roles shall be location based as well. The system shall allow defining of security groups in the application.	Y
114	The system shall allow DNR to define as many groups as needed. In addition, DNR may change permissions associated with security groups from time to time. Examples of security group could be: Central Reservation Operators, Temporary Worker, Permanent Park Ranger, Lead Worker, Park Manager, District Supervisor, DNR Administrator, etc.	Y
115	The system shall allow associating the application functions and their permission levels to the security groups.	Y
116	The system shall allow adding DNR employees and contractor employees to the application and associating them to the security groups.	Y



#	Requirement	Compliance
117	The Contractor shall be responsible for setting up and maintaining security groups in the application.	Y
118	The DNR admin and field admin shall have an ability to assign DNR application users to the security groups.	Y
119	The system shall allow the security levels to be field location specific, region specific or at global level. As an example each park's report shall be capable of being viewed by the appropriate park manager, regional supervisor and DNR management based on security permissions.	Y
120	The system will prompt for approval for business transactions which exceed the permissions of the currently logged in user without requiring log off and login. The examples of business functions that may need a special authorization include fee override, refund of merchandise exceeding a certain amount etc.	Y
121	<b>Security for E-Commerce</b>	
122	The system shall use minimum 128-bit encryption for transmission of data (e.g. SSL, SET) and for storage of any confidential information according to NIST FIPS Publication 140-2.	Y
123	The system shall be easily configurable or upgradeable to use new protocols for encryption, key generation, authentication, and hashing so stronger protocols can be implemented as old ones become obsolete or insecure.	Y
124	The system shall be resistant to the use of robots on forms using a mechanism such as a CAPTCHA test or similar technology.	Y
125	The system shall not permit caching of pages containing sensitive information including the login credentials by the web browser or any client program.	Y
126	The Contractor shall perform a documented risk assessment before implementation. Any change or upgrade to the system shall include a documented risk analysis. Contractor shall document business processes, inputs and outputs with regard to authorities and permissions to sensitive information.	Y
127	<b>Auditing and Integrity</b>	
128	The system shall log failed access attempts by date, time, user id, device and location.	Y
129	The system shall provide an audit trail of all user activities. Logging will include event date, event time, user id, device, location, and event outcome. Examples of events that can be logged must include account logon events, account logoff events, data object access events, policy change events, privilege use events, and account management events. <a href="#">Logging systems employed include: operating system, application, server and network.</a>	Y
130	The system logs such as event log, application log etc. shall be protected from individuals who do not have privileges to view them.	Y
131	The system shall maintain an audit trail of the changes posted to the database as required by DNR.	Y
132	The system shall have internal transaction control which ensures data integrity in the database including atomicity, consistency, isolation and durability.	Y
133	The system shall record changes to process status, system events such as startup, shutdown or security events and log event date, event time, user id, device, location, and event outcome.	Y
134	The system must pass testing against attacks that include:	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• Buffer overflow</li> <li>• User input injection (command injection)</li> <li>• Broken access control - Does the system prevent unauthorized access?</li> <li>• Account session weaknesses - Test against an ability to steal sessions or logon/permission tokens, cookies, or keys.</li> <li>• Improper error handling such as when a required file is not available.</li> <li>• Cross site scripting</li> </ul>	
135	The network shall be protected from hacking by firewall and intruder detection software. Additionally the Contractor's Network Administration shall monitor, log and report all intrusion attempts.	Y
136	Contractor shall perform vulnerability tests quarterly. Contractor shall share the results of vulnerability tests and develop an action plan to address findings that shall also be provided to the State. Contractor shall inform the State of any security breach within 15 minutes of discovery or as approved by the DNR. The Contractor shall provide incident response plan and breach notification plan and shall be approved by the State.	Y
137	The Contractor shall provide a Security Plan. The plan shall be subject to review and approval by the DNR. This will include but is not limited to employee policies, intrusion detection, audit trails, firewall technology, infrastructure risks, threats and vulnerabilities, and handling of accidental and intentional breaches.	Y
138	The Contractor shall assist the DNR to complete the SOM Project Security Plan and Assessment (DIT170). The Contractor shall also provide assistance to fill in the respective forms at least twice a year.	Y
139	The Contractor shall assist the DNR in completing General Control and Application Control questionnaires annually and the BICE every other year.	Y
140	<b>Hosting Center security requirements</b>	
141	The Contractor shall have a physical site security plan. The plan shall be subject to review and approval by the State.	Y
142	The Vendor shall provide controlled access to the physical site.	Y
143	<b>Call Center Security Requirements</b>	
144	The Contractor shall have a physical site security plan. The plan shall include privacy control, access control tools and end-to-end multimedia encryption. The plan shall be subject to review and approval by the State.	Y
145	The Contractor shall provide controlled access to the physical site.	Y
146	<b>Audit Compliance</b>	
147	<b>GAAP</b>	
148	The Contractor shall submit a letter from an independent accounting firm indicating that the system complies with the Generally Accepted Accounting Principles (GAAP) as determined by the Financial Accounting Standards Board (FASB) prior to the implementation of the CRS. The letter shall ensure that the contractor's system complies with acceptable accounting practices and data integrity standards.	Y



#	Requirement	Compliance
149	SSAE 16	
150	The Contractor shall have an SSAE 16 audit conducted annually by an outside auditing firm on the CRS application and shall provide full signed copy to the DNR. The first audit shall be performed by a third-party firm at a time mutually agreed to by the State and the Contractor no later than 6 months after the system is implemented in production. The Contractor shall work in good faith with DNR to correct any deficiencies identified by the audit within 4 months of submittal of the report.	Y
151	PCI	
152	The Contractor shall be level 1 service provider and shall perform quarterly scans and report any deficiencies to the DNR	Y
153	The Contractor shall assist the DNR in completing the State of Michigan PCI SAQ questionnaire on an annual basis as related to the CRS system.	Y
154	PII	
155	The Contractor shall protect personal information of customers and users per the PII guidelines listed below: <ul style="list-style-type: none"> <li>• PA 452 of 2004</li> <li>• PA 454 of 2004</li> <li>• Acts 192, 193 and 194 of 2000</li> </ul> The analysis of this guidelines is located as <a href="http://www.legislature.mi.gov/documents/1999-2000/billanalysis/House/pdf/1999-HLA-5227-C.pdf">http://www.legislature.mi.gov/documents/1999-2000/billanalysis/House/pdf/1999-HLA-5227-C.pdf</a>	Y
156	All PII breaches must be communicated to the DNR within 24 hours of discovery of the breach.	Y
157	The Contractor shall remediate all breaches on a schedule agreed upon with DNR based on their severity.	Y
158	Audit by DNR	
159	At the discretion of the DNR and at its expense, the DNR may conduct an audit of all revenues, permitting systems and other systems impacting revenue flow to the DNR. The audit shall reconcile all voided transactions, shortages and overages, fees collected and refunds processed by the Contractor to the amount of net funds deposited into DNR accounts. It is intended to insure the financial integrity of the revenue systems used.	Y
160	The Contractor agrees to make all of its staff, facilities, reports, financial records and any other documentation and systems associated with this contract available to the DNR and/or its designated auditor(s) for audit during normal business hours. When notified by the DNR of such audit, the Contractor shall provide an office at its operational location with sufficient workspace and one telephone for audit staff use. The Contractor shall provide the above described services and facilities to the DNR for no additional fees or charges except that the DNR shall pay for all long distance charges incurred by the audit staff from the Contractor's phone system. Before an audit is performed by the DNR, the Contractor will be given a two week notice in writing.	Y
161	The Contractor shall provide DNR audit staff with <a href="#">an up-to-date off-line copy (inquiry CRS database or separate environment as required) of the data on request</a> . In addition, Contractor will facilitate any immediate data requests that require access to the production environment.	N



#	Requirement	Compliance
162	Independent Audit	
163	The Contractor, at their expense, will hire an independent accounting firm to perform an Examination of Assertion in accordance with SSAE 16. An officer of the Contractor's company will provide a letter certifying that the company complied in the following aspects: Reservation fees were collected and deposited to the State account. Funds were deposited on time. Funds were categorized properly.	Y
164	The auditor will examine the Contractor's assertion that they are in compliance with SSAE 16. The examination will be conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The letter will identify and include all examination materials that were used to determine compliance.	Y
165	All such reports and audits must be prepared by a currently licensed, Certified Public Accountant approved by the DNR. The above required audit must be coordinated with the State of Michigan, Office of the Auditor General at least 60 days in advance of such audit.	Y
166	General Campground Requirements	
167	<p>The system shall support current Michigan parks and recreation areas with the following hierarchy:</p> <ul style="list-style-type: none"> <li>• region/district</li> <li>• county</li> <li>• park/management units/forests</li> <li>• campground/loop</li> <li>• site</li> </ul>	Y
168	<p>The system shall allow the customers to reserve sites and other park reservable inventory. The reservation status shall include but not limited to the following:</p> <ul style="list-style-type: none"> <li>• reserved and paid</li> <li>• reserved and partially paid</li> <li>• reserved and not paid</li> <li>• modified</li> <li>• cancelled</li> <li>• auto cancelled</li> <li>• no show</li> <li>• void</li> </ul>	Y
169	<p>The system shall allow varying pricing structure for different types of reservable inventory which include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• price per person</li> <li>• price per site</li> <li>• price per season</li> <li>• price by day of week</li> <li>• weekly rates</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• daily rate</li> <li>• a combination of the above pricing structure</li> </ul>	
170	The systems shall track the reservations by their reservation status, sales channel, operator, date and time and other attributes as required by DNR.	Y
171	A particular site can be site specific for a one season and site general (non-site specific) for another season. The system shall support site specific and site general reservations in the same year for the same park at the same time.	M
172	The system shall assign a unique site number for all reservable inventories regardless of the site general and site specific reservation period.	Y
173	The system shall allow customers to reserve a particular site number during site specific reservations. The system shall not display site numbers to customers during site general reservation but will decrement available inventory when reservations are made.	Y
174	The system shall allow the customer to make a single reservation that spans seasons. The customer shall be able to pick a site general reservation and a site specific reservation in a single transaction and the system shall recognize two reservations that constitute one contiguous reservation period and charge only one reservation fee. The system shall also be required to facilitate a split booking to accommodate the transition between site general and site specific booking periods.	M
175	The system shall allow multiple reservations per transaction. The number of reservations allowed per transaction shall be set at the park level. The system shall require different occupant names when multiple reservations are made for overlapping time periods.	Y
176	All inventories in the Central Reservation System subject to occupancy may be available through all sales channels. Some inventory reservations may be specific to a certain sales channel.	Y
177	Campsites shall be classified by camping equipment and amenities. The system shall be flexible to allow addition of categories as needed.	Y
178	The system shall allow for reservations to be accepted up to the time of arrival for any campground in the system. Currently the reservation unit for the campsites is one night, 3:00pm – 1:00pm the following day. DNR reserves the right to alter this window at any time. There will be some exception to this unit based on the sales channel, property type and season which include day use or hourly facilities.	Y
179	The system shall have the flexibility to set attributes based on the inventory type, location and season.	Y
180	The system will be structured to prevent "overbooking" of any reservable inventory.	Y
181	The system will provide the ability to check on the status of any reservation at any time from any workstation in the system.	Y
182	Any changes in campground status as a result of a reservation, a cancellation or a reservation change shall be available on a real time basis.	Y
183	The system shall provide functionality that will allow reservations to be accepted based on a 6 month, 9 month or 1	Y



#	Requirement	Compliance
	year “rolling window” to the date based on inventory type. For example, beginning August 1, reservations will be accepted for any camping period which begins February 1st. DNR retains the right to alter or change this rolling window concept.	
184	The system shall handle contiguous reservations at multiple locations for a defined period of time in a single transaction paying only one reservation fee. For example equestrian trail group camps reserve multiple locations along a trail.	Y
185	The system shall allow for modification of fees in the event of changes to amenities or unforeseen circumstances. The system shall provide a required text field to log the reason for the modification.	Y
186		
187	<p>The Contractor shall work with DNR to capture the required/optional customer details which include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• customer name</li> <li>• driver’s license number/state id</li> <li>• street address</li> <li>• city, state/province/country</li> <li>• zip code/postal code</li> <li>• phone</li> <li>• alternate phone</li> <li>• e-mail</li> <li>• age group (e.g. 18 – 25, 26-35)</li> </ul>	Y
188		
189	<p>The system shall capture reservation details which include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• specific campground requested</li> <li>• date of arrival/departure</li> <li>• number of nights</li> <li>• number in party (must conform to existing park policy)</li> <li>• # of vehicles on the campsite (must conform to existing park policy)</li> <li>• type and size of equipment</li> <li>• license plate number if applicable</li> <li>• occupant name if applicable</li> <li>• # of pets</li> <li>• group #</li> <li>• reservation #</li> <li>• any other parameters requested by the customer (i.e. pull through, ADA, 50 amp, etc.)</li> </ul>	Y
190	The system shall have the ability to search the customer/reservation records based on the criteria that includes but	Y



#	Requirement	Compliance
	is not limited to the following: <ul style="list-style-type: none"> <li>• customer id</li> <li>• customer name</li> <li>• driver's license/state id</li> <li>• phone</li> <li>• email address</li> <li>• license plate number</li> <li>• occupant name</li> <li>• reservation id</li> <li>• receipt id</li> <li>• campsite number</li> <li>• arrival/departure date (drop down calendar)</li> </ul>	
191	The system shall have the ability to track age groups and other demographic information of customers using the reservation system for future marketing use.	Y
192	The system shall provide a function for the field staff to enter a complete occupant list on a specific reservation.	Y
193	<b>Minimum/ Maximum Stay</b>	
194	System shall be flexible to allow the DNR to change the minimum night stay for campgrounds. For example Mini-Cabins have a one night minimum statewide. The parks in Michigan's Upper Peninsula have a one-night minimum while the Lower Peninsula has a two-night minimum on weekend. No Friday or Saturday only in Lower Peninsula. The minimum stay is determined by season. The system shall allow field staff or call center operators to override the above mentioned rules if a given site is available for one night only.	Y
195	System shall be flexible to allow DNR to change the night maximum stay for campgrounds. For example the maximum stay is fifteen days statewide at any separately administered campground/park for a single visit. Campers are not allowed to make consecutive fifteen-day stays at the same campground. Campers are required to leave the campground for a minimum of five days between stays once the 15 day maximum has been reached. The system shall allow field staff to override the above mentioned rules.	Y
196	<b>Park Referral</b>	
197	The system shall refer and re-direct camper/cabin customers to other facilities in the event that the reservation requests cannot be honored. The system shall provide customers with a list of recommendations based on the inventory available at alternate locations. The system shall search for the alternate campgrounds based on the criteria defined by the customer and based on the recommendations laid out by the DNR.	Y
198	<b>Campground Field Application</b>	
199	<b>Check In/ Check Out</b>	
200	The system shall provide a function for performing multiple check-ins and check-outs.	Y
201	The system shall allow the use of bar code scanners during check-in to scan the reservation confirmation slips.	M



#	Requirement	Compliance
202	The system shall allow the field staff to check-in customers using handheld portable terminals with attached thermal printers that wirelessly connect to central reservation system/field location to service long customer lines at certain busy State parks. <a href="#">The system can also provide 'phone-in' check-in functionality to allow customers arriving at a park to use a dedicated phone to contact call center staff to perform check-in and have a site assigned.</a>	M
203	The system shall allow the park staff to modify the reservation dates forward or backward during check-in check out process. The system shall have the ability to register early arrivals.	Y
204	The system shall allow for a single reservation with multiple site moves.	Y
205	The system shall have the ability to perform an auto check-in for a single reservation spanning multiple sites. The auto check-in shall happen on the date the customer is scheduled to move to the next site.	Y
206	The system shall print a camper pass (aka vehicle pass) for check-ins or modifications to the reservation. <a href="#">The system shall allow field locations to default enable, default disable or prompt for the printing of camper pass via system settings.</a>	Y
207	When checking in or checking out customers, the system shall provide a screen that displays the following categories: <ul style="list-style-type: none"> <li>• Reservations due in paid</li> <li>• Reservations with balance due</li> <li>• Reservations due out</li> <li>• Occupied sites</li> </ul>	Y
208	<b>Site Assignment at Check-in</b>	
209	The system shall allow the field staff to assign a specific site number to a site general reservation and/or walk-in, at the time of check-in, to allow field staff to track inventory and the location of campers.	Y
210	<b>Transfers/Extensions</b>	
211	The system shall handle transfers from one site to another whether it involves two sites of the same type or from one site type to a different site type with the system automatically generating the fee change (increasing or decreasing the charge) with auto check-in. Transfers and extensions can occur anywhere within a location between campgrounds regardless of the season type.	Y
212	<b>Site Swap</b>	
213	The system shall have an option to allow field staff to perform site swaps. Site swap is different from transfer as both the sites involved in a swap are occupied.	Y
214	<b>Early Departures</b>	
215	The system shall allow the field staff to handle early departures within a reservation period.	Y
216	The system shall allow for one of the following options for refunds: <ul style="list-style-type: none"> <li>• refund all unused nights except for the night of departure</li> <li>• refund all unused nights</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>no refund</li> </ul>	
217	The system shall release inventory immediately on reduction of stay.	Y
218	<b>No-Show</b>	
219	The system shall provide an option to record no shows. All no-show inventories shall immediately be available on all sales channels based on the applicable inventory rules.	Y
220	<b>Voids</b>	
221	The system shall allow the field and call center to void a reservation wherein a reservation is cancelled the same day. All the fees including the reservation charges shall be refunded.	Y
222	<b>Group Camps</b>	
223	The system shall support group camps.	Y
224	Reservation time periods acceptable for group reservations shall be on a location basis as determined by the DNR.	Y
225	System Vouchers (Kiosks mentioned in this section are optional. Should the State determine to utilize Kiosks or other alternatives, it shall be handled through the Change Control process)	
226	The system shall allow the public to reserve vouchers which include but are not limited to parking lot vouchers, dune ready vouchers and seasonal/commercial vouchers.	Y
227	The system shall allow the voucher reservations on all sales channels.	Y
228	The system shall allow voucher reservation units to be date and time slot specific. For example Dune Ready Voucher 9:00AM-11:00AM, Dune Ready Voucher 11:00AM-1:00PM or Parking Lot Voucher 7:00AM-8:00AM etc.	Y
229	Based on the voucher type, voucher reservations may be specific to certain days of the calendar year. These days are voucher specific and may vary from year to year. The system shall be flexible to allow the addition/modification of the dates as needed to accommodate special events.	Y
230	The reservation fees and voucher fees shall be charged for each reservation unit specified in the system.	Y
231	The system shall allow voiding vouchers in field and call center. The system shall be flexible to allow processing of voucher refunds for certain voucher types only.	Y
232	The system shall allow multiple days voucher reservations to be added to the same shopping cart.	Y
233	The system shall limit the number of vouchers that can be reserved per day for given voucher type for a given customer. DNR admin and field admin can override this rule to issue multiple vouchers to a customer for special use.	M
234	The system shall allow DNR Admin to reserve seasonal vouchers that can be used for multiple days or over a given season.	Y
235	The system shall allow walk-in customers to check the availability and reserve their vouchers at a kiosk located within the Voucher Center. The Kiosks shall accept credit/debit card as the only mode of payment for voucher reservations.	O



#	Requirement	Compliance
	Kiosk related requirements are optional. See Kiosks under “Optional Bid Requirements” to provide a separate cost for this requirement.	
236	The system shall allow variable percentage of vouchers to be reserved in advance over the public web site or the call center. This variable percentage shall be location specific and shall be subject to change as required by DNR	Y
237	The vouchers shall be reservable based on a rolling window as determined by DNR. The rolling window shall be specific to a voucher type.	Y
238	A unique voucher number shall be assigned to each voucher confirmation.	Y
239	The voucher confirmation fields include but not limited to the following: <ul style="list-style-type: none"> <li>• confirmation number</li> <li>• voucher name</li> <li>• date</li> <li>• time slot</li> <li>• vehicle plate number</li> <li>• bar code</li> <li>• customer id</li> </ul>	M
240	The system shall email instant voucher confirmations to the customer when reservations, modifications or cancellations are completed. Customers reserving through call center and without an email account, the voucher confirmation shall be mailed within 48 hours.	Y
241	The system shall allow the customers to modify their vehicle plate number on all sales channels before customer’s first entry to the park. The system will not allow updates to vehicle plate number after customer enters the park. <a href="#">After check-in, only field staff may update permit information and may change the vehicle information as necessary to, for example, correct data-entry errors.</a> Kiosk related requirements are optional.	M
242	The system shall allow the customers to print a voucher that has already been reserved on all sales channels. As an option, the system shall allow the customers to print a voucher that has already been reserved on kiosks. The kiosks shall allow the customers to locate their vouchers using their driver’s license number, a voucher number or a credit card swipe.	M
243	The system shall have the ability to scan the vouchers at check-in.	M
244	The system shall deplete the voucher inventory when vouchers are reserved.	Y
245	The system shall deplete the physical inventory associated with certain voucher types (e.g. parking lot vouchers) at check-in.	M
246	The system shall allow no-shows Parking Lots vouchers to be added back to the system by the field admin and shall be immediately available for reservation for local sales.	M



#	Requirement	Compliance
247	The system shall allow the field admin to add Parking Lot vouchers as auxiliary inventory for the parking spots vacated by customers leaving early.	Y
248	The system shall allow re-entry to the park for certain voucher types while restricting re-entry on others. For example dune ready vouchers allow reentry to the park within an allotted time slot whereas a parking lot voucher does not allow a reentry. Software will be configured to prompt the operator as to whether the provided voucher has been previously used for entry.	M
249	Re-entry to the park shall not deplete the physical inventory associated with the voucher. The system shall track all re-entries on each voucher for reporting purposes.	Y
250	The system shall track the frequency of use for certain voucher types like seasonal vouchers for reporting and billing purposes. The system shall track the date and time the voucher was used to enter the park.	Y
251	The system shall track the number of vouchers that were issued, reserved and used.	Y
252	The system shall allow the DNR admin to manage park voucher quantity on hand based on the voucher type, season and other parameters as required by the DNR.	M
253	The system shall allow the DNR and field admin to modify voucher inventory based on usage.	M
254	<b>Park attendance</b>	
255	The system shall provide functionality to capture park attendance figures specific to field locations. The attributes to be captured include: <ul style="list-style-type: none"> <li>• Day use visitors</li> <li>• Day use visitors turned away</li> <li>• Campers turned away</li> <li>• Comments by field staff</li> </ul>	M
256	The system shall use the above data elements along with the CRS reservation data to generate Day Use reports listed under “System Reports” section.	Y
257	The system shall use a multiplier factor to convert the facility reservations into attendance count. The multiplier factor shall be specific to a field location and facility type.	Y
258	<b>General Harbor Requirements</b>	
259	The system shall support current Michigan harbor areas with the following hierarchy: <ul style="list-style-type: none"> <li>• region/district</li> <li>• county</li> <li>• Harbor</li> <li>• Dock</li> <li>• Slip</li> </ul>	Y
260	The system shall allow the customers to reserve slips and other harbor reservable inventory. The reservation status shall include but not limited to the following:	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• reserved and paid</li> <li>• reserved and partially paid</li> <li>• reserved and not paid</li> <li>• modified</li> <li>• cancelled</li> <li>• auto cancelled</li> <li>• no show</li> <li>• void</li> </ul>	
261	The system shall allow designation of State and GIA Harbors in the system areas where appropriate.	Y
262	The systems shall track the reservations by their reservation status, sales channel, operator, date and time and other attributes required by the DNR	Y
263	The system shall support slip general (non-slip specific) reservations.	Y
264	The system shall not allow assigning a specific slip number when reservations are made over the public web site or via call center. Instead the system shall decrement the available inventory for such reservations.	Y
265	All harbor inventories in the Central Reservation System subject to occupancy may be available through all sales channels. Some inventory reservations may be specific to a certain sales channel.	Y
266	The system shall allow multiple reservations per transaction. The number of reservations allowed per transaction shall be set at the harbor level. The system shall require different occupant names when multiple reservations are made for overlapping time periods.	Y
267	Slips shall be classified by boating equipment acceptability and amenities. The system shall be flexible to allow addition of categories as needed.	Y
268	The system shall be able to handle various slip types. Slip type correlates to the length and varies from harbor to harbor. The system shall be designed to maximize use of reservable inventory based on the rules laid out by the DNR.	Y
269	The system shall be structured to prevent "overbooking" of reservable slips.	Y
270	The system shall provide the ability to check on the status of any reservation at any time from any workstation in the system.	Y
271	Any changes in harbor status as a result of a reservation, a cancellation or a reservation change shall be available on a real time basis.	Y
272	System will provide functionality that will allow reservations to be accepted based on a 6 month "rolling window" to the date. For example, beginning January 1, reservations will be accepted for any harbor period which begins July 1st. The DNR retains the right to alter or change the rolling window concept.	Y
273	The system shall allow for modification of fees in the event of changes to amenities or unforeseen circumstances. The system shall provide a required text field to log the reason for the modification.	Y



#	Requirement	Compliance
274	Customer Details	
275	The Contractor shall work with DNR to capture the required/optional customer details which include but are not limited to the following: <ul style="list-style-type: none"> <li>• customer name</li> <li>• driver’s license number/state id</li> <li>• occupant name if applicable</li> <li>• street address</li> <li>• city, state/province/country,</li> <li>• zip/postal code</li> <li>• phone</li> <li>• alternate phone</li> <li>• email</li> <li>• age group (e.g. 18 – 25, 26-35)</li> </ul>	Y
276	Reservation Details	
277	The system shall capture reservation details which include but are not limited to the following: <ul style="list-style-type: none"> <li>• specific harbor requested</li> <li>• date of arrival/departure</li> <li>• number of nights (must conform to existing harbor policy)</li> <li>• number in party (must conform to existing harbor policy)</li> <li>• boat type</li> <li>• boat name</li> <li>• boat length</li> <li>• boat width</li> <li>• boat draft</li> <li>• MC/document number</li> <li>• license plate number if applicable</li> <li>• group #</li> <li>• reservation #</li> <li>• any other parameters requested by the customer</li> </ul>	M
278	The system shall have the ability to search the customer/reservation records based on the criteria that includes but is not limited to the following: <ul style="list-style-type: none"> <li>• customer id</li> <li>• customer name</li> <li>• driver’s license/state id</li> <li>• phone</li> </ul>	M



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• email address</li> <li>• occupant name</li> <li>• reservation id</li> <li>• receipt id</li> <li>• MC/Doc #</li> <li>• boat name</li> <li>• slip number</li> <li>• arrival/departure date (drop down calendar)</li> </ul>	
279	The system shall have the ability to track age groups and other demographic information of customers using the reservation system for future marketing use.	Y
280	The system shall provide a function to enter actual occupants' names, if other than the name that appears on the reservation.	Y
281	<b>Minimum/Maximum Stay</b>	
282	The system should be flexible to allow the DNR to set and modify minimum night stay for each harbor based on harbor policy.	Y
283	The system should be flexible to allow the DNR to set and modify the night maximum stay for each harbor based on harbor policy.	Y
284	<b>Harbor Referral</b>	
285	The system shall refer and re-direct harbor customers to other facilities in the event that the reservation requests cannot be honored. The system shall provide customers with a list of recommendations based on the inventory available at alternate locations. The system shall search for the alternate harbors based on the criteria defined by the customer and based on the recommendations rules laid out by the DNR.	Y
286	<b>Harbor Field Application</b>	
287	<b>Check In/ Check Out</b>	
288	The system shall provide a function for performing multiple check-ins and check-outs.	M
289	The system shall allow the use of bar code scanners during check-in to scan the reservation confirmation slips.	M
290	The system shall allow the harbor staff to check-in customers using handheld portable terminals with attached thermal printers that wirelessly connect to central reservation system/harbor location to service long customer lines at certain busy State harbors.	M
291	The system shall allow the harbor staff to modify the reservation dates forward or backward during check-in/check-out process The system shall have the ability to register early arrivals.	Y
292	The system shall print a harbor pass for check-ins or modifications to the reservation. The system shall allow field locations to enable or disable the default printing of harbor pass through system settings.	Y
293	The check-in/check-out screens shall display the following categories:	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• Reservations due in paid</li> <li>• Reservations with balance due</li> <li>• Reservations due out</li> <li>• Occupied slips</li> </ul>	
294	The system shall allow for field staff to register a boat to a slip without collecting payment and reflect a balance due. Example: a customer drops a boat in a slip and leaves without registering. The staff need to be able to show the slip as occupied, but with payment still due.	Y
295	<b>Slip Assignment at Check-in</b>	
296	The system shall allow the harbor staff to assign a specific slip number to a slip general reservation and/or a float-in at the time of check-in to allow harbor staff to track inventory and the location of boaters.	Y
297	<b>Transfers/ Extensions</b>	
298	The system shall handle transfers from one slip to another whether it involves two slips of the same type or from one slip type to a different slip type with the system automatically generating the fee change (increasing or decreasing the charge) with auto check-in. Transfers and extensions can occur anywhere within a harbor regardless of the season.	Y
299	<b>Slip Swap</b>	
300	The system shall allow field staff to perform slip swaps. Slip swap is different from transfer as both the slips involved in a swap are occupied.	Y
301	<b>Early Departures</b>	
302	The system shall allow the field staff to handle early departures within a reservation period.	Y
303	The system shall allow for one of the following options for refunds: <ul style="list-style-type: none"> <li>• refund all unused nights except for the night of departure</li> <li>• refund all unused nights</li> <li>• no refund</li> </ul>	Y
304	<b>No-Show</b>	
305	The system shall provide an option to record no shows. All no-show inventories shall immediately be available on all sales channels based on the applicable inventory rules	Y
306	<b>Voids</b>	
307	The system shall allow the field and call center to void a reservation wherein a reservation is cancelled the same day. All the fees including the reservation charges shall be refunded.	Y
308	<b>Group Events</b>	
309	The system shall allow holding a block of slips for group events on all sales channels. The system shall allow a customer to book a block of slips by identifying a special pass code provided by DNR.	M



#	Requirement	Compliance
310	The system shall allow different types of group events with varying pricing structure which include but not limited to the following: <ul style="list-style-type: none"> <li>• price per person</li> <li>• price per slip</li> <li>• price per season</li> <li>• price by day of week</li> <li>• weekly rates</li> <li>• hourly rates for day use inventory like shelters</li> <li>• daily rate</li> <li>• a combination of the above pricing structure</li> </ul>	Y
311	Harbor Screen	
312	The system shall provide interactive Harbor Map displaying slips and the boats assigned to the slips.	Y
313	The system shall provide drag and drop feature to the field staff to assign and reassign boats to slips.	Y
314	The system shall allow field staff to transfer boats across slips or to a part of a slip. This may be done prior to the arrival of customers to free up some inventory or maximize the use of inventory.	Y
315	The system shall display reservation information in a pop up box when field staff hovers on a boat on the interactive map. The information displayed shall include but not limited to the following: <ul style="list-style-type: none"> <li>• Customer information (examples include occupant name, phone, reservation id)</li> <li>• Boat information (examples include boat name, boat dimensions)</li> <li>• Check-in/ check-out dates</li> </ul>	Y
316	The system shall allow field staff to flag a slip as full or partially available on the interactive map. The full or partially available status shall be visible to field staff and is intended to assist with assigning additional boats to the slips. Capacity limits that are less than the actual capacity of the slip can be used to indicate that a slip is 'full' once it reaches the capacity limit.	Y
317	The system shall allow field staff to accept multiple reservations for a slip to accommodate multiple small size boats on a larger slip.	Y
318	The system shall allow field staff to accept multiple reservations for a slip through the use of auxiliary slips.	Y
319	Public Website	
320	The public web site shall be available 24 hours per day, 7 days per week for processing reservations.	Y
321	The CRS web application shall follow the e-Michigan "look and feel" standards that are located at <a href="http://www.michigan.gov/somlookandfeelstandards">www.michigan.gov/somlookandfeelstandards</a> Some of the items under look and feel standard include but not limited to the following: <ul style="list-style-type: none"> <li>• Banner</li> <li>• Application Name and Logo</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• Headers and Sub-headers</li> <li>• Layout and navigation</li> <li>• Accessibility and ADA compliance</li> <li>• Browser compatibility</li> </ul>	
322	The public web site shall be configurable. The system shall allow DNR admin to maintain the text, hyperlinks links and alerts on all web pages. They system shall provide functionality for the DNR to add and edit site attributes, operating and reservable dates, event calendar information and alerts, general park information and links.	M
323	The public web site shall be a mobile friendly Web application, easily viewable and usable on a web enabled phone. The system shall allow mobile customers to easily locate field locations, make reservations and maintain customer accounts using a web enabled phone.	Y
324	The public web site shall be designed to accept redirects from other DNR web sites to location specific pages on CRS.	Y
325	The home page shall support DNR posted content which includes alerts, marketing information, and easy access to core functions such as reserving inventory or purchasing retail items.	M
326	The location specific web pages shall contain a central information section and a field location specific section.	Y
327	The system shall allow DNR admin to maintain the text, hyperlinks and alerts for the central and field location specific sections.	M
328	The system shall allow the field admin to maintain the text, hyperlinks links and alerts for the field location specific sections.	M
329	<b>Customer Registration</b>	
330	The system shall require first time customers to register and create a customer account before reservations can be finalized.	Y
331	The system shall require customers to login to make reservations.	Y
332	The system shall allow the customers to edit their profile.	Y
333	The system shall allow the customers to recover and or reset their password.	Y
334	The system shall customize the reservation pages for first time customers and repeat customers. Repeat customers will be able to use previously entered data to populate search criteria, such as reserving at the same park. Based on customer feedback and DNR requirements, the specific flow can be tailored.	M
335	The system shall display to the customer all reservations associated to a customer account regardless of the sales channel through which the reservations were made.	Y
336	The facilities page shall display the amenities, driving directions, conditions, reservations, cancellation policies and fees and also allow customers to check for availability.	Y
337	The system shall avoid and manage duplicate customer account registration. The DNR prefers that the system collect driver's license number or state id regardless of the sales channel, and use that information in preventing	M



#	Requirement	Compliance
	duplicate account entries.	
338	Search criteria	
339	The system shall allow the customers to search the reservable items statewide, by region, county and field location. The search criteria displayed shall be specific to the inventory type being reserved. The Contractor shall work with DNR to gather search requirements specific to various inventory types.	Y
340	The system shall allow the customers to check the availability of reservable inventory using search criteria that includes but not limited to the following: <ul style="list-style-type: none"> <li>• arrival date</li> <li>• number of nights stay</li> <li>• number of people</li> <li>• equipment type</li> <li>• amenities</li> </ul>	Y
341	The system shall allow the customers to check the availability of harbor reservable inventory using search criteria that includes but not limited to the following: <ul style="list-style-type: none"> <li>• arrival date</li> <li>• number of nights</li> <li>• boat length</li> <li>• draft</li> <li>• width</li> <li>• amenities</li> </ul>	Y
342	Inventory Management	
343	The system shall maintain a master inventory list for reservable and retail items under the following categories. <ul style="list-style-type: none"> <li>• parks</li> <li>• harbors</li> <li>• GIA</li> <li>• forests</li> </ul>	Y
344	The system shall provide an ability to create multiple levels of sub-categories.	Y
345	The system shall allow the DNR admin to maintain inventory under these categories / sub-categories.	Y
346	The products shall be assigned to various locations and inventory shall be tracked on a location basis.	Y
347	Reservable Inventory	
348	The Contractor shall be responsible for setting up and maintaining reservable inventory list in the system.	Y
349	The Contractor shall work with DNR to capture the business rules related to reservable inventory and shall configure the reservable inventory based on these business rules.	Y
350	The system shall allow setting up the reservable items which include but not limited to Overnight Rentals and Day	Y



#	Requirement	Compliance
	Rentals/Time Slot Rentals.	
351	<i>- Overnight Rentals</i>	
352	<ul style="list-style-type: none"> <li>• Campsites                             <ul style="list-style-type: none"> <li>○ site type</li> <li>○ equipment type (e.g. tent, trailer, pop-up, motorhome)</li> <li>○ equipment size in feet (e.g. 15', 20', 30')</li> <li>○ amenities (e.g. electricity, pull thru, ADA accessible)</li> </ul> </li> <li>• tents</li> <li>• teepees</li> <li>• pop-ups</li> <li>• rustic cabins</li> <li>• camper cabins</li> <li>• mini cabins</li> <li>• lodges</li> <li>• yurts</li> <li>• boat Camps</li> <li>• marina slip                             <ul style="list-style-type: none"> <li>○ harbor specific slip size (e.g. 15', 20', 25')</li> </ul> </li> <li>• auxiliary sites/slips</li> <li>• seasonal vouchers</li> <li>• group camps</li> </ul>	Y
353	<i>- Day Rentals/Time Slot Rentals</i>	
354	<ul style="list-style-type: none"> <li>• shelter</li> <li>• ball field</li> <li>• soccer field</li> <li>• chapel</li> <li>• day dockage</li> <li>• pathways and trails</li> <li>• use permits</li> <li>• vouchers</li> <li>• event registration</li> </ul>	Y
355	<p>The Contractor shall work with DNR to capture the business rules related to reservable inventory attributes. These attributes are product specific and vary based on a field location, season, and other factors that shall be specified by DNR. Following are key examples:</p> <ul style="list-style-type: none"> <li>• sales channel</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• 6, 9, 12 month rolling reservation window to the date</li> <li>• site/slip type</li> <li>• site specific time period (within same year and campground)</li> <li>• site general time period (within same year and campground)</li> <li>• variable pricing by season, site, or special attribute</li> <li>• special pricing time period (day of the week/year)</li> <li>• fixed rate (per site, per person or both)</li> <li>• partial payment option</li> <li>• local sale</li> <li>• reservable</li> <li>• non-reservable</li> <li>• discounts may apply</li> <li>• taxable</li> <li>• ADA</li> <li>• electric/non-electric</li> <li>• rustic/modern/semi-modern</li> </ul>	
356	Some of the locations are identified by Alias Names. System should have the capability to search on Alias names.	M
357	A variable percentage by location, of all possible sites/slips will be available for reservation through the call center and public web site. Specific sites and numbers will be withheld for emergencies and local sale use on a location basis.	Y
358	New reservable inventory shall open on all sales channels at the same time throughout the system. New inventory shall open based on the inventory type, reservable window to the date and established call center hours. See "Call Center hours" in Call center section.	Y
359	The system shall allow reservation priority windows for certain property types. The priority window may be property or location specific. Such properties may be available for reservation through call center or field for a certain period of time before they are available on public web site to general public.	Y
360	The system shall provide DNR admin with the ability to close/hold reservable inventory for a park, campground, site or harbor, dock, slip or other field locations.	Y
361	The system shall allow authorized DNR personnel to change the number of campsites/slips or other reservable inventory within a particular field location.	Y
362	Reservable inventory functions on a seasonal basis. Season opening/closing dates vary by location. The system shall allow DNR admin to adjust those inventories as needed.	Y
363	The system shall allow reservation modifications and cancellations on all sales channels. The reservation cancellations over the web shall be allowed only for advance reservation and prior to the reservation period.	Y
364	Auxiliary Sites/slips	



#	Requirement	Compliance
365	Auxiliary sites/slips are transient sites/slips assigned by field staff to accommodate the customers temporarily. Auxiliary sites/slips are not a physical inventory and are available only as local sales. The same rules apply as regular sites including fees.	Y
366	Vouchers	
367	Vouchers are reservable permits that allow the DNR to manage the waiting time or limit the number visitors visiting a park. The system shall handle different types of vouchers including parking lot vouchers and park entry vouchers issued on a daily or on a seasonal basis. The Contractor shall work with DNR to capture the business rules related to different types of vouchers. Following are some of the attributes that apply to vouchers.	Y
368	<i>- Daily voucher attributes</i>	
369	<ul style="list-style-type: none"> <li>• date</li> <li>• time slot</li> <li>• voucher quantity</li> <li>• local sale voucher quantity</li> <li>• physical quantity</li> <li>• all sales channels</li> </ul>	Y
370	<i>- Seasonal voucher attributes</i>	
371	<ul style="list-style-type: none"> <li>• date range</li> <li>• physical quantity</li> <li>• local sales only</li> </ul>	Y
372	Retail Inventory	
373	The system shall allow DNR and field admin to setup and maintain retail inventory list in the system.	Y
374	The Contractor shall work with the DNR to capture the business rules related to retail inventory and shall configure the retail inventory based on these business rules.	Y
375	<p>The system shall provide an ability to create/maintain field location specific sub-products for Retail Products. Examples of the retail products:</p> <ul style="list-style-type: none"> <li>• cups, mugs, etc.</li> <li>• fuel</li> <li>• serialized permits</li> <li>• food</li> </ul>	Y
376	<p>The following are some of the attributes that shall apply to the retail items. These attributes are product specific and vary based on field location and other factors that shall be specified by DNR.</p> <ul style="list-style-type: none"> <li>• price</li> <li>• quantity on hand</li> <li>• critical levels</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• local sale only Y/N</li> <li>• measurement unit</li> <li>• taxable/non-taxable/tax included</li> <li>• global product</li> <li>• fixed product price</li> <li>• customer record (optional field for some products)</li> <li>• barcode assignment</li> <li>• product name</li> <li>• revenue code</li> </ul>	
377	Retail inventory shall have the ability to be controlled at a global and/or local level. DNR field admin shall be able to modify inventory and/or customize for their specific field locations which include but not limited to the following: <ul style="list-style-type: none"> <li>• quantity ordered</li> <li>• quantity on hand</li> <li>• quantity removed</li> <li>• add sub-products</li> <li>• set prices for products/sub products</li> </ul>	Y
378	An Inventory Change Record shall be created when inventory status has been changed or adjusted. Record should include details of the retail item, type of change made, date change was made, and employee making the change.	Y
379	<b>Special Retail Items</b>	
380	<i>- Serialized Permit</i>	
381	The system shall maintain serialized permits with unique serial numbers.	M
382	The system shall allow multiple categories of serialized permits	Y
383	The system shall maintain a master inventory list of serialized permits.	Y
384	The system shall provide an ability to assign serialized permits to employees. Serialized permits shall be tied to a person and the location.	Y
385	The system shall provide an ability to assign a range of serial numbers to an employee in addition to assigning them with unique individual serial numbers.	M
386	The system shall display the employee inventory of serial numbers on hand.	M
387	The system shall be capable of recognizing the serial numbers that were already assigned to avoid double assignments.	M
388	Serialized Permits are sold at the field location and also remotely by field staff. The system shall allow the staff to record the sale of the permits at the point of sale, at the field location or at the end of the day as a batch entry for multiple permits.	Y
389	The system shall have the ability scan a serial number of the permit or record the serial numbers manually.	Y



#	Requirement	Compliance
390	The system shall decrement the serial numbers from the employee/location inventory when the sale is recorded.	M
391	The system shall provide an ability to record a void and adjust incorrect assignment of serial numbers.	M
392	The system shall have the ability to carry forward the serialized permits assignment to the next day or return to unassigned inventory.	Y
393	The system shall track the serialized permits numbers based on the following status: <ul style="list-style-type: none"> <li>• sold</li> <li>• assigned</li> <li>• unaccounted</li> <li>• void</li> <li>• unassigned – permits on hand</li> </ul>	M
394	<i>- Day passes</i>	
395	The system shall provide a functionality to allow field staff to issue Michigan State Park & Recreation Areas Daily Recreation Passport (Day Passes). Day passes are generated when purchased and do not have a pre-defined inventory. <ul style="list-style-type: none"> <li>• The information printed on a day pass shall include:                             <ul style="list-style-type: none"> <li>○ Michigan State Park &amp; Recreation</li> <li>○ Non-Resident Daily Passport</li> <li>○ The current day's date (Month/Day/Year)</li> <li>○ Expiration time – 10PM</li> </ul> </li> <li>• The pass shall be printed on the receipt/thermal printer</li> </ul>	Y
396	The system shall keep a track of all the day passes issued and shall be tracked by location, date, operator and other parameters as required by DNR.	Y
397	POS	
398	Sales on all channels	
399	The sales module shall be fully integrated with other CRS modules to seamlessly share and update information in real time. All sales transactions shall instantly update other CRS functions including customer history, accounts receivables and reservable and retail inventory records.	Y
400	The system shall support one stop shopping to allow sale of all items including reservable, retail items, gift cards etc. in a single transaction. <a href="#">The need for definition of requirements and development of retail item sales online is acknowledged.</a>	M
401	The items that can be added to the shopping cart shall vary based on the sales channel.	Y
402	The system shall limit the number of reservable items that can be added to the shopping cart based on the sales channel.	Y
403	The system shall allow customers, call center and field staff to add, modify and remove individual products from the	M



#	Requirement	Compliance
	shopping cart or modify their quantities. <a href="#">The need for definition of requirements and development of retail item sales online is acknowledged.</a>	
404	The system shall have the ability to handle pre-defined discounts and promotional coupons for reservable and retail items by specific product or night reserved or by shopping cart.	Y
405	The shopping cart shall expire after a certain time period. The expiration time shall vary based on sales channel as specified by DNR. The items in the shopping cart shall be returned back to inventory when the shopping cart expires.	Y
406	Reservable inventory shall be held the moment it is selected. The system shall return the items back to inventory if the user logs off and the sale is not completed.	Y
407	The system shall be capable of dealing with incomplete transactions and shall automatically adjust the inventory and make it available for sale in real time.	Y
408	The system shall email instant confirmations to the customer when reservations, modifications or cancellations are completed. Customers reserving through call center and without an email account, the confirmation information shall be mailed within 48 hours.	Y
409	Sales at field location	
410	All sales including retail, reservable items and local sales shall be handled through the system in real time.	Y
411	The sales screen shall display quantity on hand for all reservable and retail items.	M
412	The system shall allow unlimited retail items to be added to the shopping cart.	Y
413	The system shall provide a hot key feature that can be configured by the field location. This will allow the field locations to quickly sell popular retail items.	Y
414	The system shall alert the operators when an inventory item being added to the shopping cart is at a reorder level.	Y
415	The system shall provide the functionality to invoke multiple shopping carts. This shall enable the operator to perform a quick sale while registering another customer.	Y
416	The system shall invoke a shopping cart, during modification to a reservation that involves fee change, to allow field operator to sell retail items.	Y
417	The system shall allow POS to accept returns of all retail items with or without a receipt. All returned items shall be added back to inventory on a real time basis.	Y
418	The system shall allow the POS to refund customer on all reservable and retail items.	Y
419	The system shall have the capability of issuing a refund receipt with an accompanying credit, debit, and gift card adjustment. The method of payment shall appear on the camper receipt.	M
420	The system shall allow field operator to do a fee override or adjust inventory on a sale with a special authorization password based on security level.	Y
421	The POS screen shall allow fuel sales based on total quantity (gallons) purchased or by a dollar amount. For fuel	M



#	Requirement	Compliance
	sales based on a dollar amount, the system shall calculate the number of gallons to be pumped based on the amount paid. Alternately for fuel sales based on quantity (gallons purchased), the system shall calculate the total amount due. The system shall allow the cost per gallon to accommodate 4 decimal places for calculation of total amounts due. Total amount due and payments must be rounded to 2 decimal places.	
422	The system shall allow DNR or field admin to do a fee override on a sale outside the reservation window.	Y
423	System Broadcasts	
424	The system shall have the ability to broadcast alerts to the field location workstations.	M
425	The system shall have an ability to broadcast alerts to all the workstations or to all workstations at a specific location.	M
426	The alerts can be time sensitive or may be valid for a specific time period. The system shall have an ability to broadcast alerts periodically and on a specific schedule.	M
427	The system shall provide the ability to DNR admin to set up the alerts.	M
428	The system shall allow DNR admin to create multiple alerts and the system shall create a queue of such alerts.	M
429	The alerts shall be configurable. Examples include: <ul style="list-style-type: none"> <li>• alerts shall be displayed only once per workstation based on the specified time period</li> <li>• alerts shall be displayed any time an operator logs on to a workstation</li> </ul>	M
430	Alerts, Messages, and Customer Notes	
431	The system shall allow DNR and field Admin to enter time sensitive, field specific special events identified by the DNR. The time sensitive alerts shall be valid for a given date range.	Y
432	The system shall display time sensitive messages to the call center and field operator to be conveyed to the customer while taking a reservation.	Y
433	The time sensitive messages shall be displayed to the customer during a reservation on public CRS web site.	Y
434	The Contractor shall provide a notification system to alert customers using phone, email or an automated system informing them of reservation cancellation, field location closure etc. The Contractor shall assist in contacting all customers and finding a new destination, if desired. Such cancellations and rebooking shall happen at no additional cost to DNR or to the customer.	Y
435	The system shall allow adding of specific notes or alerts to the customer record to be displayed to the operator at the time of registration. Notes shall be applied to either customer record or reservation record.	Y
436	The system shall provide a comment box on the reservation screen to record customer messages. The comment block shall be available to the appropriate field location as a part of the reservation record.	Y
437	The system shall be capable of including DNR specific miscellaneous clauses on the reservation confirmation letter. For example, if a customer reserves a campsite in a campground that has an alcohol ban, this information must be included on the reservation confirmation letter. The clauses provided on facility reservation confirmation letters include: <ul style="list-style-type: none"> <li>• standard rules and information</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• special rules and conditions that apply to specific locations</li> <li>• special rules at facilities for certain time periods</li> <li>• time sensitive alerts based on reservation period</li> </ul>	
438	Maps and Photos	
439	On-line Mapping Services	
440	The system shall use on-line mapping services to display field locations on all sales channels.	M
441	The public web site shall allow the customers to zoom in and zoom out using features provided by on-line mapping services.	M
442	The public web site shall allow the customers to find driving directions to the specific field location using features provided by on-line mapping services.	M
443	Interactive Maps	
444	The system shall provide interactive maps unique to each sales channel.	Y
445	The system shall use shape and color coding to display the availability status (fully available, partially available and not available) of all reservable inventories on all sales channels.	Y
446	The public web site shall allow the customers to add the reservable items to the shopping cart from the interactive maps. The customers shall have an ability to add multiple sites to the shopping cart.	Y
447	The public web site shall have the ability to display local sales inventory in a different color or with a special indicator based on location preference.	Y
448	The public web site shall display a thumbnail photo of the reservable inventory item along with its description when a customer clicks on the site icon. This display window can be closed or customer shall have an option to begin reservation.	Y
449	The interactive maps shall be disabled during site general period on public web site. Static maps shall be displayed instead during the site general period.	Y
450	The field application shall display the reservation screen when field staff clicks on the site icon.	Y
451	The field application shall display reservation details when field staff clicks on the site icon to enable them to modify the reservation.	Y
452	The field application shall allow the field operators to adjust arrival or departure dates for the sites selected using interactive map.	Y
453	The field application shall allow the field operators to swap sites using interactive maps.	Y
454	The field application shall allow the field operators to check-in, checkout customers using interactive maps.	Y
455	The Contractor shall attach photos/images provided by the DNR to all reservable inventories including but not limited to campgrounds, loop and sites, harbors, docks and slips.	Y
456	Accounting and Financials	



#	Requirement	Compliance
457	The Central Reservation System and all reports derived thereof shall follow GAAP accounting principles.	Y
458	Pricing/Fees	
459	All pricing and transaction fees including reservation fee, modification fee and cancellation fee shall be determined by DNR and shall be subject to change solely by DNR	Y
460	The system shall allow changes to the fees at any time as approved by DNR.	Y
461	The system shall be structured such that all fees and charges shall be automatically calculated by the Central Reservation System.	Y
462	<p>The system shall allow for variations in fees based on amenities within the same field location, between field locations, and for certain days of the week and certain time periods during the calendar year. The system shall allow a flexible fee structure permitting mid-season pricing changes. The fees are consistent for reservations made through all sales channels. DNR admin shall have an ability to modify the pricing structure to allow for differential pricing based on, but not limited to the following:</p> <ul style="list-style-type: none"> <li>• field locations</li> <li>• site/slip</li> <li>• time period/season</li> <li>• number of people at the site</li> <li>• discounts and free stays</li> <li>• coupons</li> <li>• amenities</li> <li>• retail commodities</li> <li>• service bundling</li> <li>• departmental discretions</li> <li>• emergencies (amenity adjustments)</li> </ul>	Y
463	The system shall have the ability to charge a fixed reservation fee in addition to site/slip fee.	Y
464	The reservation fee may not be applicable to certain sales channels and may vary by sales channel, inventory type or field location.	Y
465	The system shall allow reservation fees to be charged based on the item being reserved.	Y
466	Reservation cancellations will be performed for a fee. This fee will vary based on when the cancellation is requested (i.e. prior to a reservation arrival date, within a specified window prior to a reservation arrival date, or after the arrival date has passed).	Y
467	The system shall allow 4 decimal places for “cost per item” to accommodate fuel sales. Total amount due and payments must be rounded to 2 decimal places for all sales.	Y
468	Compensation calculation	
469	Calculations for Contractor payments shall be created at the time the transactions occur and shall be available in a	Y



#	Requirement	Compliance
	detailed and consolidated form.	
470	There shall be no commissions. "No commissions" means that the Contractor shall invoice the State of Michigan. The Contractor shall not take commissions out of the money that is received.	Y
471	Should the DNR schedule a campground use outside the system in any campground for a special event, no commission shall be paid to the Contractor for camper nights for that event.	Y
472	<b>Peripheral/Tax Structure</b>	
473	All amenity charges are included in the reservation camp-night fee.	Y
474	Michigan does not currently charge a tax on the camping fee or for any of the amenities. However, the system shall have the ability to charge additional taxes if needed.	Y
475	The system should allow the retail items to be designated as taxable or non-taxable.	Y
476	The system should allow taxable retail items to be designated and calculated as inclusive of taxes or to be charged in addition to item price.	Y
477	The system shall record all the taxes separately and have the ability to report taxes exclusively.	Y
478	The tax collected must appear on the customer receipts regardless of method (inclusive or addition) of calculation	Y
479	<b>Discounts/Coupons</b>	
480	The system shall allow pre- defined discounts and promotional coupons to reservations and retail items.	Y
481	The system shall have the ability to handle discounts or promotional coupons by nightly rate, percentage or dollar amounts.	Y
482	The system shall allow DNR and field admin to apply discounts and promotional codes based on category, sub-category, product, date range and sales channel.	Y
483	<b>Payment Types</b>	
484	Depending on the sales channel, the following methods of payment shall be accepted. See 480 & 482.	Y
485	<i>Field</i>	
486	<ul style="list-style-type: none"> <li>• Cash</li> <li>• Canadian Currency</li> <li>• Personal Checks drawn on U.S. Accounts</li> <li>• Canadian Checks made payable in U.S. funds</li> <li>• Travelers Checks, Money Orders, Certified Checks</li> </ul>	Y
487	<i>Field, Call Center, Public Website</i>	
488	<ul style="list-style-type: none"> <li>• E-Checks drawn on U.S. Accounts</li> <li>• Gift Cards (Excluding GIA Harbors)</li> <li>• Credit/Debit Cards – Visa, MasterCard, Discover</li> </ul>	M



#	Requirement	Compliance
489	The system shall provide the ability to accept partial payments based on a specific item or property type.	Y
490	The system shall allow acceptance of any combination of payment methods including gift card.	M
491	<b>Credit Card</b>	
492	All credit card transactions shall include on-line authorization, obtained through CEPAS, for all sales channels prior to reservation.	M
493	The system shall provide the field staff an ability to manually enter credit card number securely and in compliance with PCI standards. The system shall prompt for AVS and CVV2 and transmit to CEPAS for authorization. CEPAS return messages (e.g. declined, address mismatch, etc) should be received and an appropriate message displayed in the CRS system for the operator to act upon.	M
494	Full and complete information shall be recorded indicating that credit cards and debit cards are valid. If proper and complete information is not provided or if the information on the card indicates that the card is not valid, no services shall be provided by the Contractor.	Y
495	If the Contractor's employees process improperly prepared information or information which indicates that a credit/debit card and/or check is not valid, the Contractor shall reimburse the DNR for all directly related financial losses incurred by the DNR.	Y
496	If full and complete information is recorded which indicates credit/debit card/e-check should be valid, but it is later rejected for some reason, the Contractor shall not be responsible for such losses to the DNR.	Y
497	The Contractor shall format transactions through the authorization and settlement process which qualify for the lowest credit card bank fees possible for the State of Michigan. The Contractor shall work with the DNR accounting and the State's banking representatives to ensure this requirement is met.	Y
498	The system shall print credit card receipts with details that include but are not limited to the following: <ul style="list-style-type: none"> <li>• receipt number</li> <li>• reservation number (if applicable)</li> <li>• line items: include short description of item sold, quantity, unit price and line item total</li> <li>• total amount</li> <li>• merchant number (harbors or parks)</li> <li>• DBA name</li> <li>• park name and address</li> <li>• last 4 digits of credit card number</li> <li>• card type</li> <li>• bar code to be used for refunds</li> <li>• customer name</li> <li>• gift card balance:</li> <li>• signature line</li> </ul>	Y
499	The system shall have the flexibility to not print a receipt or require a customer signature when items sold total less	Y



#	Requirement	Compliance
	than \$30 or as specified by DNR.	
500	The system shall print bar codes on receipts. The system shall locate the associated transaction when a receipt bar code is scanned while processing any returns.	M
501	<b>Check Payment</b>	
502	Acceptance of e-check through the call center requires a method to verify customer authorization to charge a checking account. Over the web that verification is achieved by issuing customer login and password which are verified through an email account before use. At the call center other methods may need to be employed. At a minimum: <ul style="list-style-type: none"> <li>• an Email Account is required</li> <li>• Authorization to charge the account is confirmed via e-mail</li> </ul>	M
503	The Contractor shall not be liable for non-sufficient funds (NSF) checks.	Y
504	<b>Gift cards</b>	
505	The Contractor shall be responsible for providing all hardware, software and card supplies necessary for processing gift cards.	Y
506	The gift cards shall carry DNR logo and card language that will be provided by DNR.	Y
507	The gift cards business rules shall comply with State of Michigan laws.	Y
508	The system shall provide customers an option to register their gift cards to their account on the public web site.	M
509	The system shall allow DNR to issue a new gift card and transfer funds to the new card if the registered customer reports the card as lost or stolen. The system shall void the original gift card after funds are transferred.	M
510	The system shall allow sale and acceptance of gift cards on all sales channels except GIA harbors.	M
511	The system shall allow the gift cards to be reloaded from all sales channels. The gift cards shall be loaded in whole dollar values as determined by DNR.	M
512	The system shall allow the refunds to be loaded to the gift card based on refund rules provided by DNR.	M
513	The system shall allow gift card balances to be checked from all sales channels.	M
514	The gift cards shall include a unique serial and pin #.	M
515	The system shall allow the gift card to be activated and accepted by a swipe, bar scan or data entry.	M
516	The gift cards shall hold no value until activated.	M
517	The system shall print the balance of gift card on transaction receipt after use.	M
518	<b>Refund Processing</b>	
519	The system shall allow refunds to be processed for all payment types per the refund matrix in Exhibit 4.	Y
520	The system shall allow refunds to be made to reservations inside and outside the reservation period based on	Y



#	Requirement	Compliance
	security level. Operators at lower security levels will only be allowed to issue refunds within the reservation period.	
521	The system shall allow refunds to be made to retail inventory items. Refund method shall be consistent with refund matrix provided above. Refunds for retail items (excluding serialized permits) shall be allowed with or without a receipt. Refunds shall never exceed the cost of item sold.	Y
522	The system shall have the ability to refund only one or multiple items from an order. For example, when a quantity of 10 is purchased, the system shall provide an ability to return only 1 item.	Y
523	The system shall round refunds with tax to two decimal places in favor of the customer.	Y
524	Refunds shall reflect any discount that may have been applied to the item. The system shall enforce discount rules and reversal of discount rules upon refund. The system shall not allow any refunds to be greater than the received amount.	Y
525	The system shall provide an option to refund the cash or check payments through DNR Headquarters. The system shall create a queue of refund requests to allow DNR Headquarters staff to authorize refunds.	Y
526	The system shall provide refund verification and a reconciliation process for the accounting staff to approve refunds.	Y
527	The Contractor shall provide a transmittal file of the approved refunds to be imported to the State financial system at a schedule determined by DNR.	M
528	<b>Financial Tracking</b>	
529	The Contractor shall provide clear, secure, traceable and auditable revenue and reporting systems.	Y
530	The system shall generate a unique identification number for each financial transaction and for each reservation.	Y
531	The system shall track all financial transactions related to an individual reservation I.D., including modifications, cancellations, extensions, transfers, reductions in stay, departures, voids. The system shall display the last status of the transaction.	Y
532	The system shall capture the following information for each financial transaction which includes but not limited to: <ul style="list-style-type: none"> <li>• transaction type</li> <li>• sales channel</li> <li>• operator who created/modified the transaction</li> <li>• date and time the transaction was created/modified</li> <li>• the location from which it was created/modified</li> <li>• cash drawer number</li> <li>• items purchased</li> <li>• amount</li> <li>• applicable taxes</li> <li>• payment method</li> <li>• cost per item</li> <li>• quantity</li> </ul>	Y



#	Requirement	Compliance
533	All sale items shall have a revenue code associated with them. Revenue code is based on product and field location. Revenue code comprises of PCA (5 digits), Index (5 digits), Agency Object (4 digits), Project (6 digits) and Phase (2 digits). The codes are numeric and hyphenated. GIA harbors may use a different revenue code.	Y
534	Financial transactions are tracked and reported by the date of the transaction. While a reservation may be booked months ahead of a stay and modified later, the transaction is recognized on the date of occurrence. Each distinct action is posted and reported on the date of occurrence and therefore recognized in the proper accounting period.	Y
535	<b>Reconciliation process</b>	
536	The system shall provide a process to reconcile e-checks, credit card and debit card sales with CEPAS.	M
537	The Contractor shall reconcile all CRS revenues received with all CRS transaction generated on a daily basis.	Y
538	The Contractor shall ensure that sales recorded in the database stay in synch with revenues received and process entries to the system.	Y
539	The system shall reconcile CRS financial transactions from all sales channels.	Y
540	The Contractor shall reconcile the data on a daily basis and provide the reconciliation report to DNR on a weekly basis or as required by DNR	Y
541	The Contractor shall provide certification of reconciliation and explanation of the discrepancies.	Y
542	The Contractor shall provide transmittal files containing all credit and cash sales for all locations to be uploaded to the state financial system.	M
543	All transmittal files provided by the contractor shall be in a format acceptable to the state financial systems.	M
544	<b>Cash Drawer Management</b>	
545	The system shall allow all cash drawer functions to be viewed both centrally and locally at the field level.	Y
546	The system shall allow the field location employee to sign in and open a virtual cash drawer.	Y
547	The system shall assign a unique cash drawer number to each employee to record their transactions.	Y
548	The system shall allow employees to access their open cash drawer from any computer. Only one cash drawer can be open at a time for a given employee.	Y
549	The system shall tie a virtual cash drawer to the physical cash drawer when an operator logs on to a machine.	Y
550	The system shall allow a physical cash drawer to be opened upon request with the operator's password. The physical cash drawer will automatically open at the end of a financial transaction.	Y
551	The system shall have the ability to track cash drawer change fund balance. The solution shall be able to tell the operator or other security level as appropriate, the amount of cash in the cash drawer at any time relative to the tracked opening change fund amount and report on the difference. The cash drawer change fund balance is not the same as the operator's sales amount as that might include gift cards or credit card sales.	Y
552	The system shall calculate and report total sales when the cash drawer is closed.	Y



#	Requirement	Compliance
553	The system shall allow DNR or field admin to reconcile a closed cash drawer for over/short and counting errors. The system shall require a comment for all adjustments.	Y
554	The cash drawer reconciliation process shall allow adjustments to inventory with an option to add or reduce the incorrectly recorded transactions.	Y
555	Over and short shall be tied to a cash drawer and attached to a revenue code.	Y
556	The system shall be able to generate bank deposit details based on the cash and check sales from multiple cash drawers within a location.	Y
557	The system shall be able to scan and store the validated deposit ticket in the CRS system after cash is deposited to the bank. The system shall enforce a maximum size for the deposit ticket attachments.	M
558	The system shall allow the DNR or field admin to view open, closed or deposited cash drawers.	Y
559	The system shall allow DNR or field admin to select and view the deposit tickets and drill down to each cash drawer and be able to view the individual transaction details.	Y
560	The system shall allow the DNR or field admin to select and close cash drawers opened by other operators.	M
561	The system shall not allow any sales on October 1st for cash drawers left open on September 30th or earlier.	M
562	CEPAS Integration	
563	All credit card, debit card and e-check revenue for all sales and refunds shall be processed through State's Centralized Electronic Payment Authorization System (CEPAS).	Y
564	The Contractor shall integrate the Central Reservation System with CEPAS for the processing all credit card, debit card and e-check revenue.	M
565	The Contractor shall not store credit card, debit card or e-check information in the CRS system but will use the CEPAS to securely store credit card, debit card or e-check information separate from the application.	Y
566	The system shall record a CEPAS confirmation number for each transaction paid through CEPAS, for reference and for possible refund.	Y
567	The system shall upload transmittal files from CEPAS into CRS daily to update the payment authorization status (approvals or denials) of sale transactions.	M
568	The Contractor shall work with the CEPAS team at Department of Treasury to gather requirements for integrating the two systems. Documentation on integration to CEPAS system is attached.	Y
569	System Reports	
570	The Contractor shall work with DNR to gather the requirements for report layout, data elements, headers, footers and report criteria for all the reports listed below. DNR shall need 10 additional reports and the prices for developing such reports shall be included in the contract.	Y
571	All reports shall contain a header and footer that shall include: <ul style="list-style-type: none"> <li>• Name of report</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• Field location or unit name if applicable</li> <li>• Timestamp on which the report was generated</li> <li>• Reporting period</li> </ul>	
572	All reports shall include summary and grand totals where applicable.	Y
573	All reports shall display data for a given date or a date range where applicable selected by the user.	Y
574	All reports shall be sortable in ascending or descending format by column headers. The system shall allow sort criteria on multiple column headers.	Y
575	All reports shall be displayed in print preview and shall be available for printing in a printer friendly format.	Y
576	All reports shall be available in PDF format. The system shall allow saving report data in Excel format.	Y
577	<p>The system shall provide report criteria to allow filtering of reports to the lowest level of detail for all reports as applicable. Based on the report type, following combination of report filtering criteria may be applicable to various reports.</p> <ul style="list-style-type: none"> <li>• Statewide, region/district, county, management units</li> <li>• Specific program or all programs (Park/Harbor/GIA/Forest)</li> <li>• Specific location or all locations</li> <li>• Specific employee or all employees within a location</li> <li>• Specific property type or all property types</li> </ul>	M
578	Reports shall be accessible on the Production database server, Inquiry Database server or both depending on the type of report. As an example real time reports like Availability report, Occupancy report etc. shall be available on Production database only and month end accounting reports may be accessible on the Inquiry database server only.	M
579	The system shall allow all reports including day use reports like Occupancy report, Availability report etc. to be retrieved for historical dates or date ranges as applicable.	Y
580	<b>Campground Reports</b>	
581	<i>- Park Confirmation</i>	
582	This report shall display customer/occupant information, reservation id, reserve date, facility information, check in time, check out time, pre-paid retail items, total amount paid, amount due, general and location specific information, cancellation policy, bar code etc.	Y
583	<i>- Camper Pass</i>	
584	This report shall be printed at check-in on 8x11 perforated paper with pre-printed park rules on the back (listed twice – once on top half and once below the perforation on the bottom half. The system shall print one copy but with 2 camper passes. The information printed on camper pass includes park name, due out date & time, site number(s), registration, occupant/customer name, vehicle information, number of people on the site, equipment type (i.e., tent, 20” trailer, etc.), general and park specific information.	M
585	<i>- Availability Report</i>	



#	Requirement	Compliance
586	This report shall display the availability of rentable/reservable properties for requested date or date range. This report shall be a shape and color coded grid depicting site availability	M
587	- <i>Arrival Report</i>	
588	This report shall display all reservations due in for rentable/reservable properties for a desired date or a date range.	Y
589	- <i>Departure Report</i>	
590	This report shall display all rentable/reservable properties due-out for a desired date or a date range.	Y
591	- <i>Occupancy Report</i>	
592	This report shall display all reservable properties that are currently occupied for a desired date or a date range and displays customer information for the occupied site.	Y
593	- <i>Property Use Report</i>	
594	This report shall display the total use of all reservable properties for a desired date or date range by sales channel. The report shall display total camps and total due out by date.	M
595	- <i>Detailed Property Use Report</i>	
596	The report shall display the total use of reservable properties by a park, by campground loops within a park, by sales channel for a desired date or a date range.	Y
597	- <i>Cancellation Report</i>	
598	This report shall display cancelations for all reservable properties within a 48 hour arrival window.	Y
599	- <i>Reservation Turn-over Report</i>	
600	This report shall display by date, the reservation occupying a particular site for a desired date or a date range. The report shall be a shape and color-coded grid and shall show the date a reservation is due out and another is due in.	M
601	- <i>Statewide Occupancy Report</i>	
602	This report shall display a percentage of occupied sites by park (total sites and total vacant sites with the % occupied) with a statewide total at the bottom. This report shall be broken down by districts.	M
603	Voucher Reports	
604	- <i>Voucher Entry Report</i>	
605	This report shall provide details on the number of vouchers used to enter the park during pre-allotted time slots e.g. two hour time periods of 9:00 -11:00 am, 11:00 am -1:00 pm etc. The report shall be available by voucher type for a particular date or date range.	M
606	- <i>Voucher Re-Entry Report</i>	
607	This report shall provide details on the number of times a voucher was scanned for re-entry to the park. The report shall be available by voucher type for a particular date or date range.	M
608	- <i>Commercial Vouchers Report</i>	



#	Requirement	Compliance
609	This report shall provide details on the number of times a commercial voucher was scanned at the park entrance. The report shall be available by voucher type for a particular date or date range.	M
610	- <i>No Show Voucher Report</i>	
611	This report shall provide details on the vouchers that were reserved but not used. The report shall be displayed by voucher type on a particular date or date range.	M
612	- <i>Voucher Availability Report</i>	
613	This report shall provide details on voucher availability. Report fields shall include total allotted vouchers, vouchers reserved and vouchers available. The report shall be available by voucher type for a particular date or date range.	M
614	- <i>Voucher Use Report</i>	
615	This report shall provide details on total vouchers allotted, vouchers reserved and vouchers not used. The report shall be available by voucher type and sales channel for a particular date or date range.	M
616	Park Attendance Reports	
617	- <i>Day Use Report</i>	
618	This report shall display park attendance data statewide, by district or by a specific location. The report field include total camp nights, due outs, day use visitors, # of people on reservable inventory, campers turned away, day use visitors turned away, shelter rentals, group camp nights, youth org camp nights, mini cabin nights, yurt/tipi nights, rustic cabin nights, modern lodge nights etc. The report shall be available for a desired week or a range.	M
619	- <i>Monthly Day use Comparison Report</i>	
620	This report shall display park attendance data statewide, by district or by a specific location. It shall also display historical data and compare the attendance count over previous years. The report shall be available for a desired month or a range.	Y
621	Harbor Reports	
622	- <i>HARBOR Confirmation</i>	
623	This report shall display customer/occupant, boat name, reservation id, reserve date, facility information, check in time, check out time, pre-paid retail items, total amount paid, amount due, general and location specific information, cancellation policy, bar code etc.	M
624	- <i>Harbor Pass</i>	
625	This report shall be printed at check-in on thermal paper. The information printed on harbor pass shall include harbor name, reserve date, facility information, registration id, name (with customer #), slip #, occupant, boat name, dock, arrival and departure dates MC# or doc#, general and harbor specific information.	Y
626	- <i>Availability Report</i>	
627	This report shall display the availability of reservable properties for a requested date or date range. This report shall be a color coded grid depicting slip availability.	M



#	Requirement	Compliance
628	- <i>Arrival Report</i>	
629	This report shall display reservations due in for reservable properties for a desired date and or date range. This report details shall include name, reservation #, departure date, length, width, draft, boat name, mc or doc #, and whether a power or sail boat.	Y
630	- <i>Departure Report</i>	
631	This report shall display reservable properties due-out for a desired date and or date range.	Y
632	- <i>Occupancy Report</i>	
633	This report shall display all reservable slips that are occupied for a desired date and or date range and shall display customer information per slip; customer information (including but not limited to), slip name, occupant name, reservation id, arrival date, departure date, boat name, MC/Doc# etc.	Y
634	- <i>Property Use Report</i>	
635	This report shall display the total use of all reservable properties for a desired date or range of dates by sales channel. The report shall display total boats reserved and total due out by date.	M
636	- <i>Detailed Property Use Report</i>	
637	Report that gives total use of reservable properties for a desired date or range of dates by sales channel, by date.	Y
638	- <i>Cancellation Report</i>	
639	This report shall display cancellations for all reservable properties within a 48 hour arrival window.	Y
640	- <i>Harbor View Report</i>	
641	This report shall display all slips within a particular harbor or marina. The report details include slip #, MC/Doc#, boat name, length of the boat, arrival, departure, and a blank column labeled "departed" for the staff to manually check. Unoccupied slips shall be displayed on the report with all fields blank.	M
642	- <i>Statewide Occupancy Report</i>	
643	This report shall display a percentage of occupied slips by harbor (total slips and total vacant slips with the % occupied) with a statewide total at the bottom. This report shall be broken down by districts.	M
644	Inventory Reports for POS items	
645	These reports shall be generated statewide, for all or specific programs and for all or specific location. The inventory reports shall be displayed for the following formats: <ul style="list-style-type: none"> <li>• Inventory - Stock on Hand</li> <li>• Inventory - Reorder</li> <li>• Inventory – Sold</li> <li>• Inventory – Change Records</li> <li>• Inventory – Product Detail (description and account coding)</li> <li>• Inventory – Profitability</li> </ul>	M



#	Requirement	Compliance
646	Serialized Permit Reports	
647	<p>Following are the reports required for Serialized Permits. Based on the report type the data field of the reports include employee name, permit type, serial # of permits assigned/returned, sold, voided, returned to inventory, unassigned (permits on hand) including the quantity and values of each permit type. Report shall be available statewide, for a specified program, or all programs, for a specified location or multiple locations.</p> <ul style="list-style-type: none"> <li>• Inventory Assignment/Return Reports</li> <li>• Inventory Reconciliation &amp; Certification Reports</li> <li>• Inventory Sales Reports</li> </ul>	Y
648	Accounting and Financial reports	
649	<i>- Sales Reports</i>	
650	<p>Sales reports shall display all sales transactions with details that include date of transaction, type of transaction, transaction id/receipt #, customer name, item description, quantity of items purchased or returned, payment type, total amount paid or refunded and CEPAS confirmation number. The reports shall include a summary of payment type and transaction types to assist with reconciliation of revenues. The reports shall be displayed in summary and detailed formats listed below:</p> <ul style="list-style-type: none"> <li>• Detailed Sales report Statewide</li> <li>• Detailed Sales report by Programs</li> <li>• Detailed Sales report by Locations</li> <li>• Detailed Sales report by Employees</li> <li>• Detailed Sales report by Sales Channels</li> <li>• Summary Sales report Statewide</li> <li>• Summary Sales report by Programs</li> <li>• Summary Sales report by Locations</li> <li>• Summary Sales report by Employees</li> <li>• Summary Sales report by Sales Channels</li> </ul>	M
651	<i>- Revenue Summary Reports</i>	
652	<p>These reports shall display data summarizing payment types of revenues received, refunds disbursed and CEPAS confirmation number; including a net total of cash/check revenue collected to assist with closing of employee's daily cash drawer for a specified date range. The reports shall be displayed in the formats listed below:</p> <ul style="list-style-type: none"> <li>• Summary of Revenue Statewide</li> <li>• Summary of Revenue by Programs</li> <li>• Summary of Revenue by Locations</li> <li>• Summary of Revenue by Employees</li> <li>• Summary of Revenue by Sales Channels</li> </ul>	M



#	Requirement	Compliance
653	<i>- Retail Sales by Payment Type Reports</i>	
654	These reports shall display information on retail sales summarized by payment type for a specified date range. The reports shall be displayed in the formats listed below: <ul style="list-style-type: none"> <li>• Retail Sales Statewide</li> <li>• Retail Sales by Programs</li> <li>• Retail Sales by Locations</li> <li>• Retail Sales by Employees</li> <li>• Retail Sales by Sales Channels</li> <li>• Retail Sales with Revenue coding</li> </ul>	M
655	<i>- Cash/Check &amp; Credit Card Refund Report</i>	
656	These reports shall display the same transaction details as the sales report for refunds processed. The reports shall be displayed in the formats listed below: <ul style="list-style-type: none"> <li>• Refund Detail by Employees</li> <li>• Refund Summary by Employees</li> <li>• Refund Summary by Locations</li> <li>• Refund Summary by Payment Types</li> </ul>	M
657	<i>- Central Accounting Refund Report</i>	
658	This report shall display the revenue coding and the transaction detail of refunds that are to be issued by DNR central accounting office.	Y
659	<i>- Adjustment / Discount / Override Fee Report</i>	
660	These reports shall display all adjustments, discounts, or overrides to fees for reservations and/or commodities including transaction details for a specified date range. The reports shall be displayed in the formats listed below: <ul style="list-style-type: none"> <li>• Adjustment/Discount/Override Fee Detail by Employees</li> <li>• Adjustment/Discount/Override Fee Summary by Employees</li> <li>• Adjustment/Discount/Override Fee Summary by Locations</li> <li>• Adjustment/Discount/Override Fee by Programs</li> <li>• Adjustment/Discount/Override Fee Statewide</li> </ul>	M
661	<i>- Exception (over/short) Reports</i>	
662	These reports shall display all exceptions for a date range recorded in the system that were created to balance employee's bank bag when preparing funds for deposit. The reports shall be displayed in the formats listed below: <ul style="list-style-type: none"> <li>• Exception Report Statewide</li> <li>• Exception Report by Locations</li> <li>• Exception Report by Employees</li> </ul>	M
663	<i>- Deposit Reports</i>	



#	Requirement	Compliance
664	Deposit reports shall display transaction detail data and their corresponding payment details brought down from CEPAS via transmittal files. The reports shall be displayed in detail and summary formats as listed below: <ul style="list-style-type: none"> <li>• Deposit Detail Statewide</li> <li>• Deposit Detail by Programs</li> <li>• Deposit Detail by Locations</li> <li>• Deposit Detail by Employees</li> <li>• Deposit Detail by Sales Channels</li> <li>• Deposit Summary Statewide</li> <li>• Deposits Summary by Programs</li> <li>• Deposit Summary by Locations</li> <li>• Deposit Summary by Employees</li> <li>• Deposit Summary by Sales Channels</li> </ul>	M
665	<i>- Taxes Collected Report</i>	
666	These reports shall display the taxes collected on sales. The taxes collected reports shall be displayed in following formats: <ul style="list-style-type: none"> <li>• Detail report of taxes collected</li> <li>• Summary of taxes collected Statewide</li> <li>• Summary of taxes collected by Programs</li> <li>• Summary of taxes collected by Locations</li> </ul>	M
667	<i>- Transmittal Files Detail Report</i>	
668	The Contractor shall provide reports for all the transmittal files The reports shall contain the details of data elements in transmittal files and shall be available for a specified date range.	M
669	<i>- GIA Harbor Detail Report</i>	
670	This report shall display all transactions including sales, refunds, adjustments, cancellations and all associated fees such as reservation fees and cancellation fees. The report shall also include credit card fees that are a percentage of sales. Percentage of sales will be provided by the DNR Accounting. The purpose of this report is to assist GIA accountants in reconciling revenues received from the State.	M
671	<i>- Gift Card Reports</i>	
672	Following are the reports required for the Gift cards. Details of the reports include date of transaction, type of transaction, associated transaction id/receipt # (unique financial transaction identifier). Report may also include customer name when applicable, serial # of gift card, value of gift card, description and quantity of item purchased or returned, payment method (i.e. cash, check, and credit card), total amount paid or refunded. The system shall provide the ability to generate these reports statewide; for a specified program or all programs; for a specified location or all locations; for a specified employee or all employees within a location for a specified date range.	M



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>• Gift Card Sales Report</li> <li>• Gift Card Registration Report</li> <li>• Gift Card Transaction &amp; Balance Report</li> <li>• Gift Cards Voided/Lost/Stolen</li> <li>• Gift Card Utilization Report</li> </ul>	
673	- Gift card balance report	
674	This report shall display all gift cards older than some specific time and with a balance greater than some specific amount. The reports shall be available for a particular date or date range.	M
675	- Voucher Sales Report	
676	This report shall display all sales transactions with details that include date of transaction, type of transaction, transaction id/receipt #, customer name, item description, quantity of items purchased or returned, payment type, total amount paid or refunded. The report shall include a summary of payment type and transaction types to assist with reconciliation of revenues.	Y
677	EOY Reports At the end of each state fiscal year (Oct 1st – Sept 30th) the Contractor shall provide the following reports.	
678	- Gross Revenue per Field Location: All Years	
679	This report shall display yearly gross revenue per field location. Past years gross revenue data shall be displayed as it becomes available. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs.	Y
680	- Gross Revenue per Field Location : All Sales Channels	
681	This report shall display yearly gross revenue per field location for all sales channels. The gross revenue data for sales channel shall be displayed in numbers and in percent form. Separate reports shall be available for different programs.	Y
682	- Total Reservations per Field Location: All Years	
683	This report shall display yearly data for total number of reservations per field location. Past years reservation data shall be displayed as it becomes available. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs.	Y
684	- Total Reservations and Nights per Field Location: All Sales Channel	
685	This report shall display yearly data for total number of reservations and nights per field location and for all sales channels. The total number of reservations and night data for sales channels shall be displayed in numbers and in percent form. Separate reports shall be available for different programs. The reports shall be available by region and statewide in numeric and graphical form as a bar chart.	Y
686	- Total Reservations and Nights per Field Location: All Months	
687	This report shall display monthly data for total number of reservations and nights per field location. Separate reports	Y



#	Requirement	Compliance
	shall be available for different programs.	
688	- Total Cancellations per Field Location: All Years	
689	This report shall display yearly cancellations per field location. Past years cancellation data shall be displayed as it becomes available. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs.	Y
690	- Total Cancellations and Nights per Field Location	
691	This report shall display yearly data for total number of cancellations and nights per field location. Separate reports shall be available for different programs. The report shall be available by region and statewide. The statewide cancellation data shall be displayed in a bar chart form as well.	Y
692	- Net Campground Nights per Field Location: All Years	
693	This report shall display yearly net campground nights per field location. Past years net night data shall be displayed as it becomes available. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs.	Y
694	- Occupancy by Site Nights - Site Specific Only	
695	This report shall display site occupancy data for site standard reservations per field location. The data fields include site night totals, occupied #, occupied percent, vacant #, vacant percent, non-reservable #, and non-reservable percent. The report shall be available for a particular month or for a particular year.	Y
696	- Occupancy by Site/Slip Nights – Site/Slip General Only	
697	This report shall display site/slip occupancy data for site/slip general reservations per field location. The data fields include site/slip night totals, occupied #, occupied percent, vacant #, vacant percent, non-reservable #, and non-reservable percent. The report shall be available for a particular month or for a particular year.	Y
698	- Total Reservations by Payment Method per Field Location	
699	This report shall display yearly data per field location displaying the payment types used to make reservations. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs. The report shall be available by region and statewide.	Y
700	- Total Reservations and Nights per Foreign Country	
701	This report shall display yearly reservations and number of nights per foreign country per field location. Separate reports shall be available for different programs.	Y
702	- Top 10 Reservations and Nights per City	
703	This report shall display yearly reservations and number of nights per city per field location. Separate reports shall be available for different programs.	Y
704	- Top 10 Reservations and Nights per Zip Code	
705	This report shall display yearly reservations and number of nights per zip code per field location. Separate reports	Y



#	Requirement	Compliance
	shall be available for different programs.	
706	- Average Amount Paid per Reservation	
707	This report shall display average amount paid reservation per field location. Separate reports shall be available for different programs. The report shall be available by region and statewide.	Y
708	- Average Length of Stay	
709	This report shall display average length of stay per reservation per field location. Separate reports shall be available for different programs. The report shall be available by region and statewide.	Y
710	- Average Number of People per Reservation	
711	This report shall display average number of people per reservation per field location. Separate reports shall be available for different programs. The report shall be available by region and statewide.	Y
712	- Average Number of Days Reservation to Arrival	
713	This report shall display average number of days reservation to arrival per field location. Separate reports shall be available for different programs. The report shall be available by region and statewide.	Y
714	- Total Number of Visitors: All months	
715	This report shall display total number of visitors per field location per month with year-end totals. The reports shall be displayed both in numeric and graphical form as a bar chart. Separate reports shall be available for different programs.	Y
716	- Network Performance Report	
717	The Contractor shall also provide a monthly bandwidth utilization report listing peak usage of the network bandwidth during the month.	Y
718	- Dashboard Report	
719	<p>This report shall display reservation data for each day with weekly and monthly summations. Cumulative fiscal year to date totals shall be displayed at the bottom of the report. Previous year's data shall also be displayed at the bottom of the report for comparison purposes. The essential data elements of the report are as follows:</p> <ul style="list-style-type: none"> <li>• Switch report parameters as ACD Off, ACD answered, calls abandoned, percent abandoned, TSF %, average talk time, average abandoned delay, maximum abandoned delay, average answered delay, maximum answered delay, busied out etc.</li> <li>• Reservations and Reserve Nights by location\property category (campgrounds, harbors, overnight lodges etc.) and by sales channel</li> <li>• Reservations and Reserve Nights totals by sales channel</li> <li>• Cancels and Reserve Night Cancels by sales channel</li> <li>• Auto Cancelled and Auto Cancelled Nights</li> <li>• Reserve Ratio</li> <li>• Total Reservations and Reserve Nights</li> </ul>	Y



#	Requirement	Compliance
	<ul style="list-style-type: none"> <li>Total Cancels and Reserve Night Cancels</li> </ul>	
720		
721	Printing Serialized Permits	
722	<p>(This requirement is optional. Should the State determine to utilize this requirement or other alternatives, it shall be handled through the Change Control process)</p> <p>The State desires functionality where serialized permits shall be printed at the time of sale at each POS location. These permits shall be printed on special stickers that are affixed to the inside of windshield by the customer. DNR shall have an ability to print different types of serialized permits not to exceed 20 types. The prices shall include the cost of hardware and all programing costs required to print these permits.</p> <p>The Contractor understands the requirements of this statement but is unable to provide meaningful pricing at this time due to a lack of specific requirements and the corresponding costs to implement, provide hardware and support the solution.</p> <p>The Contractor is prepared to discuss the future implementation of this functionality in exchange for an incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.</p>	O
723	Offline Retail Sales	
724	<p>(This requirement is optional. Should the State determine to utilize this requirement or other alternatives, it shall be handled through the Change Control process)</p> <p>The State desires a capability to allow offline sales of serialized permit and other retail items. This offline system shall have the capability to sync up to the central system when connected to the network. The system shall comprise of out-of-network handheld device, credit card swipe, a thermal printer and a special printer for printing serialized permits.</p> <p>The Contractor understands the requirements of this statement but is unable to provide meaningful pricing at this time due to a lack of specific requirements and the corresponding costs to implement, provide hardware and support the solution.</p> <p>The Contractor currently provide the ability to provide off-line retail sales and a mechanism for synchronizing transactions using a temporary connection, but this functionality is intended for stand-alone park store environments and does not use specialized handheld devices or printers.</p> <p>The Contractor is prepared to discuss the future implementation of this functionality in exchange for an incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.</p>	O
725	Canadian currency	
726	The state desires a system functionality to calculate Canadian exchange rate for accepting payments and tender the change.	Y
727	Kiosks	
728	(This requirement is optional. Should the State determine to utilize this requirement or other alternatives, it shall be	O



#	Requirement	Compliance
	<p>handled through the Change Control process)                      The state desires to install kiosks at Voucher centers to allow customers to do voucher reservations, modify vehicle plate number on their current reservation or print a duplicate voucher confirmation. The prices shall include the cost of installing and maintaining the hardware and all associated programming costs. Currently the State desires to install 5 kiosks at Silver Lake State park.                      The Contractor understands the requirements of this statement but is unable to provide meaningful pricing for kiosks at this time due to a lack of specific requirements and the corresponding costs to implement, provide hardware and support the solution.                      The Contractor is prepared to discuss the future implementation of this functionality in exchange for an incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.</p>	
729	Remote Phones	
730	<p>The state desires phone booths to be installed at remote locations that provide no power or connectivity. The remote phone booths are intended to be used by customers to call in to CRS call center for making reservations. The prices shall include the cost of installing and maintaining the hardware.</p>	Y
731	E-check conversion at field locations	
732	<p>(This requirement is optional. Should the State determine to utilize this requirement or other alternatives, it shall be handled through the Change Control process)                      The state desires to process the check payments made at field locations via E-Checks. The Contractor shall provide a plan for handling and converting the paper checks into E-Checks. The prices shall include the cost of installing and maintaining the MICR readers, associated programming costs and check conversion charges, if any.                      The Contractor understands the requirements of this statement but is unable to provide meaningful pricing at this time due to unknown integration and certification costs that may be part of this project.                      The Contractor is prepared to discuss the future implementation of this functionality in exchange for an incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.</p>	O
733	House Accounts	
734	<p>(This requirement is optional. Should the State determine to utilize this requirement or other alternatives, it shall be handled through the Change Control process)                      The state desires system functionality for House accounts. The system shall allow the use of internal house accounts where customers can pay funds in advance of the receipt of goods or services. The house accounts are intended for corporate use or during large group events.                      The Contractor understands the requirements of this statement but is unable to provide meaningful pricing at this time due to a lack of specific requirements and the corresponding costs to implement, provide hardware and support the solution.                      The Contractor sees some significant overlap in between this requirement and the requirements to provide a gift card program and is prepared to discuss the future implementation of this functionality in exchange for an</p>	O



#	Requirement	Compliance
	incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.	
735	Call Center	
736	The Contractor shall maintain a call center that shall process reservations for all reservable inventory designated as part of the CRS in accordance with policies and procedures established by the DNR	Y
737	The call center shall process reservations, cancellations and all changes to reservations. In addition to call center change and cancellation capability, the Everest software and public-facing website allows customers to access their own reservations and to perform change transactions and cancellation transactions on these bookings. Business rules shall be in place to ensure that any booking resulting from a change transaction is as valid as an original booking. All appropriate fees are calculated and charged to meet DNR requirements. All standard reservation, change and cancellation transactions that can be completed in the call center can also be performed in a 'self-serve' model by customers through the online reservation interface.	Y
738	The Contractor shall maintain adequate staff at the call center to handle customer service issues outside of taking a reservation including but not limited to cancellations, changes to reservation and problems with a reservation. The Contractor shall maintain tracking for escalated customer issue resolution.	Y
739	The call center shall be limited to process from two to ten sites/slips per administered field location per call. The reservation limit shall be specific to field locations as specified by DNR.	Y
740	Full payment for the reservable inventory and all related fees shall be made before a reservation is confirmed. Customers shall be advised that their payment method is being charged the full amount of the reservation plus related charges at the time the reservation is made except for the inventory types that allow partial payments.	Y
741	Hours of Operation	
742	The call center shall operate as per the following schedule to assist customers with reservations: <ul style="list-style-type: none"> <li>• Monday through Friday 8:00 AM to 8:00 PM EST</li> <li>• Weekends 9:00 AM to 5:00 PM EST</li> <li>• December 24th and 31st 9:00 AM to 5:00 PM EST</li> <li>• No operation on Christmas and New Year's Day</li> </ul>	Y
743	Operator Etiquette	
744	All operators handling reservations and public information shall have pleasing and clearly understood telephone voices. They shall be thoroughly trained by the Contractor in effective telephone hospitality techniques.	Y
745	The DNR shall approve all standard telephone presentations (scripting) used by operators to make reservations and deal with caller problems, objections and complaints. The DNR retains the right to develop and write all operators scripting. Any presentation, phrase or technique not approved by the DNR shall not be used by operators. No scripting shall be changed without prior DNR approval.	Y
746	The Contractor shall provide trained reservation operator personnel to handle volume fluctuations as necessary. All reservation operators shall be trained in field location reservations and shall not be used to handle reservations	Y



#	Requirement	Compliance
	without adequate training.	
747	The Contractor shall create a call center manual with assistance from DNR. The call center manual shall assist operators in answering caller questions about the field locations and camping reservation policies. The Contractor shall be responsible for providing copies to each of its operators and for keeping the manuals up to date with information provided by the DNR periodically.	Y
748	The Contractor's operators and staff shall make every effort to answer all public questions. If questions are asked about specific field locations and cannot be answered by the operator, the operator shall refer the party to the appropriate field location and provide the proper telephone number. If more general questions are asked about policies or more general matters, which cannot be answered by the operator, the caller shall be referred to the DNR and must be given the proper telephone number.	Y
749	<b>Remote Monitoring</b>	
750	The Contractor shall provide DNR the ability to monitor operators. A contractor representative shall be contacted who in turn shall transfer the DNR call to a line with the silent monitoring ability.	Y
751	<b>DNR presence at Contractor's Facility</b>	
752	The Contractor shall allow the DNR access to the telephone room to assist or monitor operators while accepting reservations. DNR shall provide 24 hour prior notice of such visits and agrees to supervision by the Contractor of any interaction with operators.	Y
753	The Contractor shall allow DNR to choose the operators that shall be monitored, provided that the operator is logged in to the reservation system.	Y
754	<b>Help Desk</b>	
755	<p>The Help Desk shall be available for use by DNR and DNR designated staff only. The Contractor shall provide Help Desk services that include but not limited to the following:</p> <ul style="list-style-type: none"> <li>• all hardware and software related issues in the field locations</li> <li>• all issues related to network connectivity</li> <li>• maintenance and repair of the telephone system</li> <li>• problems and complaints about reservations</li> <li>• assist DNR staff in any reconciliation issues with accounting transactions or any other data related issues</li> </ul>	Y
756	The Contractor shall provide a toll-free help desk number for reporting all system related issues.	Y
757	There shall be no limit to the number of calls that can be placed to the help desk.	Y
758	The help desk shall be staffed adequately to handle all questions and complaints. Answering machine service shall be available when help desk is busy. All calls shall be returned within 15 minutes.	Y
759	For all major system failures, the helpdesk system shall play a recorded message informing the DNR staff about the issue and an expected resolution time. The 15 minutes call back requirement shall not be applicable for such cases. Same day call back is required.	Y



#	Requirement	Compliance
760	The Contractor shall provide an estimate to the caller of when the issue will be resolved. The Contractor shall notify the appropriate field manager and the DNR Headquarters once the issue is resolved.	Y
761	The Contractor shall staff the Help Desk with experienced personnel that can answer “how to” questions about the application as well as questions about hardware and software configuration. Merely answering the phone and assigning a case number to a problem does not meet this requirement.	Y
762	Hours of Operation	
763	The help desk operators shall be available as per the following schedule: <ul style="list-style-type: none"> <li>• May 1st through October 31st - 7:30 AM to 11:00 PM</li> <li>• November 1st through April 30th – 7:30 AM to 5:00 PM</li> </ul>	Y
764	The Contractor shall utilize call forwarding to pagers or auto-paging during off-hours. All calls shall be returned within 15 minutes.	Y
765	Call Log	
766	The Contractor shall maintain a log of all calls made to the helpdesk and fully document the complaints and problems reported.	Y
767	The log shall record the actions that were taken to resolve the issue and the date such issue was resolved.	Y
768	The log shall be available online to the DNR staff to track the status of the issues.	Y
769	The Contractor shall review the issues with an eye towards commonality and make references to the linkages between related issues.	Y
770	The system shall provide the statistics and quantification of the issues and an analysis of commonality.	Y
771	Reporting Issues to DNR	
772	The contractor shall report all operational issues and system failures to the appropriate DNR contact within 15 minutes or as required by DNR. Examples include equipment failures, delays due to unexpected overloads, payment processing failures, phone line failures, significant public confusion and/or complaints or any other difficulty which may result in significant complaints or system failures.	Y
773	The Contractor shall use all reasonable methods within means to resolve public complaints, including assistance with customer contacts when necessary.	Y
774	The Contractor shall advise the DNR regarding potential problems or any system issues immediately.	Y
775	The Contractor shall report to the DNR if system is not able to process credit card transactions on any sales channels.	Y
776	The Contractor shall report to the DNR if system fails to process transmittal files or any inaccurate and missing transmittal data.	Y
777	The Contractor shall report to the DNR any reconciliation issues especially at year end.	Y
778	The Contractor shall report to the DNR of any field location specific issues including missing transactions.	Y



#	Requirement	Compliance
779	The Contractor shall provide appropriate estimate to resolve the reported issues and notify the reservation center, the appropriate field manager and the DNR Headquarters when the issue is resolved.	Y
780	For all emergency situations which include system operation issues and any situations that prevent or severely hinder the reservation or registration process, the Contractor shall provide a notification of status every one hour until the problem has been resolved. The notification process shall be decided and mutually agreed upon by the DNR and the Contractor.	Y
781	The Contractor shall provide DNR with an escalation process plan for emergency situations, including individual names and their contact details.	Y
782	For non-emergency situations the Contractor shall provide a notification of status every week or as determined by DNR staff until the problem has been resolved	Y
783	The notification shall be addressed to the location that submitted the complaint. The notification shall also be submitted to the DNR contract administrator if the issue is statewide or affects more than one field location.	Y
784	Training	
785	The Contractor shall develop a training plan that shall be approved by the DNR.	Y
786	All training for DNR staff shall be provided in Michigan.	Y
787	The Contractor shall provide a copy of training material prior to each training session.	Y
788	The Contractor shall work with DNR to create training manuals and update them as necessary.	Y
789	Training by Contractor	
790	The initial training shall be provided to the year round field staff and to admin staff within 60 days of the system being implemented in production.	Y
791	- To DNR and Contractor Admin	
792	The Contractor shall provide initial training for the DNR and the Contractor's System Administrators. The training shall include but not limited to: <ul style="list-style-type: none"> <li>• admin functions</li> <li>• accounting functions and reports</li> <li>• ad hoc report writing</li> <li>• create reports</li> <li>• database entities</li> <li>• database connectivity</li> <li>• field application</li> </ul>	Y
793	- To Contractor's operators	
794	The Contractor shall provide a formal training to the designated Contractor staff on Michigan business rules to use of the Central Reservation System efficiently. The Contractor staff shall include all personnel involved with the Central Reservation System, both operators and supervisory personnel.	Y



#	Requirement	Compliance
795	The training of contractor staff shall be conducted at the Contractor's facility. The Contractor shall pay all expenses for the training session other than those related to the DNR trainers.	Y
796	- To DNR staff	
797	<p>The Contractor shall provide the following training to DNR staff prior to the statewide implementation of the reservation system. The Contractor shall pay all costs related to training except that the DNR will pay for the cost of DNR employee wages, travel expenses, meals and lodging.</p> <ul style="list-style-type: none"> <li>• The Contractor shall provide training in the use of the workstation applications.</li> <li>• The training shall be conducted using the same workstation equipment proposed in the Contract. The time and training locations shall be subject to DNR approval.</li> <li>• The scope and duration of the training shall be subject to approval by the DNR prior to the implementation of any training program.</li> <li>• The Contractor at its expense shall provide relevant manuals prior to each training.</li> </ul>	Y
798	Orientation by DNR	
799	<p>At the initial implementation of the contract, the DNR will orient the Contractor's supervisory and key personnel in the processing of reservations and the handling of other inquiries. The Contractor shall be responsible for all future training of its staff.</p> <p>The orientation program will consist of:</p> <ul style="list-style-type: none"> <li>• An overview of the park system in general. (video)</li> <li>• An orientation on the camping policies of parks, harbors and other field locations.</li> </ul>	Y
800	The above orientation session conducted by the DNR shall include all contract personnel involved with the DNR reservation system, both operators and supervisory personnel. The Contractor shall bear all expenses related to the training session other than those related to the DNR trainers.	Y
801	Annual Training	
802	The Contractor shall provide annual training for each administered Michigan field location. The training shall be provided in the spring at six locations across Michigan with multiple sessions being provided at each location. Each training session shall be a minimum of 4 hours in duration.	Y
803	The training locations are subject to DNR preference and may vary from year to year. The training facilities shall house 25 to 30 workstations. The Contractor shall bear all training costs including rental of the facilities. Past training have occurred at college labs.	Y
804	The Contractor shall also make a training web site and training DVD available for an alternate method for training employees on the use of the field application.	Y
805	CRS Training as needed	
806	The Contractor shall be responsible for the continuous training of its staff. The Contractor shall train its staff and update their manuals in a timely manner so the staff remains competent and knowledgeable in order to provide a high quality service to the DNR and its customers.	Y



#	Requirement	Compliance
807	CRS User Manuals	
808	<p>The Contractor shall provide the CRS manuals which include but not limited to the following. All manuals shall be approved by DNR.</p> <ul style="list-style-type: none"> <li>• Manual for field locations</li> <li>• Call center manual</li> <li>• Equipment setup manual</li> <li>• Admin User guide</li> <li>• Inventory Setup manual</li> <li>• Accounting manual</li> <li>• Ad hoc reporting manual</li> </ul>	Y
809	Marketing/Publicity	
810	The Contractor shall not issue any press releases, advertisements, public relations notices or any other such public statements or literature regarding the reservation systems or any other service or system related to this contract without an expressed written approval of the DNR.	Y
811	The Contractor shall not in any way advertise on any part of the Central Reservation System, subsystem, or component resulting from this contract without the expressed written approval of the DNR.	Y
812	All information and data is the sole property of the DNR and shall not be sold or made available to any person or entity without the written authorization of the DNR.	Y
813	The Contractor shall cooperate in any promotional program devised by the DNR during the contract period. The DNR will compensate the contractor for any costs related to application changes and enhancements to the system and shall be accompanied by an approved and signed change request.	Y
814	DNR encourages all efforts by the contractor to market reservable inventory over shared resources or third party sites. All such efforts by the contractor shall require an expressed written approval of the DNR.	Y
815	The system shall send a survey email to the customers after their stay at DNR facilities to evaluate their satisfaction. The survey emails content shall be provided by the DNR and shall be specific to location categories like parks, harbors, day use etc. The Contractor shall not be responsible for the collection and processing of survey data and will be done by DNR outside the CRS system.	Y

**Appendix B – Hardware Requirements**

The Contractor will provide all of the hardware for each park as identified in Appendix B.

Points to consider:

- The State expects Field Location hardware supplied under this contract to support current State standards for similar items. See section 1 subsection 03 for current desktop & printer hardware standards.
- The quantities presented are estimates based on current volume and work load. The State reserves the right to change hardware counts to accommodate the addition of field locations.



**1.0 Hardware Deliverables**

**1.1 Parks**

<b>PARKS</b>	<b>Computer Terminal (with Keyboard and Mouse) Qty.</b>	<b>Credit Card Swipe Qty.</b>	<b>Barcode Scanner Qty.</b>	<b>Scanner Qty.</b>	<b>Laser Printer Qty.</b>	<b>Thermal/ Receipt Printer Qty.</b>	<b>Cash Drawer Qty.</b>
DNR Reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)							
Algonac	2	2	2	1	2	2	2
Aloha	2	2	2	1	2	2	2
Bald Mountain	1	1	1	1	1	1	1
Baraga	2	2	2	1	2	2	2
Bay City	2	2	2	1	2	2	2
Bewabic	2	2	2	1	2	2	2
Brighton	2	2	2	1	2	2	2
Brimley	2	2	2	1	2	2	2
Burt Lake	2	2	2	1	2	2	2
Cheboygan	2	2	2	1	2	2	2
Clear Lake	2	2	2	1	2	2	2
Craig Lake		1				1	
Dodge #4	1	1	1	1	1	1	1
Duck Lake						1	
Fayette	2	2	2	1	2	2	2
Fisherman's Island	1	1	1	1	1	1	1
Fort Custer	2	2	2	1	2	2	2
Fort Wilkins	2	2	2	1	2	2	2
Grand Haven	2	2	2	1	2	2	2
Harrisville	2	2	2	1	2	2	2
Hartwick Pines	2	2	2	1	2	2	2
Hayes	2	2	2	1	2	2	2
Highland	2	2	2	1	2	2	2
Hoeft	2	2	2	1	2	2	2
Hoffmaster	2	2	2	1	2	2	2
Holland	4	4	4	1	4	4	4
Holly	3	3	3	1	3	3	3
Indian Lake	3	3	3	1	3	3	3
Interlochen	3	3	3	1	3	3	3
Ionia	2	2	2	1	2	2	2
Island Lake	1	1	1	1	1	1	1
Lake Gogebic	2	2	2	1	2	2	2
Lake Hudson	2	2	2	1	2	2	2
Lakeport	2	2	2	1	2	2	2
Leelanau	1	1	1	1	1	1	1



PARKS	Computer Terminal (with Keyboard and Mouse) Qty.	Credit Card Swipe Qty.	Barcode Scanner Qty.	Scanner Qty.	Laser Printer Qty.	Thermal/ Receipt Printer Qty.	Cash Drawer Qty.
DNR Reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)							
Lime Island	1	1	1	1	1	1	1
Ludington	3	3	3	1	3	3	3
McLain	2	2	2	1	2	2	2
Mears	2	2	2	1	2	2	2
Metamora Hadley	2	2	2	1	2	2	2
Mitchell	2	2	2	1	2	2	2
Muskallonge	2	2	2	1	2	2	2
Muskegon	4	4	4	1	4	4	4
Newaygo	2	2	2	1	2	2	2
North Higgins Lake	2	2	2	1	2	2	2
Onaway	2	2	2	1	2	2	2
Orchard Beach	2	2	2	1	2	2	2
Ortonville	2	2	2	1	2	2	2
Otsego Lake	2	2	2	1	2	2	2
Petoskey	2	2	2	1	2	2	2
Pinckney	2	2	2	1	2	2	2
Pontiac Lake	2	2	2	1	2	2	2
Porcupine MTNS	3	3	3	1	3	3	3
Port Crescent	2	2	2	1	2	2	2
Proud Lake	2	2	2	1	2	2	2
Rifle River	2	2	2	1	2	2	2
Saugatuck Dunes		1				1	
Seven Lakes	2	2	2	1	2	2	2
Silver Lake	5	5	5	1	4	5	5
Sleeper	2	2	2	1	2	2	2
Sleepy Hollow	2	2	2	1	2	2	2
South Higgins Lake	3	3	3	1	3	3	3
Sterling	2	2	2	1	2	2	2
Straits	2	2	2	1	2	2	2
Tahquamenon	4	4	4	1	4	4	4
Tawas Point	2	2	2	1	2	2	2
Thompson Harbor		1				1	
Traverse City	3	3	3	1	3	3	3
Twin Lakes	2	2	2	1	2	2	2
Van Buren	2	2	2	1	2	2	2
Van Riper	2	2	2	1	2	2	2
Warren Dunes	2	2	2	1	2	2	2
Waterloo	4	4	4	1	4	4	4



<b>PARKS</b>	Computer Terminal (with Keyboard and Mouse) Qty.	Credit Card Swipe Qty.	Barcode Scanner Qty.	Scanner Qty.	Laser Printer Qty.	Thermal/ Receipt Printer Qty.	Cash Drawer Qty.
DNR Reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)							
Wells	2	2	2	1	2	2	2
Wilderness	2	2	2	1	2	2	2
Wilson	2	2	2	1	2	2	2
Yankee Springs	4	4	4	1	4	4	4
Young	2	2	2	1	2	2	2
<b>Totals:</b>	<b>159</b>	<b>162</b>	<b>159</b>	<b>74</b>	<b>159</b>	<b>163</b>	<b>159</b>

**1.2 Harbors**

<b>Harbors</b>	Computer Terminal (with Keyboard and Mouse) Qty.	Credit Card Swipe Qty.	Barcode Scanner Qty.	Scanner Qty.	Laser Printer Qty.	Thermal/ Receipt Printer Qty.	Cash Drawer Qty.
DNR Reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)							
Arcadia Veterans Memorial	1	1	1	1	1	1	1
Caseville	1	1	1	1	1	1	1
Cedar River State Harbor*	2	2	2	1	2	2	2
Charlevoix	2	2	2	1	2	2	2
Cheboygan County Marina	2	2	2	1	2	2	2
City of Alpena	1	1	1	1	1	1	1
Copper Harbor*	1	1	1	1	1	1	1
Detour Harbor*	1	1	1	1	1	1	1
Duncan L. Clinch	2	2	2	1	2	2	2
East Jordan	1	1	1	1	1	1	1
East Tawas*	2	2	2	1	2	2	2
Elmwood Township	1	1	1	1	1	1	1
Erma Henderson	1	1	1	1	1	1	1
George Kemp Marina	1	1	1	1	1	1	1
Grand Haven Marina	2	2	2	1	2	2	2
Hammond Bay*	1	1	1	1	1	1	1
Harbor Beach	1	1	1	1	1	1	1
Harrisville Harbor	1	1	1	1	1	1	1
Lexington*	2	2	2	1	2	2	2
Mackinaw City	2	2	2	1	2	2	2
Mackinac Island*	2	2	2	1	2	2	2
Manistee Municipal Marina	1	1	1	1	1	1	1



Harbors	Computer Terminal (with Keyboard and Mouse) Qty.	Credit Card Swipe Qty.	Barcode Scanner Qty.	Scanner Qty.	Laser Printer Qty.	Thermal/ Receipt Printer Qty.	Cash Drawer Qty.
DNR Reserves the right to add additional work stations at locations where need is justified (e.g. volume of sales, occupancy, new location)							
Marquette Marinas	1	1	1	1	1	1	1
Metro Beach Marinas	2	2	2	1	2	2	2
Muskegon Hartshorn	1	1	1	1	1	1	1
New Buffalo	1	1	1	1	1	1	1
Ontonagon	1	1	1	1	1	1	1
Pentwater	1	1	1	1	1	1	1
Petoskey	1	1	1	1	1	1	1
Port Austin*	2	2	2	1	2	2	2
Port Huron Marina	1	1	1	1	1	1	1
Port Sanilac	1	1	1	1	1	1	1
Presque Isle*	1	1	1	1	1	1	1
Roger's City	1	1	1	1	1	1	1
Saint Ignace	2	2	2	1	2	2	2
South Haven Marina	1	1	1	1	1	1	1
St. Claire Harbor	1	1	1	1	1	1	1
Straits State Harbor*	1	1	1	1	1	1	1
West Basin Marina	1	1	1	1	1	1	1
White Lake Harbor	1	1	1	1	1	1	1
William G Milliken Harbor	1	1	1	1	1	1	1
<b>TOTALS:</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>41</b>	<b>53</b>	<b>53</b>	<b>53</b>

\*Indicates a State Harbor



## Hardware Specifications

The following are additional references to the hardware that have been proposed for implementation at the Field Locations as specified by Michigan State Parks in Appendix B. The actual Hardware will be equivalent or better to the following:

- **Computer** - Dell - Optiplex 790 Ultra Small Form Factor, 19" widescreen monitor, and security cable lock.  
Contractor will install Dell Optiplex 790 Ultra Small Form Factor computers. This model is very compact, quiet, produces little heat and has operating temperatures of 50 to 95 F. With the computer comes a compact keyboard, optical mouse, and a 19" widescreen monitor with 4 usb ports that are used to conveniently connect various peripherals. Some configurations will enable the computer to mount on the back of the monitor, reducing the overall foot print required on the Field Location counters. Using intuitive keyboard shortcuts, or the mouse to point and click, Field Staff will be able to perform all Inventory Reservations, Check in/out, general data entry and inquiry functions using all of the following components connected with the Dell computer. The Dell USFF computer will be secure to the counter via a cable lock
- **Receipt/Permit Printer** – Epson Thermal TM-T88V  
Contractor will install Epson thermal receipt printers. Receipts print at speeds of 12in/second and have both Ethernet and USB interfaces. In a park building with multiple computers, the Ethernet interface will be configured by Contractor to support printing from multiple computers in a park building. This configuration allows those computers to print to all receipt printers in that same building, providing for a quick printing alternative for Field Operators at times when a particular receipt printer has failed. In a smaller gatehouse, the usb interface will be configured by Contractor and connected to either the computer or monitors usb ports.
- **General/Report/Permit Printer** - Brother Laser - HL-2270DW  
Contractor will install Brother laser printers. These models of Brother laser printers have high toner and drum capacities, and the overall printer status is available to Contractor via remote integration tools that report this information directly from the printer firmware. This model prints 27 pages per minute, can be configured to automatically print on both sides of the paper, and has both Ethernet and USB interfaces. The interface is configured in a similar manner and for the same purposes as described above for the Receipt Printer configuration. The laser printer will provide for printing requirements of various functions in a park. These include common park reports, confirmation letters, rental agreements, and may be considered for permits if Michigan Parks have specific permit printing requirements that better suit the paper types and sizes available to a laser printer.
- **UPS** - Liebert 1000va / 600w  
Contractor will install an Uninterrupted Power Supply unit for each computer installed in a park. This model of UPS provides enough power to the computer, monitor, and receipt printer (and internet connection if required) to complete a reservation or registration function, and to power down the computer gracefully at the time of a power failure. The UPS also provides surge protection to all connected devices that includes sufficient to protect against most indirect lightning strikes. At Field Locations that rely on generators to provide power to the Field reservation system, a larger UPS unit will be used that is more capable of conditioning and cleaning the power from a generator to the UPS.



- **Cisco Router**

Contractor will install a Cisco router that provides hardware firewall and VPN functions. This router is cable of supporting 2 fully configured internet connections that will provide for all WAN requirements. This router will also be used as a switch in order for networked computers and printers to connect with each other and share the internet access.
- **Barcode Scanner**

Contractor will install Barcode scanners. The barcode scanner is capable of scanning 1 dimensional line barcodes items into the Everest system's POS module to increase efficiency of park staff selling merchandise. Any item with a barcode can be scanned in this manner, and items can be added to the POS inventory in this way. The barcode scanner is attached to the computer/monitor via USB, comes with a stand, and the scanning laser can be configured for motion activation.
- **Credit Card Swipe/Card Reader**

Contractor will install MagTek (or equivalent) secure card readers for credit/debit transactions. This device is capable of bi-directional reading of 3-track magnetic strips on cards. Contractor has integrated with several Magnetic and CHIP/Pin devices in Canada, and integrated with 3-track card readers in Washington State Parks for the purpose of reading credit card numbers, driver's licenses, gift cards, etc.
- **Cash Drawer**

Contractor will install Cash Drawers. The cash drawer has 5 bill slots, 8 coin trays, rails for under counter installations, and will open via a key, a button, or by the Everest system when required via the attachment to the receipt printer via a special cable.
- **Optional Mobile Field Unit**

Contractor is able to provide as part of an Optional Cost Proposal, portable field units. These units provide the same Field Location interface that Field Staff had become familiar with. A secured wireless connection to either the Field Location local database or the centralized database is configured, and come complete with a credit card reader and a thermal printer for receipts and permits/vouchers.
- **Document Scanner**

Contractor will install Document scanners for the purpose of creating a digital copy of a parks bank deposit slip. However the full intent of this requirement will warrant additional discussions between Michigan DNR and Contractor. The generation of a digital bank deposit slip may become a simple process that is exported directly from the Everest software in a PDF file format and made available to Field staff to then follow current processes.



## **Appendix C – Service Level Agreement**

### **1.0 Purpose**

The goal of the Service Level Agreement (SLA) is to identify the Service Level Objective(s) (SLO) to be satisfied in the day to day operation of the Solution to ensure it is performing as expected, servicing the State as planned, and providing a positive customer experience.

Communications between the State and the Contractor in regard to SLA will follow a documented process included in the Project Communication Plan (“Communication Plan”) and communicated as “Standard Operating Procedure(s)” (SOP). SOP(s) will be reviewed and updated annually in order to implement process improvements and/or apply lessons learned.

Failure to meet any SLO may result in monetary compensation (Liquidated Damage) in the form of a discount, refund, or payment from the Contractor to the State.

### **1.01 Problem Determination**

#### **State**

The State and Contractor will report issues to each other as they are discovered with an identified severity.

#### **Severity is defined as:**

1. Critical business impact to the State as all or part of the Solution is not usable.
2. Major business impact to the State as important services or functions are not available. The Solution may continue to operate in a reduced capacity with work-a-rounds.
3. Minor business impact to the State as the Solution continues to operate at less than optimal performance placing a burden on State resources and/or resulting in low customer satisfaction.
4. No direct business impact to the State but results in additional risks, costs, or inefficiencies.

#### **Contractor**

The Contractor is required to perform services under this contract with a level of transparency which alerts the State to risks and issues as they are discovered. The Contractor will take ownership of all events associated with a disruption of service (referred to as “incident”) categorized as either severity one (1), two (2), or three (3) and act as the primary point of escalation as prescribed by the SOP. The Contractor will work with the State to resolve severity 4 issues as prescribed in the SOP.

#### **Severity 1**

In the event of a severity one (1) incident, the Contractor will contact the State in a manner prescribed by the SOP within fifteen (15) minutes of the occurrence or as agreed. In the event the identified State resource is not available the issue will be escalated as prescribed by the SOP.

#### **Severity 2**

In the event of a severity two (2) incident, the Contractor will contact the State in a manner prescribed by the SOP within two (2) hours of the occurrence or as agreed. In the event the identified State resource is not available the issue will be escalated as prescribed by the SOP.

#### **Severity 3**

In the event of a severity three (3) incident, the Contractor will contact the State in a manner prescribed by the SOP within four (4) hours of the occurrence or as agreed. In the event the identified State resource is not available the issue will be escalated as prescribed by the SOP.

#### **Severity 4**

In the event of a severity four (4) issue, the Contractor will contact the State in a manner prescribed by the SOP within two (2) business days of the occurrence or as agreed. In the event the identified State resource is not available the issue will be escalated as prescribed by the SOP.

### **1.02 Exclusions**

The following will not be considered a part of the SLA.

- Agreed and planned reductions of services for the purpose of maintenance or upgrades.



- Agreed and planned changes to service implemented to increase revenue, improve efficiencies, or enhance customer satisfaction.
- Incidents caused by inappropriate and/or malicious acts by State employees.
- Interruptions in third party networks not legally obligated to support the Solution which may prevent users of the Internet from accessing the Solution.
- Cyber-attacks targeted to the State which include denial of service, distributed denial of service, pharming, spoofing, and/or phishing which prevents access to the Solution.
- Slow or inadequate response by State resources to incidents which require State participation to resolve.

### **1.03 Roles**

#### **State**

- The State will report discovered issues in a timely manner which agrees with the SOP.
- The State will assist the Contractor in issue resolution providing timely responses to questions and subject matter experts.

#### **Customer**

- Users of the Solution may report defects, issues, or incidents.

#### **Contractor**

- The Contractor will own and facilitate incident and issue resolution.
- The Contractor will report incidents and issues in a manner which agrees with the SOP.
- The Contractor will report operational status of the Data Center, Call Center, and Field Locations.
- The Contractor will record and track issues including the date and time the issue was reported.

### **1.04 Escalation**

The Contractor and the State shall agree on an appropriate escalation process. This will be included in the Communication Plan and communicated using SOP(s).

## **2.0 Service Level Objectives (SLO)**

### **2.1 Internet**

It is anticipated the Internet will become the primary tool used by customers of the Solution and the Internet experience will be supported, managed, and hosted by the Contractor Data Center.

#### **2.1.1 Uptime**

The Data Center and the applications hosted by the Data center are expected to be available 24x7x365 or 99.9%. The Contractor is required to report on the uptime metric by sales channel on a monthly basis. Forty-three (43) minutes or less unscheduled downtime per month will be considered acceptable.

#### **Liquidated Damages**

The State suffers lost revenue and consequential damages for the outages that exceed 43 minutes per month. Liquidated Damages shall \$10 per minute in excess of 43 minutes per month.

#### **2.1.2 Response Time**

Internet pages may be broadly classified as static or dynamic. A static internet page is defined as a page in which the server is not required to assemble content from other sources. A dynamic internet page is defined as a page which requires the server to assemble content from multiple sources and/or servers. It is assumed dynamic page load times include the time to request and receive data from a data base server as well as the time to load content from external sources. Acceptable web page response time is less than three (3) seconds. Compliance will be determined using an agreed software tool with the results communicated by regular self-reporting and audit.

The State suffers lost revenue and consequential damages due to poor customer satisfaction if the Solution exceeds these benchmarks. In the event the Solution fails a compliance audit the Contractor will submit a remediation plan (viz. tasks, schedule, resources) for the State's approval within five (5) consecutive business



days of notification. Upon execution of the remediation plan the State reserves the right to re-test the Solution for compliance.

#### Liquidated Damages

Failure of the Contractor to bring the Solution into compliance within ten (10) consecutive business days or as agreed will result in one thousand dollars (\$1,000.00) of stipulated damages.

#### **2.1.3 Security**

Broadly defined, security is the prevention of, or protection against, access to information by unauthorized recipients, and intentional but unauthorized destruction or alteration of that information. Security of the Solution and the information held within will be maintained at all times. The Contractor shall consider all breaches of security as a Severity 1 incident. The State will not accept any security breaches.

The State suffers consequential damages as risk:

- May render all sales channels unfit for use
- May expose the State to litigation
- May reduce Internet use due to low consumer confidence

The State suffers financial damages as follows:

- May compel the State to refund revenue
- May force the State to fall back to an alternate more costly process utilizing its own staff or hired resources
- The State may be subject to fines by credit card companies and/or third party regulatory bodies

#### Liquidated Damages

The State will be compensated as follows. (This does not include the actual charges that may be imposed for fines by credit card companies or other outside entities).

- 1) \$500.00 first day per incident
- 2) \$200.00 for day two and subsequent days per incident

A day is defined as 12:01 am to 11:59 pm.

The Contractor should be mindful a security breach may also impact audit compliance and may require the Solution be re-certified for its intended use. To mitigate the risk of a security breach the Contractor will assess and test the Solution for weakness and vulnerability quarterly. The results of this action will be presented to the State with any planned actions to reduce exposure or mitigate risks.

#### **2.1.4 Disaster Recovery Planning**

The Contractor will create, maintain, and test a disaster recovery plan with the objective of providing service in the event of natural disasters such as fire, operational disasters such as equipment failures or data corruption, and malicious disasters such as theft and/or vandalism.

In the event a disaster prevents the Primary Data Center (PDC) from providing service to the State and/or its customers, the Contractor shall resume service within four (4) hours. In those circumstances where the PDC is re-activated, the Contractor shall report to the State within two (2) consecutive business days a record of events and their remedy. The State suffers lost revenue, bad press, tarnished image, and consequential damages due to poor customer satisfaction and the added burden placed on State resources if the Solution is unavailable more than four (4) hours.

#### Liquidated Damages

Failure of the Contractor to bring the Solution into compliance as prescribed or as agreed will result in one thousand dollars (\$1,000.00) of stipulated damages to be paid to the State.

#### **2.1.5 Double Booking**

The Solution shall not allow double-bookings.

The penalty shall apply to any booking that is displaced due to the double booking.

#### Liquidated Damages

Refund all fees to customers affected, and return triple this refund amount to the State.



## 2.2 Call Center

### **2.2.1. Abandonment Rate**

Abandon rate is the number of calls that hang-up before connecting to an agent. This number does not include those calls that receive a busy signal. The State acknowledges there will be a small percentage of people who call the wrong number and hang-up once they hear the welcome message. Typically these false abandon rates are experienced within the first 10 seconds and in most centers this can be between 1-2% of all total calls. This number may increase if a toll-free number is similar to another that receives high call volume. Typically, abandon rates are linked to how fast call center agents answer calls. The faster a call is answered, the lower the abandon rate. High abandon rates result in poor customer satisfaction. An average weekly abandonment rate five percent (5%) or less is considered acceptable. The following formula will be used to determine the Abandonment Rate:

$$\text{Abandonment Rate} = (\text{Abandoned Calls} / \text{Total Incoming calls})$$

Compliance will be determined by regular self-reporting and audit from an agreed calibrated call monitoring software tool.

The State suffers lost revenue and consequential damages due to poor customer satisfaction if the Call Center exceeds the above benchmark. In the event the Call Center fails a compliance audit or reports an average weekly abandon rate which exceeds 5%, the Contractor will submit a remediation plan (viz. tasks, schedule, resources) for the State's approval within ten (10) consecutive business days of notification. Failure of the Contractor to bring the Solution into compliance within twenty (20) consecutive business days or as agreed will be considered a contract failure to perform.

#### Liquidated Damages

For week where the average abandonment rate exceeds five percent (5%), the Contractor will be assessed \$100 in liquidated damages.

### **2.2.2 Telephone Service Factor**

Customer calls will be answered 80% of the time within twenty (20) seconds after going into a queue. This will be measured through the use of the monitor reports generated by the ACD software. The Contractor shall achieve a weekly average of 80% or greater customer calls answered within twenty (20) seconds.

#### Liquidated Damages

\$100 in liquidated damages for each percent below the 80% weekly standard.

### **2.2.3 Service Requests**

Service Requests (SR) – Action must be taken within two (2) days when a customer requests service on a reservation or issue involving the Call Center staff. Contractor shall request assistance from DNR staff within two (2) days of the reported issue, when circumstances of the complaint require DNR input. If the SR is a complaint on a CSR performance while handling the customer, action must be taken with two (2) days. The vendor must use a tracking system that is in place for monitoring of customer issues.

### **2.2.4 Call Quality**

Call Quality is a standard for scoring and rating Call Center performance through the use of customer satisfaction surveys. This includes, but is not limited to, how the agent answers the call, how they navigate the caller to a resolution, and how they end the call. Results are measured as a percentage of satisfaction. The Contractor shall achieve ninety (90) percent or greater satisfaction level. Compliance will be determined by survey and audit.

The State suffers lost revenue and consequential damages due to poor customer satisfaction. In the event the Call Center fails a satisfaction audit the Contractor will submit a remediation plan (viz. tasks, schedule, resources) for the State's approval within ten (10) consecutive business days of notification.

Failure of the Contractor to bring the Solution into compliance within twenty (20) consecutive business days or as agreed will be considered a contract failure to perform.



## 2.3 Field Locations

### 2.3.1 Uptime

Although Field Location hours may vary due to season or circumstance, the Field Location Solution is expected to be available as needed 24x7x365. Issues will be reported to the Contractor Help Desk as prescribed by the SOP.

#### Hardware

For issues reported Monday – Friday, resolution of the issue by the close of the next business day is acceptable. For issues reported Saturday - Sunday - Holiday, resolution of the issue by the close of the next business day is preferred, second business day is acceptable.

#### Software

Software issues are tied to severity level.

Severity Level 1 & 2 - An agreed work-a-round by the end of the next business day and a tested solution in five (5) or less business days is acceptable.

Severity Level 3 - An agreed work-a-round within two (2) business days and a tested solution in ten (10) or less business days is acceptable.

Severity Level 4 - An agreed action plan containing a targeted resolution date within five (5) business days is acceptable.

The State suffers lost revenue and consequential damages due to poor customer satisfaction and the additional burden placed on State resources if Field Locations are unable to operate or operate at a reduced capacity. Failure of the Contractor to bring the solution into compliance as prescribed or as agreed will be considered a contract failure to perform.

### 2.3.2 Response Time

Performance of the Solution in Field Locations must be robust and timely and response times must account for network latency and load. The State acknowledges response time is an aggregate of the ability of the network to deliver information (bandwidth) and the ability of the server(s) to respond to requests (load).

#### Acceptable Bandwidth

The State acknowledges the challenges of rural and remote connectivity but expects all network connections to perform at a minimum of 10 Mbps. In the event a specific location cannot support this standard due to technology and/or excessive cost the Contractor will propose alternative solutions for the State to consider. As the State anticipates connectivity to improve over the term of the contract, the Contractor will review the sites which do not meet the standard annually or as requested to determine if they can be brought into compliance. Compliance will be determined by self-reporting and audit.

#### Acceptable Server Load

The State will accept server performance reported at an operational load of less than 70% (0.70) and will be damaged when the load exceeds 100% (1.00). Compliance will be determined by self-reporting and audit.

The State suffers lost revenue and consequential damages due to poor customer satisfaction and the additional burden placed on State resources if the Solution exceeds these benchmarks. In the event the Solution fails a compliance audit the Contractor will submit a remediation plan (viz. tasks, schedule, resources) for the State's approval within ten (10) consecutive business days of notification. Upon execution of the remediation plan the State reserves the right to re-test the Solution for compliance.

Failure of the Contractor to bring the Solution into compliance within ten (10) consecutive business days of an approved remediation plan or as agreed will be considered a contract failure to perform.

#### Liquidated Damages

\$100 in liquidated damages for each day beyond the tenth day.



**Appendix D - Cost Tables**

The State of Michigan will be creating a reservation and fee structure for its reservable inventory to provide financial incentives to customers who reserve on the internet sales channel. The parties agree that the Contractor’s compensation should align with that concept, yet provide a quality customer care experience when the call center is utilized. The State of Michigan will be structuring fees to increase the number of camp nights reserved, to the mutual benefit of the parties, and increased enjoyment of the out of doors by our customers.

The State will no longer charge harbor cancellation fees to customers since their travel is craft-warning dependent. They may need to extend stay where they are weathering the storm and cancel where they were to be headed. These changes will be effectuated by the harbor staff.

These costs shall be all inclusive (with the exception of the requirements identified in the Optional Cost Proposal).

**Fixed Fee per Net Paid Camp/Harbor Night and Camping Cancellation Basis**

Vendor will be paid strictly per transaction type noted based on the origination sales channel of that initial reservation. There will be no fixed fee invoices prior to go live.

<b>Fixed Fees</b>	<b>A. Per Unit Fee</b>	<b>B. 4-year Estimated Volume for Term**</b>	<b>C. Extension</b>
<b>1. Web net paid nights</b>	<b>\$2.30</b>	2,054,408	\$4,725,138.40
<b>2. Call center net paid nights</b>	<b>\$2.50</b>	968,628	\$2,421,570.00
<b>3. Field generated net camp night</b>	<b>\$2.50</b>	710,875	\$1,777,187.50
<b>4. Camping Cancellation</b>	<b>\$10.00</b>	178,829	\$1,788,290.00
<b>5. Harbor Cancellation</b>	<b>\$0.00</b>	7,153	
<b>6.Total</b>			<b>\$10,712,185.90</b>

\* Based on origination sales channel of that initial reservation

\*\* Assume reservation term is January 2, 2014 through September 30, 2017 or 4 full reservation cycles.



**RESERVED BANK OF HOURS FOR SUPPLEMENTAL SERVICES**

<b>Bidder Staffing Category</b>	<b>Firm Fixed Hourly Rate</b>	<b>Estimated Hours (5 year total)</b>	<b>Extended Price</b>
Project Manager	\$365.00	40	\$14,600.00
Business Analyst	\$275.00	100	\$27,500.00
Lead Architect	\$275.00	40	\$11,000.00
Solutions Architect	\$245.00	20	\$4,900.00
Sr. Developer	\$245.00	40	\$9,800.00
Programmer	\$215.00	40	\$8,600.00
Tester	\$180.00	80	\$14,400.00
Field Technician	\$180.00	40	\$7,200.00
Data Entry / Clerical	\$120.00	80	\$9,600.00
<b>Reserved Bank of Hours Estimated Cost</b>	N/A	1500	

**THE TOTAL ESTIMATED DOLLARS FOR SUPPLEMENTAL SERVICES IS: \$350,000.10** (Based on Blended Rate)

**THE TOTAL ESTIMATED CONTRACT VALUE UPON EXECUTION IS: \$11,062,186.00** (\$10,712,185.90 + \$350,000.10)

- Hourly rates provided are firm, fixed rates for the duration of the contract. Travel and other expenses will not be reimbursed. "Estimated Hours" and "Extended Price" are non-binding. The bidder shall provide the Estimated Hours per staffing category, based on previous experience with the proposed solution
- The State will utilize the firm fixed fully loaded hourly rates detailed above for each staff that will be used as fixed rates for responses to separate statements of work.
- The State intends to establish the contract mechanism to procure up to **1,500 hours** over the five Contract term. Actual funding for enhancements will occur on a yearly basis, and there is no guarantee as to the level of funding, if any, available to the project.



**Optional Cost Proposal**

The State desires to pursue and implement the forward facing technology identified below at its option. The table below includes two optional contract requirements and their desired quantities and locations.

- Magnetic Ink Character Recognition (MICR) for E-Checks
- Portable/ Wireless Terminals with Portable Thermal Printers

Upon request the Contractor will provide a cost proposal for the States consideration for these optional items. This request for pricing shall include an up to date description of the quantities at the parks and Harbors.

PARKS	MICR for E-Checks (Qty.)	Portable/ Wireless Terminals with Portable Thermal Printers (Qty.)
Algonac	2	
Aloha	2	
Bald Mountain	1	
Baraga	2	
Bay City	2	
Bewabic	2	
Brighton	2	
Brimley	2	
Burt Lake	2	1
Cheboygan	2	
Clear Lake	2	
Craig Lake	1	
Dodge #4	1	
Duck Lake	1	
Fayette	2	
Fisherman's Island	1	
Fort Custer	2	
Fort Wilkins	2	
Grand Haven	2	1
Harrisville	2	
Hartwick Pines	2	
Hayes	2	
Highland	2	
Hoeft	2	
Hoffmaster	2	1
Holland	4	2
Holly	3	
Indian Lake	3	
Interlochen	3	1
Ionia	2	
Island Lake	1	



PARKS	MICR for E-Checks (Qty.)	Portable/ Wireless Terminals with Portable Thermal Printers (Qty.)
Lake Gogebic	2	
Lake Hudson	2	
Lakeport	2	
Leelanau	1	
Lime Island	1	
Ludington	3	1
McLain	2	
Mears	2	1
Metamora Hadley	2	
Mitchell	2	
Muskallonge	2	
Muskegon	4	
Newaygo	2	
North Higgins Lake	2	
Onaway	2	
Orchard Beach	2	
Ortonville	2	
Otsego Lake	2	
Petoskey	2	1
Pinckney	2	
Pontiac Lake	2	
Porcupine MTNS	3	
Port Crescent	2	
Proud Lake	2	
Rifle River	2	
Saugatuck Dunes	1	
Seven Lakes	2	
Silver Lake	5	4
Sleeper	2	
Sleepy Hollow	2	
South Higgins Lake	3	
Sterling	2	
Straits	2	1
Tahquamenon	4	
Tawas Point	2	
Thompson Harbor		
Traverse City	3	1
Twin Lakes	2	
Van Buren	2	
Van Riper	2	



<b>PARKS</b>	<b>MICR for E-Checks (Qty.)</b>	<b>Portable/ Wireless Terminals with Portable Thermal Printers (Qty.)</b>
Warren Dunes	2	1
Waterloo	4	
Wells	2	
Wilderness	2	
Wilson	2	
Yankee Springs	4	
Young	2	
<b>Totals:</b>	<b>162</b>	<b>13</b>

<b>Harbors</b>	<b>MICR for E-Checks (Qty.)</b>	<b>Portable/ Wireless Terminals with Portable Thermal Printers (Qty.)</b>
Arcadia Veterans Memorial	1	
Caseville	1	
Cedar River State Harbor*	2	
Charlevoix	2	1
Cheboygan County Marina	2	
City of Alpena	1	
Copper Harbor*	1	
Detour Harbor*	1	
Duncan L. Clinch	2	
East Jordan	1	
East Tawas*	2	1
Elmwood Township	1	
Erma Henderson	1	
George Kemp Marina	1	
Grand Haven Marina	2	
Hammond Bay*	1	
Harbor Beach	1	
Harrisville Harbor	1	
Lexington*	2	
Mackinaw City	2	
Mackinac Island*	2	
Manistee Municipal Marina	1	
Marquette Marinas	1	
Metro Beach Marinas	2	1
Muskegon Hartshorn	1	
New Buffalo	1	
Ontonagon	1	
Pentwater	1	
Petoskey	1	1



Harbors	MICR for E-Checks (Qty.)	Portable/ Wireless Terminals with Portable Thermal Printers (Qty.)
Port Austin*	2	
Port Huron Marina	1	
Port Sanilac	1	
Presque Isle*	1	
Roger's City	1	
Saint Ignace	2	
South Haven Marina	1	
St. Claire Harbor	1	
Straits State Harbor*	1	
West Basin Marina	1	
White Lake Harbor	1	
William G Milliken Harbor	1	
<b>TOTALS:</b>	53	4

\*Indicates a State Harbor

**MICR (FOR E-CHECKS)**

The Contractor was unable to provide meaningful pricing at the time of proposal submission for the MICR due to unknown integration and certification costs that may be part of this project. The Contractor is prepared to discuss the future implementation of this functionality in exchange for an incremental increase in the proposed realized night compensation, but has not included any costs for this functionality in the bid price provided.

**PORTABLE/ WIRELESS TERMINALS WITH PORTABLE THERMAL PRINTERS**

The Contractor has reviewed the requirements and understands that Michigan DNR desires the ability to use hand-held portable terminals with attached thermal printers that wirelessly connect to the central reservation system/field location so that customers can be registered.

The Contractor is prepared to work with Michigan DNR to further refine the requirements. It is currently anticipated that these devices will be something similar to a tablet computer that can be used to address line-ups or within the park to register campers, records check-outs, perform site change transactions and apply notes to bookings. It is anticipated that this functionality may have a broader application in low use parks during low staffing periods as well as high use parks during the peak season.

The terminals would be registered at the park and use either a local wireless connection to connect to the local park office (and piggy-back on an existing WAN connection) or public 3G or 4G network to connect directly to the central database. The interface provided will be optimized for the types of functionality expected and the technology available.



**Appendix E - EA Solution Assessment - RESERVED**

The Contractor provided a draft EA Solution Assessment with their proposal response. The Contractor shall work with the State to finalize the EA Solution Assessment during the Contract.



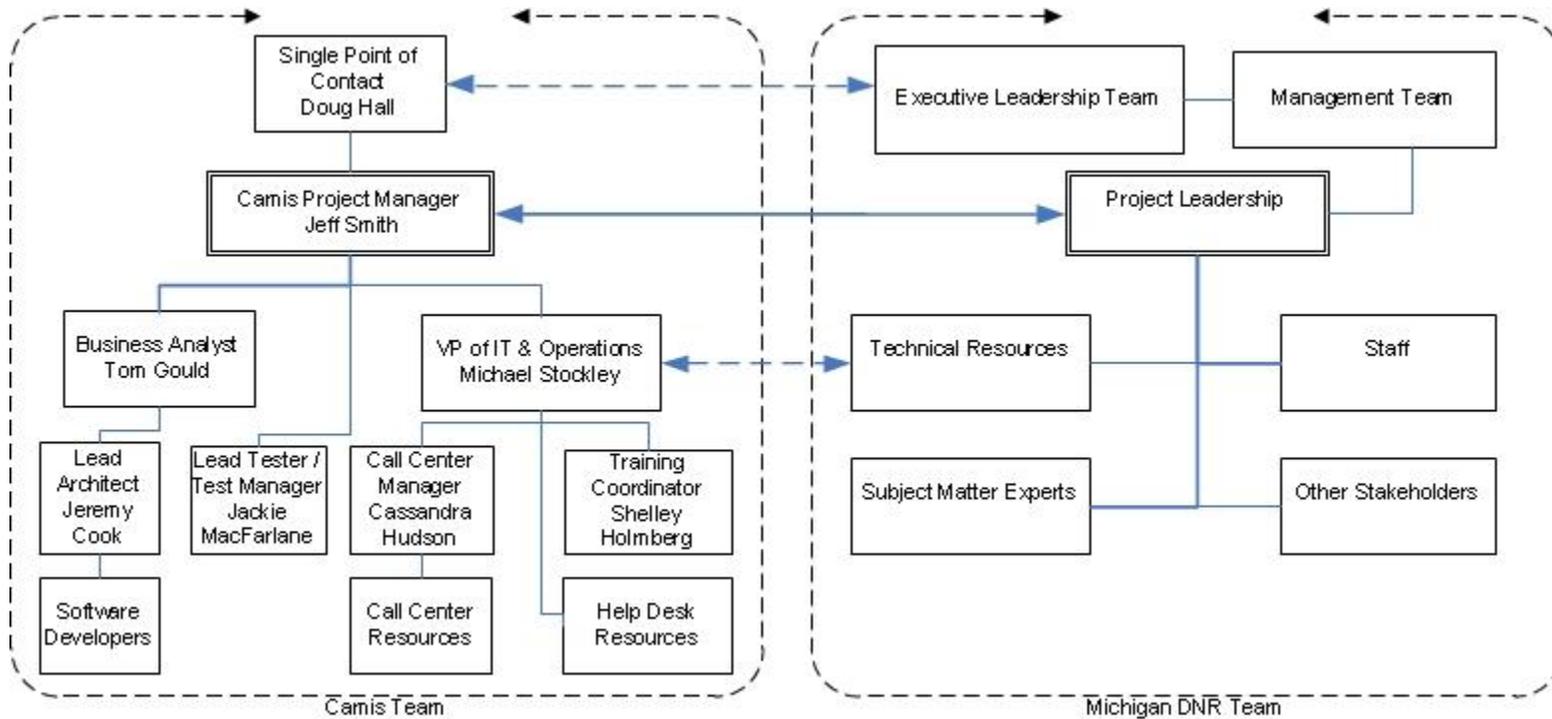
**Appendix F - Staffing Plan Matrix and Organization Chart**

**STAFFING PLAN MATRIX**

Phase And Role	S1 Initiation and Planning	S2 Requirements Definition	S3 Architect/ Design the new System	S4 Install, Configure, Modify Solution	S5 Training / User Acceptance Testing	S6 Implementation	Post Implementation Operations
Project Manger	1 PM - 75%	1 PM – 50%	1 PM – 50%	1 PM – 50%	1 PM – 50%	1 PM – 50%	1 PM – 20%
Business Analyst	1 BA – 25%	1 BA – 75%	1 BA – 75%	1 BA – 50%	1 BA – 25%	1 BA – 10%	1 BA – 20%
Lead Architect	1 Arch – 10%	1 Arch – 75%	1 Arch – 100%	1 Arch – 50%	1 Arch – 30%	1 Arch – 10%	1 Arch – 10%
Training Coordinator	1 Trainer – 10%	1 Trainer – 10%	1 Trainer – 30%	1 Trainer – 40%	1 Trainer – 70%	1 Trainer – 100%	1 Trainer – 30%
Lead Tester / Test Manager	1 Test Lead – 10%	1 Test Lead – 20%	1 Test Lead – 60%	1 Test Lead – 70%	1 Test Lead – 60%	1 Test Lead – 50%	1 Test Lead – 20%
Call Center Manager	1 CC Mgr – 20%	1 CC Mgr – 20%	1 CC Mgr – 30%	1 CC Mgr – 30%	1 CC Mgr – 70%	1 CC Mgr – 80%	1 CC Mgr – 60%
<i>Developers, Testers, CC agents, Help Desk, Trainer, IT Support</i>	1 HD – 25% 1 IT – 40%	2 Developer – 50%	3 Developers – 80% 1 Tester – 40% 2 HD – 25% 2 IT – 40%	3 Developers – 80% 2 Testers – 60%	3 Developers – 60% 2 Testers – 60%	3 Developers – 40% 1 Tester – 40% 8 HD – 80% 3 IT – 50%	2 Developers – 20% 1 Tester – 10% 8 HD – 60% 2 IT – 50% 30 CC Agents – 60%

**Organization Chart**

The Contractor has provided the following organization chart with their proposal response. This shall be updated as per the contract.



**Contractor Resources:**

**Single Point of Contact:**

- Handles all escalations of project issues that can't be handled by the Project Manager
- Holds the pen to any contractual agreements
- Available at all times to the Michigan Executive Leadership Team

**Project Manager:**

- Manages project direction and ensures that all Contractor deliverables are fulfilled
- Coordinates with the Michigan Project Team on all project items
- Acts as the reporting lead for Contractor's Software Architecture, Customization, and Configuration Resources
- Schedules weekly project meetings to ensure project is on track; prepares and delivers status reports.
- Will be the primary contact for any high-level matters related to this project post-implementation (ex. change orders)

**Lead Architect:**

- Provides scoping and design of all software work.
- Works with Software resources to schedule and complete software development.



- Sets direction for technical and development matters.
- Acts as a subject matter expert with regard to overall system design
- Participates in project meetings.

*Vice President of IT:*

- Provides scoping and design of all system work (ie. hardware, networks, etc.).
- Provides leadership to call center, client training, and technical (system support and deployment) resources.
- Provides subject matter expertise with regard to system and deployment matters.
- Responsible for overall security of all aspects of the project.
- May act as backup for Project Manager.
- May communicate directly with Michigan technical resources regarding specific technical/deployment items.
- Participates in project meetings.

*Software Developers:*

- Includes the Lead User Interface Designer, Developers, User Interface Designers, Lead Tester, and Testers
- Responsible for User Interface design, Web Accessibility, Web Usability and branding requirements
- Completes all software configurations and any needed customization for the project.

*Call Center and Help Desk Resources:*

- Hire and train call center agents.
- Schedules call center resources to meet service standards.
- Take customer reservation calls and complete associated transactions.
- Take client support calls and affect resolution.

*Training Coordinator:*

- Customizes *Everest* Training Program to the Michigan DNR specific system architecture, rules, and software.
- Schedules and Delivers training sessions.
- Marks participant training tests and delivers certificates.

*Help Desk Resources:*

- System Support and Deployment Resources
- Take escalated support calls and affect resolution.
- Procure all necessary system components and services (ie. computer hardware, networking equipment, internet connections).
- Manages deployment/installation of all system components and services.
- Manages deployment of *Everest* software updates.



**Appendix G - Personnel Resume Template - RESERVED**



**Appendix H – Preliminary Project Plan**

See Attached Preliminary Project Plan per the requirements of Section 1.301.

**State of Michigan  
Central Reservation System  
Project Plan**

**A. General Information**

Information to be provided in this section is general in nature and provides the necessary information about the organization of the project and project participants.

<b>Project ID/Acronym:</b>	DNR CRS	<b>Date:</b>	April 19, 2012
<b>Controlling Agency:</b>	DTMB	<b>Modification Date:</b>	_____
<b>Prepared by:</b>	Jeff Smith	<b>Authorized by:</b>	_____
<b>Prime Contractor:</b>	Camis Inc.	<b>Date Awarded:</b>	_____

Please answer the following questions by marking "Yes" or "No" and provide a brief response as appropriate.

Is this an updated Project Plan? If so, reason for update:			<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Budget for project by fiscal year and is project funded? If so, for what amount(s) and Period(s)				
Budget Amount:	Fiscal Year:	Funded?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Budget Amount:	Fiscal Year:	Funded?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Budget Amount:	Fiscal Year:	Funded?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

**Agency Points of Contact**

This should be the list of individuals that will be involved with the project during the Execution Phase.

Position	Name	Phone	E-mail
Project Manager			
Senior Management Sponsor			
Senior Technical Sponsor			
Procurement Contact	Steve Motz	517-241-3215	motzs@michigan.gov
Project Team Member			
Project Team Member			
Customers:			
Other Stakeholders:			
Other:			

**Prime Contractor Information**

Company Name: Camis Inc.

Position	Name	Phone	E-mail
Project Manager	Jeff Smith	519-766-0901 Ext 2019	<a href="mailto:jeff.smith@camis.com">jeff.smith@camis.com</a>
Senior Technical Sponsor	Michael Stockley	519-766-0901 Ext 2069	<a href="mailto:michael.stockley@camis.com">michael.stockley@camis.com</a>
Contracts Contact	Jeff Smith	519-766-0901 Ext 2019	<a href="mailto:jeff.smith@camis.com">jeff.smith@camis.com</a>
Single Point of Contact	Doug Hall	519-766-0901 Ext 2001	<a href="mailto:doug.hall@camis.com">doug.hall@camis.com</a>
Business Analyst	Tom Gould	519-766-0901 Ext 2003	<a href="mailto:tom.gould@camis.com">tom.gould@camis.com</a>
Lead Architect	Jeremy Cook	519-766-0901 Ext 2018	<a href="mailto:jeremy.cook@camis.com">jeremy.cook@camis.com</a>
Training Coordinator	Shelley Holmberg	519-766-0901 Ext 2033	<a href="mailto:shelley.holmberg@camis.com">shelley.holmberg@camis.com</a>
Lead Tester	Jacki MacFarlane	519-766-0901 Ext 2022	<a href="mailto:jacki.macfarlane@camis.com">jacki.macfarlane@camis.com</a>
Call Center Manager	Cassandra Hudson	519-766-0901 Ext 2-35	<a href="mailto:cassandra.hudson@camis.com">cassandra.hudson@camis.com</a>



## B. Executive Summary

*Information in the project summary areas was started during the project concept phase and should be included here. Information includes the project name, original estimates, plan revision numbers, points of contact, etc.*

**Business Need/Problem**The State is in the need of a new Central Reservation System. The State requires a contractor to provide equipment and services resulting in the successful deployment of the new Central Reservation System in identified State Parks, Harbors, DNR offices, and commercial data center (collectively referred to as the "Solution"). The resulting Solution will enhance DNR productivity and result in a high level of customer satisfaction.

### Statement of Work

THE CENTRAL RESERVATION SYSTEM WILL:

- Be available 24x7 as it is anticipated users will perform activities without regard to time of day or day of week.
- Be governed by a single State level contract to cover all sites engaged in the use of the system.
- Be a Commercially available Off-The-Shelf (COTS) solution configured, enhanced, and/or modified to satisfy the requirements of this RFP. The State will not consider applications that are not already deployed.
- Be turn key, with the Contractor providing all required resources including but not limited to software, hardware, connectivity, training, call center, internet and support.
- Support and adhere to State policies and standards.

The State requires that the services of the new system be fully operational and available to the public no later than January 2, 2014. The solution must be operational and available to DNR staff no later than November 1, 2013 in order to permit final staging for production. The negotiated contract will have a minimum term of five (5) years with the option to extend up to five (5) additional one-year terms. The original 5-year term includes an initial fourteen (14) months to perform and complete pre-launch tasks.

### Project Objectives

That the State receive a long term Solution resulting in increased revenue and a high level of customer satisfaction through a positive reservation experience.

### Project Approach

Pre-Production tasks will be managed as a project (referred to as "Project") leveraging the State's seven stage SUITE methodology. The State will assign a DTMB Project Manager to work in tandem with the Contractor's project manager to perform activities such as scheduling, reporting status, reporting on the outcomes of UAT, facilitating and gaining signoff from agency approval processes and team reviews, and securing approval of project changes.

The Contractor is responsible for creating a Project schedule and Project Plan. The plan should reflect the SUITE methodology and describe anticipated tasks including estimated State resources identified by role (viz. DNR SME). The project schedule should include milestones which provide a metric to report status and progress.

Key points to consider:

- The State assigned DTMB Project Manager must be fully apprised of current and planned activity.
- Workgroup meetings will be held in Lansing, Michigan or as agreed and coordinated by the DTMB Project Manager.

## C. Project Scope Statement

*Describe what will be the included as part of the overall project.*

### Project Results/Completion Criteria



Camis will provide notice to the DTMB Project Manager when a deliverable is complete. The DTMB Project Manager in conjunction with the Agency Project Manager will evaluate the deliverable in order to determine if it satisfies the requirements of the RFP with an adequate level of quality. Camis will be provided written notice of approval or rejection within ten (10) business days of the receipt of notice.

In the event the work and/or deliverable is not accepted by the DTMB Project Manager, the State will respond to Camis with written notice describing the deficiencies using a corrective action plan listing tasks with associated completion dates. Camis has five (5) business days to respond to the notice indicating agreement to the terms unless an alternate Solution is agreed by both parties. Upon completion, State will have ten (10) business days to accept and approve the revised deliverable(s).

“Final Acceptance” shall be considered to occur when the Solution to be delivered has been approved by the State and has been operating in production without any material deficiency for fourteen (14) consecutive days. If the State elects to defer putting the Solution into live production for its own reasons, not based on concerns about outstanding material deficiencies in the Deliverable, the State shall nevertheless grant Final Acceptance of the Project.

### **Approach to be Used**

Pre-Production tasks will be managed as a Project leveraging the State’s seven stage SUITE methodology.

### **Content of the Project**

*This project contains the following high level components and functions:*

- Installation and configuration of a hosted Web Solution
  - Servers
  - Software
  - Connectivity
  - Management of 24x7 data center with disaster recovery
- Hardware including but not limited to
  - Stationary and mobile computers
  - Printers and print devices
  - Scanners and scan devices
  - Point of Sale (POS) devices
  - Park / Harbor connectivity
- Software
- Internet Solution with the following attributes targeted to the needs of DNR customers
  - 1) Perform Park and Harbor reservations and cancellations
  - 2) Process financial transactions
  - 3) Schedule and cancel group events and outings
  - 4) Be highly configurable
  - 5) Be scalable
  - 6) Be intuitive and easy to use
- Field Solution with the following attributes targeted to the needs of DNR staff
  - a. Perform Park and Harbor reservations and cancellations
  - b. Perform customer check-in and check-out
  - c. Perform point-of-sale transactions
  - d. Manage physical inventory
  - e. Manage retail inventory
  - f. Perform accounting and point-of-sale
  - g. Perform standard and ad-hoc reporting
  - h. Perform data inquiry
  - i. Offer a robust user experience
- Support including but not limited to
- DNR will be supported by
  - a. Knowledgeable and accessible subject matter experts
  - b. Clear, concise, and up to date operational manuals



- c. Timely repairs and resolution of issues
- Customers will be supported by
  - a. A call center staffed with courteous / knowledgeable customer service agents
  - b. A call center which scales to demand and provides a positive customer experience
  - c. Voice and web Solutions designed to resolve common questions quickly
- Application Development including but not limited to
  - a. Maintain a development, QA, and production environment
  - d. Maintain a defect logging Solution
  - e. Maintain an issue tracking Solution
- Implementation including but not limited to
  - a. Utilize the State project management methodology titled SUITE
- Training including but not limited to
  - a. Be designed to keep State staff knowledgeable on the operation of the system throughout the life of the contract.
  - b. Field training that is accessible to statewide persons.
- Other
  - a. Execute all DNR business requirements
  - f. Execute all DNR technical requirements

### Exclusions

This project does not include:

- Maintenance and support of the existing “Central Reservation System” system
- Purchase, maintain, and/or support technology not directly assigned to the Solution

### D. Critical Success Factors

*Describe what will be the determining factors that are needed to ensure project success.*

Michigan State Parks has well established policies and procedures and Camis does not expect any delays to the project based on the need for government intervention to sign-off on any new policies and procedures. Camis recognizes that policies and procedures change from year-to-year but does not expect any changes that couldn't be managed through normal project management actions.

Camis knows that integrating with Credit Card processors can be a challenge and through experience we know that it is best to get involved with the Credit Card processor as soon as possible. Camis will work with the States' Project Manager to set up meetings so that Camis can understand how to integrate with the CEPAS interface. Camis has performed numerous certifications for both e-commerce and MOTO configurations and Camis doesn't expect to experience too many problems with a certification for CEPAS. With all certifications, some issues will be identified. While the problems are never insurmountable, Camis recognizes that it is important to start working with the credit card processor as soon as possible to ensure the credit card capabilities of the Processor meet Contractor's needs and ensure that the Processor has a test environment that can be used for functional and performance testing.

### E. Additional Project Requirements

*Provides a detailed listing of project requirements, with references, to the Statement of Work, the Work Breakdown Structure, and specifications. This would also include any mechanisms used to assist in the management control over the project. Escalation procedures, cyclical management reporting, and project status reports should also be included.*



No.	Requirement	SOW Reference	Task Reference	Specification Reference	Date Completed	Comments/ Clarification
1.						
2.						
3.						
4.						
5.						

**F. Technical Project Components**

Provide a detailed listing of the Requirements Definition, Specifications, Design, and Implementation and Training Plans for inclusion into the project activities.

"Click [HERE](#) and Type"

**G. Signatures**

The signatures of the people below relay an understanding in the purpose and content of this document by those signing it. By signing this document you agree to this as the formal Project Plan.

Name/Title	Signature	Date

**H. Project Plan Documents Summary**

Check the box for each document included in the project plan.

**WORK BREAKDOWN STRUCTURE - PMM-04**

Describes a deliverable-oriented grouping of project elements which organize and define the total scope of the project.

**RESOURCE PLAN - PMM-05**

Describes the major resources needed to proceed with the execution of the project.

**PROJECT SCHEDULE**

Provides the project schedule using a Gantt chart. The schedule must include milestones, task dependencies, task duration, work product delivery dates, quality milestones, and action items.

**RISK MANAGEMENT PLAN - PMM-06**

Provides a description of all risks identified for the project and a plan to integrate risk management throughout the project.

**QUALITY PLAN - PMM-07**

Provides a Quality Plan that defines the person(s) responsible for project quality assurance, procedures used and resources required to conduct quality assurance.

**COMMUNICATIONS PLAN - PMM-08**

Defines the information needs of the project stakeholders and the project team by documenting what, when, and how the information will be distributed.

 **CHANGE MANAGEMENT PLAN - PMM-09**

*Provides the project team with a change management methodology for identifying and controlling project scope.*

 **PROJECT BUDGET ESTIMATE - PMM-10**

*Describes cost and budget considerations including an overview, additional resource requirements, and estimated cost at completion.*

 **PROJECT PLANNING TRANSITION CHECKLIST - PMM-12**

*The Project Planning Transition Checklist ensures that planning activities have been finished, reviewed, and signed off so that the project may move into the Execution Phase.*



PRELIMINARY PROJECT SCHEDULE & WBS

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	3rd Quarter	
							May	Sep
1	<b>1 Michigan &amp; Camis Reservations Project</b>	323 days	Mon 10/1/12	Thu 1/2/14				
2	<b>1.1 Phase 0: Pre-Production Tasks</b>	2 days	Mon 10/1/12	Tue 10/2/12				
3	1.1.1 Project Managers Meeting	2 days	Mon 10/1/12	Tue 10/2/12		Camis Project Manager, MI Proj		Camis Project Ma 10/2
4	1.1.2 Pre-Production Completed	0 days	Tue 10/2/12	Tue 10/2/12	3			Camis Pr
5	<b>1.2 Contractual Action Items</b>	59 days	Mon 10/1/12	Thu 12/27/12				Cam
6	1.2.1 Contract Negotiations	40 days	Mon 10/1/12	Wed 11/28/12		Camis Project Team		Camis Pr
7	1.2.2 Contract Finalization	20 days	Thu 11/29/12	Thu 12/27/12	6	Camis Project Team		Cam
8	<b>1.3 Initiation and Planning Phase</b>	35 days	Wed 10/3/12	Wed 11/21/12				Camis Project Ma 11/21
9	1.3.1 Introduce Project Teams	2 days	Wed 10/3/12	Thu 10/4/12		Camis Project Team		Camis Project Ma
10	1.3.2 Create Initial Project Plan	2 days	Fri 10/5/12	Tue 10/9/12		Camis Project Manager		Camis Project Ma
11	1.3.3 Create resource/staffing plan	5 days	Wed 10/10/12	Tue 10/16/12	10	Camis Project Manager		Camis Project M
12	1.3.4 Create communication plan	5 days	Wed 10/17/12	Tue 10/23/12	11	Camis Project Manager		Camis Project
13	1.3.5 Create Initial Risk Registry	5 days	Wed 10/24/12	Tue 10/30/12	12	Camis Project Manager		Camis Project
14	1.3.6 Create Initial Issue log and status report format	5 days	Wed 10/31/12	Tue 11/6/12	13	Camis Project Manager		Camis Proj
15	1.3.7 Identify project kick off tasks	5 days	Wed 11/7/12	Wed 11/14/12	14	Camis Project Manager		Camis Proj
16	1.3.8 Introduce client workbook from Camis	5 days	Thu 11/15/12	Wed 11/21/12	15	Camis Project Manager		Camis Pro
17	1.3.9 Initiation and Planning Phase Completed	0 days	Wed 11/21/12	Wed 11/21/12	16			11/21
18	<b>1.4 Requirements Definition Phase</b>	78.5 days	Wed 11/21/12	Tue 3/19/13				
19	<b>1.4.1 Requirements Gathering</b>	78.5 days	Wed 11/21/12	Tue 3/19/13				
20	1.4.1.1 Business Rules and Workflow Process Design	75.5 days	Fri 11/23/12	Fri 3/15/13				
21	1.4.1.1.1 Create Business Rules and Workflow Process Design documents	5 days	Fri 11/23/12	Thu 11/29/12	17	Camis Product Manager, MI Proj		Camis Pr
22	1.4.1.1.2 Meeting to review documents	10 days	Fri 11/30/12	Thu 12/13/12	21	Camis Project Manager, Camis P		Camis P
23	1.4.1.1.3 Make any required changes	7 days	Fri 12/14/12	Tue 12/25/12	22	Camis Product Manager		Camis
24	1.4.1.1.4 DTMB approval of documents	7 days	Wed 3/6/13	Fri 3/15/13	23	MI Project Manager		MI Proj
25	<b>1.4.1.2 Site Parameters</b>	67 days	Fri 11/23/12	Mon 3/4/13				
26	1.4.1.2.1 Provide Standardized Parameter Set	8 days	Fri 11/23/12	Tue 12/4/12	17	Camis Project Manager		Camis P
27	1.4.1.2.2 Meeting to review Parameter Set	2 days	Wed 12/5/12	Thu 12/6/12	26	Camis Product Manager		Camis P
28	1.4.1.2.3 Update Management Tool for new Parameter Set	5 days	Fri 12/7/12	Thu 12/13/12	27	Camis Development Team		Camis
29	1.4.1.2.4 DTMB to provide parameters / inventories	15 days	Fri 12/14/12	Mon 1/7/13	28	MI Project Manager, MI Project T		MI
30	1.4.1.2.5 Camis to review parameters	7 days	Tue 1/8/13	Wed 1/16/13	29	Camis Product Manager		MI
31	1.4.1.2.6 Submit to DTMB any questions regarding parameters	7 days	Wed 2/20/13	Mon 3/4/13	30	Camis Project Manager		MI
32	<b>1.4.1.3 Maps</b>	68 days	Fri 11/23/12	Tue 3/5/13				
33	1.4.1.3.1 DTMB to provide map updates for upcoming season	15 days	Fri 11/23/12	Thu 12/13/12	17	MI Project Team		MI Proj
34	1.4.1.3.2 Camis to review maps	5 days	Fri 12/14/12	Thu 12/20/12	33	Camis Product Manager		Camis
35	1.4.1.3.3 Submit to DTMB any questions regarding Maps	1 day	Tue 3/5/13	Tue 3/5/13	34	Camis Project Manager		MI Proj
36	<b>1.4.1.4 Fees</b>	27.5 days	Fri 1/11/13	Tue 2/19/13				
37	1.4.1.4.1 DTMB to provide Fees updates for upcoming season	15 days	Fri 1/11/13	Mon 2/4/13	17	MI Project Manager		MI Proj
38	1.4.1.4.2 Camis review of Fees document	4 days	Mon 2/4/13	Fri 2/8/13	37	Camis Project Manager, Camis P		MI Proj
39	1.4.1.4.3 Submit to DTMB any questions regarding Fees	3.5 days	Mon 2/11/13	Tue 2/19/13	38	Camis Project Manager, MI Proj		MI Proj
40	<b>1.4.1.5 Financial Data</b>	70 days	Fri 11/23/12	Thu 3/7/13				
41	1.4.1.5.1 Determine all accounts to be used	5 days	Fri 11/23/12	Thu 11/29/12	17	MI Project Team, Camis Product		MI Proj
42	1.4.1.5.2 Obtain account numbers	1 day	Wed 3/6/13	Thu 3/7/13	41	Camis Project Manager		MI Proj
43	1.4.1.5.3 Determine Interface to MI State Accounting System	7.5 days	Thu 1/31/13	Mon 2/11/13	41	Camis Project Manager, MI Proj		MI Proj
44	1.4.1.5.4 Determine # of Merchant IDs required for Credit Card Processing	4 days	Mon 2/11/13	Fri 2/15/13	43	Camis Support Team		MI Proj
45	<b>1.4.1.6 Payment Processing and Integration Requirements</b>	12 days	Fri 11/23/12	Mon 12/10/12				
46	1.4.1.6.1 Determine CEPAS Integration Requirements	12 days	Fri 11/23/12	Mon 12/10/12	17	Camis Support Team		MI Proj
47	<b>1.4.1.7 Organizational Data</b>	63.5 days	Fri 11/30/12	Wed 3/6/13				
48	1.4.1.7.1 Obtain all required addresses	5 days	Fri 11/30/12	Thu 12/20/12	17	Camis Project Manager, MI Proj		MI Proj
49	1.4.1.7.2 Document all location contact information	1.5 days	Mon 2/11/13	Tue 2/12/13	48	Camis Project Manager, MI Proj		MI Proj
50	1.4.1.7.3 Obtain driving directions for all locations	6 days	Tue 2/12/13	Wed 3/6/13	49	Camis Project Manager, MI Proj		MI Proj
51	<b>1.4.1.8 Confirmation Emails</b>	21 days	Wed 11/21/12	Thu 12/20/12				



ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	3rd Quarter	
							May	Sep
52	1.4.1.8.1 Determine confirmation/cancellation email/letter format	5 days	Wed 11/21/12	Thu 11/29/12	17	Camis Project Manager,MI Proj		
53	1.4.1.8.2 Creation of confirmation/cancellation email	5 days	Fri 11/30/12	Wed 12/19/12	52	Camis Project Manager,Camis D		
54	1.4.1.8.3 DTMB review/approval of emails	1 day	Thu 12/20/12	Thu 12/20/12	53	MI Project Team		
55	<b>1.4.1.9 Website</b>	<b>77.5 days</b>	<b>Fri 11/23/12</b>	<b>Tue 3/19/13</b>				
56	1.4.1.9.1 Create UI Design for website	10 days	Fri 11/23/12	Thu 12/6/12	17	Camis Development Team		
57	1.4.1.9.2 Obtains http links from DTMB website (link to policy info, etc)	2 days	Fri 3/15/13	Tue 3/19/13	56	MI Project Manager		
58	<b>1.4.1.10 Dates</b>	<b>13.5 days</b>	<b>Tue 2/12/13</b>	<b>Fri 3/1/13</b>				
59	1.4.1.10.1 Obtain Operating and Reservable Dates	10 days	Tue 2/12/13	Wed 2/27/13	17	MI Project Manager		
60	1.4.1.10.2 Discuss Operating and Reservable Dates	0.5 days	Wed 2/27/13	Wed 2/27/13	59	Camis Product Manager,MI Proj		
61	1.4.1.10.3 Determine any other relevant dates including bans, special events,	2 days	Thu 2/28/13	Fri 3/1/13	60	MI Project Manager,Camis Proje		
62	<b>1.4.1.11 Reports</b>	<b>30.5 days</b>	<b>Wed 12/5/12</b>	<b>Wed 1/23/13</b>				
63	1.4.1.11.1 Discuss with DTMB required reports	20 days	Wed 12/5/12	Fri 1/11/13	17	Camis Project Manager,MI Proje		
64	1.4.1.11.2 Internal review of required reports	6 days	Fri 1/11/13	Wed 1/23/13	63	Camis Project Manager,Camis D		
65	<b>1.4.1.12 On-site Report Requirements</b>	<b>18 days</b>	<b>Mon 1/7/13</b>	<b>Wed 1/30/13</b>				
66	1.4.1.12.1 Provide Sample On-Site Reports to DTMB	10 days	Mon 1/7/13	Fri 1/18/13	17	Camis Project Manager		
67	1.4.1.12.2 Provide feedback	7 days	Tue 1/22/13	Wed 1/30/13	66	Camis Project Manager,MI Proje		
68	<b>1.4.1.13 Identify Park Hardware</b>	<b>43 days</b>	<b>Fri 11/23/12</b>	<b>Tue 1/29/13</b>				
69	1.4.1.13.1 Determine Hardware Requirements	5 days	Fri 11/23/12	Thu 11/29/12	17	Camis Support Team		
70	1.4.1.13.2 Determine Hardware quantities	10 days	Fri 11/30/12	Thu 12/13/12	69	Camis Support Team		
71	1.4.1.13.3 Hardware Procurement	30 days	Fri 12/14/12	Tue 1/29/13	70	Camis Support Team		
72	<b>1.4.1.14 Data Transition Requirements</b>	<b>6 days</b>	<b>Fri 11/30/12</b>	<b>Fri 12/7/12</b>				
73	1.4.1.14.1 Determine the ability to import customer data	4 days	Fri 11/30/12	Fri 12/7/12	17	Camis Product Manager		
74	<b>1.4.2 Software Quality Assurance preparation</b>	<b>46.5 days</b>	<b>Wed 12/26/12</b>	<b>Thu 3/7/13</b>				
75	1.4.2.1 Test Case creation	5 days	Wed 12/26/12	Wed 1/2/13	23	Quality Assurance Team		
76	1.4.2.2 Create/Define UAT test case template	5 days	Thu 1/3/13	Wed 1/9/13	75	Quality Assurance Team		
77	1.4.2.3 Provide test case template for DTMB	1 day	Thu 1/10/13	Thu 1/10/13	76			
78	1.4.2.4 Provide usernames and logins for authorised users	1 day	Wed 3/6/13	Thu 3/7/13	47	Camis Project Manager		
79	1.4.3 Requirements Definition Phase Complete	0 days	Tue 3/19/13	Tue 3/19/13	19,74			
80	<b>1.5 Architect/Design Development Phase</b>	<b>39.5 days</b>	<b>Tue 3/19/13</b>	<b>Mon 5/13/13</b>				
81	<b>1.5.1 Configure Base Software</b>	<b>19.5 days</b>	<b>Tue 3/19/13</b>	<b>Mon 4/15/13</b>				
82	1.5.1.1 Business Rules	10 days	Tue 3/19/13	Tue 4/2/13	79	Camis Product Manager		
83	1.5.1.2 DTMB Location configurations	3 days	Tue 3/19/13	Fri 3/22/13	79	Camis Project Manager		
84	1.5.1.3 Maps	10 days	Tue 3/19/13	Tue 4/2/13	79	Camis Development Team		
85	1.5.1.4 Fees	10 days	Tue 3/19/13	Tue 4/2/13	79	Camis Development Team		
86	1.5.1.5 Financial Data / CEPAS	10 days	Tue 3/19/13	Tue 4/2/13	79,46	Camis Product Manager		
87	1.5.1.6 Confirmation Letters	10 days	Tue 3/19/13	Tue 4/2/13	79	Camis Development Team		
88	1.5.1.7 Dates	5 days	Tue 3/19/13	Mon 4/8/13	79	Camis Product Manager		
89	1.5.1.8 Reports	10 days	Tue 3/19/13	Mon 4/15/13	79	Camis Product Manager		
90	1.5.1.9 Field	18 days	Tue 3/19/13	Fri 4/12/13	79	Camis Development Team		
91	<b>1.5.2 Configure Applications</b>	<b>20 days</b>	<b>Tue 4/16/13</b>	<b>Mon 5/13/13</b>				
92	1.5.2.1 Configure Everest Call Center Application	20 days	Tue 4/16/13	Mon 5/13/13	81	Camis Development Team		
93	1.5.2.2 Configure Everest Reservation Website	20 days	Tue 4/16/13	Mon 5/13/13	81	Camis Development Team		
94	1.5.2.3 Configure Field Application	20 days	Tue 4/16/13	Mon 5/13/13	81	Camis Development Team		
95	1.5.2.4 Configure Weberest - Admin/Operations-InventoryMgmt	20 days	Tue 4/16/13	Mon 5/13/13	81	Camis Development Team		
96	1.5.2.5 Application Development Complete	0 days	Mon 5/13/13	Mon 5/13/13	92,93,95			
97	<b>1.6 Modify and Re-configure Solution Phase</b>	<b>56 days</b>	<b>Tue 5/14/13</b>	<b>Tue 7/30/13</b>				
98	<b>1.6.1 Camis Quality Assurance</b>	<b>55 days</b>	<b>Tue 5/14/13</b>	<b>Mon 7/29/13</b>				
99	1.6.1.1 Functional testing of Weberest - Admin/Operations-InventoryMgmt	10 days	Wed 6/5/13	Tue 6/18/13	95	Quality Assurance Team		
100	1.6.1.2 Functional testing of Everest Reservation Website	15 days	Tue 5/14/13	Tue 6/4/13	93	Quality Assurance Team		
101	1.6.1.3 Functional testing of Call Center Software	15 days	Tue 5/14/13	Tue 6/4/13	92	Quality Assurance Team		
102	1.6.1.4 Functional testing of Field Software	15 days	Tue 5/14/13	Tue 6/4/13	92	Quality Assurance Team		



ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	3rd Quarter		
							May	Jun	Sep
103	1.6.1.5 Functional testing of CEPAS Integration	6 days	Wed 6/5/13	Wed 6/12/13	102,86	Quality Assurance Team			
104	1.6.1.6 Regression Development of found issues	14 days	Wed 6/19/13	Tue 7/9/13	99,100,101,104	Camis Development Team			
105	1.6.1.7 Re-testing of Webrest, Everest, Field and Call Center Software	14 days	Wed 7/10/13	Mon 7/29/13	104	Quality Assurance Team			
106	1.6.1.8 Build for User Acceptance Testing	0 days	Mon 7/29/13	Mon 7/29/13	99,100,105	Camis Development Team			
107	<b>1.6.2 UAT Environment Setup</b>	<b>56 days</b>	<b>Tue 5/14/13</b>	<b>Tue 7/30/13</b>					
108	1.6.2.1 Set Up UAT Environment - Hardware, Software and Connectivity	7 days	Tue 5/14/13	Wed 5/22/13	96	Camis Support Team			
109	1.6.2.2 Install Everest Call Center, Field, Website and Webrest	1 day	Tue 7/30/13	Tue 7/30/13	106	Camis Development Team,Camis			
110	1.6.2.3 Provide Training to UAT testers	1 day	Tue 5/14/13	Tue 5/14/13	96	Camis Client Trainer			
111	1.6.3 Modify and Re-configure Solution Phase Completed	0 days	Tue 7/30/13	Tue 7/30/13	107,98				
112	<b>1.7 Michigan User Acceptance Testing (UAT) Phase</b>	<b>67 days</b>	<b>Wed 7/31/13</b>	<b>Thu 10/31/13</b>					
113	1.7.1 UAT of Everest Call Center Application	10 days	Wed 7/31/13	Tue 8/13/13	111	MI Project Team			
114	1.7.2 UAT of Field Solution	10 days	Wed 8/14/13	Tue 8/27/13	113	MI Project Team			
115	1.7.3 UAT of Everest Reservation Website	10 days	Wed 8/28/13	Wed 9/11/13	114	MI Project Team			
116	1.7.4 UAT of Financial/CEPAS Integration	2 days	Thu 9/12/13	Fri 9/13/13	115	MI Project Team			
117	1.7.5 UAT of Webrest - Admin/Operations-inventoryMgmt	10 days	Mon 9/16/13	Fri 9/27/13	116	MI Project Team			
118	<b>1.7.6 Development Corrections for Problems Found During UAT</b>	<b>24 days</b>	<b>Mon 9/30/13</b>	<b>Thu 10/31/13</b>					
119	1.7.6.1 Correct Problems	10 days	Mon 9/30/13	Fri 10/11/13	113,115,117	Camis Development Team			
120	1.7.6.2 Regression Testing of Corrected Problems	6 days	Tue 10/15/13	Tue 10/22/13	119	Quality Assurance Team			
121	1.7.6.3 Verification in UAT of Problems corrected	7 days	Wed 10/23/13	Thu 10/31/13	120	MI Project Team			
122	1.7.7 Quality Assurance Phase Complete	0 days	Thu 10/31/13	Thu 10/31/13	111,121,146				
123	<b>1.8 Implementation Phase</b>	<b>178.5 days</b>	<b>Tue 4/2/13</b>	<b>Fri 12/6/13</b>					
124	<b>1.8.1 General Setup</b>	<b>32 days</b>	<b>Tue 4/2/13</b>	<b>Thu 5/16/13</b>					
125	1.8.1.1 Prepare Service transition (Toll Free Number & Web Domain)	10 days	Tue 4/2/13	Tue 4/16/13	82	Camis Project Team			
126	1.8.1.2 Setup Incident Monitor for DTMB	7 days	Tue 4/16/13	Thu 4/25/13	125	Camis Support Team			
127	1.8.1.3 Setup Aspect Scheduling for DTMB	5 days	Thu 4/25/13	Thu 5/2/13	126	Camis Support Team			
128	1.8.1.4 Setup Avaya for DTMB	5 days	Thu 5/2/13	Thu 5/9/13	127	Camis Support Team			
129	1.8.1.5 Setup Upfront Messaging for DTMB	5 days	Thu 5/9/13	Thu 5/16/13	128	Camis Support Team			
130	<b>1.8.2 Billing Report</b>	<b>2 days</b>	<b>Thu 5/9/13</b>	<b>Mon 5/13/13</b>					
131	1.8.2.1 Configure Billing Report	1 day	Thu 5/9/13	Fri 5/10/13	128	Camis Development Team,Camis			
132	1.8.2.2 Review Billing Report	1 day	Fri 5/10/13	Mon 5/13/13	131	Camis Development Team,Camis			
133	<b>1.8.3 Performance Report</b>	<b>6 days</b>	<b>Thu 5/9/13</b>	<b>Fri 5/17/13</b>					
134	1.8.3.1 Configure Performance Report	2 days	Thu 5/9/13	Mon 5/13/13	128	Camis Project Team			
135	1.8.3.2 Review Performance Report	4 days	Mon 5/13/13	Fri 5/17/13	134	Camis Project Team			
136	<b>1.8.4 Call Center Preparation</b>	<b>24 days</b>	<b>Tue 10/15/13</b>	<b>Fri 11/15/13</b>					
137	1.8.4.1 Review training criteria with DTMB Trainer	5 days	Tue 10/15/13	Mon 10/21/13	119	Camis Client Trainer			
138	1.8.4.2 Complete training for full time Call Center Management staff	9 days	Tue 10/22/13	Fri 11/1/13	137	Camis Client Trainer			
139	1.8.4.3 Complete training for fullpart time agents	9 days	Mon 11/4/13	Fri 11/15/13	138	Camis Client Trainer			
140	<b>1.8.5 Credit Card Processing</b>	<b>5 days</b>	<b>Wed 7/31/13</b>	<b>Tue 8/6/13</b>					
141	1.8.5.1 Test CEPAS Integration with Production Credit Card	5 days	Wed 7/31/13	Tue 8/6/13	111	Camis Support Team			
142	<b>1.8.6 Application System Testing</b>	<b>65 days</b>	<b>Wed 7/31/13</b>	<b>Tue 10/29/13</b>					
143	1.8.6.1 Backup and Recovery testing	2 days	Wed 7/31/13	Thu 8/1/13	109	Camis Support Team			
144	1.8.6.2 Confirmation Letter testing	1 day	Fri 8/2/13	Fri 8/2/13	143	Camis Support Team,Quality As			
145	1.8.6.3 Database Load Testing	3 days	Mon 8/5/13	Wed 8/7/13	144	Camis Development Team,Camis			
146	1.8.6.4 Development Corrections of System Test Problems	5 days	Thu 8/8/13	Wed 8/14/13	145	Camis Development Team			
147	1.8.6.5 Install Software into Production Environment	2 days	Wed 10/23/13	Thu 10/24/13	120	Camis Support Team			
148	1.8.6.6 Update database with DNR System Users	2 days	Fri 10/25/13	Mon 10/28/13	147	Camis Development Team			
149	1.8.6.7 Final System Test	1 day	Tue 10/29/13	Tue 10/29/13	148	Camis Support Team			
150	1.8.6.8 Perform Toll Free Number and Web Domain updates	1 day	Tue 10/29/13	Tue 10/29/13	148	Camis Support Team			
151	<b>1.8.7 Acceptance of Product to Date</b>	<b>26 days</b>	<b>Fri 11/1/13</b>	<b>Fri 12/6/13</b>					
152	1.8.7.1 Validate solution will satisfy customer requests using the new solution	4 days	Fri 11/1/13	Wed 11/6/13	122	MI Project Team			
153	1.8.7.2 Validate that supporting documents are distributed	4 days	Fri 11/1/13	Wed 11/6/13	122	MI Project Team			



ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	3rd Quarter		
							May	Sep	
154	1.8.7.3 Validate all aspects of the solution are functioning to specifications	4 days	Fri 11/1/13	Wed 11/6/13	122	MI Project Team			
155	1.8.7.4 Validate Solution is Ready	4 days	Mon 11/18/13	Thu 11/21/13	122, 139	MI Project Team			
156	1.8.7.5 Correct any issues found during validation	5 days	Fri 11/22/13	Fri 11/29/13	152, 153, 154	Camis Project Team			
157	1.8.7.6 Re-validate Solution is Ready	5 days	Mon 12/2/13	Fri 12/6/13	156	MI Project Team			
158	<b>1.9 Go Live Call Center &amp; Internet</b>	<b>19 days</b>	<b>Mon 12/9/13</b>	<b>Thu 1/2/14</b>	<b>149</b>				
159	1.9.1 Reservations Website - Go Live (no transactions yet)	1 day	Mon 12/9/13	Mon 12/9/13	157	Camis Support Team			
160	1.9.2 Customers creating user accounts and getting familiar with website	16 days	Tue 12/10/13	Thu 1/2/14	159	Customers			
161	1.9.3 Start taking reservations at Call Center and Internet	0 days	Thu 1/2/14	Thu 1/2/14	160, 157	Camis			
162	<b>2 Field Implementation &amp; Training Phase</b>	<b>195 days</b>	<b>Tue 7/30/13</b>	<b>Mon 4/28/14</b>					
163	<b>2.1 Training Phase</b>	<b>163 days</b>	<b>Tue 7/30/13</b>	<b>Thu 3/13/14</b>					
164	<b>2.1.1 Everest Training Development</b>	<b>18 days</b>	<b>Tue 7/30/13</b>	<b>Thu 8/22/13</b>					
165	2.1.1.1 Create training session for Parks Staff	6 days	Tue 7/30/13	Tue 8/6/13	106	Camis Client Trainer			
166	2.1.1.2 Complete training manual	6 days	Wed 8/7/13	Wed 8/14/13	165	Camis Client Trainer			
167	2.1.1.3 Submit training manual to DTMB for review	1 day	Thu 8/15/13	Thu 8/15/13	166	Camis Client Trainer			
168	2.1.1.4 DTMB to review and approve training manual	5 days	Fri 8/16/13	Thu 8/22/13	167	Camis Client Trainer			
169	<b>2.1.1.5 DNR - Schedule Everest Training</b>	<b>3 days</b>	<b>Wed 8/7/13</b>	<b>Fri 8/9/13</b>					
170	2.1.1.5.1 Determine dates and location for DNR training - each region	2 days	Wed 8/7/13	Thu 8/8/13	165	Camis Client Trainer			
171	2.1.1.5.2 Make travel arrangements for trainer	1 day	Fri 8/9/13	Fri 8/9/13	170	Camis Client Trainer			
172	2.1.2 Maintenance Phase	26 days	Fri 1/3/14	Fri 2/7/14	168, 170, 161				
173	<b>2.1.3 Everest Training Sessions</b>	<b>23 days</b>	<b>Tue 2/11/14</b>	<b>Thu 3/13/14</b>					
174	<b>2.1.3.1 DNR Train-the-Trainer</b>	<b>18 days</b>	<b>Tue 2/11/14</b>	<b>Thu 3/6/14</b>					
175	2.1.3.1.1 Training South	3 days	Tue 2/11/14	Thu 2/13/14	172FS+1 day	Camis Client Trainer, MI Park Sta			
176	2.1.3.1.2 Training Central	3 days	Tue 2/18/14	Thu 2/20/14	175FS+2 day	Camis Client Trainer, MI Park Sta			
177	2.1.3.1.3 Training North	3 days	Tue 2/25/14	Thu 2/27/14	176FS+2 day	Camis Client Trainer, MI Park Sta			
178	2.1.3.1.4 Training Upper Peninsula	3 days	Tue 3/4/14	Thu 3/6/14	177FS+2 day	Camis Client Trainer, MI Park Sta			
179	2.1.3.2 DNR training to remaining parks staff	5 days	Fri 3/7/14	Thu 3/13/14	178	MI Park Staff			
180	<b>2.2 Michigan Field Hardware and Networks Preparation</b>	<b>154 days</b>	<b>Wed 9/25/13</b>	<b>Mon 4/28/14</b>					
181	2.2.1 Computers ordered for Parks	10 days	Wed 9/25/13	Tue 10/8/13	111FS+40 da	Camis Support Team			
182	2.2.2 Other hardware ordered for Parks	10 days	Wed 10/9/13	Wed 10/23/13	181	Camis Support Team			
183	2.2.3 Hardware received for Parks	10 days	Thu 10/24/13	Wed 11/6/13	182	Camis Support Team			
184	2.2.4 Initial Configuration of hardware for parks	10 days	Thu 11/7/13	Thu 11/21/13	183, 96	Camis Support Team			
185	2.2.5 Image all computers for Parks	10 days	Fri 11/22/13	Fri 12/6/13	184	Camis Support Team			
186	2.2.6 Internet Connections ordered	10 days	Tue 1/21/14	Mon 2/3/14	185FS+30 da	Camis Support Team			
187	2.2.7 Internet connections installed (satellites)	15 days	Tue 2/4/14	Tue 2/25/14	186	Camis Support Team			
188	<b>2.2.8 Field Installation &amp; Testing</b>	<b>35 days</b>	<b>Tue 2/18/14</b>	<b>Mon 4/7/14</b>					
189	2.2.8.1 Install Everest South East	10 days	Tue 2/18/14	Mon 3/3/14	172FS+5 day	Camis Technician			
190	2.2.8.2 Install Everest South West	10 days	Tue 3/4/14	Mon 3/17/14	189	Camis Technician			
191	2.2.8.3 Install Everest East Central	10 days	Tue 2/18/14	Mon 3/3/14	172FS+5 day	Camis Technician			
192	2.2.8.4 Install Everest West Central	10 days	Tue 3/4/14	Mon 3/17/14	191	Camis Technician			
193	2.2.8.5 Install Everest North West	10 days	Tue 2/18/14	Mon 3/3/14	172FS+5 day	Camis Technician			
194	2.2.8.6 Install Everest North East	10 days	Tue 3/4/14	Mon 3/17/14	193	Camis Technician			
195	2.2.8.7 Install Everest Upper Peninsula	15 days	Tue 3/18/14	Mon 4/7/14	194	Camis Technician			
196	2.2.9 All on-site terminals in operation	5 days	Tue 4/22/14	Mon 4/28/14	195FS+10 da	Camis Support Team			
197	2.2.10 Go Live Field	0 days	Mon 4/28/14	Mon 4/28/14	196				
198	<b>3 Post Implementation Review</b>	<b>9 days</b>	<b>Tue 4/29/14</b>	<b>Fri 5/9/14</b>					
199	3.1 Complete internal post implementation documentation	3 days	Tue 4/29/14	Thu 5/1/14	197	Camis Project Manager			
200	3.2 Hold DTMB meeting to discuss implementation	1 day	Fri 5/2/14	Fri 5/2/14	199	Camis Project Manager[50%], M			
201	3.3 Close project	5 days	Mon 5/5/14	Fri 5/9/14	200	Camis Project Manager			



**Appendix I – Minimum Mandatory Requirement - RESERVED**



**Exhibit 1 - CEPAS Integration Guide - RESERVED**



**Exhibit 2 - Estimated Transactional Volume – Reservations**

**1.0 Transaction Volumes**

**1.0 Transaction Volumes**

<b>Park Campgrounds &amp; Lodging</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Internet Reservations	157,268	150,615	167,537	168,258
Field Walk-ins Reservations	118,923	89,330	97,807	92,147
Call Center Reservations	87,254	86,970	76,214	75,769
<b>Actual Reservations</b>	<b>363,445</b>	<b>326,915</b>	<b>341,558</b>	<b>336,174</b>
Internet Camp Nights	552,089	525,242	589,794	602,403
Field Walk-ins Camp Nights	244,977	182,868	197,648	189,922
Call Center Camp Nights	337,153	346,209	291,552	281,537
<b>Gross Camp Nights (all sales channels)</b>	<b>1,134,219</b>	<b>1,054,319</b>	<b>1,078,994</b>	<b>1,073,862</b>

<b>State Forest Campgrounds</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Campgrounds Available	146	143	137	137
Campsites	3,175	3,160	3,134	3,134
Camp Nights	74,198	76,561	77,706	70,640

<b>Harbors</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Internet Reservations	4,213	4,090	5,146	5,162
Field Float-ins Reservations	17,093	14,096	13,448	12,553
Call Center Reservations	3,668	8,072	4,068	3,543
<b>Actual Reservations</b>	<b>24,974</b>	<b>26,258</b>	<b>22,662</b>	<b>21,258</b>
Internet Harbor Nights	11,726	10,651	12,896	12,420
Field Float-ins Harbor Nights	28,132	24,588	23,368	22,764
Call Center Harbor Nights	8,603	21,205	9,377	8,470
<b>Gross Harbor Nights (all sales channels)</b>	<b>48,461</b>	<b>56,444</b>	<b>45,641</b>	<b>43,654</b>



Total Gross Reservations (Campgrounds and Harbors)	2008	2009	2010	2011
	388,419	353,173	364,220	357,432

Total Cancellations (Campgrounds and Harbors)	2008	2009	2010	2011
	36,628	49,129	46,684	46,570

Total Net Reservations (Campgrounds and Harbors)	2008	2009	2010	2011
	351,791	304,044	317,536	310,862

Total Net Nights (Campgrounds and Harbors)	2008	2009	2010	2011
	1,015,894	972,249	942,935	933,478

Call Volume	2008	2009	2010	2011
	227,146	243,223	239,623	241,168

**2.0 Michigan State Parks Campsite Data for Calendar Year 2011**

Park Name	Campground Loop	# of Sites	# of Site Nights
ALGONAC STATE PARK	RIVERFRONT CAMPGROUND	285	85041
	WAGON WHEEL CAMPGROUND	74	11174
	GROUP CAMP	10	1000
ALOHA STATE PARK	ALOHA STATE PARK CAMPGROUND	282	54365
BALD MOUNTAIN	RUSTIC CABINS	2	730
BARAGA STATE PARK	BARAGA CAMPGROUND	104	19425
	BARAGA SEMI MODERN SITES	12	1850
	BARAGA MINI CABIN	1	186
	TEPEE	1	109
BAY CITY STATE RECREATION AREA	BAY CITY CAMPGROUND	186	67743
	BAY CITY MINI CABIN	2	730
	GROUP CAMP	2	722
BEWABIC STATE PARK	BEWABIC ELECTRIC CAMPGROUND	133	25669
	BEWABIC FTC	2	306
	BEWABIC NON ELECTRIC CAMPGROUND	4	772
	TEPEE	1	136
BRIGHTON RECREATION AREA	APPLETON LAKE RUSTIC CAMPGROUND	25	5775
	BISHOP LAKE CAMPGROUND	145	35303



Park Name	Campground Loop	# of Sites	# of Site Nights
	BRIGHTON HORSEMAN'S CAMPGROUND	18	3690
	MURRAY LAKE CAMPGROUND-WEEKENDS ONLY	30	3120
	RUSTIC CABINS	5	1825
	GROUP CAMP	35	12775
BRIMLEY STATE PARK	BRIMLEY CAMPGROUND	231	45108
	BRIMLEY MINI CABIN	1	193
	GROUP CAMP	6	1617
BURT LAKE STATE PARK	BURT LAKE CAMPGROUND	303	73200
	BURT LAKE CAMPGROUND ADA SITES	5	1220
	BURT LAKE MINI CABIN	1	244
	GROUP CAMP	3	732
CHEBOYGAN STATE PARK	CHEBOYGAN CAMPGROUND	71	16060
	Cheboygan FTC sites	2	440
	TEPEE	2	210
	RUSTIC CABINS	3	1095
	GROUP CAMP	6	696
CLEAR LAKE STATE PARK	CLEAR LAKE CAMPGROUND	199	47783
	CLEAR LAKE MINI CABIN	1	237
	GROUP CAMP	3	711
CRAIG LAKE STATE PARK	YURT	1	331
	RUSTIC CABINS	2	372
FAYETTE HISTORIC STATE PARK	FAYETTE CAMPGROUND	65	12846
	FAYETTE CAMPGROUND ADA SITES	2	420
	LODGE	1	365
FISHERMAN'S ISLAND STATE PARK	FISHERMAN'S ISLAND CAMPGROUND	80	17006
FORT CUSTER RECREATION AREA	FORT CUSTER CAMPGROUND	219	79705
	FORT CUSTER MIN CABIN	2	730
	RUSTIC CABINS	3	1095
	GROUP CAMP	40	7040
FORT WILKINS HISTORIC STATE PARK	FORT WILKINS EAST CAMPGROUND	79	14993
	FORT WILKINS WEST CAMPGROUND	80	14708
	CAMPER CABIN	1	365
	FORT WILKINS MINI CABIN	1	365
	GROUP CAMP	5	1825
GRAND HAVEN STATE PARK	GRAND HAVEN CAMPGROUND	171	37854
	LODGE	1	365
HARRISVILLE STATE PARK	HARRISVILLE CAMPGROUND	195	37499
	HARRISVILLE MINI CABIN	2	730
	RUSTIC CABINS	1	365
HARTWICK PINES STATE PARK	HARTWICK PINES FTC LOOP	2	290
	HARTWICK PINES FULL HOOK-UP CAMPGROUND	36	8640



Park Name	Campground Loop	# of Sites	# of Site Nights
	HARTWICK PINES MODERN CAMPGROUND	63	15258
	RUSTIC CABINS	1	365
	GROUP CAMP	34	8160
HAYES STATE PARK	HAYES CAMPGROUND	172	34056
	HAYES CAMPGROUND ADA SITES	9	1896
	HAYES MINI CABIN	2	412
HIGHLAND RECREATION AREA	HIGHLAND RECREATION AREA	25	4100
	LODGE	1	365
	GROUP CAMP	24	6516
HOEFT STATE PARK	HOEFT CAMPGROUND	141	28892
	HOEFT FULL HOOK-UP (PARK USE ONLY )	1	208
	HOEFT MINI CABIN	1	365
	LODGE	1	365
	GROUP CAMP	6	1272
HOFFMASTER STATE PARK	HOFFMASTER CAMPGROUND	290	58450
	HOFFMASTER SEMI-MODERN - PARK USE ONLY	4	800
	GROUP CAMP	2	399
HOLLAND STATE PARK	BEACH CAMPGROUND	67	10586
	BEACH CAMPGROUND FULL HOOK-UPS	30	4898
	LAKE MACATAWA PINES CAMPGROUND	117	24639
	LAKE MACATAWA WOODSTOCK LOOP	95	20140
	CAMPER CABIN	2	730
HOLLY RECREATION AREA	MCGINNIS LAKE CAMPGROUND LOOPS 1, 2, 3, & 4	143	30210
	MCGINNIS LAKE CAMPGROUND NON ELECTRIC	15	2775
	MCGINNIS LAKE MINI CABINS	2	496
	RUSTIC CABINS	1	365
	GROUP CAMP	15	3675
INDIAN LAKE STATE PARK	INDIAN LAKE ADA SITES	9	1910
	INDIAN LAKE SOUTH UNIT CAMPGROUND	129	25910
	INDIAN LAKE WEST UNIT CAMPGROUND	72	6480
	SOUTH UNIT CAMPGROUND TENT ONLY	5	1000
	INDIAN LAKE MINI CABINS	2	398
INTERLOCHEN STATE PARK	GREEN LAKE RUSTIC	51	10812
	INTERLOCHEN ADA SITES	12	1900
	INTERLOCHEN CAMPGROUND	396	90329
	CAMPER CABIN	2	636
	POP-UP	1	161
	TENT	3	210
	TEPEE	1	210
	GROUP CAMP	3	630
IONIA RECREATION AREA	IONIA HORSE ONLY CAMPGROUND	36	11000



Park Name	Campground Loop	# of Sites	# of Site Nights
	IONIA MODERN CAMPGROUND	101	23624
	IONIA MINI CABINS	2	476
	GROUP CAMP	76	24200
ISLAND LAKE RECREATION AREA	ISLAND LAKE CANOE-IN CAMPGROUND -PARK USE ONLY	2	730
	RUSTIC CABINS	2	730
	GROUP CAMP	30	5475
LAKE GOGEBIC STATE PARK	LAKE GOGEBIC ELECTRIC	102	19584
	LAKE GOGEBIC NON-ELECTRIC	25	4224
	LAKE GOGEBIC PULL THRU SITES	3	576
	GROUP CAMP	2	148
LAKE HUDSON RECREATION AREA	LAKE HUDSON CAMPGROUND	49	11466
LAKEPORT STATE PARK	LAKEPORT NORTH CAMPGROUND	194	39770
	LAKEPORT SOUTH CAMPGROUND	56	11480
	LAKEPORT MINI CABINS	3	615
	GROUP CAMP	14	2870
LEELANAU STATE PARK	LEELANAU CAMPGROUND	61	10245
	LEELANAU MINI CABINS	3	552
LIME ISLAND STATE PARK	LIME ISLAND NORTH CAMPGROUND	8	816
	LIME ISLAND SOUTH CAMPGROUND	4	408
	LIME ISLAND CABINS	6	612
LUDINGTON STATE PARK	LUDINGTON CAMPGROUND	360	115290
	LUDINGTON JACKPINE HIKE-IN SITES	10	3650
	LUDINGTON MINI CABINS	3	1095
MAYBURY	GROUP CAMP	1	1825
MCLAIN STATE PARK	MCLAIN CAMPGROUND	97	17989
	MCLAIN MINI CABINS	6	2190
	RUSTIC CABINS	1	365
MEARS STATE PARK	MEARS CAMPGROUND	176	35095
	LODGE	1	199
METAMORA-HADLEY RECREATION AREA	METAMORA-HADLEY CAMPGROUND	214	49629
	MH MINI CABINS	1	233
	CAMPER CABIN	1	232
MITCHELL STATE PARK	MITCHELL CAMPGROUND	221	80665
	MITCHELL FULL HOOK UP (PARK USE ONLY)	1	191
	MITCHELL MINI CABIN	1	365
	CAMPER CABIN	1	365
MUNUSCONG RIVER STATE FOREST CAMPGROUND	MUNUSCONG RIVER CAMPGROUND	30	5520
MUSKALLONGE LAKE STATE PARK	MUSKALLONGE LAKE CAMPGROUND	158	29665
MUSKEGON STATE PARK	MUSKEGON CHANNEL CAMPGROUND	141	29033
	MUSKEGON LAKE MICHIGAN CAMPGROUND	104	21220
	Muskegon Lake Michigan FTC Site	1	207



Park Name	Campground Loop	# of Sites	# of Site Nights
	MUSKEGON LAKE MICHIGAN CABINS	2	730
	GROUP CAMP	25	7325
NEGWEGON STATE PARK	NEGWEGON BACKCOUNTRY RUSTIC SITES	4	976
NEWAYGO STATE PARK	OAK RUSTIC CAMPGROUND	46	10164
	POPLAR RUSTIC CAMPGROUND	51	10863
NORTH HIGGINS LAKE STATE PARK	NORTH HIGGINS BOAT CAMP (PARK USE)	10	1210
	NORTH HIGGINS LAKE EAST CAMPGROUND	89	10006
	NORTH HIGGINS LAKE WEST CAMPGROUND	101	35884
	NORTH HIGGINS LAKE MINI CABINS	2	730
ONAWAY STATE PARK	ONAWAY CAMPGROUND	83	17566
	CAMPER CABIN	1	213
ORCHARD BEACH STATE PARK	ORCHARD BEACH CAMPGRND EASY ACCESS-NO TENTS	2	412
	ORCHARD BEACH CAMPGROUND	161	33166
	ORCHARD BEACH MINI CABIN	1	206
	CAMPER CABIN	1	206
ORTONVILLE RECREATIONAL AREA	ORTONVILLE EQUESTRIAN/RUSTIC CAMPGROUND-PARK USE ONLY	25	5725
	RUSTIC CABINS	1	365
OTSEGO LAKE STATE PARK	OTSEGO LAKE CAMPGROUND	155	34720
	OTSEGO MINI CABIN	1	136
PETOSKEY STATE PARK	DUNES CAMPGROUND	80	9760
	TANNERY CREEK CAMPGROUND	100	18130
	TANNERY CREEK MINI CABIN	2	370
	GROUP CAMP	2	370
PINCKNEY RECREATION AREA	BLIND LAKE CAMPGROUND HIKE IN AREA ONLY	15	4310
	BRUIN LAKE	184	42318
	CROOKED LAKE	25	5825
	CAMPER CABIN	1	365
	YURT	1	365
PONTIAC LAKE RECREATION AREA	PONTIAC LAKE CAMPGROUND	176	32190
	PONTIAC LAKE EQUESTRIAN CAMPGROUND	30	5520
	GROUP CAMP	4	736
PORCUPINE MOUNTAINS WILDERNESS STATE PARK	BACKCOUNTRY CAMPING - PARK USE ONLY	200	73000
	LOST CREEK EXTENSION CAMPGROUND - PARK USE ONLY	3	732
	PRESQUE ISLE UNIT RUSTIC	50	12200
	UNION BAY CAMPGROUND	98	23226
	UNION RIVER OUTPOST CAMPGROUND - PARK USE ONLY	3	732
	WHITE PINES EXTENSION OUTPOST - PARK USE ONLY	7	1708
	RUSTIC CABINS	23	8395
	LODGE	1	365



Park Name	Campground Loop	# of Sites	# of Site Nights
	GROUP CAMP	7	1512
PORT CRESCENT STATE PARK	PORT CRESCENT CAMPGROUND	143	35481
	PC MINI CABIN	1	365
	CAMPER CABIN	1	365
	POP-UP	1	169
PROUD LAKE RECREATION AREA	PROUD LAKE CAMPGROUND	128	31360
	PROUD LAKE EASY ACCESS SITES	2	490
	RED OAK CAMPGROUND RUSTIC - PARK USE ONLY	1	245
	PL MINI CABIN	2	502
	CAMPER CABIN	2	730
	GROUP CAMP	2	730
RIFLE RIVER RECREATION AREA	DEVOE LAKE RUSTIC CAMPGROUND	58	13340
	GROUSEHAVEN LAKE MODERN CAMPGROUND	75	27375
	RANCH RUSTIC CAMPGROUND	25	5750
	SPRUCE RUSTIC CAMPGROUND	16	3680
	RUSTIC CABINS	5	1825
	GROUP CAMP	23	5290
SEVEN LAKES STATE PARK	SAND LAKE CAMPGROUND	85	12638
SILVER LAKE STATE PARK	SILVER LAKE CAMPGROUND	209	24876
	Silver Lake FTC sites	2	110
SLEEPER STATE PARK	SLEEPER CAMPGROUND	223	54569
	SLEEPER FTC CAMPGROUND	1	157
	SLEEPER MINI CABIN	1	365
	RUSTIC CABINS	13	4745
SLEEPY HOLLOW STATE PARK	SLEEPY HOLLOW CAMPGROUND	178	36490
	SLEEPY HOLLOW EASY ACCESS SITES - PARK USE ONLY	2	410
	GROUP CAMP	20	4100
SOUTH HIGGINS LAKE STATE PARK	SOUTH HIGGINS BOAT CAMP - LOCAL SALE ONLY	10	2480
	SOUTH HIGGINS LAKE CAMPGROUND	400	93600
	SH MINI CABIN	1	234
STERLING STATE PARK MONROE ON LAKE ERIE	STERLING CAMPGROUND ELECTRIC	179	40454
	STERLING CAMPGROUND FULL HOOKUPS	77	17402
	STERLING FTC	2	390
STRAITS STATE PARK	STRAITS CAMPGROUND	254	61976
	STRAITS FULL HOOK UP SITE PARK USE ONLY	1	150
	STRAITS LAKEFRONT SEMI-MODERN CAMPSITES	19	798
	STRAITS MINI CABIN	2	300
	GROUP CAMP	33	3000
TAHQUAMENON FALLS STATE PARK	LOWER FALLS ADA SITES	8	1320
	LOWER FALLS CAMPGROUND	160	41471
	RIVERMOUTH ADA SITES	4	664



Park Name	Campground Loop	# of Sites	# of Site Nights
	RIVERMOUTH MODERN CAMPGROUND	66	10996
	RIVERMOUTH PINES SEMI-MODERN/RUSTIC	35	7685
	TAHQUAMENON FALLS BACK COUNTRY CAMPSITES PARK USE ONLY	3	1095
	CAMPER CABIN	1	223
	LODGE	1	365
	GROUP CAMP	12	2160
TAWAS POINT STATE PARK	TAWAS POINT CAMPGROUND	193	45870
	TAWAS MINI CABIN	2	730
	CAMPER CABIN	1	730
THOMPSON HARBOR STATE PARK	RUSTIC CABINS	2	730
TRAVERSE CITY STATE PARK	TRAVERSE CITY CAMPGROUND	350	127536
	TRAVERSE CITY FTC	2	404
	TC MINI CABIN	2	730
	TEPEE	1	122
	LODGE	1	365
	GROUP CAMP	4	1460
TWIN LAKES STATE PARK	TWIN LAKES CAMPGROUND	65	10944
	TWIN LAKE MINI CABIN	1	180
	LODGE	1	365
VAN BUREN STATE PARK	VAN BUREN CAMPGROUND	209	52459
	GROUP CAMP	20	4280
VAN RIPER STATE PARK	VAN RIPER CAMPGROUND	143	28973
	VAN RIPER RUSTIC LOOP	40	7960
	VAN RIPER MINI CABIN	2	494
	CAMPER CABIN	1	365
	RUSTIC CABINS	1	365
	GROUP CAMP	16	3184
WARREN DUNES STATE PARK	DUNE SEMI MODERN CAMPGROUND	37	7881
	PARK USE WARREN DUNES FULL HOOK-UP	1	213
	WARREN DUNES MODERN CAMPGROUND	176	38248
	WARREN DUNES MINI CABIN	3	639
	GROUP CAMP	15	5475
WATERLOO RECREATION AREA	GREEN LAKE RUSTIC - PARK USE ONLY	25	9125
	PORTAGE LAKE CAMPGROUND	145	51845
	SUGARLOAF LAKE CAMPGROUND	163	26695
	WATERLOO EQUESTRIAN - PARK USE ONLY	25	9125
	CAMPER CABIN	1	365
	YURT		161
	RUSTIC CABINS	3	1095
	GROUP CAMP	10	3650



Park Name	Campground Loop	# of Sites	# of Site Nights
WELLS STATE PARK	WELLS CAMPGROUND	150	29850
	WELLS FTC CAMPGROUND	2	242
	WELLS RUSTIC CAMPGROUND SITES	3	816
	RUSTIC CABINS	5	1460
	LODGE	1	365
WILDERNESS STATE PARK	WILDERNESS CAMPGROUND	249	61100
	RUSTIC CABINS	7	3285
	GROUP CAMP	13	3253
WILSON STATE PARK	WILSON CAMPGROUND	158	27648
	WILSON MINI CABIN	1	216
	TEPEE	1	143
	LODGE	1	215
	GROUP CAMP	7	426
YANKEE SPRINGS RECREATION AREA	DEEP LAKE RUSTIC CAMPGROUND	117	28548
	GUN LAKE BICYCLE CAMP (MUST BICYCLE IN- NO VEHICLES)	2	488
	GUN LAKE CAMPGROUND	201	49404
	YANKEE SPRINGS EQUESTRIAN - PARK USE ONLY	25	6100
	RUSTIC CABINS	1	488
	GROUP CAMP	14	3172
YOUNG STATE PARK	OAK CAMPGROUND	53	9942
	SPRUCE CAMPGROUND	148	15688
	TERRACE CAMPGROUND	43	6814
	YOUNG MINI CABINS	2	370
	<b>Grand Totals:</b>		<b>14568</b>

Note: Michigan State Parks will be adding approximately 100+ rustic/semi-modern campgrounds to the reservation system in 2012. Many of these campgrounds management responsibilities will fall under already established Michigan State Parks. There may be some locations with hardware and connectivity needs, but that has not been established as of now. The State and Contractor will work together to identify locations where it is feasible to provide the services.



## 2.0 Michigan Harbor Slip Data for Calendar Year 2011

Harbor	# of Slips	# of Slip Nights
ARCADIA VETERANS MEMORIAL MARINA	22	3388
AU GRES HARBOR OF REFUGE	30	3060
CASEVILLE MARINA	23	3680
CEDAR RIVER STATE HARBOR	61	8357
CHARLEVOIX HARBOR	109	17624
CHEBOYGAN CITY MARINA	9	1467
CHEBOYGAN COUNTY MARINA	83	13529
CITY OF ALPENA MARINA	36	4104
COPPER HARBOR	15	1386
DETOUR STATE HARBOR MARINA	79	11060
DUNCAN L CLINCH MARINA	59	9381
EAST JORDAN CITY MARINA	18	2772
EAST TAWAS STATE DOCK	143	20449
ELMWOOD TOWNSHIP MARINA	19	3838
ERMA HENDERSON MARINA	20	3680
FAYETTE HARBOR	40	7160
GEORGE KEMP DOWNTOWN MARINA SAULT ST. MARIE MICHIGAN	37	5143
GRAND HAVEN MARINA	53	8863
HAMMOND BAY STATE HARBOR	15	1725
HARBOR BEACH MARINA	108	19872
HARRISVILLE HARBOR	34	5712
LEXINGTON STATE DOCK	108	16514
MACKINAC ISLAND STATE HARBOR	79	12405
MACKINAW CITY MARINA	53	8744
MANISTEE MUNICIPAL MARINA	36	5003
MARQUETTE AREA MARINAS	11	1942
MARQUETTE AREA MARINAS	9	1665
METRO BEACH MARINA	160	19843
MUSKEGON HARTSHORN MARINA	35	6440
NEW BUFFALO MUNICIPAL MARINA	29	4000
ONTONAGON VILLAGE MARINA	7	1078
PENTWATER MUNICIPAL MARINA	21	3526



Harbor	# of Slips	# of Slip Nights
PETOSKEY MARINA	138	21682
PORT AUSTIN STATE HARBOR	39	4216
PORT HURON RIVER STREET MARINA	67	11256
PORT SANILAC HARBOR	33	5544
PRESQUE ISLE STATE HARBOR	120	14880
ROGERS CITY MARINA	41	6888
ST. CLAIR BOAT HARBOR	69	13303
ST. IGNACE MUNICIPAL MARINA	87	12354
STRAITS STATE HARBOR MACKINAW CITY	134	23316
WEST BASIN MARINA	20	3680
WHITE LAKE MUNICIPAL MARINA	50	5100
WILLIAM G. MILLIKEN HARBOR	47	6748
Harbor Totals	2406	366377

**3.0 Michigan State Park Campground and Harbor Site/Slip Count as of December 2011**

Property Type	# of Site/Slips
Campsite	13842
Camper Cabin	18
Mini Cabin	71
Lodging	12
Rustic Cabin	81
Tepee/Tent/Pop-up	13
Yurt	4
Group Camp Count	527
<b>Total Overnight Sites in Parks</b>	<b>14568</b>

Harbor Slips	2406
<b>Total Overnight Slips in Harbors</b>	<b>2406</b>
<b>Grand Total of "Overnight" Inventory</b>	<b>16947</b>

**Shelters (Daily Rentals)	97
<b>Total Daily Rentals</b>	<b>97</b>
<b>Grand Total of Daily Rentals</b>	<b>97</b>



**Exhibit 3- Current Field Location Connectivity**

Field Offices	Address	City	Zip	Vendor	DSL	3G *	
Algonac	8732 North River Road	Marine City	48039	AT&T	No	Yes	Verizon 3G installed 2009 / working
Aloha	4247 Third Street	Cheboygan	49721	AT&T	No		
Baraga	1300 US-41 South	Baraga	49908	Baraga	Yes		DSL installed.
Bay City	3582 State Road	Bay City	48706	AT&T	No	Yes	3G currently installed, pending cable installation in October
Bewabic	1933 US-2 West	Crystal Falls	49920	AT&T	No		Cell towers are to far for 3G 2011
Brighton	5250 Bishop Lake Road	Howell	48843	AT&T	No	Yes	Verizon 3G installed 2009 / working
Brimley	9200 West 6 Mile Road	Brimley	49715	Chippewa			Cable already installed
Burt Lake	6634 State Park Drive	Indian River	49749	AT&T	No	Yes	Cable installed August of 2011
Cheboygan	4490 Beach Rd	Cheboygan	49721	AT&T	No		3G installed and working 2011.
Clear Lake	20500 M-33 North	Atlanta	49709	Frontier	No		No 3G service at campground 2011.
Fayette	13700 13.25 Lane	Garden	49835	Centurytel	No		
Fisherman's Island	02280 Boyne City Rd	Boyne City	49712	AT&T	No		3G did not work 2011, amp/antenna was shipped and made no difference.
Fort Custer	5163 W. Fort Custer Drive	Augusta	49012	TDS			DSL installed 5/5/2011.
Fort Wilkins	US 41 E (N156)	Copper Harbor	49918	AT&T	No		No 3G service at campground 2011.
Grand Haven	1001 Harbor Avenue	Fenton	49417	AT&T	DSL		DSL already installed
Harrisville	248 State Park Road	Harrisville	48740	Frontier	No	Yes	3G installed and working 2011.
Hartwick Pines	4216 Ranger Road	Grayling	49738	Frontier	No		VSAT with 3G had issues 2011
Hayes	1220 Wamplers Lake Road	Onsted	49265	Frontier			3G did not work 2011, amp/antenna was shipped and made no difference.
Highland	5200 East Highland Road	White Lake	48383	Frontier	No	Yes	Verizon 3G installed 2009 / working
Hoeft	5001 US-23 North	Rogers City	49779	Frontier	No		3G did not work in 2011
Hoffmaster	6585 Lake Harbor Road	Muskegon	49441	Frontier	DSL		DSL already installed
Holland	2215 Ottawa Beach Road	Holland	49424	AT&T	DSL		DSL already installed
Holly	8100 Grange Hall Road	Holly	48442	AT&T	No		3G installed and working 2011, amp is in place.



Indian Lake \ South	Route 2	Manistique	49854	Centurytel	Yes	No	DSL already installed
Indian Lake \ North	Route 2	Manistique	49854	Centurytel			DSL installed through Centurytel 2011
Interlochan	4197 Karlin Road	Interlochen	49643	AT&T			Cable already installed
Ionia	2880 W. David Highway	Ionia	48846	AT&T	DSL		HQ has 3G and it does not work correctly
Lake Gogebic	N9995 State Highway M-64	Marenisco	49947	Upper Pen			May be able to get DSL
Lake Hudson				TDS			3G 2011
Lakeport	705 Lakeshore Road	Lakeport	48059	Frontier	No	Yes	Verizon 3G installed 2009 / working
Leelanau	15310 N. Lighthouse Point Road	Northpoint	49670	AT&T	No		
Ludington (entrance )	4150 M 116	Ludington	49431	AT&T	No		T1 line installed 2010
Ludington (camp office)	2558 m 116	Ludington	49431				Per park satellite is fine at this location, used for non peak season registration.
McLain	18350 Highway M203	Hancock	49930	AT&T	No		No 3G service at campground 2011.
Mears	400 E. Lowell Road	Pentwater	49449	Frontier	No		Cable installed 2009
Metamora Hadley	3871 Herd Road	Metamora	48455	Centurytel	Yes	Yes	DSL already installed
Mitchell State Park	6093 E. M-115	Cadillac	49601	AT&T	No	Yes	Cable installed 2011
Muskegon \ Channel	1005 Scenic Drive	Muskegon	49445	Frontier	DSL		DSL already installed
Muskegon \ Lake Michigan	459 Scenic Drive	Muskegon	49445	Frontier	DSL		DSL already installed
Muskallonge Lake	30042 County road 407	Newberry	49868	Hiawatha	DSL		DSL installed 2011
Newaygo	2793 Beech Avenue	Newaygo	49337	AT&T	No		Cable installed August of 2011
North Higgins Lake	11747 N. Higgins Lake Drive	Roscommon	48653	Frontier	DSL		DSL already installed
Onaway	3622 North M-211	Onaway	49765	Frontier	No		3G installed and working 2011.
Orchard Beach	2064 N. Lakeshore Road	Manistee	49660	AT&T	No	?	3G did not work spring of 2009
Otsego Lake	7136 Old 27 South	Gaylord	49735	Frontier	No	No	Cable already installed
Petoskey	2475 Michigan -199 Hwy	Petoskey	49770	AT&T	No	Yes	Cable installed August of 2011
Pinckney	8555 Silver Hill Road	Pinckney	48169	Frontier	DSL		Available 2008 order
Pontiac Lake	7800 Gale Road	Waterford	48327	AT&T	No	Yes	3G did not work spring of 2009
Porcupine MTNS	33303 Headquarters Rd	Ontonagan	49953	Hiawatha	Yes		DSL installed through Hiawatha.



Port Austin	8791 Lake Street	Port Austin	48467	Centurytel	No		
Port Crescent	1775 Port Austin Road	Port Austin	48467	Centurytel	No		
Proud Lake	3500 Wixom Road	Milford	48382	Frontier	No	Yes	Verizon 3G installed 2009 / working. Cable was estimated at a minimum of \$15K (Fall of 2011).
Rifle River	2550 Rose City Road	Lupton	48635	Frontier	No		3G failed 2011, amp/antenna was shipped and did not resolve the issue.
Seven Lakes	2220 Tinsman Road	Fenton	48430	AT&T	DSL		DSL already installed
Silver Lake	9679 W. State Park Road	Mears	49436	Frontier	DSL		DSL already installed
Sleeper	6573 State Park Road	Caseville	48725	Frontier	No	No	cable reported in the area
Sleepy Hollow	7835 E. Price Road	Lainsburg	48848	Frontier	No	Yes	DSL installed through Frontier June 2011
South Higgins Lake	106 State Park Drive	Roscommon	48653	Frontier	No		DSL installed through Centurytel June 2011
Sterling	2900 State Park Road	Monroe	48152	AT&T	DSL		DSL already installed
Straits	720 Church Street	St. Ignace	49781	AT&T	Yes	No	DSL already installed
Tahquamenon (lower falls)	7151 N. Lower campground lane	Paradise	49768		No		On DSL as of 2010.
Tahquamenon (rivermouth)	32130 W. South river road	Paradise	49768	Hiawatha	No		On DSL as of 2010.
Tawas Point	686 Tawas Beach Road	East Tawas	48730	AT&T	DSL		DSL failed 2008.
Traverse City	1132 US 31 N	Traverse City	49686	AT&T	Yes	Yes	Verizon 3G installed 2009 / working
Twin Lakes	6200 Poyhonen Road	Toivola	49965	Upper Pen	Yes	Yes	DSL installed 2011
Van Buren	23960 Ruggles Road	South Haven	49090	Frontier	No	Yes	Verizon 3G installed 2009 / working
Van Riper	298 Blue Road	Champion	49814	AT&T	Yes	No	DSL already installed
Warren Dunes	12032 Red Arrow Highway	Sawyer	49125	Frontier	No	Yes	DSL installed 2011
Waterloo - Portage	11700 Seymour Road	Grasslake	49240	Frontier	No	Yes	Verizon 3G installed 2009 / working
Waterloo - Sugarloaf	5040 Sugarloaf Lake	Chelsea	48118	AT&T	No		3G did not work spring of 2009
Wells	N7670 Highway M-34	Cedar River	49813	AT&T	No	Yes	3G did not work 2011
Wilderness	898 Wilderness Park Drive	Carp Lake	49718	AT&T	No		
Wilson	910 N. First Street	Harrison	48625	AT&T	DSL		DSL already installed
Yankee Springs (gun lake)	2104 S. Briggs Road	Middleville	49333	AT&T	No		3G failed 2009, cable reported in the area but installation cost was to high.



Yankee Springs (deep lake)				AT&T	No		3G failed 2009, cable reported in the area but installation cost was to high.
Young	2280 Boyne City Road	Boyne City	49717	AT&T	No	Yes	3G did not work 2011
Alpena	400 E Chisholm St	Alpena	49707	Frontier	Yes	No	DSL already installed
Arcadia Harbor	17088 First Street	Arcadia	49613	AT&T	No		
Au Gres Harbor	210 Water Street	Au Gres	48703	Centurytel	Yes	No	Spring 2009 order
Caseville	6632 Main St	Caseville	48725		No		
Cedar River State Harbor	N8262 Old Mill Rd	Cedar River	49887				Verizon 3G 2011
Charlievoix	100 East Clinton Street	Charlivoix	49720		DSL		DSL already installed
Cheboygan City	1080 N. Huron Street	Cheboygan		AT&T	Yes		DSL already installed
Cheboygan Co. Marina	1080 N. Huron Street	Cheboygan		AT&T	Yes		DSL already installed
Copper Harbor		Copper Harbor	49918				
Detour Harbor		Hessel	49745	Centurytel	Yes	No	DSL already installed
Duncan L. Clinch	625 Woodmere Ave	Traverse City	49686		No	Yes	Verizon 3G installed 2009 / working
East Jordan							Verizon 3G 2011
East Tawas	113 Newman Street	East Tawas		AT&T	Yes		DSL already installed
Erma Henderson	8800 E. Jefferson Detroit	Detroit	48214		DSL		DSL already installed
George Kemp							
Grand Haven Marina	101 Harbor Dr	Grand Haven		AT&T	Yes	Yes	Using city's wifi service
Hammond Bay					No		3G 2011
Harbor Beach	766 State St	Harbor Beach	49441	AT&T	No		
Harrisville marina							
Hartshorn Marina	920 western	Muskegon	49441		DSL		DSL already installed
Lexington	7411 Huron Bay Boulevard	Lexington		AT&T	Yes	No	DSL already installed
Mackinac Island	Huron Street	Mackinac Island		AT&T	No		
Mackinaw City	102 South Huron Avenue	Mackinaw City		AT&T	Yes		DSL already installed
Manistee					DSL		DSL already installed
Marquette							



Muskegon Hartshorn Marina					DSL		DSL already installed
New Buffalo	100 West Water Street	New Buffalo	49117	AT&T	Yes	Yes	Spring 2010 order DSL
Ontonagon	125 River Rd	Ontonagan	49953		No		
Pentwater					DSL		DSL already installed
Petoskey Marina							
Port Austin	8791 Lake Street	Port Austin		Centurytel	No		cable reported in the area
Port Huron Marina	525 River Street	Port Huron	48060	Frontier	No	Yes	Verizon 3G installed 2009 / working
Port Sanilac	7376 Main St	Port Sanilac	48469	AT&T	No		
Presque Isle	5462 E. Grand Lake Road	Presque Isle		Frontier	No		
Roger's City	485 Water St	Rogers City	49779		No		Cable installed 2010
Saint Ignace	396 South State Street	St. Ignace		AT&T	Yes	No	DSL already installed
Sault Saint Marie	485 Water Street	Sault St. Marie	49783	AT&T	Yes	No	DSL
St Joesph West Basin Marina					DSL		DSL already installed
St. Claire Harbor	902 S. Second Street	St. Claire	48079	AT&T	Yes		DSL already installed
TriCentennial	2800 State Monroe Rd	Monroe	48162		No	Yes	Verizon 3G installed 2009 / working
White Lake Harbor	100 S Lake St	Whitehall	49461	Frontier	No	Yes	Verizon 3G installed 2009 / working
Elmwood TWN	400 E Chisholm St	Alpena	49707	Frontier	Yes	No	Cable installed 7/2011

Legend

3G

DSL, Cable already installed

VSAT

\* Verizon 3G



**Exhibit 4- Refund Matrix**

Original Payment Method	Sales Channel where refund initiated	Allowable Refund Methods
Cash/Canadian Currency Money Order/Travelers Check/Certified Check	Field	<ul style="list-style-type: none"> <li>• Gift Card (Excluding GIA's)</li> <li>• Cash</li> <li>• Check from Central Accounting</li> </ul>
E-Check/Personal Check	Field	<ul style="list-style-type: none"> <li>• Gift Card (Excluding GIA's)</li> <li>• Cash</li> <li>• Check from Central Accounting</li> </ul>
E-Check	Call Center Public Web Site	<ul style="list-style-type: none"> <li>• Gift Card (Excluding GIA's)</li> <li>• Check from Central Accounting</li> </ul>
Credit Card Visa – MasterCard – Discover	Field Call Center Public Web Site	<ul style="list-style-type: none"> <li>• All credit card transactions must be refunded back to the original credit card number.</li> <li>• <u>All credit card transactions must be refunded back to the original sales channel regardless of where the refund is initiated.</u></li> </ul>
Gift Card (Excluding GIA's)	Field Call Center Public Web Site	<ul style="list-style-type: none"> <li>• Gift Card (Excluding GIA's)</li> <li>• Check from Central Accounting</li> </ul>