



BRANDT

INFORMATION SERVICES

State of Nebraska, Nebraska Game & Parks Commission

STATE PARK RESERVATION SYSTEM

RFP 6909 Z1

TECHNICAL PROPOSAL

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024

VENDOR NAME: Brandt Information Services, LLC



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September 24, 2024

Ms. Connie Heinrichs
Procurement Officer
State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508

**RE: State of Nebraska – State Park Reservation System
RFP 6909 Z1**

Dear Ms. Heinrichs,

Brandt Information Services is pleased to submit our response to the State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau's Request for Proposal (RFP) for a new State Park Reservation System for the Nebraska Game and Parks Commission (NGPC). For your consideration, we present the following proposal for a new Centralized Reservation Solution (CRS) and related professional services to support the Nebraska State Park System.

Brandt shares your vision for a new customer-centric, data-driven and cost-effective system that will ensure that NGPC's goals and requirements are fully met and that NGPC can effectively deliver a modern and user-friendly product to your customers while improving efficiencies within the agency.

We believe that our solution, powered by our people and our experience will provide NGPC with the best value replacement solution for the State.

In our response, we detail the features, functionality, and benefits of our simple, integrated system, designed to meet NGPC's objectives – including industry-leading capabilities, like R3 initiatives, interactive mapping, and industry first and industry leading Dynamic Pricing. Our system does not just meet the basic requirements, it exceeds them.

The proposed solution leverages Brandt's successful implementation at neighboring state parks agencies where our technology and innovative business-partnership approach have generated millions of dollars of new revenue for these states.

This approach will allow us to fully implement a seamless transition and all aspects of the replacement system by the anticipated December 2025/January 2026 go-live. Our partners will attest to our passionate dedication to a genuine, collaborative business partnership, evidenced by our close relationships with both state parks staff and administration, and regular visits to state parks, regional and central offices. Expanding our partnership with NGPC is something we are incredibly excited about and are proud to earn through this process.

Brandt's Central Reservation System meets the critical demands of your customers today and will provide an innovative platform to continually enhance customer experiences, and build loyalty, occupancy, and revenue over time.

Our solution is seamless and easy to use for both customers and parks staff. We make it easy to find a campsite or outdoor program, to reserve a spot, and to easily pay the required fees. With Brandt, a new reservation can be completed in under three minutes in as few as 5 easy steps.

Integrated Customer Relationship Management (CRM), data analytics and visualization tools, and built-in marketing capabilities will allow NGPC to create dynamic marketing campaigns and promotions, all while gaining insight into what marketing activities work, and those that do not.

The Brandt Marketing Team stands ready to advise and help implement strategic marketing campaigns in partnership with NGPC. This will aid NGPC in the retention of resident customers and attract guests from outside the state as well. These same on-demand digital reporting capabilities will allow NGPC to make data-driven decisions for resource and capacity management planning, allowing the agency to focus scarce funding and resources to parks with the greatest needs, and the greatest opportunity.

The Nebraska Game and Parks Commission has a unique opportunity to design and implement a customized *and* proven solution that is flexible, powerful, and built with the future in mind. Working with Brandt, you have an industry-leading partner to ensure both business and mission critical services are functioning and meeting the demands of all users.

The solution will empower the agency and its customers through innovation, modern technology, and strategic marketing efforts to expand its product and service offerings, to better engage and retain its customers, to integrate key business systems, and to improve operational efficiency. Ultimately, the above translates into decreased costs and increased revenue.

Brandt is proud of its true partnership approach with state agency clients. Our mission is to not only implement a modern solution but expand its reach and serve NGPC and its visitors beyond expectations. It is a part of our culture that our partners must be successful before we can; your success is our success.

We look forward to continuing our partnership with the Nebraska Game and Parks Commission. In addition to providing outdoor recreational licensing and permitting services and support, we look forward to expanding our services to support Nebraska's state parks.

Thank you for your consideration of our proposal. Brandt stands ready to serve the great state parks of Nebraska.

Sincerely,



Travis Warren

CEO

Brandt Information Services, LLC

(850) 577-4900

Form A
Bidder Proposal Point of Contact
Request for Proposal Number 6909 Z1

Form A should be completed and submitted with each response to this Request for Proposal. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Brandt Information Services, LLC
Bidder Address:	501 N. Duval Street Tallahassee, FL 32301
Contact Person & Title:	Matthew Mitchell – Chief Revenue Officer
E-mail Address:	proposals@brandtinfo.com
Telephone Number (Office):	850-577-4900
Telephone Number (Cellular):	850-524-2424
Fax Number:	850-681-3592

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Brandt Information Services, LLC
Bidder Address:	501 N. Duval Street Tallahassee, FL 32301
Contact Person & Title:	Matthew Mitchell – Chief Revenue Officer
E-mail Address:	proposals@brandtinfo.com
Telephone Number (Office):	850-577-4900
Telephone Number (Cellular):	850-524-2424
Fax Number:	850-681-3592

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal and agrees to the terms and conditions unless otherwise indicated in writing, certifies that contractor maintains a drug free workplace, and certifies that bidder is not owned by the Chinese Communist Party.

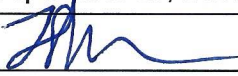
Per Nebraska’s Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. “Nebraska Contractor” shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

BIDDER:	Brandt Information Services, LLC
COMPLETE ADDRESS:	501 N. Duval Street, Tallahassee, FL 32301
TELEPHONE NUMBER:	850-577-4900
FAX NUMBER:	850-681-3592
DATE:	September 20, 2024
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Travis Warren, CEO

List of Proprietary Information

Brandt would like to request the following information be redacted from public record from our Technical Response. We have provided a separate file named “RFP 6909 Z1 BRANDT, File 3 of 3 - PROPRIETARY INFORMATION” with this information redacted as per Neb. Rev. Stat. §84-712.05.

Brandt considers this information confidential and proprietary and would be advantageous to our business competitors if disclosed/released.

Please see below for a list of the specific information Brandt considers confidential/proprietary and the reason for exclusion.

Section # / Page #s	Section/Document	Explanation for Claim of Proprietary/Confidential Information
Appendix 1 Pages 286-283	Brandt Audited Financial Statements	A claim of confidentiality is asserted as to Brandt’s response for RFP’s requirement for 1. Corporate Overview, b. Financial Statements , regarding our corporate financial stability. The information contained herein contains confidential information applicable only to Brandt and further includes information considered proprietary.
Appendix 2 Pages 325-337	Brandt Attestation of Compliance (AoC)	A claim of confidentiality is asserted as to Brandt’s response for RFP’s requirement FUN-136, Section IV – Payments and Credit Card Processing , regarding our Attestation of Compliance (AoC). The information contained herein contains confidential information applicable only to Brandt and further includes information considered proprietary.
Appendix 4 Pages 414-421	Draft Security Plan	A claim of confidentiality is asserted as to Brandt’s response for RFP’s requirement FUN-165, Section VI – Information Security , regarding our proposed Draft Security Plan. The information contained herein contains confidential information applicable only to Brandt and further includes information considered proprietary.



1. CORPORATE OVERVIEW

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material
Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



Corporate Overview

a. Bidder Identification and Information

The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.

Bidder Name: Brandt Information Services, LLC

Address: 501 North Duval Street
Tallahassee, FL 32301

Entity Organization: Limited Liability Company (LLC)

State Incorporated: Florida

Date Incorporated: 1985

Name Change: In March of 2018, Brandt reorganized its corporate structure and converted from a Florida corporation to a Florida Limited Liability Company. Therefore, the organization changed its name from Brandt Information Services, Inc. to Brandt Information Services, LLC.

b. Financial Statements

The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.

If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in so proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.

The bidder must disclose all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.

The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

Brandt is a privately held company and has been operating since 1985. Our D&B DUNS number is: 17-507-2271.

Brandt is a financially stable and fiscally responsible organization and employs an in-house professional accounting team consisting of Certified Public Accountants to support accounting operations.

To confirm our financial stability and strength, please see **Appendix 1: Brandt Audited Financial Statements**.

Judgements, Litigations, & Financial Disputes

Brandt has no pending litigation or any other real or potential financial reversals, and the Company has not been in any lawsuits with any clients, suppliers, or employee personnel since the Company's purchase in 2007, except for one personnel matter in 2022, wherein the employee first pursued their claims through the U.S. Equal Employment Opportunity Commission (the "EEOC"), which resulted in a Notice of Dismissal following the EEOC's inability to find reasonable cause to believe discrimination occurred. The employee then sought relief under state law, but the case was settled for a small amount to cover plaintiff's counsel expenses through discovery phase and plaintiff voluntarily dismissed. There are no outstanding obligations under this matter.

c. Change of Ownership

If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder(s) will require notification to the State.

Brandt Information Services, LLC does not anticipate nor intend to change its ownership or control of the company over the next twelve (12) months following the proposal due date. Brandt understands that if a change of ownership were to occur, notification to the State is required.

d. Office Location

The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.

Our Brandt team is **300+ employees** strong – based across North America and organized by expertise and platform. Many Brandt team members work remotely, or from one of three US office locations:

Florida (HQ) 501 North Duval St. Tallahassee, FL	Maryland 20 Wight Avenue Hunt Valley, MD	Arizona 727 E Maryland Phoenix, AZ
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Brandt's **Tallahassee, Florida Headquarters and Phoenix, Arizona office** will be responsible for performing the services requested in this RFP, with participation from additional locations as needed.

e. Relationships with the State

The bidder should describe any dealings with the State over the previous three (3) years. If the organization, its predecessor, or any Party named in the bidder's proposal response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.

Brandt Information Services, LLC is currently contracted with the State of Nebraska for Nebraska's Game and Parks Commission's Statewide Web-Based Permit/Licensing System.

Contract Number: **97474 04**

f. Bidder's Employee Relations to State

If any Party named in the bidder's proposal response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.

If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.

Brandt does not have any employees currently on staff that have been previously employed by or served as a subcontractor to the State of Nebraska.

g. Contract Performance

If the bidder or any proposed subcontractor has had a contract terminated for default during the past five (5) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.

It is mandatory that the bidder submit full details of all termination for default experienced during the past five (5) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's proposal accordingly. If no such termination for default has been experienced by the bidder in the past five (5) years, so declare.

If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

Brandt has never been dismissed or had any contracts terminated because of unsatisfactory performance/default.

h. Summary of Bidder's Corporate Experience

The bidder should provide a summary matrix listing the bidder's previous projects similar to this Request for Proposal in size, scope, and complexity including at least one other State. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.

The bidder should address the following:

- i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this Request for Proposal. These descriptions should include:
 - a) The time period of the project,
 - b) The scheduled and actual completion dates,
 - c) The bidder's responsibilities,
 - d) For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
 - e) Each project description should identify whether the work was performed as the prime Contractor or as a subcontractor. If a bidder performed as the prime Contractor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.
- ii. Bidder and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as subcontractor projects.
- iii. If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the bidders above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

Nebraska Game and Parks Commission (NGPC) has a unique opportunity to design and implement a proven Central Reservation System solution that is flexible, powerful, and designed with the future in mind. Working with Brandt, you have an industry-leading partner to ensure both business and mission critical services are functioning and meeting the demands of the system's users.

To accomplish these goals, the NGPC must partner with a vendor that understands the parks and outdoors recreational industry business rules, processes, and challenges. Having successfully implemented 28 large-scale solutions for our current natural resource Department customers, ***we bring the expertise, resources, and experience required for a successful implementation on day one.*** NGPC will not need to be concerned about a learning curve pertaining to park operations, camping, and outdoor recreation customers, initiatives, and objectives.

In 2011, Brandt entered the outdoor recreational technology industry. Since then, Brandt has been a driving factor in the implementation of solutions that grow with our agencies. Brandt's experience in the outdoor recreational sector is unparalleled. Our solutions are the first of their kind to offer customers innovative benefits and services such as auto-renew and activity packages for one-click purchasing.

Brandt has **over a decade** of natural resource agency experience in designing and operating similar State Parks Central Reservation Systems to the NGPC system for our outdoor partners, including:

- South Carolina State Parks
- Alabama State Parks
- Tennessee State Parks
- Arkansas State Parks
- Mississippi State Parks
- Georgia Department of Natural Resources - WRD
- Louisiana State Parks
- Georgia Power
- South Dakota Game Fish & Parks
(Combined Parks & Wildlife Licensing Solution)
- Plus 18 County / Municipal CRS customers

STATE PARKS CENTRAL RESERVATION SYSTEM EXPERIENCE

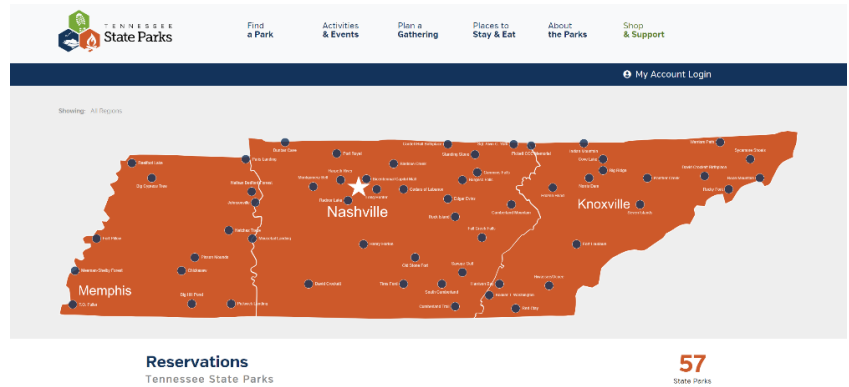
SOLUTION/FEATURE	South Carolina State Parks	Alabama State Parks	Tennessee State Parks	Arkansas State Parks	Mississippi State Parks	Louisiana State Parks	South Dakota GFP	Georgia DNR	Georgia Power
Central Reservations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mobile Responsive Design	✓	✓	✓	✓	✓	✓	✓	✓	✓
Point of Sale (POS)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Reservations Call Center/Help Desk	✓		✓			✓	✓	✓	✓
Dynamic Rate & Revenue Management	✓	✓	✓						
Reporting Library	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hardware Procurement	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gift Cards / Certificates	✓	✓	✓	✓	✓	✓	✓	✓	✓
Retail Inventory Management	✓	✓	✓	✓			✓	✓	
Merchandise Fulfilled by Brandt (eStore)							✓	✓	
Customer Support & Relations (CRM)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marketing & Outreach	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marina Management	✓	✓	✓	✓	✓				
Programs & Events	✓	✓	✓	✓	✓	✓	✓	✓	✓
Permits & Parking	✓		✓		✓				

Project Experience Narratives

Please see find a list of our current state agency parks clients that we designed, implemented and maintained similar centralized reservation systems on the following pages:

Tennessee State Parks Reservation System

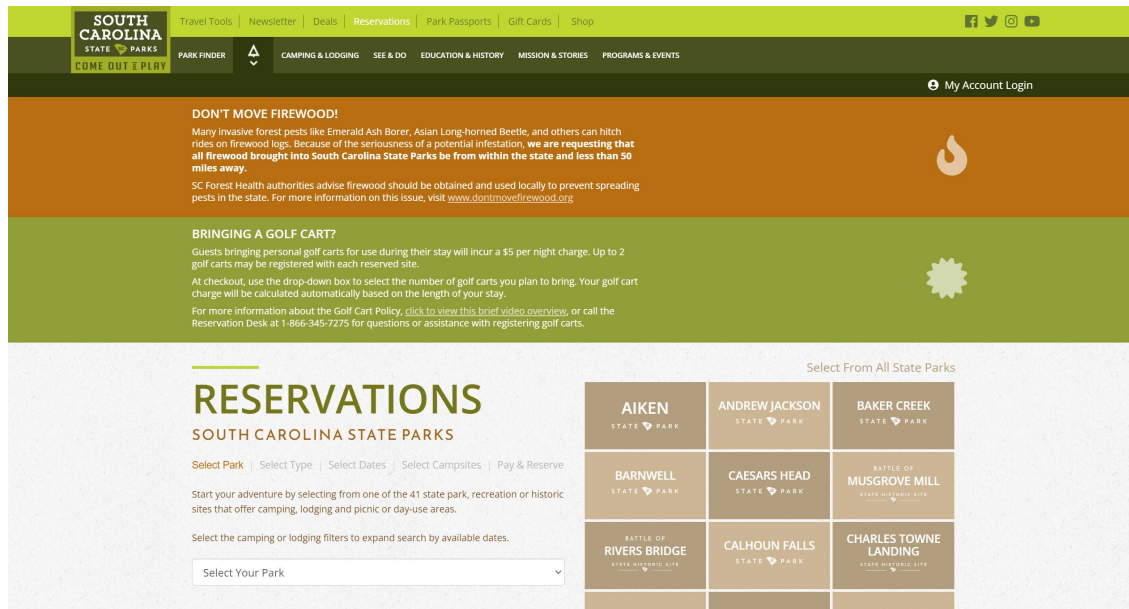
Brandt’s Itinio solution was selected in 2012 to provide all reservations, registration, gift card and point-of-sale systems throughout the now 57-park system. This scope includes oversight and support of subcontractors; GolfNow (9 Courses); Megasys Hospitality Systems (4 Resort Park Lodges), and; NCR Aloha/Insight (7 Restaurants). TSP renewed our contract in 2018.



Similar to rate management tools implemented for SCPRT, TSP has recently completed a multi-year process of shifting to demand-based, daily rates, from a common flat-fee structure. This effort spanned a wide range of technical development, marketing, accounting modifications, as well as statewide field-staff re-training. Together, the TSP/Itinio team was responsible for the planning, execution, and agency communication of this project. Our role continues revenue management support to expand the scope of dynamic rates for TSP.

Project Time Period:	2012 – Currently Maintaining Solution		
Scheduled Completion Date:	Go-Live delivered in phases. Delivered On-Schedule		
Actual Completion Date:	Actual Go-Live: March 2013		
Similar Services Provided:	<ul style="list-style-type: none"> ○ Central Reservation System for 60+ parks (camping, cabins, shelters & lodge rooms) ○ Dedicated Reservations Call Center serving all campgrounds and lodges ○ Marina Moorage Contract Management ○ Restaurant POS Management (integration with NCR Aloha/Insight) ○ Fee-Based Program Registration ○ Golf Tee Sheet & Point-of-Sale (nine courses / pro shop & snack bar) ○ Retail Point-of-Sale (Itinio QuickSale) ○ Retail Inventory Management ○ Online Tour, Permit and Pass Sales ○ Gift Card Administration (ValuTec) ○ Megasys (Portfolio HMS) Contract Management with Itinio Accounting Integration ○ CRM Email Marketing with Event Calendar Registration Integration & Surveys ○ Extensive, Customized Reporting Library ○ Unified Accounting Data integration with POS/revenue systems 		
Brandt Involvement:	Prime Contractor		
Reference Name:	Morgan Gilman – Director of Marketing, Revenue & Guest Experience		
Phone:	615-253-7307	Email:	Morgan.Gilman@tn.gov

South Carolina State Parks Reservation System

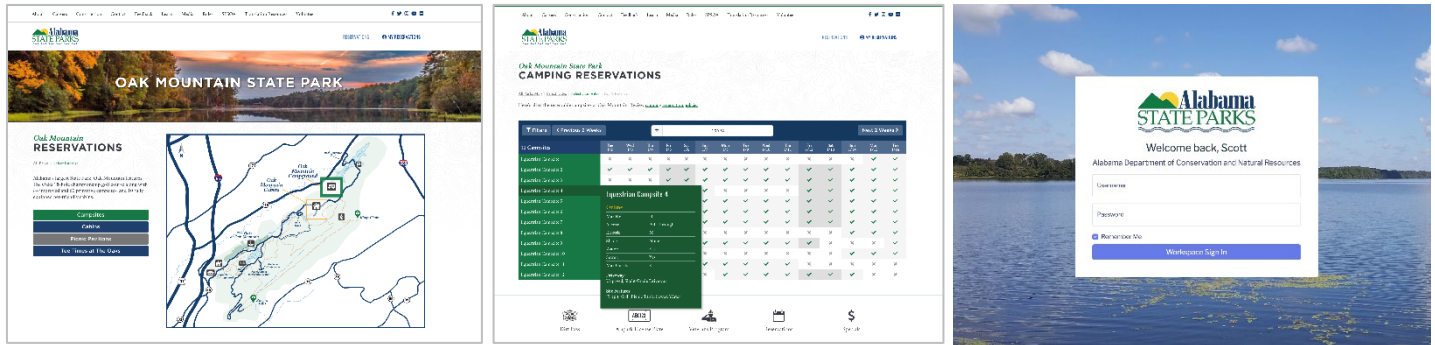


Brandt’s Itinio solution was retained in January 2018 to convert SCPR from their previous reservations system provider (Reserve America), to Itinio Reservations – along with specific process improvements in the areas Accounting, Operations and Marketing.

The Itinio team provides SCPR with a dedicated Project Manager and shared Coordinators as well as department-specific support for Accounting and ongoing Marketing efforts. Our engineering group works directly with the SCPR Revenue Managers to continually adapt their unique rate-management tools to meet growing revenue management strategies.

Project Time Period:	2018 – Currently Maintaining Solution		
Scheduled Completion Date:	Go-Live delivered in phases. Delivered On-Schedule		
Actual Completion Date:	Actual Go-Live: August 1, 2018		
Similar Services Provided:	<ul style="list-style-type: none"> ○ Central Reservation System for 48 parks (camping, cabins, facilities, lodge and parking) ○ Dynamic Rate & Revenue/Yield Management ○ Retail Point-of-Sale integrated with Retail Pro for advanced inventory control ○ Shopify eCommerce integration with Retail Pro and Itinio accounting reporting ○ Program & Event Registration with integration to existing website Content Management ○ Marina Moorage Contract Management ○ Park Entry Point-of-Sale with Guest Check-In ○ Gift Card Administration (Valutec) ○ CRM Email Marketing & Surveys 		
Brandt Involvement:	Prime Contractor		
Reference Name:	Sarah Pardue – Chief of Budget & Revenue		
Phone:	803-767-0434	Email:	spardue@scprt.com

Alabama State Parks Reservation System



Brandt’s Itinio solution was retained in December 2022 to convert ADCNR from their previous reservations system provider (Tyler Technologies, USEDirect/Recreation Dynamics), to Itinio Reservations – along with numerous process improvements in Payment Processing, multi-system integration, Accounting, and park operations.

Alabama Department of Conservations & Natural Resources (ADCNR) launched its Reservations system in 2023. ADCNR includes 21 state parks with camping, cabins, facilities, lodges, golf, marinas, restaurants, and retail operations.

The Brandt team was tasked with the conversion from multiple reservations and point-of-sale systems into fresh new systems providing the agency with improvements in payment processing, multi-system integration, accounting, and park operations.

The Itinio retail point-of-sale provide parks with integrated guest check-in capabilities and efficient inventory control features. Plus, new point-of-sale payment terminals include convenient ApplePay and GooglePay features to streamline in-person sales.

The Itinio team provides ADCNR with an experienced Project Team and Revenue Manager/Analyst for advanced rate management.

Project Time Period:	2023 – Currently Maintaining Solution		
Scheduled Completion Date:	Go-Live delivered in phases. Delivered On-Schedule		
Actual Completion Date:	Actual Go-Live: August 1, 2024		
Similar Services Provided:	<ul style="list-style-type: none"> ○ Central Reservation System for 21 parks (camping, cabins, facilities, lodge and golf) ○ POS Payment Terminals with Apple/Google Pay ○ Integrated Accrual Accounting across all systems (lodge, golf, F&B & campgrounds) ○ Dynamic Rate & Revenue/Yield Management ○ Retail Point-of-Sale with inventory control ○ Program & Event Registration with integration to existing website Content Management ○ Marina Moorage Contract Management ○ Park Entry Point-of-Sale with Guest Check-In ○ Gift Card Administration (Valutec) ○ CRM Email Marketing & Surveys 		
Brandt Involvement:	Prime Contractor.		
Reference Name:	Matthew Capps – Deputy Director, Alabama State Parks Division		
Phone:	334-242-3337	Email:	Matthew.Capps@dcnr.alabama.gov

Brandt Background & Capabilities

BRANDT Brandt Information Services, LLC is an information-technology solutions provider, professionally aligned with state conservation, parks and natural-resources agencies. The company is focused on implementing and supporting large-scale, turn-key systems for managing **Outdoor Recreation** business activities and related services.

Brandt is a provider of **Software-as-a-Service (“SaaS”) recreational licensing and reservation solutions** for local, state and federal government agencies to administer the issuance of wildlife licensing, vessel/vehicle registrations, and campground/park reservations. At Brandt, we take pride in transforming the outdoors experience by delivering **cutting-edge technology platforms** that prioritize a seamless consumer experience and serve as a pivotal revenue-generating tool for state agencies.

TRANSFORMING THE OUTDOORS EXPERIENCE

Providing simple, modern and secure technology solutions to conservation agencies and their users

Brandt’s solutions simplify workflows for licenses, reservations, and registrations that increase reach and accessibility for recreational agencies, park staff/rangers, and the public to have full control over their outdoor activities.

BRANDT OUTDOOR RECREATIONAL SOLUTIONS

Solutions to support public and private organizations with wildlife conservation and recreational management operations.



Parks & Campsites Reservations



Boats & Off-Road Vehicle Registrations



Hunt & Fish Licensing



Merchandising

SUPPORT SERVICES

Brandt is your all-in-one partner for outdoor recreational management needs. This includes a variety of in-house services to support your platform and consumers.



Project Management



Marketing Support



Fulfillment



Contact Center



Equipment Support

The proposed solution leverages Brandt’s successful implementation at partnered state parks agencies where our technology and our innovative business-partnership approach have generated millions of dollars of new revenue for the states.

This approach will allow us to fully implement a **seamless transition** and all aspects of the replacement system for Nebraska’s NGPC.

The Brandt Advantage

Our experienced team has a proven track record of successfully implementing recreational solutions and will work with the NGPC to design and implement the ideal solution for the Department, while learning about NGPC’s specific needs and requirements. With Brandt, we not only implement benefits for business-critical functions, but design solutions specific to State Parks’ “wish lists” and “nice to have” benefits that go beyond the basics.

- ✓ With Brandt, you are choosing a partner with a **proven modern technology built upon reliability and stability** from a reputable company with more than 39 years of excellence. We have successfully implemented Brandt Outdoor Recreational Solutions in 25 top tier partnerships since 2011, with four additional partner systems launching in 2024 and 2025.
- ✓ Our reputation for **on-time service delivery** is industry leading. Each of our solutions have been implemented on time or ahead of schedule. We have the resources, capabilities, and technologies to meet time-sensitive schedules. Brandt understands that additional unknown risks may be introduced during the implementation phase, and we are prepared to respond and adapt to these items without affecting the project schedule.
- ✓ We take pride in our **partnership approach** with customers. We collaborate with our partners to identify innovative, mutually beneficial approaches.
- ✓ Brandt is **continuously implementing outdoor recreation “industry-firsts”** in recreational licensing, wildlife management, and parks reservations. We have implemented several nationally recognized programs, including License/Permit Auto Renew, Marketing Campaigns, and Activity Packages. We support Recruitment, Retention, and Reactivation (R3) efforts to promote outdoor participation and grow the solution as our customer organizations evolve.
- ✓ Brandt offers the **flexibility and creativity** to overcome organization and industry obstacles proactively, creating positive change across all business operations and services. Our ability to adapt to change ensures NGPC’s solution is always ready for what’s next.

BEST INNOVATION IN THE INDUSTRY



Configurable SaaS Cloud Based Solutions



Mobile-First E-Commerce



Proprietary Marketing Automation Program



Client Portal & Real-Time Analytics Dashboards



Digital, Hard Card & Paper License Support



Leader in Dynamic, Demand-Based Pricing

TRUSTED STATE PARTNER

Brandt is proud of its true partnership approach with our state agency clients. Our mission is to not only implement a modern solution, but expand its reach and serve NGPC and its visitors beyond expectations.

It is a part of our culture that our state partners must be successful before we can be; your success is our success.

Selecting Brandt to build upon the years of state experience, success and technology contributions is the ideal choice to ensure continued success to promote outdoor recreation and to meet the NGPC’s recreational needs for residents and visitors to the State of Nebraska.

Brandt is proud of its experience, providing similar solutions, equipment, and services to state wildlife and parks agencies. Brandt has retained our customers at an industry leading rate, we have partnered with 28 agencies, 11 of which have chosen to continue working with Brandt as their recreational partners by exercising their renewal and extension options.

We are proud of our continued relationship with our customers and the commitment we've demonstrated to be a continued partner to our customers throughout the term of our contracts and beyond.

COMMITMENT TO THE STATE PARKS AND NATURAL RESOURCES INDUSTRY AND A PROVEN TRACK RECORD

With Brandt, you are choosing a partner in conservation that is committed to serving the fish and wildlife industry.



28 Agencies Currently Partnered with Brandt



Best Technologies & Security Tools



Nationally Recognized for R3 Efforts



All Systems Delivered by "Go Live"



39+ Years of Business & Growth

BRANDT BY THE NUMBERS

39

Years in Business

26

State Partners

15K

Agency Administrators

15M

Unique Consumers

100%

Client Retention Rate

3

Office Locations

300+

Employees

60+

Call Center Agents

70+

In-House Tech Engineers

20+

Outdoors Conferences Attended Annually

7

Years Best & Brightest Award Winner

2

Years GovTech 100 Award Winner

BRANDT STATE AGENCY PARTNERS / CUSTOMER BASE

Alabama State Parks



Arkansas State Parks



Bahamas



Florida FWC



Georgia WRD



Georgia Power



Idaho IDFG



Idaho State Parks



Indiana DNR



Iowa DNR



Kansas KDWPT



Louisiana State Parks



Maryland DNR



Massachusetts DFG



Mississippi State Parks



Nebraska GFP



North Carolina WRC



Oklahoma ODWC



Oregon DFW



South Carolina DNR



South Carolina PRT



South Dakota GFP



Tennessee TWRA



Tennessee State Parks



Virginia DWR



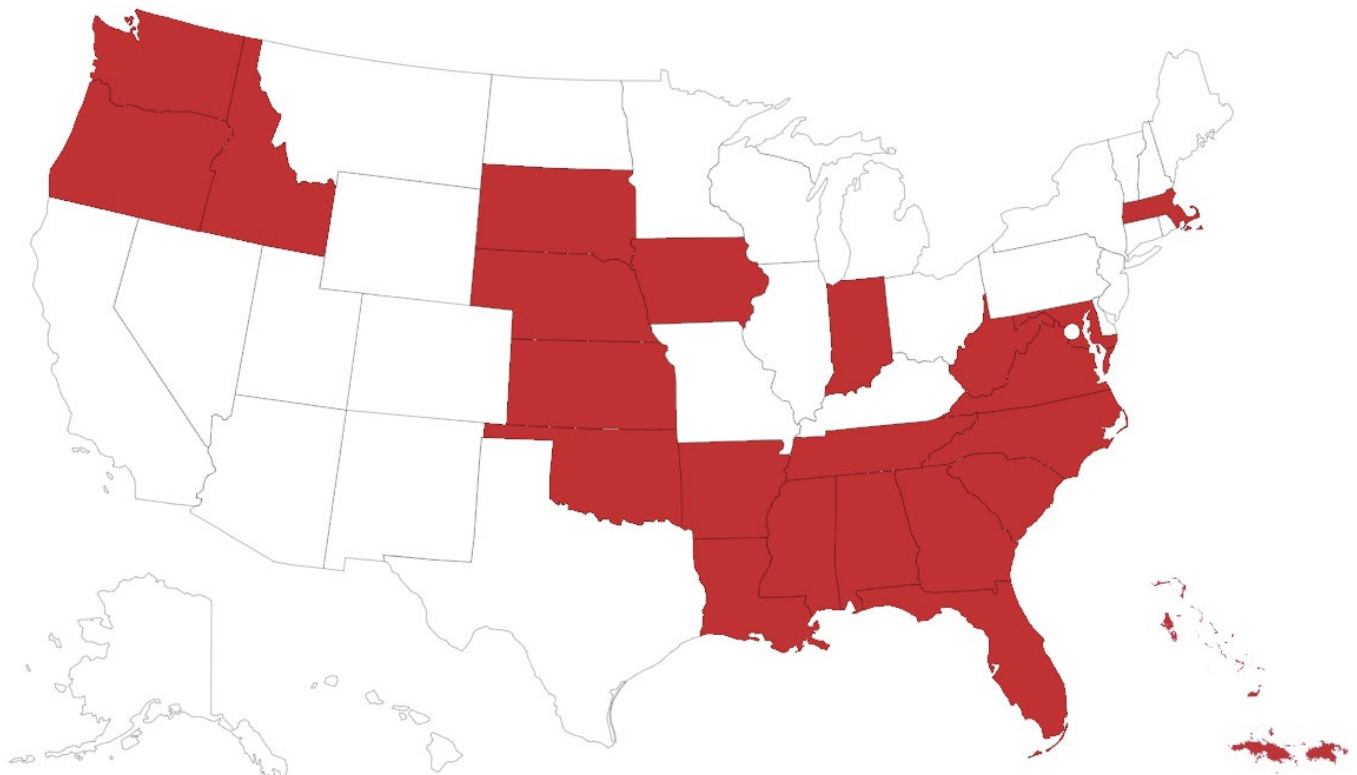
US Virgin Islands



Washington DFW



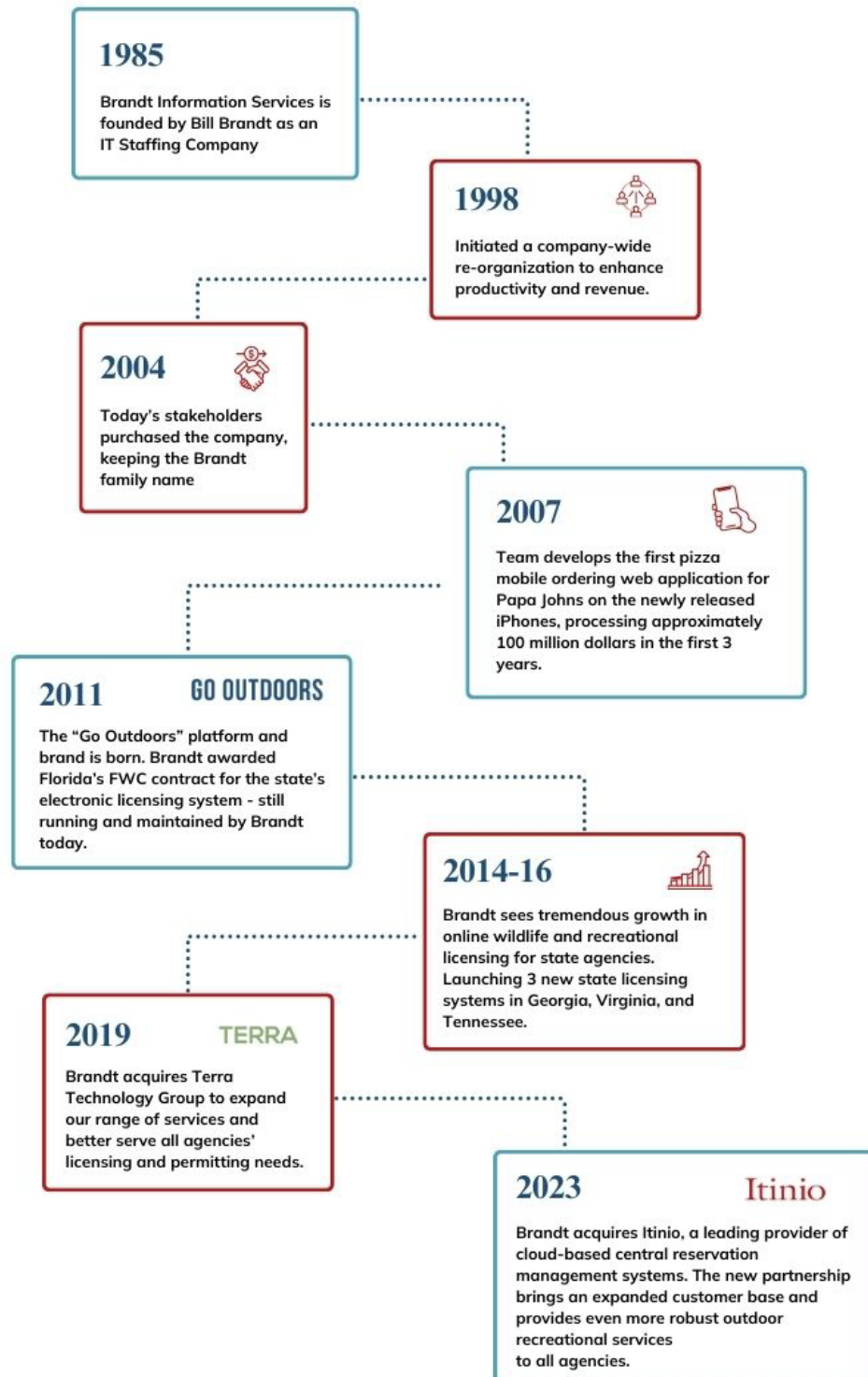
West Virginia DNR



COMPANY HISTORY

Years in Business: 39 Years

Brandt's history of excellence spans more than three decades, offering our customers a special combination of industry relevant experience, as well as experience developing and maintaining similar large-scale, transaction-based systems in retail and other governmental environments.



“GO OUTDOORS” BRAND IS BORN

In 2011, with the award of the Florida Fish and Wildlife Conservation Commission contract for electronic licensing, Brandt entered the outdoor recreational technology industry. Since then, Brandt has been a driving factor in the implementation of solutions that grow with our agencies. Brandt’s experience in the outdoor recreational sector is unparalleled. Our solutions are the first of their kind to offer customers innovative benefits and services such as auto-renew and activity packages for one-click purchasing.

Brandt Product Trail Map



ITINIO RESERVATIONS ACQUISITION

In late 2023 Brandt acquired Itinio, a highly reputable leader in the outdoor recreational technology industry, with Central Reservations Systems deployed or deploying in the states of South Carolina, Alabama, Tennessee, Arkansas, and Mississippi with more than 20 county and municipal parks operations as well.

With this strategic acquisition, Brandt will leverage the collective strengths to offer the industry’s best outdoor recreation technology platform and further deliver continuous innovation with superior technology.

Brandt looks forward to supporting more state and local agency customers with easy-to-use, reliable, web-based automated experiences for outdoor enthusiasts everywhere across reservations, licensing, registrations, and more.

i. Summary Of Bidder's Proposed Personnel/Management Approach

The bidder should present a detailed description of its proposed approach to the management of the project.

The bidder should identify the specific professionals who will work on the State's project if their company is awarded the contract resulting from this Request for Proposal. The names and titles of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.

The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the Request for Proposal in addition to assessing the experience of specific individuals.

Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel may be implemented after written approval from the State.

Proposed Personnel/Management Approach

As with all our technology implementations, Brandt will provide all work management for the tasks under this Contract, including the day-to-day management of its staff. We are responsible for the success of this project and therefore we will not only assign the proper resources to the project, but will also ensure the work is completed to the level of quality required per the project schedule.

Based on the combined inputs of our intimate experience with state outdoor recreation agencies, the RFP requirements, and our understanding of NGPC's goals, Brandt has identified the project resources needed throughout the project. Brandt's team is readily available to commit to the implementation of the system. Our Project Resources will be monitored and updated in conjunction with the monitoring and maintenance of the Project Scope and Schedule.

Brandt proposes the following staff / resource policies and procedures:

- Active monitoring of project milestones and deliverables to determine adjustments to resources. Additional resources will be available and assigned to a deliverable to prevent delays if any potential delays are identified.
- *Upon contract award, assign an Account Director (in addition to assigned Project Manager) to focus on long-term relationship support and partnership.*
- Upon transition to the maintenance phase of the project, dedicated staff time may be reduced based on resource needs.

Nebraska State Parks Reservation System – Proposed Project Team

Brandt proposes a robust, expert implementation team to support the design and implementation of our proposed solution. The project team will be staffed with experts that have direct experience working on similar reservation and outdoor recreation solutions, bringing NGPC unparalleled knowledge and industry leading approaches to overcoming outdated processes and reversing diminishing outdoor participation figures.

Brandt will serve as the prime contractor to perform the services outlined in this RFP and brings an experienced Project Management Team to support NGPC with the implementation, development and growth of the Nebraska State Parks Reservation System.

Brandt’s expert team will support the design, development, implementation, and operations of the new NGPC State Park Reservation System. The core team will consist of project team members that NGPC staff will continue to work with as part of the post-implementation ongoing maintenance phase of the project, in addition to supplemental resources required to support implementation activities.





Our team is dedicated to working closely with stakeholders at every level, continuing throughout the service period. We visit all of the parks we serve to field-test processes and for the opportunity of meeting and listening to park staff and customers directly.

Brandt’s Proposed Staffing Plan – Roles & Responsibilities

Brandt’s proposed Nebraska State Park Reservation System team has significant experience in successfully implementing and managing parks reservations solutions of similar scope and scale to the system described in the RFP.

The following table provides a highlight of the proposed expert team to be assigned to the project team for both the initial implementation as well as ongoing maintenance support.

Brandt’s proposed **key team members/personnel** providing leadership to the greater project teams will include:

Team Member Name / Role	Responsibilities
 Bryan Hetrick, PMP Project Manager	<ul style="list-style-type: none"> • Main point of contact for the project discovery, development and implementation • Provides regular updates on the status of projects and tasks • Meets with team regularly to review issues and monitor progress and milestones • Monitors contract compliance • Reviews deliverables for accuracy and completeness • Conducts risk management analysis • Helps coordinate documentation, testing, and training
 Rob Remes, PMP Account Director	<ul style="list-style-type: none"> • Relationship oversight tasked with NGPC goal achievement • Focus on successful onboarding, training, relationship health
 Hannah Smith Senior Parks Implementation Consultant	<ul style="list-style-type: none"> • Provides Itinio platform expertise gained from multiple implementations • Provides retail inventory configuration and conversion assistance • Manages initial POS Station setup and ongoing retail sales support • Subject matter expert for cashier and reservations training • Coordinates QuickSale POS technical details with implementation team
 Lorie Gann, PMP Inventory Manager / Training Supervisor	<ul style="list-style-type: none"> • Responsible for reservable inventory setup and review • Development of client-specific training materials and programs • Leads in-person and remote training and testing sessions • Supervises reservations Help Desk support

In addition to the above dedicated key team members proposed for the proposed Nebraska State Parks Reservation System solution, Brandt will also support the project with additional staffing resources as needed. These roles may include:

Product/Implementation Manager	<ul style="list-style-type: none"> • Responsible for contributing to overall project objectives and specific team deliverables • Manages specific project plan activities • Helps coordinate documentation, testing, and training • Responsible for managing each development sprint
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Database Architect / Database Engineer	<ul style="list-style-type: none"> • Designs the data conversion process between the legacy and Brandt Itinio systems • Responsible for data testing and conversion integrity • Performs multiple test conversions for accuracy and timing • Works closely with the Project Managers and configuration team to ensure inventory accuracy across the system • Primary Technical liaison to the project teams
Database Management Specialist	<ul style="list-style-type: none"> • Manages data conversion and migration for customers, transactions, and other data consolidation efforts • Assists with structural design, stored procedure development, function development, and overall maintenance
Lead Developer	<ul style="list-style-type: none"> • Designs systems from a user perspective • Designs screens, reports, forms • Designs usability of the application • Designs application software components, including programs, modules, and run units • Prototypes, develops, and unit tests software components • Creates any APIs necessary
Application Developer/Programmer	<ul style="list-style-type: none"> • Designs systems from a user perspective • Designs screens, reports, forms • Designs usability of the application • Designs application software components, including programs, modules, and run units • Prototypes, develops, and unit tests software components • Creates any APIs necessary
User Experience Engineer / Accessibility Expert	<ul style="list-style-type: none"> • Collaborates with development team to translate functional requirements into user workflows • Develops interactive wireframes that communicate user workflows to support development • Work with marketing team, client, and PM to develop a style guide that governs application visual elements • Ensures web accessibility/Sec. 508 compliance of all applicable code
Lead Quality Assurance	<ul style="list-style-type: none"> • Manages assigned QA team members and assists with feature testing • Manages team members providing QA/testing deliverables • Works directly with Brandt and state project staff to ensure overall quality • Works with supplemental QA resources to develop QA use/test cases and automated regression tests
Infrastructure Manager	<ul style="list-style-type: none"> • Oversees cloud platform architecture and virtual server storage • Monitors system and preventive maintenance • Oversees hardware procurement, installation, and maintenance • Maintains incidence response policies and mitigation
Release Manager	<ul style="list-style-type: none"> • Supports development operations • Responsible for publishing new code and database changes • Oversees change management activities and manages releases to all environments
Mobile App Developer	<ul style="list-style-type: none"> • Develops and maintains public-facing and law enforcement mobile app • Works closely with Quality Assurance team to ensure successful mobile apps • Monitors mobile app performance
Data Intelligence Specialist	<ul style="list-style-type: none"> • Develops and maintains visual data intelligence dashboards with platforms such as SAS and Tableau • Implements Key Performance Indicator reports based on NGPC's needs

Hardware Deployment Coordinator (if hardware is required)	<ul style="list-style-type: none">• Coordinates configuration and deployment efforts for hardware• Assists with quality assurance and testing of hardware components and configurations• Works with Brandt Help Desk team to support hardware troubleshooting and support efforts
Marketing Coordinator	<ul style="list-style-type: none">• Oversees state agency marketing strategies• Coordinate marketing-related project schedules and priorities• Reviews, projects, and adjusts marketing budget planning• Mediates cross-state marketing strategic discussions• Oversees graphic design & print materials• Coordinates data requests & dashboards for agency marketing efforts

Key Personnel Experience and Capabilities

Like our other state and county parks clients, NGPC will benefit from the broad experience and unique capabilities of the team proposed for this project. Each of these team members bring important disciplines to the project, including backgrounds in:

- Project Management Institute Project Management Professional (PMP) Certification
- Parks & Recreation Operations
- Hospitality / Resorts
- eCommerce & Consumer Sales
- Social Media & SEO Marketing
- Public-Sector Accounting / Analytics

The proposed key team members have been selected for NGPC specifically for their parks and hospitality experience; their knowledge of Nebraska parks and the local region consumer market, as well as; their abilities to work collaboratively and on-location with the many NGPC contributors. Together, this expansive group defines the "Project Team" referenced throughout this proposal.

Please find resumes for our proposed key team members on the following pages.

Bryan Hetrick PMP



PROJECT MANAGER

Bryan Hetrick has a strong passion for superior customer service, managing staff, and project management. Having launched multiple complex IT implementations, he possesses the necessary set of skills needed for developing and managing software and technology projects and support for its users, for improving business processes, quality assurance reviews, and documenting project development for successful implementations.

He has been specifically selected to take the lead for the NGPC implementation due to his recent successes providing project management for state and county agencies of similar size and scope. Bryan has an excellent track record of projects staying on schedule with both the technical teams and client stakeholders.

YEARS OF EXPERIENCE: 18



STATE AGENCY PROJECT EXPERIENCE

Bryan is responsible for client communication, ensuring project scope, system implementation timelines, and post-launch oversight. State and county agency experience includes project management and client support for:

- o Georgia Dept. of Natural Resources (DNR) State Parks
- o Georgia Power Parks
- o Florida Department of Revenue (DOR)
- o Florida Department of Children and Families (DCF)
- o Florida Department of Economic Opportunity (DOE)
- o Florida Department of Health (DOH)
- o Florida County Clerk of Courts (67 Counties)
- o Florida Clerk of Court E-filing Authority Board
- o Florida State Courts
- o Florida Supreme Court
- o Florida Office of State Court Administrator (OSCA)
- o Florida Courts Technology Commission (FCTC)
- o Florida Bar Association
- o Florida Highway Patrol
- o Georgia State Patrol
- o Florida Local Government Investment Trust (FLGIT)



SKILLS & EDUCATION

Project Management

Enterprise Integration

Application System Architecture

Leadership

FLORIDA STATE UNIVERSITY

B.S., Political Science/Public Administration
Minor in Psychology

CERTIFICATIONS

Project Management Professional Certification (PMP)
from Project Management Institute (PMI)



PROJECT MANAGEMENT EXPERTISE & EXPERIENCE

- o Dynamic hands-on IT visionary who has extensive court related and governmental experience in project management, software development life cycle, integration, SQL relational database design and implementation, and client/customer training and support.
- o Industry leader and managing principal with a demonstrated success in leading project teams to deliver integrated software solutions within the judicial and gov-tech environments.
- o Leveraging over 13 years of experience pioneering and managing of complex IT solutions with achieved measurable resulting in streamlined processes, productivity improvement, cost reduction, and enhanced client / customer services.
- o Solutions oriented IT professional driven to resolve client / customer requests through Requirement Analysis, Design, Implementation, QA/Regression Testing, and Software Evolution all while promoting excellent customer service and the highest level of customer satisfaction.

Bryan Hetrick PMP



- Experienced PMI – PMP certified Project Manager and Systems Analyst proficient in the specification, development, quality assurance, installation, implementation, research diagnostics, software life cycle, and resolution support of multiple client-based software packages across the UNIX, Linux, Java, and Microsoft Windows environments.
- Provides enterprise-wide vision via decisive and insightful executive leadership, guiding daily operations and policy implementation while maintaining alignment with the company's IT strategic strategy.
- Proven eCommerce Program Manager adept at providing roadmap guidance and clear milestones for organizational program objectives that align with companywide strategy. Excels at assessing how individual projects will not only impact their programs but also their impact on companywide departments and business.
- Known for seamlessly negotiating, coordinating, and collaborating with internal organizations, external organizations and third-party vendor partners.
- Exceptional Communicator with the ability to work with and between both technical and non-technical customers, clients, stakeholders, and associates.
- Experience building, evolving, and leading high-performance teams to manage, implement, and streamline complex IT designs.
- Spearhead project delivery within tight timeframes, under budget, all while maintaining a high level of client satisfaction.



PROFESSIONAL EXPERIENCE

Brandt Information Services

Project Manager

2022 – Present

- Responsible for all aspects of Project Management, from Project Initiation to Closeout, for Ga Department of Natural Resources (GADNR) and Ga Power (GP) client groups.
- Member of a team tasked with driving project, product, and customer growth of GADNR's Go Outdoors and GP's CRS Reservation websites.
- Manage cross-functional teams, fostering effective collaboration between business analysts, developers, quality assurance testers, and other technical resources.
- Establish roles and responsibilities for project team members to ensure that resources are appropriately trained and supported.
- Lead GADNR's transition from a 2-year custom branched software version to our Common Core merged software platform. This success allowed GADNR to immediately access 6 versions of updated software Releases and ushered GADNR forward to our standard software / Client Community.
- Oversee GADNR's quarterly release projects to ensure successful software deployment all while maintaining compliance with technical requirements and facilitating smooth transitions to production environments.
- Directed deployment integration for Brandt / GADNR Merchandise Store leading to increased client revenue through Merchandise opportunities.
- Leading initiative to migrate Georgia Power Team from our Go Platform Campground Reservation System (CRS) to our Itinio platform Campground environment.
- Provide expertise within our Project Management Office (PMO) on standardized project management processes / methodology / project governance, IT organizational structure / strategic guidance, project scoping, developing project documentation templates, Project Risk Management, Change Management procedure, and provide training sessions / assistance to PMO team members on best practices to enhance our process improvement, project efficiency, and overall PMO consistency.
- Maintain high level of Client Team satisfaction as Brandt performed site hardening exercises and new enhancement output to focus on site stability and current software offerings. Continued trend of high-level Client satisfaction regarding both future enhancement Roadmapping and standardization of Release schedules, all while Brandt client partners continue providing the highest levels of customer service to their public users and constituency.

Bryan Hetrick PMP



Civitek, Inc.

eCommerce Project Manager

2016 – 2022

- Responsible for IT Project Management of all internal eCommerce products. Our combined eCommerce products processed in excess of \$100 million every month.
- Managed teams consisting of Operations/Banking Analysts, PCI Compliance / General Counsel, Business/Design Analysts, Systems/Networking Analysts and Development/Programming Analysts to perform necessary enhancements to conform to PCI industry standards while preserving client/customer satisfaction.
- Provided strategic guidance and leadership while managing expectation and deliverables for internal and external Change Control Boards working with a multitude of personnel including Clerk of Court, Directors of IT, Judges, and State Agency Directors performing complex integration with legacy applications to newly developed cloud-based web solutions.
- Road mapped, documented, and presented progress reports to multiple Clerk of Court and Office of State Court Administrator (OSCA) Committees.

Civitek, Inc.

Systems Project Analyst

2009 – 2016

- Systems Analyst/Project Manager for the FL Courts E-filing Portal performing project management, software architecture, and integration/implementation for all 67 County Clerk's Offices in Florida. With an overall cost of \$5.5 million, the web based Eportal has stabilized with over 100,000 users including Attorneys, Judges, and Clerk of Courts staff.
- Gathered and assessed business analysis workflow while developing specifications for Eportal system requirements. Provided use case documentation to illustrate system processes and assisted with detailed gap analysis of end user needs/requests. Developed Business Analysis of Enhancement/Defect requests, project risk analysis, prioritization, and development scheduling. Seized opportunities for project added value as customers' needs changed and grew throughout the project's maturity.
- Developed procedures and documentation for maintaining, analyzing, and updating relational databases through the creation, development, and execution of SQL statements. Provided access to additional statistical analysis by generating reports utilizing SQL. These statistical reports could be used to send information to a diverse group of users, customers, clients, and managers.

REFERENCES

Name: **Daniel Brown – Program Manager**
Organization: **Georgia Department of Natural Resources**
Address: 2070 U.S. Highway 278, SE, Social Circle, GA
Phone: 706-557-3249
Email: Daniel.Brown2@dnr.ga.gov

Name: **Clint Brown**
Organization: **Georgia Power**
Address: 241 Ralph McGill Blvd., NE, Atlanta, GA
Phone: 678-572-3666
Email: jcbrown@southernco.com

Name: **The Honorable Alex Alford – Clerk of Court**
Organization: **Walton County Clerk of Court**
Address: 571 E Nelson Ave. #208, DeFuniak Springs, FL
Phone: 850-892-8115
Email: alfalex@co.walton.fl.us

Rob Remes PMP



ACCOUNT DIRECTOR

Rob Remes has over 20 years of experience in project management and leadership, specializing in software development, system integration, and technical support. He has a demonstrated ability to deliver complex projects on time and within budget while cultivating strong client relationships and effectively leading cross-functional teams. Rob has been a crucial member of Brandt's client success team and has a passion for providing excellent customer service, communication, and requirements analysis for our customers.

YEARS OF EXPERIENCE: **20+**



STATE AGENCY PROJECT EXPERIENCE

Rob provides high-quality customer service, leadership, and account relations support services to meet the ongoing needs of Brandt's outdoor recreational solutions. David's state agency project experience includes the following:

- Nebraska Game, Fish, and Parks
- Iowa Department of Natural Resources
- Florida Fish and Wildlife Commission
- South Carolina Department of Natural Resources
- Idaho Department of Fish & Game



SKILLS & EDUCATION

Account Management

Software Development

Customer Service

Requirements Analysis

FLORIDA STATE UNIVERSITY

Biological Sciences

TALLAHASSEE COMMUNITY COLLEGE

Associate of Arts Degree

CERTIFICATIONS

Project Management Professional (PMP)

Certified Scrum Product Owner (CSPO)



PROFESSIONAL EXPERIENCE

Brandt Information Services

Account Director

2022 – Present

- Develop and nurture trust relationships with key stakeholders, aligning project goals with client objectives.
- Lead inter-departmental coordination efforts to ensure seamless project delivery.
- Mentor and guide junior team members in their developmental and technical growth.
- Prepare and deliver client presentations, highlighting project progress, achievements, and upcoming priorities.
- Identify opportunities for growth and improvement, both for clients and the organization.

Project Management Lead & Account Manager

2019 – 2021

- Led multiple project teams from inception to successful implementation, ensuring adherence to timelines and budget constraints.
- Analyzed project scope based on RFPs, customer discussions, and industry standards.
- Developed and executed project plans, proactively identifying and mitigating risks.
- Collaborated with executive leadership to align project goals with overall company objectives.
- Managed end-to-end project lifecycles, overseeing implementation and ensuring on-time delivery.
- Communicated project status and challenges to executive stakeholders and clients, proposing effective solutions.
- Achieved 100% of project deadlines and goals, resulting in a promotion within the organization.

Rob Remes PMP



SeeUnity

Solutions Consultant

2017 – 2019

- Provided project management services to ensure successful project outcomes.
- Implemented solution packages for proof of concepts, pilots, and production environments.
- Led knowledge transfer sessions to empower customers with product understanding.
- Managed projects throughout the service lifecycle, encompassing planning, process analysis, and deployment.

OpenText

Technical Analyst

2015 – 2017

- Delivered second-level support for OpenText products, assisting customers via telephone and email.
- Resolved complex technical issues for partners, customers, field employees, and consultants.
- Provided consulting, mentorship, and training to first-level Product Specialists.
- Documented and reported discrepancies in documentation and software development to improve product quality.

SeeUnity

Technical Consultant

2014 – 2015

- Provided expert technical product support to customers through various channels, including phone and email.
- Conducted thorough Quality Assurance and testing for all product offerings.
- Implemented solution packages for proofs of concept and production environments.
- Managed project lifecycles from planning to deployment, ensuring alignment with customer needs.
- Offered project management services to guide successful implementation.

OpenText

Product Manager

2011 – 2014

- Oversaw the complete development lifecycle of the eDOCS DM product line, driving strategic direction.
- Collaborated with internal and external stakeholders to define product vision and roadmap.
- Directed day-to-day development processes, ensuring timely maintenance releases and new product versions.
- Created and maintained a comprehensive product roadmap to align with strategic objectives.

OpenText

Manager, Customer Support

2009 - 2011

- Supervised a team of second-level Product Specialists, ensuring effective support for clients.
- Provided technical resources for cross-functional projects and customer initiatives.
- Acted as the primary contact for resolving customer satisfaction issues, fostering positive relationships.
- Communicated regularly with the Director of Customer Support about ongoing challenges and proposed solutions.
- Ensured compliance with customer support ticketing procedures and effective assignment of tickets.
- Implemented strategies to enhance first-call resolution rates and improve customer perceptions.

OpenText

Team Lead, Customer Support

2008 – 2009

- Led a team of first-level Product Specialists, providing support for the Content Server product line.
- Maintained proactive communication with the Customer Support Manager regarding issues and potential improvements.
- Ensured adherence to ticket handling procedures and effective assignment of customer inquiries.
- Fostered open communication among team members and facilitated collaboration with other departments.



REFERENCES

Name: **Brenda Brand – Director of Licensing & Permitting**
Organization: **Florida Fish & Wildlife Commission**
Address: 620 South Meridian Street, Tallahassee, FL
Phone: 850-443-7827
Email: Brenda.Brand@myfwc.com

Name: **Julie Jarrett – Boat Titling Licensing Manager**
Organization: **South Carolina Department of Natural Resources**
Address: 1000 Assembly Street, Columbia, SC
Phone: 803-528-6249
Email: JarrettJ@dnr.sc.gov

Name: **Mark Warren – Executive Officer**
Organization: **Iowa Department of Natural Resources**
Address: 210 Walnut Street, Des Moines, IA
Phone: 515-336-2918
Email: Mark.Warren@dnr.iowa.gov

Hannah Smith



SENIOR PARK IMPLEMENTATION CONSULTANT

Hannah Smith brings 10+ of experience with Tennessee State Parks in roles from Reservations Management at Meeman-Shelby Forest State Park, to Event Coordination and Management at Bicentennial Capitol Mall State Park, as well as her role as Central Operations Administrative Assistant supporting Directors of Marketing and Revenue Management, Strategic Initiatives and Facility Operations to the Brandt/Itinio Clients Services team.

YEARS OF EXPERIENCE: **10+**



STATE AGENCY PROJECT EXPERIENCE

Hannah is responsible for retail inventory management and client support during Itinio CRS system implementations. She participates in the Itinio Training Team for in-person training and documentation. Hannah's state agency experience includes the following:

- Tennessee State Parks
- Alabama State Parks
- Mississippi State Parks
- Arkansas State Parks
- Yuba County Parks, CA
- San Mateo County Parks, CA
- Umatilla County Parks, OR
- Otsego County Parks, MI



SKILLS & EDUCATION

Project Management Account Services

Retail & Event Management Training

UNIVERSITY OF MEMPHIS

Graphic Arts/Early American History
(Focus in Graphic design and historic interpretation)



PROFESSIONAL EXPERIENCE

Itinio / Brandt Information Services

Client Services / Project Manager

2020 – Present

- Implementation support for the Itinio application suite
- Manages on-going project list for several Itinio parks reservation system implementations.
- Develops Retail Management strategies for use by both State and County Parks
- Member of the on-site training team
- Attends annual Park Managers Meeting in Tennessee as well as quarterly visits to individual parks

Tennessee State Parks

Central Offices Administrative Assistant III

2019 - 2020

- Capital Project Management and Procurement
- Coordinated Annual Park Management meetings
- Responsible for personnel administration and payroll
- Provided administrative support to regional Administrators state parks
- Liaison between 4 departmental directors and field operations
- Managed fiscal, human resources and procurement services

Hannah Smith



Tennessee State Parks – Bicentennial Capital Mall State Park

Administrative Assistant II / Events Manager

2017 - 2019

- Itinio Reservation Management and sales
- Retail Inventory Management and Gift Shop supervisor
- Events Coordinator and Management
- Interpretive Program Coordination
- Junior Ranger Camp Coordinator
- Liaison between park operations and Nashville CVB
- Park procurement and accounting contact

Tennessee State Parks – Meeman-Shelby Forest State Park

Reservations Management & Interpretive Support

2012 – 2016

- Specialized in Itinio Reservation Management and Customer Service
- Assisted in training upon the implementation of Itinio Reservations software
- Coordinated Retail Inventory Management and Gift Shop procurement
- Responsible for Events Coordinator and Management
- Assisted with Interpretive Programming
- Updated Marketing materials for event sales
- Attended off-site conferences and wedding shows to promote park operations

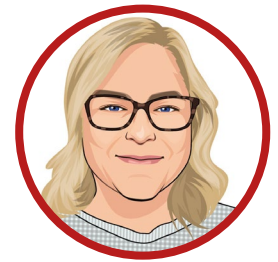
REFERENCES

Name: **Morgan Bologeorges – Director of Marketing, Revenue & Guest Experience**
Organization: **Tennessee State Parks**
Address: 500 James Robertson Pkwy; Nashville, TN
Phone: 615-418-9949
Email: Morgan.Bologeorges@tn.gov

Name: **Laura Franklin – Interpretation & Recreation Manager**
Organization: **Tennessee State Parks**
Address: 500 James Robertson Pkwy; Nashville, TN
Phone: 615-767-8730
Email: Laura.Franklin@tn.gov

Name: **Jessica Gratz – Planning, Development, and Visitor Services Manager**
Organization: **Alabama State Parks**
Address: 64 N. Union St.; Montgomery, AL
Phone: 334-659-0987 / 334-353-1894
Email: Jessica.Gratz@alabama.gov

Lorie Gann PMP



INVENTORY MANAGER / TRAINING SUPPORT

Lorie Gann has 30+ of experience with Tennessee State Parks in roles from Administrative Assistant at Pinson Mounds State Park to her most recent role as Executive Administrative Assistant to the Director of Operations. She is highly regarded by her State Parks associates as a dedicated, hard-working and insightful team leader with excellent technical abilities. Lorie brings substantial state park operations, training and accounting experience to the project team.

YEARS OF EXPERIENCE: **30+**



STATE AGENCY PROJECT EXPERIENCE

Lorie is responsible for inventory configuration and control during Itinio CRS system implementations. She participates in the Itinio Training Team for in-person training and documentation. Lorie's state agency experience includes the following:

- Tennessee State Parks
- South Carolina State Parks
- Alabama State Parks
- Mississippi State Parks
- Arkansas State Parks



SKILLS & EDUCATION

Project Management

Training

Inventory Management

Account Services

SCHOOL

Office Administration/Business

CERTIFICATIONS

Project Management Professional (PMP)



PROFESSIONAL EXPERIENCE

Itinio / Rev'd Up (Acquired By Brandt)

Inventory & Content Manager / Project Manager

2018 – Present

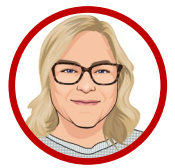
- Lead Engineer for the Itinio application suite - in use throughout North America since 2003
- Manages ongoing project list for several Itinio parks reservation system implementations.
- Develops training materials for use by both State and County Parks as well as in-person training sessions
- Leads Itinio Help Desk, currently in use for all clients
- Attends annual Park Managers Meeting in South Carolina and Tennessee as well as quarterly visits to individual parks

Tennessee State Parks

Executive Administrative Assistant / Conservation Area Office Assistant / Secretary

1986 – 2017

- Itinio CRS Inventory Manager / Training Program Development
- Coordinated quarterly meetings and annual conferences throughout Tennessee
- Responsible for personnel administration and payroll
- Provided administrative support to regional state parks located in West Tennessee
- Organized budgets, personnel and procurement administrations
- Liaison between 12 state parks and central office in Nashville
- Managed fiscal, human resources and procurement services
- Customer service and park receptionist for incoming guests
- Coordinated personnel benefits and gift shop procurement with state systems



REFERENCES

Name: **Paul McCormick – State Park Director**
Organization: **South Carolina State Parks**
Address: 1205 Pendleton Street; Columbia, SC
Phone: 803-734-0965
Email: pmccormack@scprt.com

Name: **Mike Robertson – Director of State Park Operations**
Organization: **Tennessee State Parks**
Address: 500 James Robertson Pkwy; Nashville, TN
Phone: 615-532-0434
Email: mike.robertson@tn.gov

Name: **Jessica Gratz – Planning & Visitor Services Manager**
Organization: **Alabama State Parks**
Address: 64 N. Union St.; Montgomery, AL
Phone: 334-659-0987 / 334-353-1894
Email: jessica.gratz@FCNR.Alabama.gov

j. Subcontractors

If the bidder intends to subcontract any part of its performance hereunder, the bidder should provide:

- i. name, address, and telephone number of the subcontractor(s),
- ii. specific tasks for each subcontractor(s),
- iii. percentage of performance hours intended for each subcontract; and
- iv. total percentage of subcontractor(s) performance hours.

Brandt will serve as the prime contractor and does not intend on using any subcontractors for the mandatory requirements listed in the RFP and Requirements Traceability Matrix (RTM).

If the state elects to proceed with utilizing the optional third-party Food Service Management System integration and Kiosk Procurement & Integrations, the following vendors would be considered as possible subcontractors to perform these services for this project. Please see below for the potential subcontractor information as required:

NCR/Aloha Hospitality Control Solutions – Food Service Management

1301 8th Avenue South
Nashville, TN 327203
615-385-4275

Specific Tasks to be Performed: Food Service Management

VenTek International – Kiosk Hardware

1260 Holm Rd. Ste A
Petaluma, CA 94954
707-773-3373

Specific Tasks to be Performed: Kiosk Installation and field support; venVUE® System Management Software (SMS) which binds and manages the CRS entire kiosk network; Mobile Phone Payment System; TicketManager™ compliance/enforcement system

At this time, the total percentage of performance hours to be performed by the sub-contractors listed cannot be provided as there is not a defined scope of work for these services in the RFP and referenced as an optional feature that is being explored.



2. TECHNICAL APPROACH

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024





TECHNICAL APPROACH

a. Understanding of the Project Requirements

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



a. Understanding of the Project Requirements

NGPC's Project Requirements

Brandt Information Services is pleased to submit our response to Nebraska Game and Parks Commission (NGPC)'s Request for Proposal (RFP) to develop a new State Parks Reservation System to replace the system currently in place.

After reviewing the Commission's RFP, background information, and other supporting documents/appendices, we fully appreciate and understand the needs and expectations of the new reservation system – providing a statewide, web-based State Park Reservation System (SPRS) to provide reservations and registrations, group functions capabilities, Customer Communication Management, professional call center, point of sale, and a revenue management system to support existing business processes. The new vendor will be responsible for the implementation and maintenance of the new statewide web-based State Park Reservation and Registration system – an opportunity we are excited to launch with NGPC.

Brandt's solution will include all aspects of the State Park Reservation System envisioned by the Commission and will support the Commission's existing business processes and rules.

Users will be able to reserve available inventory and purchase retail items through multiple sales channels including public website, via mobile device, at Parks locations, and via the Call Center.

Brandt fully complies with providing all the Deliverables mentioned in the RFP to include at a minimum:

- Campsite & Facility Reservations
- Retail Merchandise Sales
- Inventory Management & Tracking
- Activity/Program Management
- Interactive Facility Maps & 360-degree views
- On-Site Sales (Park Locations)
- Customer Service Call Center
- Group Reservations
- Customer Communication Management (CCM)
- Optional Customer Relationship Management (CRM)
- Strategic Marketing Solutions
- Communications & System Messaging
- Accounting/Revenue Management
- Cash Management
- Real-Time Tracking & Reporting (revenue, occupancy, and visitation)
- Canned & Ad-Hoc Reporting Capabilities
- User Management
- Configurable System Interfaces
- Mobile Responsive
- Project Management
- Data Collection Compliance
- Data Migration and Management
- Testing & Quality Assurance
- System Maintenance
- System Security
- System Training

MEETING NGPC'S CURRENT CHALLENGES & GOALS

NGPC CHALLENGE/GOAL – ONGOING R3 EFFORTS

Increase and reactivate participants, retain participants, and maintain support for conservation and outdoor recreation through the agency's ongoing R3 efforts. Objectives include developing and executing a baseline framework to understand who our parkgoers are, their preferences and what they are looking for, and investing in existing infrastructure to meet the needs of increased use within our park system. Demographic data from our park users will be critical in fulfilling our commitment to provide access, outreach, and opportunities for all. The State Park Reservation System should support NGPC's mission by providing seamless access to park resources, enhancing customer satisfaction, gathering crucial demographic data to understand and meet the needs of parkgoers, and allowing for more efficient operations and resource management within the parks.

Brandt Solution:

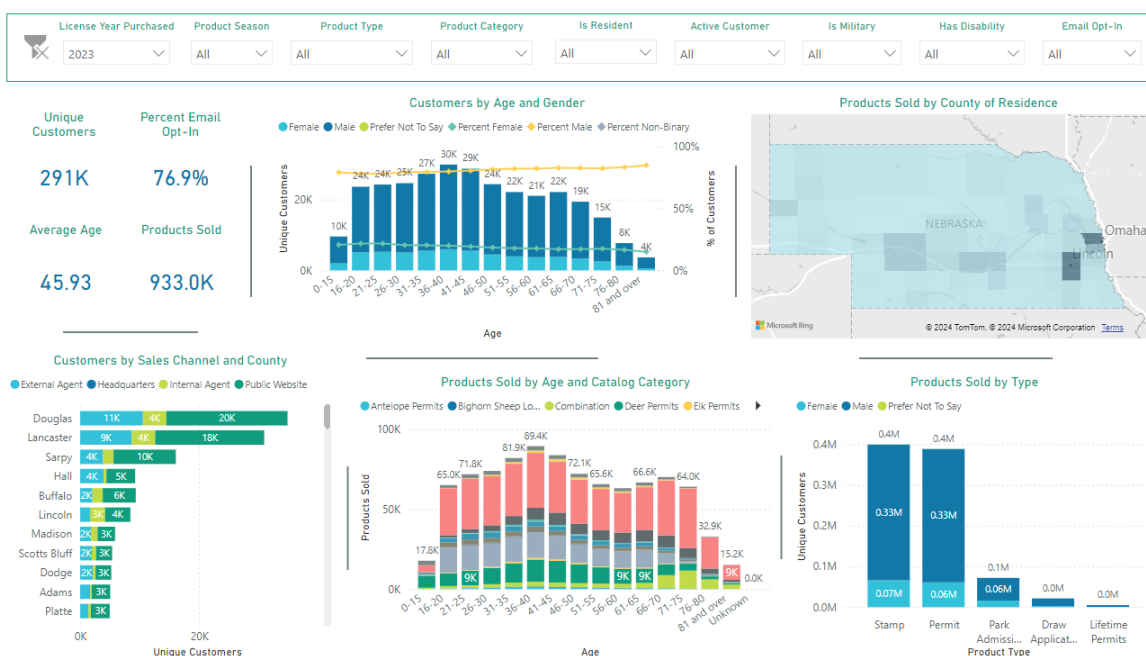
Brandt understands the importance of providing access, outreach, and opportunities for all across Nebraska's State Parks.

Demographics Dashboards

NGPC's reservation system will not only provide a seamless user experience for parkgoers to go outdoors; it will gather crucial demographic data across both reservations and permitting for NGPC to better understand their customer base to inform critical R3 efforts at the benefit of the public.

Brandt offers real-time, dynamic customer and sales dashboards to NGPC today currently focused on permitting data. These dashboards will remain available to permit staff; Brandt will create similar views for combined customer data across both parks and permitting. With our proposed system integration strategy of matching park customers to permit system customers, NGPC will have the enhanced benefit of additional customer demographics data beyond what is collected in the reservation system checkout workflow for a subset of customers that have a park permit as well as a hunt/fish permit. These dashboards may be used to inform NGPC on its customer base, including: age, gender, zip, residency, and park reservation frequency.

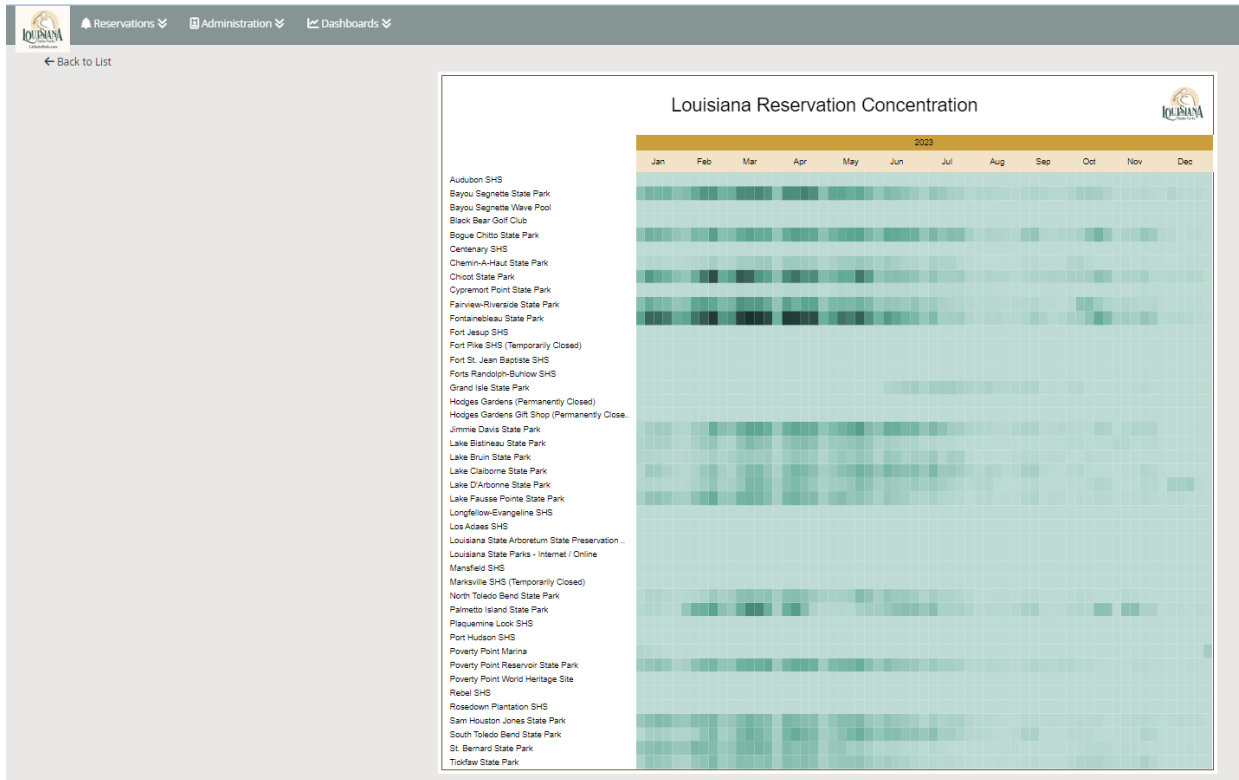
Dashboard Example: Current Permit System Customer Demographics Dashboard:



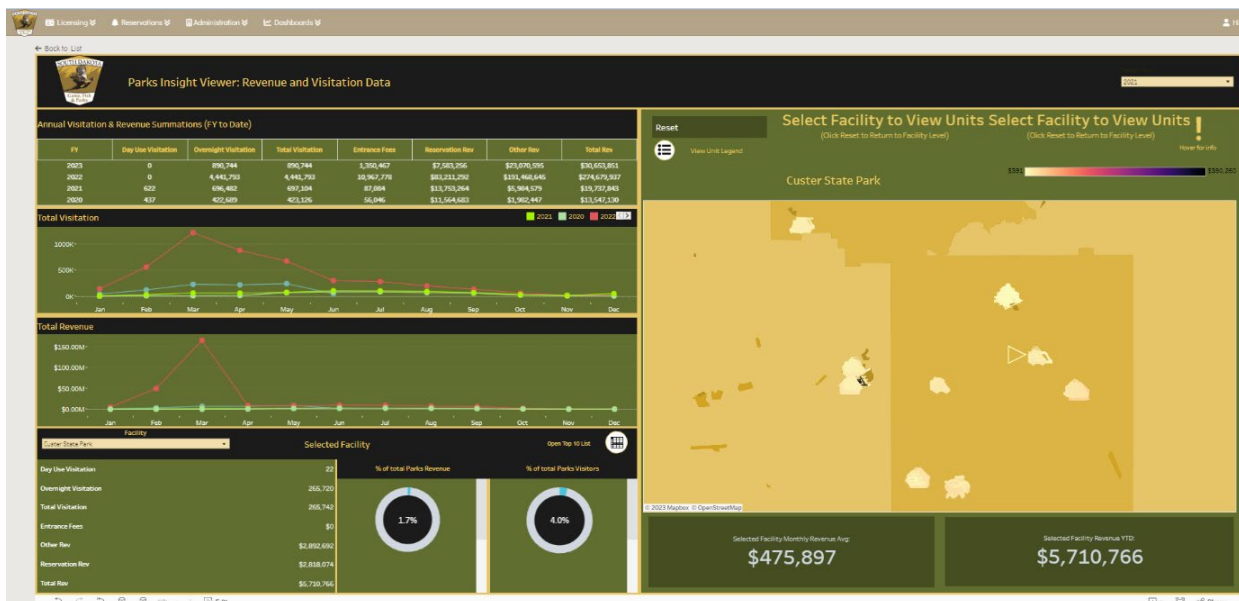
Park Usage Dashboards

In addition to customer demographics to better understand your target audience and constituents, Brandt will provide park reservation dashboards for NGPC to understand the ever-evolving park usage. These dashboards will help inform investment needs across the parks to enhance infrastructure supporting the most needed areas.

Dashboard Example: Reservation Concentration Dashboard shows, by park, which weeks / months / seasons are highest in occupancy. A great tool to identify shoulder seasons and weeks to expand or contract marketing efforts.



Dashboard Example: Revenue and Visitation Dashboard is available in real-time and provides insights into all revenue streams, by park along with visitation trends by day-use, overnight or both.



NGPC CHALLENGE/GOAL – LINKING LICENSING & PARKS RESERVATION CUSTOMER ACCOUNTS

The reservation system operates independently of NGPC’s licensing/permit system. Hunt and fish license purchase histories are separate from reservation purchase histories and there is no unique identifier allowing the combination of profiles or histories across these systems. One of NGPC’s goals is to be able to easily cross-reference customers’ purchase histories across both platforms, market and upsell permits and camping/lodging opportunities, and understand customer motivations.

✓ Brandt Solution:

Providing a Wholistic View of NGPC Customers

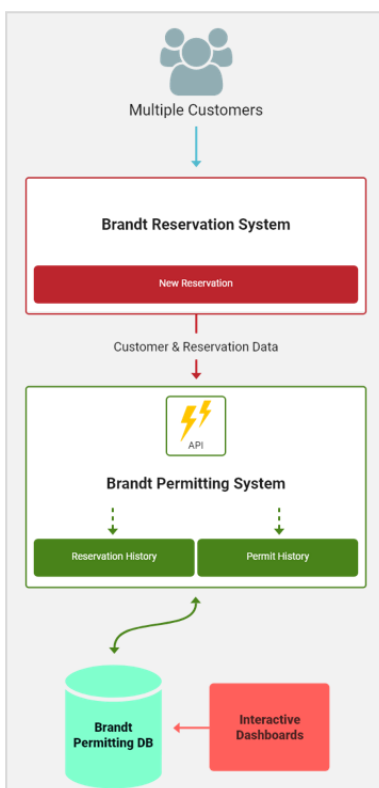
Brandt understands that access to data about your customers, their purchases, and the ways in which they interact with the state’s products and services is essential to developing a better understanding of those customers and their needs and is a critical to input to a successful R3 / Marketing program. Brandt also recognizes that, historically, NGPC has had challenges getting this wholistic view of its customers because the systems in place for permit sales and park reservations weren’t integrated. The lack of integration between these systems also eliminated valuable opportunities for the cross selling of products and services.

As the provider of NGPC’s current Permit Licensing system, Brandt is poised to address those historic limitations. We propose to implement a Campsite Reservations platform that is tightly integrated with the Permit Licensing System, bringing together, in real-time, customer reservation data and the wealth of customer data already created and maintained via the Permit System. The goal of this integration is to provide NGPC with a wholistic view of its customers that merges customer activity across these systems and to provide opportunities to market and upsell across these systems. This integration between reservation and permitting platforms will also provide a more connected user experience for NGPC’s customers.

An Elegant Yet Powerful Integration

Our integration approach involves leveraging the existing capabilities of Brandt’s Permitting and Reservations platforms with the Permitting system providing the foundation for the consolidated customer data. The rationale for this approach is that the Permitting system has been in production since 2022 and has a rich demographic and sales database with more than 2.5 million active NGPC customers and their sales histories dating back to 2006.

Brandt proposes an elegant yet powerful integration approach whereby all reservation data created in the new Reservation system is sent, securely, to the Permitting system’s API (application programming interface) in real-time. The reservation data that is sent will include the reservation details and sufficient customer attributes to support the location of an existing NGPC customer within the Permitting system’s customer database. Where an existing customer is located, the reservation data will be persisted in the Permitting system’s database and associated with the customer’s account. If an existing customer cannot be located, a new customer will automatically be created in the Permitting system. This approach is similar to the manner in which Hunter Education certification data is imported from an external system and persisted with a customer’s account.



Ultimately, while the Reservations system remains the system of Record for NGPC Reservation data, the Permitting system becomes the system of truth for the wholistic picture of NGPC customer data.

Cross Referencing Purchase Histories, Marketing, and Upselling

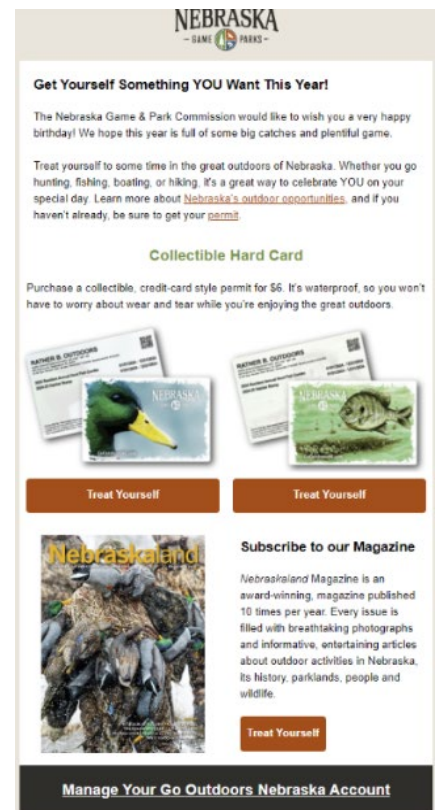
Aggregating NGPC customer Reservation and Permitting data into a combined dataset opens up a bounty of opportunities with regard to visualization, marketing and cross selling.

Wholistic Marketing Opportunities

Aggregating NGPC customer Reservation and Permitting data within the Permitting System’s database allows for a seamless integration with Brandt’s optional Atlas Marketing CRM. Atlas provides automated marketing data centralization, business rules, and distribution to third party tools for the use of automated lists and journey touchpoints that enhance the reservation holder’s journey.

The Permitting system’s customer and sales data that is already sent to the Altas CRM system will be augmented with reservation data, opening up powerful opportunities. These include:

- Adding Parks cross-sells to Permitting transactional emails, and adding permit cross-sells to Reservations transactional emails (IE: purchase confirmation, upcoming reservation, upcoming permit expiration, etc).
- Adding Parks content to the current hunt/fish onboarding multi-email plays as well as creating a Parks Onboarding series for first time and returning campground reservation users.
- Adding Parks content to the current Happy Birthday email encouraging folks to go visit a state park to celebrate.
- Adding a park incentive (25% off your next state park reservation) as the reward for lapsed permit holders to purchase their permit.
- Adding a new “Visit a New Park” and/or “Visit a Less Frequented Park” multi-email play leveraging user historical reservation history to suggest other parks nearby and/or less traveled.
- Adding a new “Don’t Let Your Annual Park Permit Lapse” multi-email play leveraging the park permit sales across both platforms

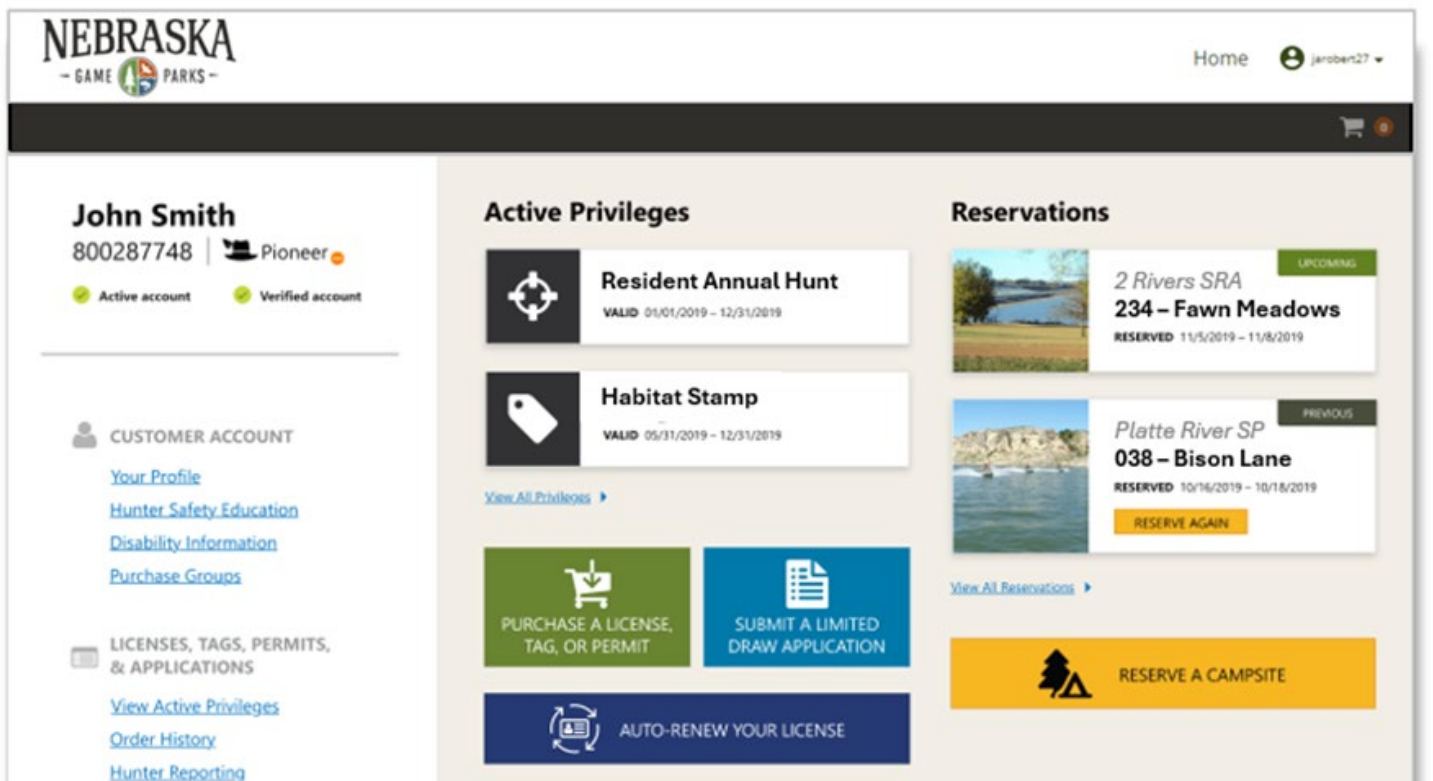


Presentation of Customer Reservations within the Permitting System

The Permitting System’s customer dashboard serves as the centralized hub for all customer data and a launching point for all services. It helps the agency keep customer contact information current and provides a centralized access point for all customer data including purchase history, customer service interactions, and communications to and from the customer. Brandt proposes to make reservation data accessible from the customer dashboard in read-only format. Brandt will also include links from the customer dashboard from which the customer can easily access the Reservation system.

The Permitting System’s customer dashboard serves as the centralized hub for all customer data and a launching point for all services. It helps the agency keep customer contact information current and provides a centralized access point

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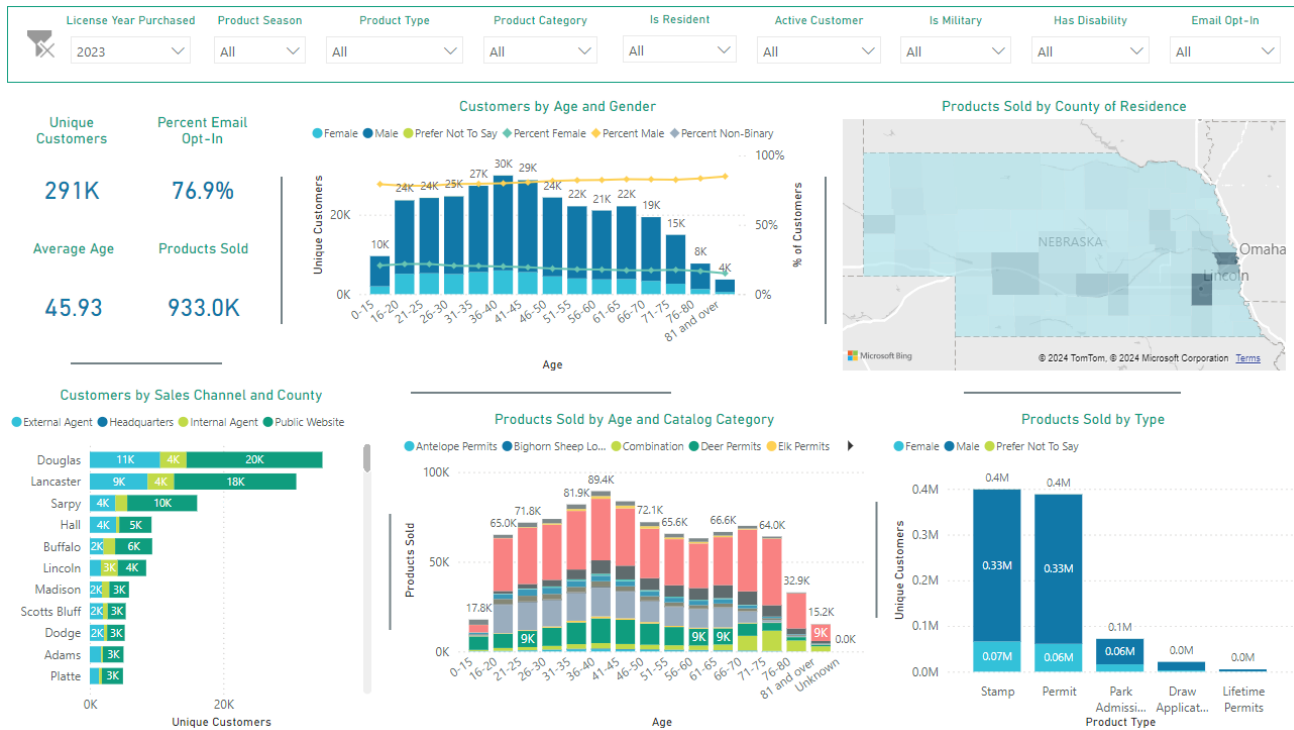


Visualization via Integrative Dashboards

The current Permitting platform includes interactive dashboards that have been developed and designed in coordination with NGPC. These dashboards are easy to view and interact with, and do not require extensive knowledge about the underlying data in order to navigate and digest the information. The charts, graphs, plots, and tables allow the user to quickly drill down, filter, and sort the data identifying target insights that may otherwise go unnoticed in a traditional database table. The dashboards are formatted so that the graphical data are aggregated, providing NGPC end users the ability to view summary level data or drill down into the richer content contained in a more detailed view.

Aggregating NGPC customer Reservation and Permitting data within the Permitting System's database will allow our teams to collaborate on new dashboards that provide combined views of customer reservation and permitting system data. This will allow NGPC to understand their customers and to visualize broader trends in ways that were not previously possible.

Example Current Permit System Customer Demographics Dashboard:



NGPC CHALLENGE/GOAL – EFFICIENT ADMINISTRATIVE TASKS & AUTOMATED PROCESSES

NGPC aims to have an easy-to-use system for staff minimizing time spent on administrative tasks and automate processes. NGPC hires over 800 seasonal staff annually, it is imperative the system be easy-to-use, with ample training resources available for staff/employees. The system should be flexible enough for superintendents or managers to make needed changes with minimal support, including closures, updates to camp sites including site length, amperage, or other amenities, as well as customer communication.

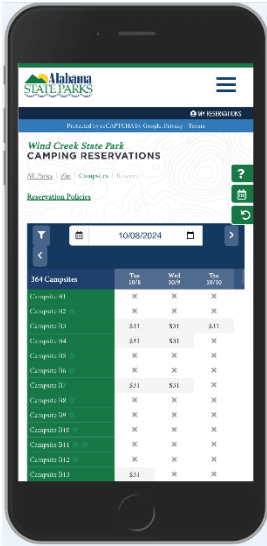
Brandt Solution:

Brandt’s solutions not only take into account the customer facing system but also has ensured we develop, test and release a solution which is an industry-leading and preferred interface for administrative users (state employees and volunteers). From a tested and proven user interface to role-based access for dozens of users based on their position description, the heavily configurable components empower users to complete their daily tasks without support. Site features including length, amperage, amenities, and more are able to be completed by superintendents, managers and others with permissions as established by NGPC.

NGPC CHALLENGE/GOAL – FCFS SITE RESERVATIONS & STREAMLINED PAYMENT OPTIONS

The majority of NGPC’s parks with overnight camping include 50% walk-in, first come first served sites which are paid via honor envelope or registered with staff at a park office or kiosk. To serve all our guests, first come first serve sites provide equitable opportunities for guests who may be limited by lack of internet access and mobile devices, access to a bank account, and/or who may be limited by varying work schedules from being able to pre-plan trips more than a few days in advance. While recognizing advantages to reserve sites for operational purposes, NGPC also recognizes the need to balance the desires of the public and the constituency we serve regarding reservable and first come first serve opportunities. The primary challenge faced in managing the first come first serve sites is the staff time needed to collect monies and enter payments into the system in an accurate and timely fashion while still retaining pertinent information about site usage and other demographics. Solutions for these issues should consider NGPC’s desire to retain first come first serve sites and provide streamlined payment and reconciliation options.

 **Brandt Solution:**



Brandt works with many park systems with similar first-come first-served operational challenges. To help streamline this process, we'll provide a couple of well-tested solutions for unmanned welcome of walk-in, same-day campers – collecting both customer information and payment as efficiently as possible.

For parks with adequate cell service (mobile wireless) and/or local wi-fi, the reservation system provides a popular and easy to use smartphone-enabled “virtual kiosk” that allows phone-equipped customers the ability to select and pay for an open campsite – in essence, making a same-day reservation in real time.

For convenient one-click access, parks display a QR code at the entry to allow direct access to the campground availability calendar and complete a walk-in reservation in a few clicks.



Now, for park locations without adequate cell service or wi-fi, we work to optimize the Honor Envelope system by first encouraging the completion of accurate customer information by focusing on the minimum data points needed (e.g. Name, Phone, Email, Zip Code, Vehicle Tag(s), etc.).

Understanding that each park faces various staffing and logistics challenges, the defined Honor Envelope payment collection process may vary slightly from park to park to optimize accuracy, efficiency and security. The common objective is to be able to quickly enter the envelope payment - allowing for easy adjustment for inaccuracies – regardless of payment collection method (e.g. write-in, cash, check or in-person).

NGPC CHALLENGE/GOAL – INTERNET CONNECTIVITY & OFFLINE SOLUTIONS

With many parks located in rural areas, reliable internet connectivity can be a challenge. Proposed solutions should consider the impact of tenuous internet connectivity. Bidder should be able to provide comprehensive training, responsive support, and innovative solutions for these business challenges.

 **Brandt Solution:**

Being in the parks business means being in areas of low or inconsistent internet connectivity. The experience we have in this area is vast and not unique to a single state park or system. The most important objective is to have access to reservation data to ensure multiple (double) bookings are not made on a site as a result of connectivity interruption and serving customers who walk-in.

Our vast reporting and check-in/out processes are used more heavily in state parks with limited or inconsistent connectivity as a back-up or “source of record” when outages occur. The practice of daily arrival and departure reports and procedures to ensure back-up processes are in place to offer “low tech” reservations services prevail during outages.

Brandt will work with NGPC to research and provide the latest available options for extending connectivity for locations in outlying areas or implementing low-tech solutions (e.g. emailed arrivals lists, call center assistance, etc.) in order to better support these park operations.

WE UNDERSTAND YOUR VISION

Brandt understands that the Nebraska Game and Parks Commission (NGPC) seeks an experienced, reliable solution provider with which it will partner to establish and maintain an integrated, customer-centric, reliable, and technology forward State Parks Reservation System. Based on the information set forth in the RFP, Brandt also understands NGPC’s vision goes beyond a simple technology refresh. Brandt proposes to implement our platform for NGPC and your customers to enjoy a next generation centralized parks reservation management solution that will empower the agency and its customers through innovation, modern technology, and strategic marketing efforts to expand its product and service offerings, to better engage and retain its customers, to integrate key business systems, and to improve operational efficiency.

Brandt’s vision and the Commission’s vision are aligned to ensure that the solution will grow with the customers we both serve by delivering the best solutions for Nebraska’s resident and visitors to experience the State’s outdoor recreational resources. Our solution can accommodate changes through simple administrative configurations that can be made by the NGPC and Brandt project team, and software changes which follow established best in industry practices to ensure success. .

Brandt is equipped and ready to serve the beautiful State Parks of Nebraska in providing the design, implementation, support and maintenance of this new State Park Reservation System. We have the development, project management, business processes, and emerging technology expertise to build transaction-based systems with unparalleled support and responsiveness.

INNOVATION AND CONTINUOUS PRODUCT EVOLUTION

The new Nebraska State Park Reservation System will be a completely reimagined, next generation customer service platform that implements both practical and innovative approaches to meet the State’s current demands and future expectations. Founded on our proven technology platform, Brandt’s CRS platform will provide efficient ecommerce capabilities, integrated cross channel promotional opportunities, and powerful reporting and analysis tools. The new system will be designed and developed to, in concert with strategic marketing efforts, support recruitment, retention, and reactivation efforts to grow outdoor recreation participation in the state of Nebraska.

Please see section [c. Functional Considerations](#) for an overview of Brandt’s proposed reservations solution and responses to NGPC’s Functional Requirements Traceability Matrix (RTM).



TECHNICAL APPROACH

b. Proposed Development Approach

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



Proposed Development Approach

Brandt offers NGPC a unique approach to solution development, implementation, and management. We take a partnership approach to the design and execution of our solutions to ensure our system meets the varying needs of our customers. In choosing Brandt, NGPC can be confident that:

- Brandt will be the Commission’s partner to support NGPC efforts through a positive, collaborative, and mutually successful relationship. We are committed to the success of the project and we understand the critical timeline and need to maintain state park reservations and business operations.
- Brandt’s Nebraska project team will consist of staff with direct experience in developing and maintaining centralized recreational park reservation solutions. This expertise supports requirements validation and analysis, and project team members can bring industry knowledge from past projects to identify potential gaps in scope or requirements based on industry practices and known requirements.
- The latest industry improvements and approaches are evaluated and integrated wherever possible to ensure that the Nebraska CRS solution and benefits are industry leading and best in class.
- Brandt’s solutions are configurable and flexible enough to handle the implementation and enforcement of NGPC business rules and issuance specifications as detailed in the RFP requirements through UI configuration tools and minor development customizations.

A Proven Hybrid-Agile Development Approach

With Brandt’s experience and project management approach specifically designed for outdoor recreational system implementations, we focus on ensuring the implementation remains on time and on budget, all while delivering a high quality solution aligned to NGPC’s requirements.

As part of Brandt’s customer-focused business model, it is our goal to deliver projects that maximize value for our customers. To facilitate this, we employ a collaborative and agile approach to project management and our business.

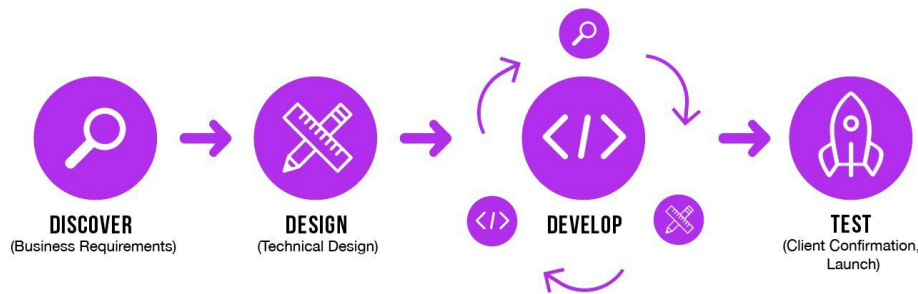
We believe it is important to:

- ✓ Collaborate with the customer and team to deliver the right results.
- ✓ Approach problem solving in a way that effectively addresses complex challenges.
- ✓ Continuously improve.
- ✓ Be creative and agile problem solvers.
- ✓ Constantly adapt and innovate.
- ✓ Work proactively with flexibility to create the right solution.
- ✓ Use a “can-do” attitude.
- ✓ Provide structure while minimizing bureaucracy.
- ✓ Simplify complexity for both our customers and our team.
- ✓ Support open communication and collaboration.

To best incorporate these values, we apply a collaborative, adaptive, and agile approach to software development project management that is based on best practices prescribed by industry leaders, including the Project Management Institute, Agile Alliance, and Scrum.org.

For this project, based upon our understanding of the scope of work and customer requirements, we are proposing a hybrid of the traditional waterfall or predictive project life cycle with an adaptive project life cycle. We believe this hybrid approach pragmatically blends the best practices and benefits of both waterfall and agile methodologies and will contribute to the Brandt team’s project success with NGPC. The waterfall part of our hybrid approach will work best with fixed project requirements, while agile components will seek to maximize flexibility and value during the implementation phase while remaining aligned to the project scope.

The illustration below illustrates our hybrid approach to the project. Initiating and closing processes will occur in a more traditional waterfall approach while hybrid planning will occur both at the beginning, and throughout the execution phase of the life cycle. Project execution will occur in agile sprints or iterations that will integrate the customer into the software development process and facilitate continuous planning, feedback, and improvement into the process.



NGPC STATE PARKS RESERVATION SYSTEM PROJECT OVERVIEW

The following summarizes the key project management areas that Brandt will focus on through the life of the project:



Scope: To ensure project success, a project kickoff meeting will be conducted with key staff from the Brandt Team and NGPC. The objective of this meeting is to review, discuss, and confirm the scope of the project as defined in NGPC’s RFP and to ensure all stakeholders are apprised of and aligned with the Project Management Plan. Meeting minutes will be developed by the Brandt team and submitted to the NGPC following the kickoff meeting.



Time: Project schedules are developed using Microsoft Project software. Brandt project managers will schedule all project activities and milestones according to the scope of work, work breakdown structure, dependencies, and NGPC’s requirements as stated in the RFP. Once approved, project schedules will be baselined, regularly maintained, monitored, and used as a tool to track and analyze planned versus actual schedule performance.



Cost: Brandt has established powerful budget tracking software tools to develop budgets for each discrete and manageable task according to the work breakdown structure. Brandt project managers will access and routinely monitor the project budgets in near real-time using industry standard financial management reporting tools. These tools are used to apply an earned value management approach to cost management. Our project manager will closely monitor the combination of scope, cost, and schedule to ensure on-time delivery within budget while meeting NGPC’s business needs.



Quality: Brandt will develop a Quality Plan for the project with NGPC. The Quality Plan will document the scope of services provided by Brandt, along with the Quality Assurance/Quality Control (QA/QC) program implemented by Brandt and NGPC. The Quality Control program will include details about procedures, workflows, communications, and documentation control.

In addition, the Quality Plan will document the qualitative and quantitative acceptance criteria for all services and deliverables and define clear deliverables with detailed specifications. The Quality Plan

will be monitored and updated as needed to reflect current conditions and lessons learned throughout the project life cycle.



Human Resources: The most important asset to a project is the project team who identifies, solves, and implements the solutions and services to meet customers' expectations. Brandt project managers identify the appropriate resources for all assignments through coordinated resource planning. For this project, Brandt will allocate key personnel to the project throughout its duration in accordance with NGPC's requirements.



Procurement: In developing the project scope, Brandt will identify resources that may need to be procured by NGPC to implement solutions. The procurement may include services, hardware, or software. Brandt can assist with the procurement process as appropriate at the direction of NGPC.



Risk – Brandt will develop a Risk Management Plan summarizing the proposed risk management approach for the project. The Risk Management Plan will identify, analyze, and manage risks both initially and throughout the life of the project. The plan will also define how often risks will be reviewed, the process for review, and who will be involved.

Key strategies Brandt uses to assess and mitigate project risk include the following best practices:

- Establishing issue tracking at the onset of the project and maintaining throughout the project lifecycle. This allows the resolution of issues before they become problems.
- Regularly monitoring and updating the risk matrix.
- Regularly scheduled team meetings with minutes and action items. This allows the team to come to a mutual understanding of direction and requirements between cross-functional teams.
- Early and frequent deliveries for review and approval.



Communication: In cooperation with NGPC, Brandt will develop a plan for all communications with the NGPC team. The Communication Plan will define the timeliness of communication response between Brandt and NGPC.

The plan will also document the accepted methodologies for tracking and communicating matters of importance including responding to action items and issues, monitoring progress, and conducting meetings. Additionally, the Communication Plan will establish methodologies for maintaining project and team integration with the NGPC team, including both management and end users, as well as techniques for obtaining and maintaining commitment and buy-in from all stakeholders.

Communication is critical to the success of any project, large or small. Brandt maintains a customer focused business model, which means Brandt's Project Manager and technical staff will listen to NGPC's needs and develop solutions that meet organizational objectives.



Monitoring and Controlling – Brandt implements an earned value management approach to monitoring all project variables, especially scope, schedule, and cost, against the baselines established during project planning.

PROJECT PHASES

The details of each project phase are provided as components of the Microsoft Project schedule that accompanies this proposal. In brief, the following tasks will be performed in each phase:

PROJECT INITIATION

During the project initiation phase the main activities will include the formal execution and finalization of the contract, receipt of the notice to proceed from NGPC, and establishment of the project within Brandt. This entails tasks such as procuring and setting up the required technology and tools, setting up project work groups and file directory structures, and finalizing the allocation of the project team to the project.

The project team and key staff will be reserved for the project using Brandt’s internal project resource planning software. Team members and assignment durations will be reviewed and finalized on a bi-weekly basis to continuously mitigate conflicts.

PROJECT PLANNING

During the project planning phase, the work plan details will be developed and documented. Various plans and documents will be written, including the Project Management Plan and all its subsidiary management plans according to the PMBOK knowledge management areas and in accordance with customer requirements as stated in the RFP.

The project planning section in the attached Microsoft Project Schedule contains a comprehensive list of all documents that will be developed during the project planning phase:

- Resource Management Plan/Staffing Plan
- Schedule Management Plan
- Communication Management Plan
- Risk Management Plan
- Disaster Recovery and Business Continuity Plan
- Security Plan
- Data Management/Migration Plan (Transition Plan)
- Training Plan

Other documentation will be prepared as needed during this phase. This includes additional components of the Project Management Plan such as assumptions and constraints, supporting information, and testing. Other documents that are parallel to but separate from the Project Management Plan will be developed at this stage, including the Disaster Recovery and Business Continuity Plan, Security Plan, Data Management and Migration Plan, and Training Plan.

Additionally, our proposed planning approach will include the development and documentation of preliminary system design, preliminary affirmation, and documentation of system requirements. This will facilitate deep understanding of system design elements and requirements by the development team before beginning project execution. This helps the team provide recommendations for improved design and will add value to NGPC at an earlier state.

Project Kickoff Meetings

The Brandt Team will facilitate the kickoff meeting along with the preparation, execution, and follow-up. Brandt will also develop, distribute, and finalize the meeting minutes. The kickoff meeting with NGPC will serve as the formal initiation of the implementation effort and transition from Project Planning into Project Execution.

PROJECT EXECUTION

Project execution processes include all work to prepare and deliver the project deliverables. Based on our understanding of the project’s scope of work as defined in NGPC’s RFP, we have developed and included our proposed project schedule in our response.

As we begin the execution phase, Brandt will collaborate with NGPC to schedule and conduct a series of requirements analysis sessions through which we will validate, confirm, and clarify understanding of the existing system requirements provided by NGPC. Requirements analysis sessions will be scheduled as needed throughout implementation to

continuously integrate the Brandt team with the customer and to utilize agile methodologies in determining business needs, workflow processes, functional processes, interface design, and data requirements of the NGPC reservation system.

As an output of the prior planning and requirements analysis sessions, Brandt will deliver an updated functional requirements document that clearly states the business and system functionality required of the NGPC reservation system. The Functional Requirements Document (FRD), in combination with the system design document, forms the basis of the Requirements Traceability Matrix (RTM).

System Design

Following the requirements analysis and validation processes, Brandt will improve upon the preliminary NGPC reservation system design and deliver it to NGPC in a system design document (SDD) which will memorialize all design decisions appropriately. The SDD will describe all individual system components, including presentation, business logic, and data tier components, and will define interfaces between each module and the overall NGPC System.

Additionally, Brandt will provide NGPC with mockups demonstrating the design of the application, the layout of each module, and the workflows that a user will execute to complete each task defined in the requirements.

Database Implementation

The database will serve as the final destination for validated data, and the foundation for the System. There will be a database for each environment; development, test, UAT/stage, and production. Each environment will have an application pointing to the appropriate database.

Data Migration

Brandt will work with NGPC to identify all data sets that will be mapped to the new solution within the data migration process. Within this structured process Brandt will design and implement a database schema for the Reservation System. Brandt will evaluate the database schema of our Reservation solution against the defined functional requirements for this effort and NGPC 's legacy database schemas to identify required modifications and additions to the base database schema. The objective of this process is to ensure that all legacy data that must be retained in the new Licensing System database is accounted for in the new Reservation System database schema and that entities exist to satisfy all functional requirements as defined in the Reservation System specification.

System Development

The Brandt team will apply a hybrid agile software development approach for any required system development work. During the system development, testing, and user acceptance phases, however, we plan to employ an agile (Scrum) approach to allow the project team to implement any agreed upon customizations in a small team environment with methods designed to facilitate rapid collaboration and iteration.

Sprint and Release Plan

System development will be executed via discreet “sprints” that are designed to engage NGPC stakeholders early and often through the development process. These sprints incorporate daily planning into the process to continuously emphasize the delivery of the greatest value and support continuous improvement of the process. Each sprint will develop discrete components of the System as coherent goals toward completion of pre-defined modules.

Sprints will be planned according to the prioritized product backlog, and a sprint backlog will be developed to contain the quantity of work product that can be expected to be developed in the sprint duration and in alignment with the overall project scope. Each sprint will incorporate sprint planning, daily stand-ups, sprint backlog grooming, sprint review, and retrospectives. Sprints will be grouped into iterations. Details of the sprints will be finalized during the planning process.

As sprints and components are completed, components will be tested internally by the Brandt team before being presented to NGPC for a comprehensive UAT of the iteration under development. At the end of each sprint, the process is reviewed through a retrospective that identifies how to improve the process in the next sprint.

Testing

Comprehensive testing of each component or module will occur as each sprint delivery occurs to maximize the value of the agile delivery process. Under Brandt’s hybrid agile approach, completed modules can be delivered, deployed, tested, and fully implemented in the production environment to provide incremental value to NGPC earlier in the process in accordance with Agile best practices. Brandt is flexible in this approach and will work with NGPC to develop and deliver a plan to deploy, test, and implement the system in a fashion best suited to NGPC’s wishes.

The approved test plan will be created and maintained in Azure DevOps for integration with the software development process. Use of this enterprise solution integrates our testing plan into the overall software development life cycle in a way to ensure Brandt delivers software that will provide NGPC with maximum value.

Training

As part of our project planning phase, Brandt will prepare and deliver to NGPC a training plan that will document all training requirements. This training plan is subject to NGPC approval. Upon approval of the training plan and the delivery of the software, Brandt will implement the plan to conduct training in accordance with the approach agreed upon with NGPC. In addition to preparing the training plan and conducting training in accordance with the plan, Brandt will prepare and deliver a documentation for the system to provide NGPC’s users with a reference that documents the system workflows and can guide their interaction with the system.

Deployment

The exact details will be finalized with NGPC post contract award, but deployment activities that typically include the following:

- Go Live preparation
- Production Ready State Parks Reservation System approved by NGPC
- Final Security and vulnerability scanning
- Execution of Production Deployment

Post Deployment/Closing

Once the system is live and operational, the Operations and Maintenance phase will commence.

This is a critical step in the project life cycle. This is the completion of the implementation project having accomplished all of the RFP requirements set forth and NGPC accepts the project as complete.

All documents are updated and delivered to NGPC, and open issues are transitioned to the Operations and Maintenance ticketing system.

PROJECT CONSTRAINTS

Budget – Brandt will work to complete all deliverables and perform all services within the budget and fees set forth and mutually agreed by NGPC and Brandt.

Timeline – The solution development and implementation timeline is based on the remaining duration of NGPC’s current contract. All development and service delivery will be organized to ensure that the system transition occurs on time or ahead of schedule which is marked by a mutually agreed-upon Go-Live Date.

NGPC Resources – Brandt understands that NGPC staff must remain committed to their responsibilities and roles on a daily basis. While input, direction, and approvals are needed from NGPC stakeholders, Brandt will be mindful of time restrictions/constraints NGPC team members may have. Brandt will identify critical areas for required resources in advance to assist in efforts to plan proactively for time-sensitive activities such as User Acceptance Testing.

Technology and Software Specifications – The solution will be designed to meet State of Nebraska, NGPC, and industry best standards and practices. All solutions will be developed using designs and methodologies outlined by these standards.

PROJECT ASSUMPTIONS

NGPC Commitment – Brandt assumes that NGPC project stakeholders will be dedicated and committed to support Brandt’s development efforts, as needed. Brandt and NGPC will determine mutually agreeable resource requirements for each project phase and deliverable. Because NGPC must review and approve applications, functionalities, systems, and processes, it is critical for NGPC to participate in the required project activities in order to meet the mutually agreed Go-Live Date.

Business Process Designs & Workflows – Brandt assumes that the business processes and requirements offer a general overview of the operations and Agency structure. It is the general assumption that the full scope of the systems and services needed by NGPC are described in the RFP.



TECHNICAL APPROACH

c. Functional Considerations / Attachment 6 – FUN RTM

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material
Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



c. Functional Considerations (including Attachment 6 – FUN RTM)

Brandt's Proposed Solution

Brandt has fully reviewed and understands the Project Overview, NGPC Background and Goals, and Scope of Work as detailed in Section VI of the RFP. Our proposed solution to meet the overall project scope is summarized below, followed by in-depth responses to the Requirements Traceability Matrix (RTM).

Executive Summary

We believe that our solution, powered by our people and our experience will provide NGPC with the **best value** parks reservation solution for the State.

In our response, we detail the features, functionality, and benefits of our simple, integrated system, designed to meet NGPC's objectives. Our system does not just meet the basic requirements, it **exceeds** them.

Nebraska Game and Parks Commission (NGPC) has a unique opportunity to design and implement a customized *and* proven Central Reservation System solution that is flexible, powerful, and designed with the future in mind. Working with Brandt, you have an industry-leading partner working around the clock to ensure both business and mission critical services are functioning and meeting the demands of the system's users.

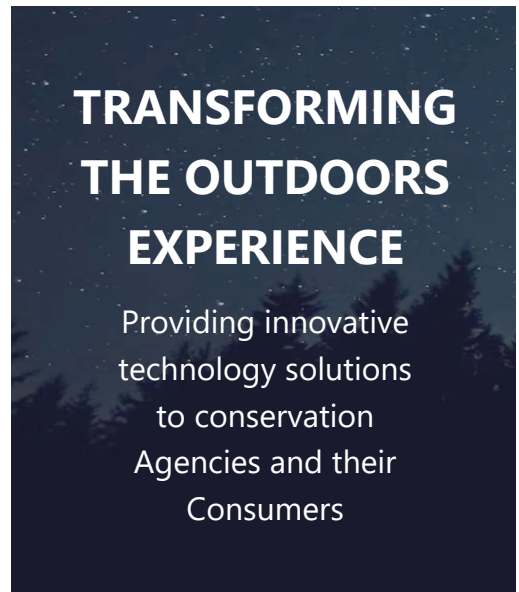
To accomplish these goals, the NGPC must partner with a vendor that understands the parks and outdoors recreational industry business rules, processes, and challenges. Having successfully implemented 28 large-scale solutions for our current natural resource agency customers, ***we bring the expertise, resources, and experience required for a successful implementation on day one.*** NGPC will not need to be concerned about a learning curve pertaining to park operations, camping, and outdoor recreation customers, initiatives, and objectives.

The proposed solution leverages Brandt's successful implementation at partnered state parks agencies where our technology and our innovative business-partnership approach have generated millions of dollars of new revenue for the states.

This approach will allow us to fully implement a **seamless transition** and all aspects of the replacement system for Nebraska's State Park Reservations.

Introducing the new Nebraska State Park Reservation System

Brandt proposes the implementation of Nebraska's new State Park Reservation System solution as an all-encompassing web-based suite of applications on our CRS platform to manage Nebraska State Parks reservations, permits, recreational registrations, retail purchases, and point-of-sale services. The solution will provide individual visitors and groups a one-stop shop to experience all that Nebraska State Parks has to offer.




Today, our experience in State Parks reservations systems leads the industry with our centralized reservations platforms currently implemented in Louisiana, South Dakota, South Carolina, Alabama, Tennessee, Mississippi, Arkansas, and Idaho (coming in 2025).

Brandt’s implementations process millions of transactions and permit sales every year. This includes a myriad of high-volume events including first come first serve sales, increased seasonal and holiday demands, and flash sales. Brandt’s outdoor solutions and applications have proven to be reliable and high-performing for state park agencies and our team stands ready to serve the great state parks of Nebraska.

Brandt’s platform is based on the most current and proven web technology, providing the performance and security features required in today’s technology climate.

Brandt’s CRS solution modules include the following features, components and tools:

 PCI Compliance	 System Security & Hosting	 Dynamic Pricing	 System Configurations	 Product / Inventory Management
 Point of Sale System	 Linked Platform Customer Histories	 Campsite / Facility Reservations	 Park Registrations	 Communication Management Tools
 Financial Management	 Data Migration / Conversion	 API / Web Service Integrations	 Call Center Reservations	 Technical Support / Help Desk
 ACH Management	 Strategic R3 Marketing	 Facility/Site Management	 360 Interactive Mapping	 Day Use & Annual Passes
 eCommerce Analytics	 Program/Activity Management	 Mobile Responsive Design	 Merchandise / eStore <i>(optional)</i>	 Project Management

A Solution Ready to Meet the Vision, Goals and Requirements of the Department

NGPC will enjoy the benefit of a **proven, modern solution** that will delight customers and agency users alike. Our core solution satisfies most all of the Agency’s requirements with only minor special development or configurations. The Brandt team will then customize elements as necessary to fully satisfy the goals, requirements and specifications established in this RFP.

Brandt and the Commission’s vision are well aligned to ensure NGPC enjoys a long-term relationship backed by a forward-looking, adaptable, comprehensive, configurable solution. Further, it will be based on our all-encompassing software platform developed by Brandt to provide the flexibility to support current business rules, future legislative changes, drive innovation, and most importantly promote outdoor participation.

PROPOSED SOLUTION HIGHLIGHTS

ADVANCED RESERVATIONS

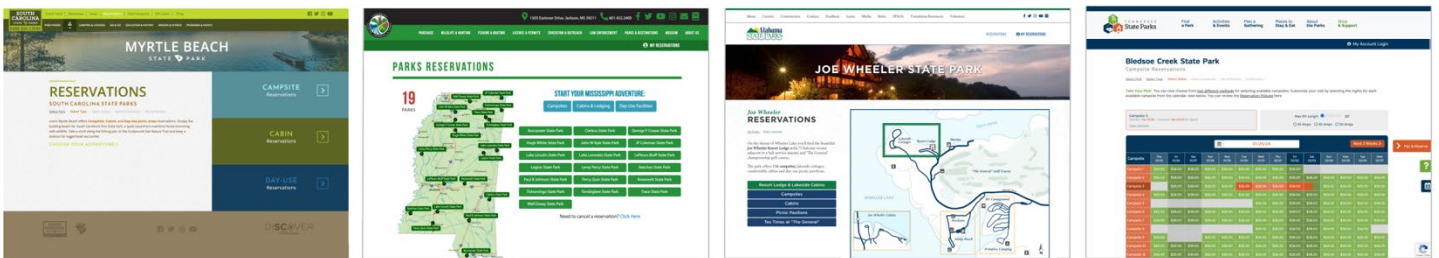
Nebraska’s state parks will be well served with the conversion to Advanced Reservations services provided by Brandt. Based on our industry leading Itinio® Reservations platform, the system will provide new capabilities in four key areas:

- E-Commerce / Web Services
- Pricing & Marketing
- Park Operations
- Accounting & Reporting

Brandt’s Reservations solution supports campgrounds and parks with nightly and day-use reservations of all types, including advanced reservations of day-use permits common with limited-entry and parking management and seamless integration with Point-of-Sale.

Brand-Supporting E-Commerce & Web Services

No templates! All public-facing reservations and services e-commerce pages/forms will be professionally designed based on NGPC brand standards, in direct collaboration with NGPC Marketing, to complement the NGPC website. Multiple paths to reservations are provided, including statewide, park-specific and park/type specific landing pages. These important Search Engine Optimization (SEO) efforts guarantee prominent Search (e.g. Google) ranking to support the main website, making it easier for guests to explore park reservables and book their visits.



Brandt Online Reservations Forms Reflect each State’s Website Design and Brand Standards

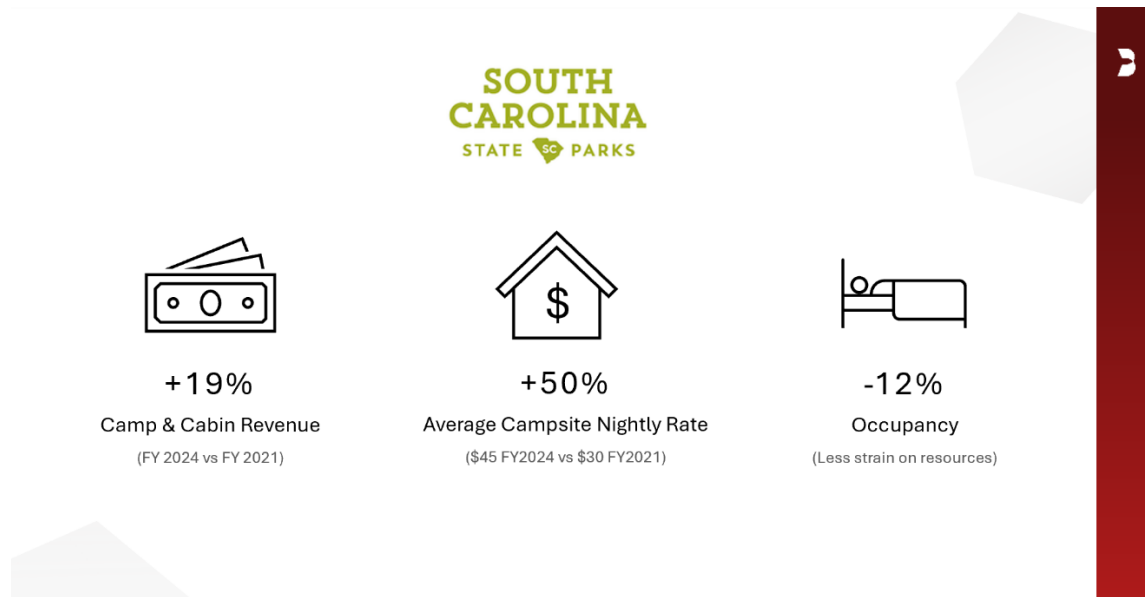
Since now well over 80% of park reservations are completed online, with more than 65% of those on a smartphone or tablet, exceeding customer expectations requires easier-to-understand, simpler reservations, no matter the device. The NGPC’s set of reservations and services e-commerce forms will be implemented using a “mobile-first” responsive and adaptive framework, and tested virtually on all screen and device types, for accessibility and intuitive usability. When combined with the Nebraska State Parks brand standards (logos, fonts, colors and communication style), this approach goes a long way to improve online sales and support NGPC public relations.

Industry-First Demand-Based Rate Management

The Brandt/Itinio Reservations platform is proud to bring our unique and powerful approach to **Dynamic Pricing** to the NGPC and Nebraska State Parks reservations.

Brandt was recently selected to present our Dynamic Pricing successes as a “Park Talk” at the National Association of State Park Director’s Conference in Gulf Shores Alabama as a leader in the industry. A case study provided informative steps and revenue gains from our agency partners including these key points from South Carolina State Parks:

- ▶ Rate & Occupancy Strategies
- ▶ New System Tools & Training
- ▶ Group Success Stories
- ▶ Developers Round Table



This is the same technology and strategy, based on decades of hospitality Revenue/Yield Management practice, that the **Revenue Managers** in South Carolina, Tennessee and Alabama State Parks utilize to optimize revenue and boost occupancy throughout their parks.

This automated, data-driven approach is designed to work within pre-set rate limits, often set by oversight authorities, using both historic and real-time occupancy levels to adjust daily/nightly rates to better meet customer demand.

By identifying opportunities to use rate (up or down) to drive occupancy, parks can improve use of underutilized inventory, while achieving better-aligned rates for high-demand sites, units and dates.

Park Operations Efficiency

The reservation system is completely integrated with the point-of-sale cashier functions – making it easy for Park Staff to check-in campers, collect fees and sell firewood and ice in a single screen-set and transaction. Staff can easily toggle between taking a new reservation and collecting entry fees, without losing work or getting lost in the system.

Park Managers are provided a host of operations reports and inventory and content-control tools to support their role and simplify the task of accommodating guests, groups and Mother Nature.

The on-demand Reservations Help Desk is available during all park-office hours for assistance by our experienced support team, with the empowered ability to complete a challenging transaction or directly resolve an issue in real time.

Accrual Accounting = Hospitality-Standard Reporting

The Brandt/Itinio platform supports both Accrual and Cash-Basis accounting methods – utilizing the appropriate method for various transaction types as needed for accurate revenue accounting.

Advanced Reservations, where collected payments represent a deposit on a future, yet-undelivered service (e.g. cabin stay), are supported by accounting for Advanced Deposits (aka Unearned Revenue), along with the conversion to Earned Revenue once the service or product is considered delivered. This approach, commonplace in the hospitality industry, is utilized by all Brandt/Itinio Reservations systems in use today.

The system supports NGPC-designated chart-of-accounts (GL Codes) without requiring conversion or translation. System reporting can exactly reflect the Luma accounting standard, while supporting additional sub-classes useful for internal Parks reporting.

In addition, Brandt will provide the NGPC with the process, audit and technical engineering necessary to share system-accounting data with the Luma ERP via API or “crosswalk” to eliminate manual data entry.

RETAIL MANAGEMENT & POINT OF SALE

State Parks and NGPC registration service locations will be able to streamline in-person sales and gain better control of retail inventory with the implementation of the **QuickSale Point-of-Sale** and **Retail Management** functions integral to the Brandt/Itinio platform and systemwide accounting.

The QuickSale POS is not an add-on cashing program. It utilizes the same transaction database as the rest of the system, enhanced with a mobile-friendly user interface optimized for efficient touch-screen sales of retail items and service fees.

Point-of-sale inventory is managed using Retail Management – an easy-to-use application for creating and keeping track of stock levels, initiating transfers and supporting both centralized and store-level purchasing.

Brandt is also providing new, quality hardware for the POS stations, store manager and cashier training with unlimited Help Desk support, as well as options for retail e-commerce – a complete retail sales solution.

Retail POS implementation follows the Brandt project management approach of Discovery, Prioritize, Collaborate and Execute to ensure a smooth and on-time delivery of services.

PUBLIC WEBSITE – ECOMMERCE SALES & SERVICES

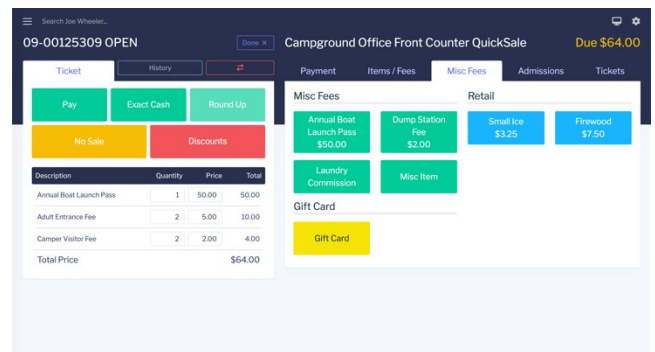
As referenced above under Advanced Reservations, Brandt e-commerce forms are based on mobile-first design standards and accessible, intuitive screen layouts – making it easy for users with any level of technical confidence to complete a reservation, register their watercraft, or purchase a permit or pass quickly and without confusion or mistakes. Our forms designers avoid relying on pre-set templates so that the resulting visuals and communication style accurately reflects the NGPC brand to your customers.

The production plan for implementing the NGPC family of new e-commerce forms is highly detailed, with the scope and elements of each form thoroughly mapped out and vetted by the Brandt e-commerce team and NGPC stakeholders.

PRICING FEATURES

Pricing and inventory controls include a wider range of options necessary for Advanced Reservations, including the basic ability to set and schedule rates into the future. More advanced, hospitality-level pricing controls include sales channel allocation and **dynamic rate management** tools to automate the application of demand-based rates.

Reservations, registration and point-of-sale cover the primary transaction types and support the following variations:



QuickSale POS for Mobile & Desktop Cashier Stations

The **lottery/draw** process for high-demand site or facility reservations is supported by our years of experience in the wildlife licensing space, where hunt draws are commonplace. And while the implementation of dynamic rates may reduce the need for the draw process in some cases, this service is included in the scope of this proposal.

Both **Tour and Program** ticketing is also an integral feature of the reservation system, with the scheduling and sales of tour and event tickets through all sales channels, including the point-of-sale system.

The reservation system supports **Advanced Day-Use** reservations for both site-specific and limited quantity (e.g. parking, area permits, etc.) inventory through all sales channels as desired.

Lease Management capabilities are included and provide the statement accounting, contract management and lessee communication tools necessary and integral to the system's payment processing and transaction accounting features.

MARKETING

During implementation, the Brandt e-commerce team is directed by NGPC Marketing to ensure the Department's brand standards are designed into every public-facing web form and service.

Brandt will also provide Marketing with new and unique marketing tools to support social media and Customer Relationship Management (CRM) efforts. Examples include:

- **Automated Welcome & Thank You Emails** – including links to programs and events relevant to individual guests based on their park and dates;
- **Targeted Deep Links** – designed for social media posts to take viewers directly to available inventory (e.g. campsites or cabins) for a specific date range, potentially with a special low rate;
- **Atlas Marketing Automation (optional)** – an exclusive Brandt service used to maintain contact with vehicle registration customers with renewal reminders, birthday wishes, etc.

CUSTOMER SERVICE & USER SUPPORT

NGPC will be provided with a Help Desk team available during all business hours, including seasonal extended hours for park locations. The Help Desk is staffed by experienced system users with direct knowledge of the NGPC system and processes. Most common requests can be handled in a single call or email exchange (aka Tier-1).

Issues requiring escalation are directly referred to the Project Managers or technical team for immediate review. Any issues deemed an emergency (e.g. credit card processing failure) are immediately escalated to both teams and confirmed in real time.

PARKS & RECREATION CONTACT CENTER

If NGPC chooses, call center sales and customer service can be provided by Brandt by our in-house Contact Center Team focused on Outdoor Recreation-related services. All phone agents are US-based and regionally assigned considering time zones and local communication style.

Brandt will provide Call Center services primarily from our service team located in the Mountain time zone and specializing in campground and Outdoor Recreation reservations and registration. The service agents qualified to support NGPC customers will be provided a unique Knowledge Base developed specifically for Nebraska State Parks

during implementation. This reference includes current details about each park and policy – including travel and logistics.

As system experts, the same team will be responsible for Tier-1 Help Desk support to system users, available during all NGPC business hours.

ENTERPRISE-LEVEL REPORTS & ANALYTICS TOOLS

The initial system provides a complete library of on-demand, standardized and verified reports for guest/customer services, operations and accounting reconciliation. Specially formatted or custom reports build-up the reporting library over time with ad-hoc reporting tools and business intelligence features.

SYSTEM MANAGEMENT & CUSTOMER SERVICE ACCESS

System Users access the reservation system from any modern web browser and internet-connected device. Capabilities are determined by User Profile. User Profiles for this system will be determined during implementation. There is no limit to the number of Users or Profiles. System Administrators, designated by the NGPC, will have full access to all system functions, including the ability to create, modify, cancel or refund a reservation, registration or sale.

Designated NGPC staff can be provided Call Monitoring capability for listening in on customer service and help desk calls with Manager-level access of the NGPC Contact Center call handling dashboard.

RECONCILIATION & DEPOSIT FEATURES

Sales (Operations) and Revenue (Accounting) are differentiated in the CRS to support both the field (cash management and deposits) and upstream reconciliation and GAAP fiscal reporting.

In the field, the CRS provides cash-drawer management tools that support the daily deposit by location. This process is highly customized to the needs and abilities of park and office locations.

The CRS produces a nightly Consolidated Sales Report (aka Revenue Trial Balance) to provide NGPC Accounting with a summarized view of all the day's sales multiple drill-down features to provide transaction-level detail. Additional accounting-specific reports (e.g. sales tax, A/R, etc.) are provided to meet requested formats as needed.

MULTIPLE SALES TAXES

The reservation system supports the application of multiple taxes to a sale based on product and location. Products may be set up with tax additive (default) or tax-included (more common for parks retail to eliminate change) as needed.

A statewide Tax Audit report is provided to monitor the applied taxes for every product and service in the system.

AUDIT READY

NGPC Audit will be happy to know that the CRS provides a complete audit history of every transaction in the system, including non-financial system logging of user interactions (e.g. price or content changes). Transaction deletion is not possible. A series of specially formatted Audit Reports are provided to support a variety processes.

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

Bidder Name: BRANDT INFORMATION SERVICES, LLC

Each of the items in the Requirements Traceability Matrix (RTM) table below requires a response of one of the following options: “Yes”, “Customization required”, “No”, and “Alternate”. Bidders must respond to the RTM using the matrix format provided and should not change the order or number of the requirements.

The RTM should indicate how the bidder intends to comply with the requirement. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. The Commission will consider any such response to the requirements in this RFP to be non-responsive. **The narrative should provide the Commission with sufficient information to differentiate the bidder’s functional, technical, and financial solutions from other bidders’ solutions. Explain each response and describe how the proposed solution meets each requirement, providing at least the current features and processes.**

Only one box may be checked per requirement. If Oral Interviews/Presentations and/or Demonstrations are requested, bidder may be asked to demonstrate each item marked as “Yes”, “Customization Required”, or “Alternate”.

The Bidder Response box should be completed if the response to the requirement is “Yes”, “Customization required”, or “Alternate”. Bidders may also use it with “No” responses if desired. **Bidders must provide a response directly in the matrix, using as much space as needed.** Below is a brief definition of each response option. Bidders should carefully read the response definitions as these responses, as well as the entire response to this RFP, will become part of any resulting contract with the awarded contractor.

Yes	Yes, requirement is met and demonstrable in the current release of the product(s) proposed in the bidder’s response to this RFP, without manipulation of fields, forms, or the need to add fields or tables to the system.
Customization Required	The requirement is not completely met by the product(s) included in the proposed solution but can be met with some customization. Bidder should indicate whether the requirement can be met by the go-live date and describe any other specifics that will aid in evaluation.
No	No, the requirement is not or cannot be met by the product(s) included in the proposed solution. A response of “No” to a requirement does not eliminate the bidder’s proposal from consideration.
Alternate	The “Alternate” option is appropriate when a requirement is in the process of being developed, but not implemented.

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

General Statement of Requirements
<p>The State of Nebraska (State), Nebraska Game and Parks Commission (NGPC), is seeking a qualified Contractor to provide a statewide, Web-Based State Park Reservation System that provides for reservations and registrations, group functions capabilities, Customer Communication Management (CCM), professional call center, Point of Sale (POS), and revenue management system that must support all existing business processes.</p> <p>Bidder must describe, and provide screen shots when applicable, to show the structure, functions, and processes of the proposed Web-Based State Park Reservation system.</p>

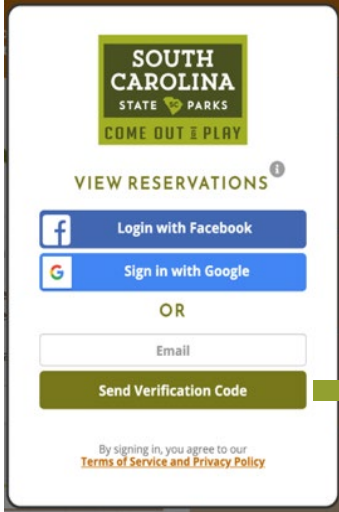
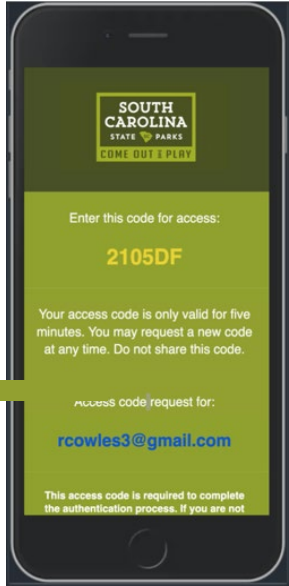
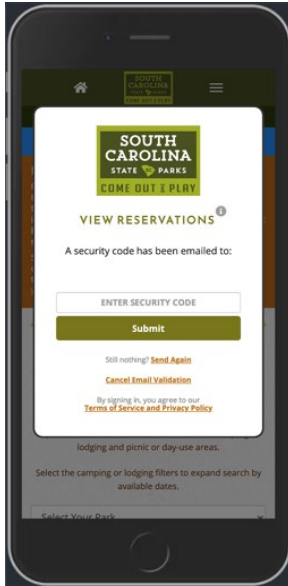
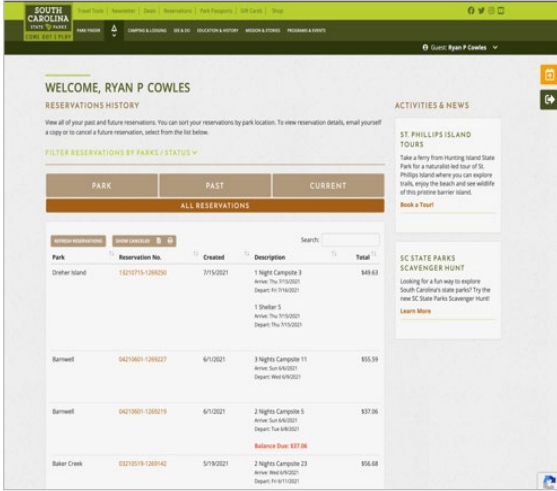
FUN # 001	Customer Profile	Yes	Customization Required	No	Alternate
FUN-001 Section VI	<p>Describe the system's Customer profile and the data it collects. Reference Attachment 3 for minimum required fields.</p> <p>Bidder Response:</p> <p>Required customer information (as listed in Attachment 3 – Minimum Required Fields) can be collected during the reservation process and provided to NGPC via real-time reports available to designated User Profiles. These data fields can be configured to meet NGPC business rules.</p> <p><i>Note that retained credit card information is truncated in the system to maintain PCI compliance.</i></p> <p>All guest data is retained in either the Customer Account or the individual Reservation or Registration. Data that is customer-specific, such as name, address and phone number, is retained as part of the Customer Account record. Email addresses and phone numbers link multiple records.</p> <p>Reservation or registration records include individual data points such as the number of guests, pets, vehicles, license plates and camping equipment details.</p> <p>Select data points may be included in both records (e.g. commonly used RV or vehicle license plates stored for ecommerce convenience). In these cases, the Customer Account record tends to take precedence for reporting.</p>	✓			

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN # 001	Customer Profile	Yes	Customization Required	No	Alternate
	<p>During the course of making an online or phone reservation, customers are going to naturally provide or verify contact information that is unique to them – usually email and phone numbers. It is this information, as well as other unique background data, that identifies and securely groups reservations by customer.</p> <p>Tools for Returning Guests</p> <p>Previous customers with contact information on file are able to easily access their Guest Account view via authentication by email or third-party providers. No searching for seldom-used passwords – or worse, the creation of another account out of frustration. Optional SMS authentication is also available but currently requires specific opt-in permissions granted via the Guest Account view.</p> <p>Making it Easy on New Customers</p> <p>New customers that attempt Guest Account access are welcomed and prompted to simply complete their reservation. There are no extra steps imposed on the reservation/registration process.</p>				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN # 001	Customer Profile	Yes	Customization Required	No	Alternate
	<p>Once completed new guests are prompted to verify their new Guest Account information to enable useful features such as auto form completion, favorites selections, and other unique conveniences. This step is optional and quick, and may be completed at any time in the future if desired.</p> <div style="display: flex; justify-content: space-around; align-items: center;">     </div> <p style="text-align: center;"><i>Figure 1: Guest Account Login</i></p> <p>The basic login steps illustrated above depict; 1) a typical login dialog that floats over the current page, 2) the security code sent to email or a mobile device, 3) the login dialog with security code field, and 4) the resulting Guest Account landing page with a listing of all reservation activity (including references to reservations from the previous system), promotional content and convenience tools such as the ability to cancel or change a reservation, select favorites, etc.</p>				

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FUN # 001	Customer Profile	Yes	Customization Required	No	Alternate
	<p>Managing Private Data</p> <p>Parks reservations, unlike Wildlife licensing, does not required the retention of private data (PII) outside of basic contact information; email and phone number. Eliminating storage of both private, as well as credit card information is the first step in preventing unauthorized use.</p> <p>Simple, Secure Authentication</p> <p>Eliminating usernames and passwords for account access serves several purposes, including:</p> <ul style="list-style-type: none"> • Completely prevents the most common method for unauthorized account access (e.g. via stolen passwords, ransomware attacks, etc.); • Eliminates duplicate accounts; • Removes critical attack vectors (data targets) from the database; • Simplifies the reservation process and reduces the time required for completion; • Modernizes and improves customer service. <p>Guest Account access utilizes multi-factor authentication via email or Google. For email authentication, the customer enters their email address. The system checks for the existence of the email in the database, along with associated background data. Upon validation, an email is sent to the customer's email account with a time-limited and 6-digit code. The customer enters the code into the web form and is granted access to their Guest Account upon validation.</p> <p>Customers may also opt to use Google authentication services as a popular convenience – providing one-click convenience for secure email authentication. Customers may opt-out of Google authentication at any time. Instructions are provided within the Guest Account / Account Management view.</p>				

FUN # 002	Customer Profile	Yes	Customization Required	No	Alternate
FUN-002 Section VI	Describe the process for a customer to edit their profile.	✓			

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FUN # 002	Customer Profile	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Using email multi-factor authentication (a code is sent to the email address on the account), customers access their account (see above) to update default address and preferences. This includes the ability to add and authenticate additional email addresses associated with the account.</p>				

FUN #	Customer Profile	Yes	Customization Required	No	Alternate
FUN-003 Section VI	Describe the process for NGPC staff to edit a customer’s profile.	✓			
	<p>Bidder Response:</p> <p>NGPC Staff can access and edit the customer information on a reservation. Master Customer Accounts are typically restricted to System Administrators for PII security purposes. These settings may be changed to meet NGPC business rules and needs.</p> <p>Park staff have real-time capabilities to easily add, search and edit customer information. These processes are simple, quick and designed specifically for a wide range of users – from the tech-savvy to seasonal volunteers. User profiles determine each individual user’s ability to access system features.</p>				

FUN #	Customer Profile	Yes	Customization Required	No	Alternate
FUN-004 Section VI	Describe the process of assigning a unique identification number to the customer.	✓			
	<p>Bidder Response:</p>				

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FUN #	Customer Profile	Yes	Customization Required	No	Alternate
	<p><input checked="" type="checkbox"/> Brandt Partner Value: The proposed reservation system provides NGPC a unique opportunity to connect or integrate Licensing Customer IDs to reservations customers – providing the agency with a unified and valuable customer database spanning both licensing and reservations customers.</p> <p>Like licensing customers, reservations customers can be assigned a unique identification number in a format designated by NGPC, including the adoption of an existing licensing customer ID.</p> <p>The details of how customer IDs are assigned, including optimal customer integrations with licensing, will be determined during system configuration.</p>				

FUN #	Customer Profile	Yes	Customization Required	No	Alternate
FUN-005 Section VI	<p>Describe how the password is reset for the customer's profile:</p> <p style="margin-left: 20px;">a. By the customer</p> <p style="margin-left: 20px;">b. By NGPC's administration</p>	✓			
	<p>Bidder Response:</p> <p>The Reservation System utilizes Multi-Factor Authentication (MFA) rather than passwords, for Customer Account access. For reservations, this approach provides a hospitality industry standard to optimize sales and encourage discovery and extended engagement, while improving security with MFA.</p> <p>For reservations-only customers, password management is not required by both customers and NGPC Administration.</p> <p>Reservations customers with associated NGPC Licensing accounts with password protection, may continue to manage their passwords as they do now. Similarly, NGPC Administration will continue to manage password-resets for customers with the current process.</p>				

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FUN #	Customer Profile	Yes	Customization Required	No	Alternate
FUN-006 Section VI	<p>Describe how the system verifies USPS mailing addresses including address lookup verification.</p> <p>Bidder Response:</p> <p>All system addresses are validated, standardized, and geocoded using an integration with the USPS shipping API to validate addresses and to auto-populate City and State based on the entered zip code for both efficiency and accuracy.</p> <p>Mailing Address Outside USA</p> <div style="border: 1px solid #ccc; padding: 5px; margin: 5px 0;"> <input style="width: 100%;" type="text" value="Mailing Address"/> </div> <div style="display: flex; justify-content: space-between; border: 1px solid #ccc; padding: 5px; margin: 5px 0;"> <input style="width: 25%; border: none;" type="text" value="City"/> <div style="border: none; display: flex; align-items: center; gap: 5px;"> <input style="width: 15%; border: none;" type="text" value="Select State"/> ▼ </div> <input style="width: 20%; border: none;" type="text" value="ZipCode"/> </div> <p style="text-align: center; color: #808080; font-style: italic;">Figure 2: Address Fields</p>	✓			

FUN #	Customer Profile	Yes	Customization Required	No	Alternate
FUN-007 Section VI	<p>Describe how the system flags or identifies specific customer groups such as Standard or Tax Exempt.</p> <p>Bidder Response:</p> <p>The software will be capable of establishing and querying for customer information, including by customer type/group (e.g. veteran, disables, Annual Pass holder, Tax Exempt, etc.)</p> <p>A Tax Exempt option is provided to identify those who are considered “tax-exempt”. It is common to require a “reason” for this action.</p>	✓			

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Requirements Traceability Matrix (RTM)
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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-008 Section VI	Describe how the system uses real-time updating of availability information in the database to prevent double booking or loss of reservations.	✓			
	<p>Bidder Response:</p> <p>All availability is reflected across the system in real time. All online reservations forms display real-time inventory availability – maintaining accurate inventory and price control with all sales channels (park & call center).</p> <p>Unlike other systems that rely on data transport between back-end and online systems, The Brandt CRS is provisioned specifically for NGPC and is supported by a single Master Database.</p> <p>Site-specific double bookings (same site/date for multiple customers) are not possible in the central reservation system. One-to-one inventory relationships are strictly controlled in real time across all sales channels and the system cannot automatically cancel a paid reservation without Park Operations intervention.</p>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-009 Section VI	Describe how the system allows guests to search for facilities based on description and availability of reservable units.	✓			
	<p>Bidder Response:</p> <p>BRANDT'S INVENTORY & AVAILABILITY SEARCH PROCESS</p> <p>Online reservations powered by Brandt's CRS platform provide industry-leading search capabilities that are fast, easy to use, and intuitive on any screen size – from desktop to smartphone. Popular search features include:</p> <ul style="list-style-type: none"> • Statewide and park-level search by inventory type, date and attributes (multiple); • Campsite search by type (tent, RV, hike-in, boat-in, etc.) with RV length as a commonly applied search attribute • Cabin search by type and amenities 				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Shelter and facilities search by capacity, amenities and services • Program search by date range, region, audience or interest (e.g. kids, hiking, etc.) <p>Search attributes are unique to each park system and are tailored specifically to the locations, features and attributes that affect only relevant inventory – eliminating unused search terms.</p> <p>A variety of web reservations entry points helps streamline a customer’s inventory Search process – eliminating the unnecessary selections and clicks that are all too common in poorly designed web forms and one-size-fits-all processes.</p> <p>A customer that lands on the main reservations page, which represents all locations statewide, has a wide range of options. Customers that have strong park preference can simply jump directly to a park-specific page with selections relevant to the selected park. Typically, an old-school drop-down selector is provided for accessibility, along with an interactive map or tile graphic (depending on the website style and client preference).</p>				

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Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Customers that are looking for a specific site or cabin type can use any or all of the Search tools to narrow their options based the most popular attributes. In the example shown from South Carolina State Parks, the overall design coordinates with the main website and the Search selections are based on their actual inventory.</p> <p>Customers that don't directly select a park (about 35%) can narrow the number of parks with availability based on:</p> <ul style="list-style-type: none"> • Inventory Type – in this case Camping, Lodging & Day Use • Planning-Related Site Attributes – such as rig length, hookups, party size, etc. • Preferred Travel Dates – check-in/out or arrival for day-use facilities <p>By limiting the selections in this stage engagement is increased as customers find the tools easy to understand and use. Page response is quick and the text layout communicates clearly.</p> <p>Making Site or Facility Selections</p> <p>The most popular and well-received format for inventory selection that our team deploys for park reservations includes two distinct options for site selection:</p> <ul style="list-style-type: none"> • Date Selector / Map View – appeals to customers with defined travel dates 				

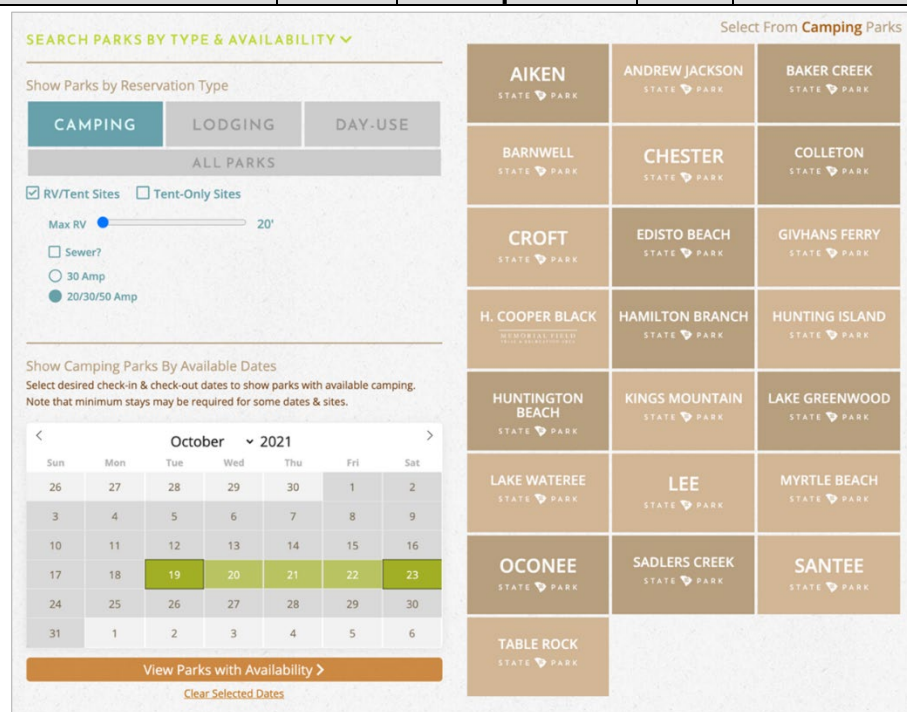


Figure 3: South Carolina State Parks Inventory Availability Search

Attachment 6

Requirements Traceability Matrix (RTM)

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
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- **Parkwide Calendar View** – shows all available sites over 14 days on an interactive grid
- Both options are popular and in A/B testing show a close to 50/50 split in customer preference. Each view is optimized for both mobile and desktop screens – without any loss of function on smaller screens (no pinching and squeezing to view oversized elements).

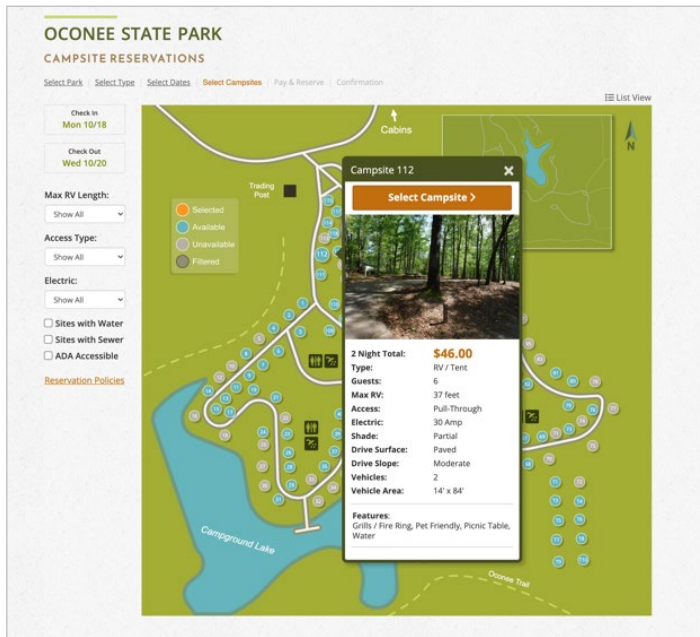


Figure 4: Typical Map View

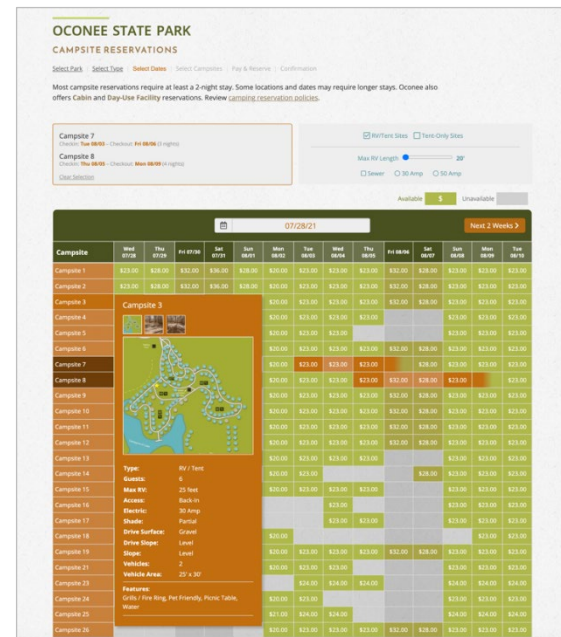


Figure 5: Parkwide Calendar View

Rich in interactive features, customers access easy-to-use filters and map views and an unlimited number of photos. A popular **List View** is also included to provide additional support for accessibility.

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Add-On Options & Checkout

Once one or more sites have been selected (depending on business rules), customers are prompted to **Pay & Reserve** – taking them to the final reservations stage. Note that at any time customers may traverse backwards to previous stages as desired. Selections are retained unless parameters have been changed.

The Payment Stage is generally composed of four sections:

- **Reservation Invoice** - with all details of selections to this point;
- **Donations, Add-Options & Discounts** - allowing customers to select additional options;
- **Guest & Payment Information** – often completed with Guest Login, browser/smartphone features that auto-fill standardized forms, or by manual entry;
- **Reservation Details Preview & Email Confirmation** – acts as a double-check on the selections and helps prevent email bounces due to typos in email entry

The Payment Stage example on the next page is provided courtesy of South Carolina State Parks. It represents one of many different examples of CRS-powered reservations – each one designed as an extension of an Agency’s main parks website.

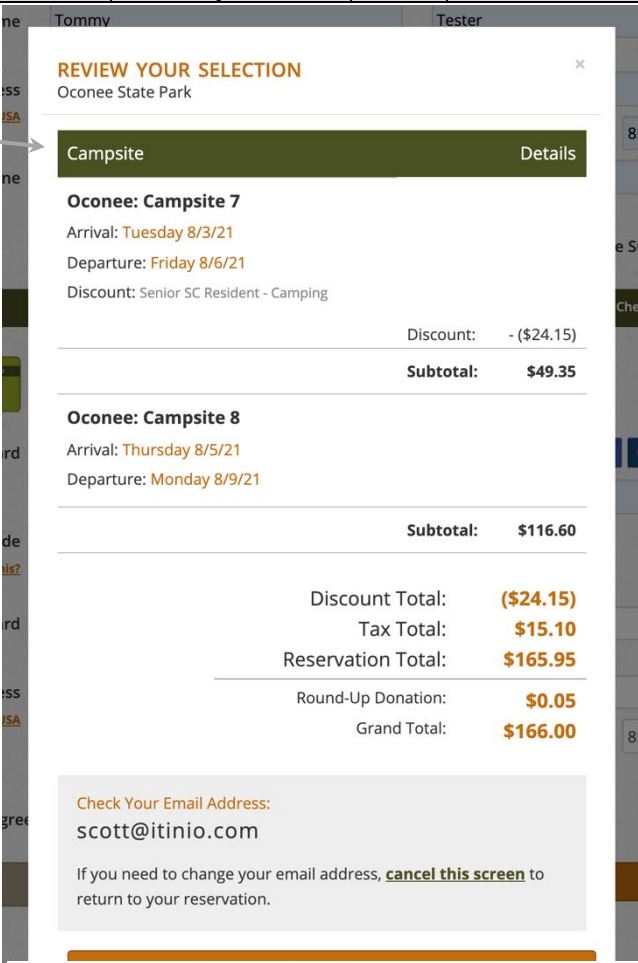
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<p>Options & Pay Stage Features:</p> <p>Account Login Button →</p> <p>Page Title & Product Type →</p> <p>Breadcrumbs for easy navigation. →</p> <p>Convenient Back Button →</p> <p>Reservation Details displaying all selections to this point. →</p> <p>Discounts Button – displays available discounts for this product. →</p> <p>Nightly Rate Details are summarized in a dialog overlay to keep this view clean and simple. →</p> <p>Donations – this example offers two types of donations. →</p> <p>Easy Remove buttons →</p> <p>Guest Information – automatically populated with Guest Account Login →</p> <p>Opt-In Checkbox –one of many opportunities to opt-in to programs. →</p> <p>Payment Information – commonly populates with browser or smartphone convenience features →</p> <p>Gift Card Payment Option – supports split payments →</p> <p>Terms & Conditions Agreement →</p> <p>Reserve Button – displays dialog to review selection and double-check email address. →</p> <p>Reserve Button – displays dialog to review selection and double-check email address →</p>	
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Figure 6: Typical Payment Stage Features & Layout

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Requirements Traceability Matrix (RTM)
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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Additional dialogs, overlays and tooltips are included based on the process of each e-commerce form.</p> <p>Reservation Preview & Confirmation</p> <p>The final step in the reservation process boosts confidence and supports accuracy without adding measurable time to the checkout process.</p> <p>See the examples of the dialog overlays used in South Carolina's reservations form. All of these features are selected and styled based on each park, product types and website design.</p>				 <p><i>Figure 7: Typical Reservation Preview & Confirmation Dialog Overlay</i></p>

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-010 Section VI	<p>Describe how the system displays a narrative about each park and its activities, including the ability to display multiple high-quality pictures or videos.</p> <p>Bidder Response:</p> <p>Campsite, cabin and facility attributes are custom tailored to NGPC specifications so that the system reflects your inventory perfectly. We remove unused attributes and add categories and fields that are unique to the State.</p> <p>Products and inventory attributes may be added, changed, or removed at any time – throughout the system. NGPC Administrators will be trained on all aspects of inventory management and configuration.</p> <p>Brandt's CRS supports:</p> <ul style="list-style-type: none"> • Space-Available Reservations (sites, cabins, rooms) • Day-Use Facility Reservations (parking permits) • Annual Permit/Pass Registration (golf cart permits) • Event Registration / Ticketing (classes, tours, camps) / Memberships • Retail Sales & Inventory Management / POS • A/R Contracts (marina, rental, storage) • Content Management (CMS) • Customer Relationship Management (CRM) <p>In addition, detailed product descriptions, including photos, video and text content may be managed at the park level to ensure accuracy and reflect seasonal changes. Content controls are split to allow participation from park staff, without giving up central control.</p> <p>Specialized Site Attributes Audit reports are provided by inventory type to clearly show all inventory attributes and text content associated with inventory, both statewide and by park.</p>	✓			

Attachment 6 Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

Flexible Inventory Descriptions

Custom-configured description templates are provided for all park inventory types. Each template is designed to fit NGPC sites/units/facilities exactly to provide more consistent and complete descriptions for all items.

Each Brandt CRS-powered site is unique. Description popup styles and colors are designed specifically to match Nebraska State Parks' website standards.

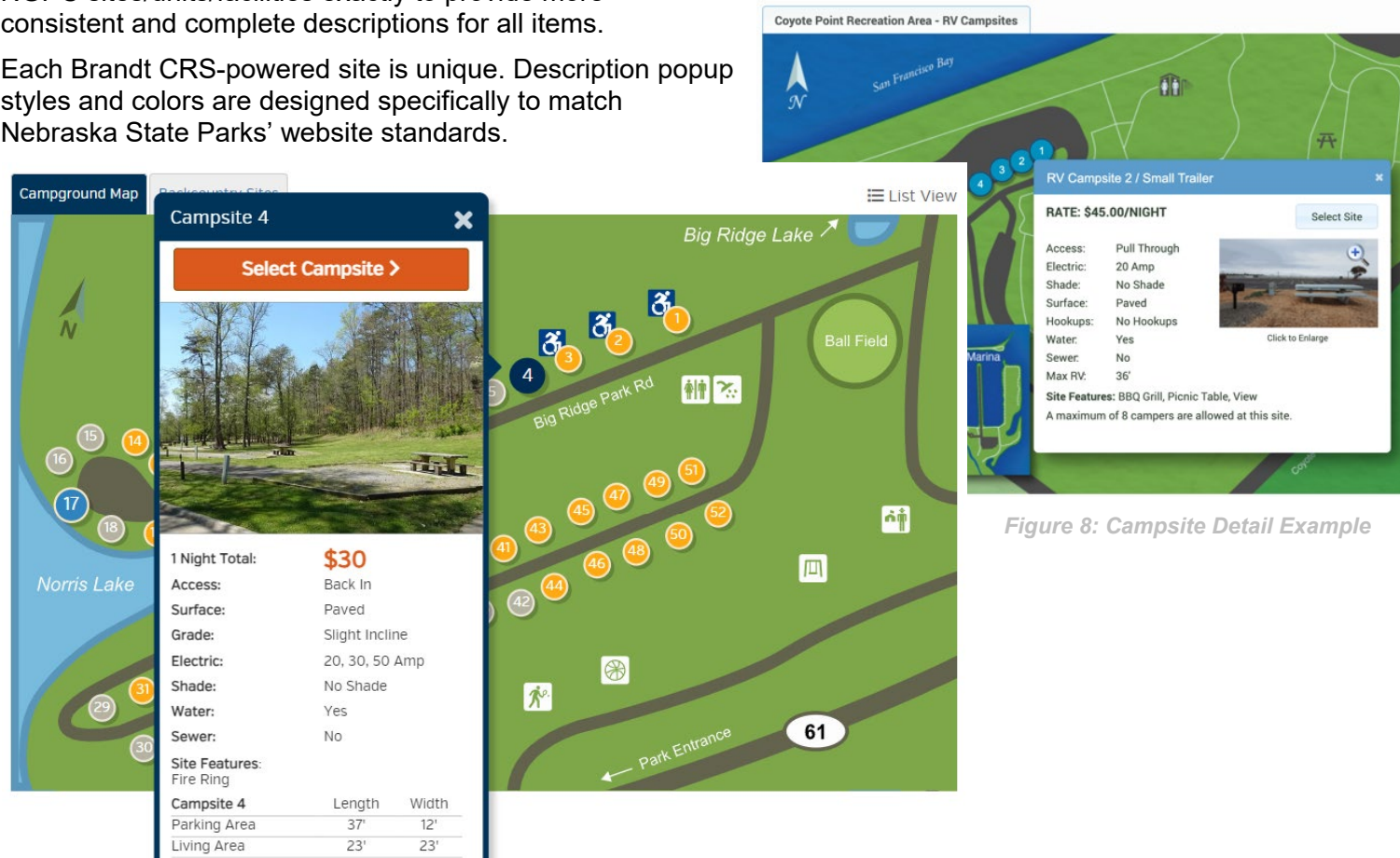


Figure 8: Campsite Detail Example

Attachment 6

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Multiple Inventory Images

An unlimited number of images can be included in an inventory item description. Multiple images are presented in a slide-show format that can be scrolled through on any screen size.

Description content can include as many photos as necessary. Images may be added or changed at any time and are automatically sized on upload to the design specifications of the e-commerce pages. Special image creation tools are provided to create unique map placement images for use in calendar views.

Image format is standard JPEG (.jpg) compatible with all digital cameras and smartphones. Image size is configurable.

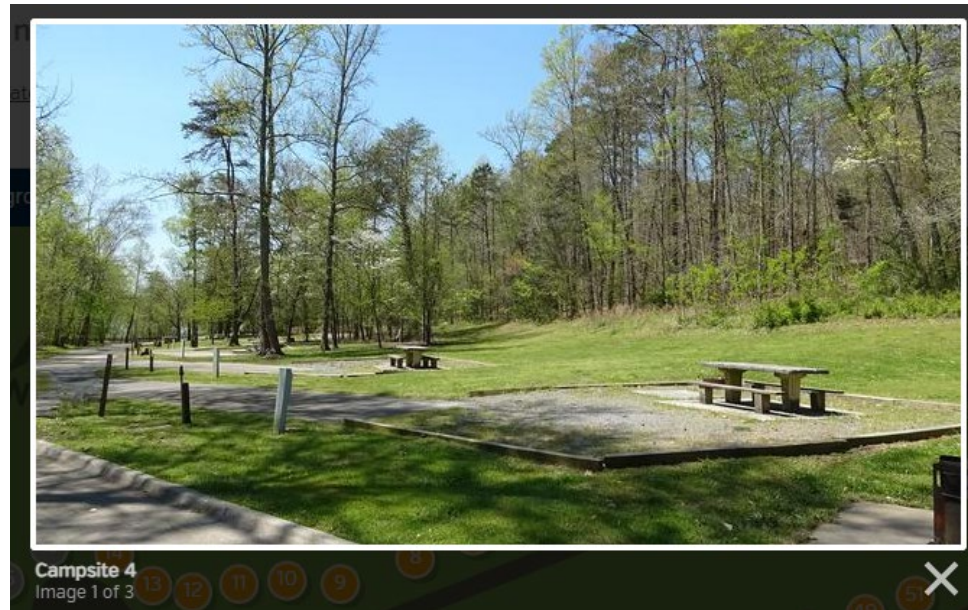


Figure 9: Campsite Photo Display Example

Attachment 6

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-011 Section VI	<p>Describe how the system allows the reservation of specific unit(s) including multiple units in a single transaction as allowed by NGPC business rules.</p> <p>Bidder Response:</p> <p>Brandt's CRS Reservations supports multiple sites or facilities during the guest reservation process – without limitation. Reservations may also include multiple payments and payment types. Reservations utilize an advanced shopping cart. Customers may make multiple camping, cabin or shelter unit reservations in a single online session.</p> <p>The example at right is from South Carolina State Parks and displays all available sites by starting date for a period of 14 nights.</p> <p>Each available night displays the nightly rate applied automatically based on demand for each date, site type and attribute set by the Revenue Manager.</p> <p>In this example, SC reservation policies allow online guests to select multiple sites with varying arrival and departure dates on the same reservation. This added convenience has helped SC State Parks increase online sales and reduced Call Center requests substantially.</p>	✓			



Figure 10: Calendar Grid View Example of Campsite, Displaying Availability & Daily Rates with Highlighted Weekends

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-012 Section VI	Describe how the system generates a unique identification number for each reservation.	✓			

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Each reservation (confirmation) or sales transaction is assigned an “invoice” number that is unique across the NGPC system. Invoice numbers include intelligence to identify the park location (business unit), origination date and database – as well as a consecutive ID number.</p>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-013 Section VI	<p>Describe how the system generates customizable email confirmations for all reservations for the following actions:</p> <ul style="list-style-type: none"> a. a new reservation is made. b. a reservation is modified or transferred. c. an accounts receivable transaction is made. 	✓			
	<p>Bidder Response:</p> <p>Reservation confirmations for new or modified reservations are provided via email as standard practice. This includes A/R reservations with outstanding balances.</p> <p>The system provides confirmation, modification, cancellation and update notices distributed via email. The email process is automated and is integrated with the sales process for ease of use.</p> <p>Emailed confirmations may be completely designed to match the reservation process and NGPC brand standards. All reservation details are included, as well as relevant policies and park information.</p> <p>Reservation confirmations can also include special content such as gate or door lock codes, seasonal instructions for services, or notices unique to a product, discount (e.g. ID requirement), or donation.</p> <p>Email distribution, related to every reservation, is recorded in the Reservation History record accessible to staff-level users.</p>				

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-014 Section VI	Describe how the system notifies a customer who is unsuccessful in making a reservation through the website because of established business rules and the reason why the reservation could not be completed.	✓			
<p>Bidder Response:</p> <p>In addition to on-screen prompts that guide customers to available sites/dates/parks – unique “denial” tracking is provided using Advanced Google Analytics and Data Layer scripting.</p> <p>The on-screen dialog that displays when a selection is unavailable also provides guest tracking data to provide denial metrics used in Hospitality marketing analysis.</p> <p>This messaging can be as complex or simple as deemed necessary and it is different for every system. The campground example at right is courtesy of Tennessee State Parks and supports their marketing data analysis program.</p> <div data-bbox="1423 573 1850 1036" style="text-align: right;"> </div> <p style="text-align: right;"><i>Figure 11: Denial Dialog Example</i></p>					

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-015 Section VI	Describe how the system provides the ability to “bookmark” or “favorite” sites and/or facilities to allow customers to save the site and facility information to their profile.	✓			
<p>Bidder Response:</p> <p>NGPC customers that have verified a Customer Account can have the ability to select favorite sites/units/facilities and turn on notifications (Customer Account view and/or email) for availability on selected dates or by date range.</p>					

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>The Customer Account view is completely customizable and specifically designed to support marketing strategies and the unique customer experience desired by NGPC. The view can be configured to allow customers to select favorite sites or flag past reservations. Notes for comments and reminders can also be included as described.</p> <p>New customers that attempt Guest Account access are welcomed and prompted to simply complete their reservation. There are no extra steps imposed on the reservation/registration process. Once completed, new guests are prompted to verify their new Guest Account information to enable useful features such as auto form completion, favorites selections, and other unique conveniences. This step is optional and quick, and may be completed at any time in the future if desired.</p>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-016 Section VI	Describe how the system provides a waitlist function.	✓			
	<p>Bidder Response:</p> <p>Waitlist Notifications - With Brandt's CRS platform, customers that have verified a Customer Account can have the ability to select favorite sites/units/facilities for specific date ranges and turn on alerts or email notifications (Customer Account view and/or email) for notification of availability on selected dates or by date range. Note that customers are limited to the number of active wait list selections. This limit may be determined by NGPC.</p>				

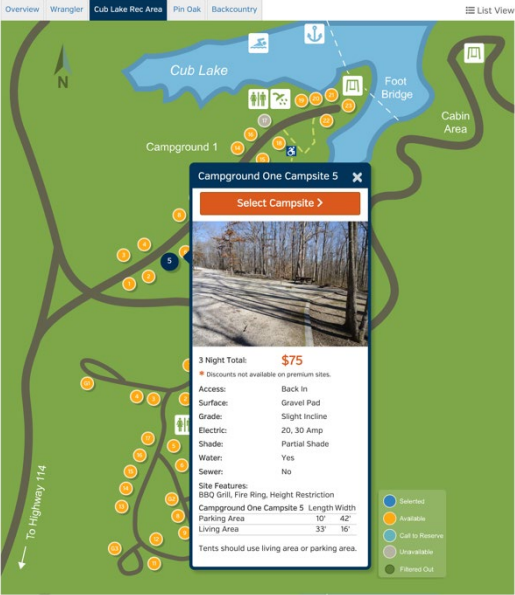
FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-017 Section VI	Describe how the system provides a lottery function.	✓			
	<p>Bidder Response:</p>				

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>The lottery/draw process for high-demand site or facility reservations is supported by our years of experience in the wildlife licensing space, where hunt draws are commonplace. And while the implementation of dynamic rates may reduce the need for the draw process in some cases, this service is included in the scope of this proposal.</p> <p>An online lottery submission (application) form will be provided to support selected high-demand inventory. The form(s) will be configured based on to-be-defined NGPC rules for conducting draws and communicating/validating results.</p> <p>Special development to support reservations draws is included in the scope of this proposal.</p> <p><i>One example of using a draw for limited-inventory reservations: Target reservations (slips, sites, etc.) forms can include capabilities to accept draw results (e.g. winner code) to allow completion of a draw-restricted reservation. The draw restriction can be based on advanced dates (early bird booking), inventory type or specific sites/units.</i></p>				

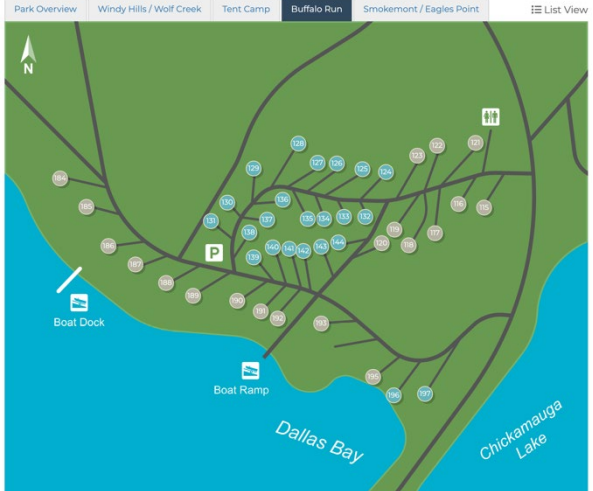
FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-018 Section VI	Describe how the system provides an accurate, detailed, interactive color map of the campground/cabin areas.	✓			

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FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>A detailed park overview map that shows the entire park, including entry points and other important points of reference, is standard for both single-map and multi-map displays.</p> <p>Note that all park maps are professionally designed in collaboration with the Project Team and each individual park. Park review and approval is critical to the design process and maps may be altered at any time.</p> <p>Our map design and detail standards are high. Graphics are designed to render cleanly in mobile, tablet and desktop sizes. Colors, styles and fonts are unique to Nebraska State Parks and can coordinate with the Parks and Tourism websites for brand continuity.</p> <p>Detailed Park-Area Map Graphics</p> <p>Detailed, accurate and legible maps are designed and maintained for all parks. The number and areas of detail maps are dictated by the park size, geography and number of sites in an area. Each park is different.</p> <p>The design objective is to present each park in the most user-friendly, screen-friendly (mobile to desktop) and logical way so that both system Users and online customers can easily orient themselves easily.</p>				 <p style="text-align: center;"><i>Figure 12: Detailed Campground Map Example (Tennessee State Parks)</i></p>

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Built-in content management tools are set up specific to each inventory type (campsites, cabins, yurts, lodges, shelters and other facilities) so that the descriptions displayed in the map and list views are complete and relevant to each type.</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p style="text-align: center;"><i>Figure 13: Important Park Features Example</i></p> </div> <div style="width: 50%;"> <p>Park Features Included on Maps</p> <p>Including park features is an important element to effective park-map design. The map designers know that guests want to know the relationship of their options to park amenities and services. Often legends are added when icons require additional explanation.</p> <p>Playgrounds, rest rooms and bath houses, pump-out stations and the proximity of popular trails and parking areas – are some of the most common examples of included park features. The example shown shows important park features included on map graphics.</p> </div> </div>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-019 Section VI	<p>Describe how the system provides enlargements to show specific features on a park map, such as campground loops or cabin loops including in the site number and vital site information such as length of camping unit, amperage available, shade quality and site photos.</p> <p>Bidder Response:</p>	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

Interactive Site Maps & 360 Degree Views

Brandt is the first and only provider to offer google streetview mapping to our central reservations systems. 360-degree images allow users to make informed decisions about their campsite of choice including shade, site dimensions, proximity to dump stations, dumpsters and park amenities. To date, our 29,000 360-degree campsite images have seen more than 15.9 million unique views.

The quality of map and product images are very important to the overall success of web reservations. Quality counts for customer confidence and the State's brand image.

Brandt's platform is fully capable of providing 360 degree site photos for specific sites, if desired by the Commission as an optional feature.

Park Maps can be professionally designed (by actual Graphics Designers) specifically for mobile presentation, infinite scaling and fastest download. Fonts and icons are bold and easy to read on tiny screens and scale nicely for desktop views.

Maps may be updated at any time and the graphics files are provided to NGPC for use in any other publications or online, without limitation.

Interactive maps can take advantage of spatial data (e.g. ESRI and GIS sources) provided by NGPC. The system can also feed data to GIS systems.

As an example, all park inventory (sites, cabins, shelters) statewide in TN State Parks are geo-coded with GCS (lat/long) and a NGPC-specified GIS tag for the purposes of usage data export by precise map coordinates.

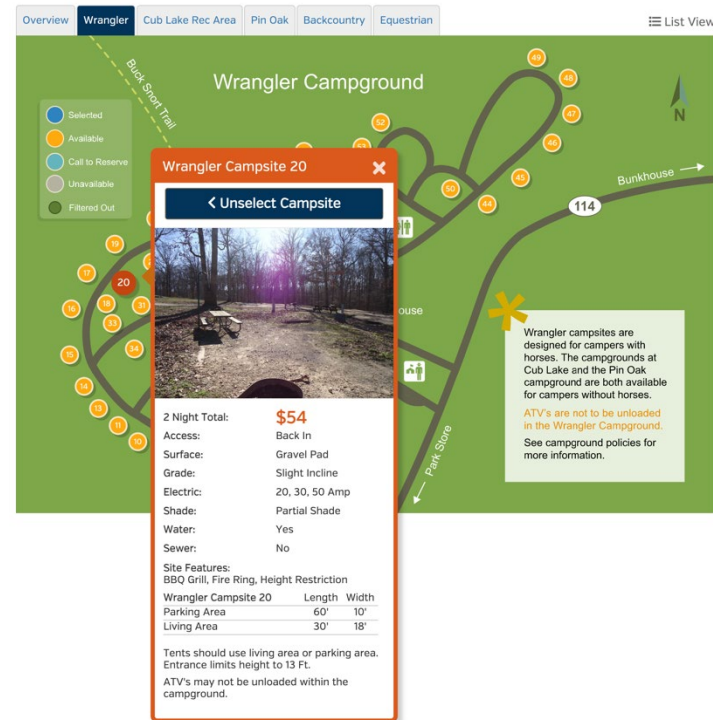


Figure 14: Interactive Site Map & 360 Degree View Example (TN State Parks)

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Map views can incorporate Google Maps via API integration as appropriate, or to enhance existing e-commerce programming. Brandt CRS map integrations and interactive features are designed for instant loading – particularly on mobile devices that may have limited bandwidth.</p> <p>Links to map details such as satellite, traffic and 3D views can be incorporated into the reservations map views as desired. Any information that provides useful information to customer (e.g. local drone footage) can be included to create a unique shopping experience.</p> <p>Description content can include as many photos as necessary. Images may be added or changed at any time and are automatically sized and uploaded to the design specifications of the e-commerce pages. Special image creation tools are provided to create unique map placement images for use in calendar views.</p> <p>Scalable Map Graphics – Optimized for Mobile Use</p> <p>Desktop and tablet views (larger screens) allow manual map zooming – however maps are designed to be detailed at their native resolution. Mobile versions on smaller screens are uniquely designed for both zoom and side scroll motions – native viewing features on smartphones.</p> <p>Because the majority of online customers today are using a mobile device (tablet or smartphone), careful attention is paid to the user interface design of each park’s map and list views to ensure that customers using even the smallest screens enjoy the discovery process with enough confidence to complete their reservations.</p>				

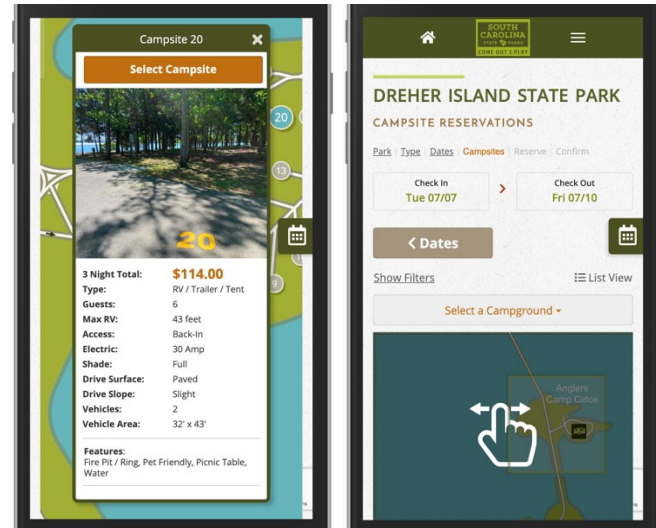


Figure 15: Scalable Map Graphics Example

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-020 Section VI	<p>Describe how the system allows for the purchase of merchandise such as a t-shirt, firewood, or park permits in the cart along with reservation and the fulfillment process.</p> <p>Bidder Response:</p> <p>ONLINE MERCHANDISE/eSTORE (optional)</p> <p>Brandt’s platform provides e-Store/merchandise functionality options, allowing users to view and purchase select items (including magazine subscriptions and donations) as a guest without logging in or creating a full customer profile. Brandt has implemented similar natural resource agency online merchandise solutions for our state partners in Virginia, Tennessee, South Carolina, North Carolina, Oklahoma, Georgia and South Dakota.</p> <p>The internet sales channel can serve as a one-stop shop for all Agency merchandise available for purchase. The CRS platform supports the issuance of a variety of licenses, privileges, and products such as:</p> <ul style="list-style-type: none"> • Merchandise – Hats, Shirts, Keychains, Pins, Patches, Collectible Items, etc. • Stamps • Magazines / Subscriptions • and more! <p>Customers will be able to easily add products/merchandise into their online shopping cart. These items, based on configured business rules, may be fulfilled via drop-ship directly from our vendors to the customer.</p> <p>Customers can confidently and securely add items to their cart and checkout online with a PC or mobile device using their preferred electronic payment method – all within the same transaction for reservations and point of sale purchases. Our product will allow authorized users within the Agency to view and modify accounts, sales, reservations, site availability and more. Automated reports are provided with service and custom reports are easily generated by Brandt or the Agency.</p> <p>Timing of roll-out with the agency will be important to meet customer and agency expectations at the best possible time of the year.</p>		✓		

Attachment 6

Requirements Traceability Matrix (RTM)

Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Brandt partners with its agencies to become a more competitive player in the retail environment to promote and increase sales. We provide real-time, detailed sales analytics to better understand your current market and user trends. Based on this data, we focus marketing efforts on targeting underutilized regions and seasons to drive sales through creative marketing campaigns.</p> <p>Optional/Additional System Capability</p> <ul style="list-style-type: none"> The CRS would have the ability to sell merchandise products to customers. Brandt's current state partners have proven this functionality to sell and distribute hats, mugs, totes, knives and more. Feasibility, timing, pricing and revenue sharing to be discussed if the Agency is interested. <p>Sell Merchandise without the Hassle</p> <ul style="list-style-type: none"> Have the ability to sell and distribute merchandise products to customers including hats, mugs, totes, knives, and more. Brandt team in place to develop and drive merchandising. Brandt is building system functionality and vendor partnerships to remove the barriers of agency hassle to offer more products to the public. Brandt will handle product acquisition, fulfillment via no-touch drop-ship, finances, site management, and customer service / call center, implementation tools, tax collection and remittance, and fund distributions. 				

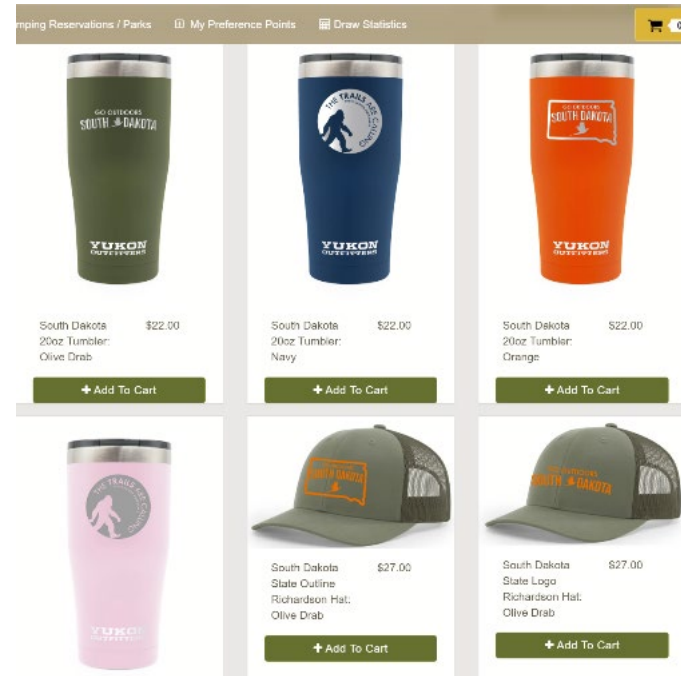


Figure 16: eStore Product Catalog Display Example

Attachment 6

Requirements Traceability Matrix (RTM)

Request for Proposal 6909 Z1

Value Added Benefits & Opportunities

- Expanded brand awareness.
- Public is able to show support for the agency.
- Revenue to the agency distributed to account codes as determined by the agency, to receive TBD% of gross sales on all items.

Our successful merchandising program handles all logistics with no budgetary requirements from the Agency.

This ultimately will serve as a new revenue stream with no risk to the Agency.

Brand's industry-leading and industry-first success in this offering has provided significant value to our agency partners in the form of brand recognition and new revenue streams with zero impact to the budget.

Our custom Merchandising program and eStore platform will enable the Agency to create and manage merchandise products / inventory, promote merchandise sales, and provide guest purchase workflows to drive revenue and increase engagement and support with customers.

The customization required includes establishment of approved branded merchandise (which products and which logos) along with a new revenue stream for NGPC. Timing and development costs will be important to establish during the negotiations process. In the event this feature is required by NGPC, we are happy to prioritize and establish a scope, schedule and budget to accomplish based on level of complexity and urgency.

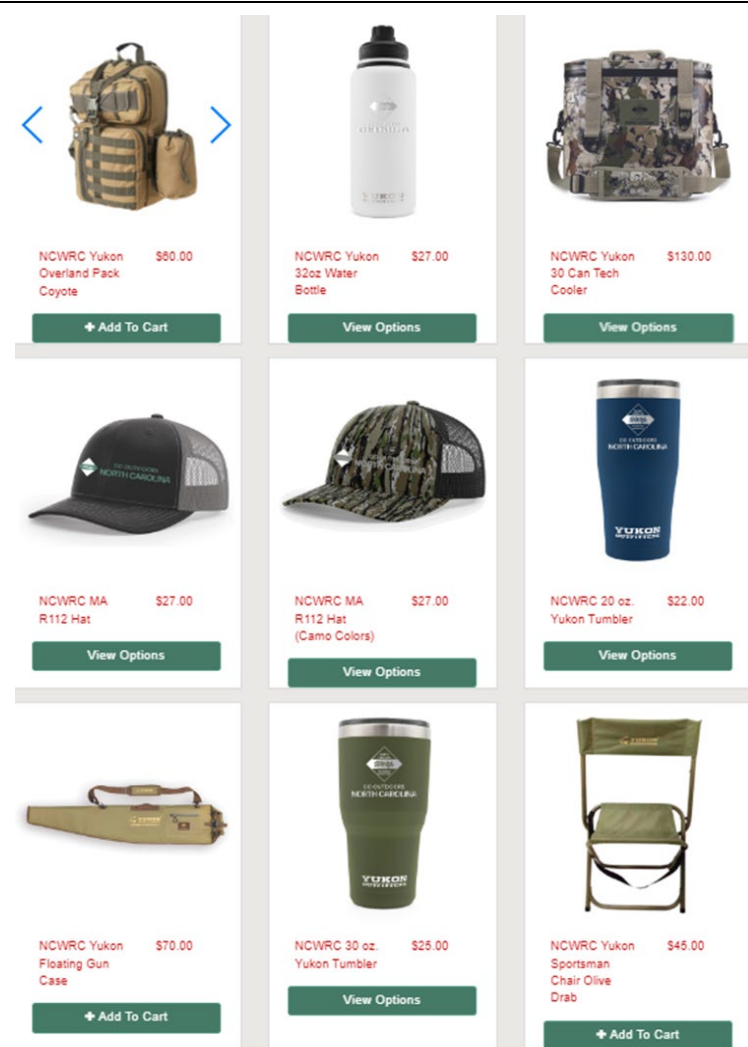


Figure 17: eStore Product Catalog Display Example

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-021 Section VI	Describe how the system allows the customer the functionality to review profile information including previous purchase history and account balances.	✓			
	<p>Bidder Response:</p> <p>A registered customer's profile and their previous reservation histories, along with filters for parks and type, are provided in the Customer Account view. This unique view supports creative marketing tactics with a variety of content and categorization features to support engagement with NGPC via their Customer Account.</p> <p>Reservation histories, along with filters for parks and type, are provided in the Customer Account view. This unique view supports creative marketing tactics with a variety of content and categorization features to support engagement with NGPC via their Customer Account.</p> <p>The Customer Account view is completely customizable and specifically designed to support marketing strategies and the unique customer experience desired by NGPC. The view can be configured to allow customers to select favorite sites or flag past reservations.</p>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-022 Section VI	Describe how the system allows the application of discounts or promotional codes.	✓			
	Bidder Response:				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Discounts can be applied to any product sold in the system. Discounts can be set up as amount-specific or percentage-off discounts and can require a discount or promotion code for validation both online and in the system portal (parks, Service Center or call center).</p> <p>Authorized users may set up an unlimited number of offers and apply them to specific products, locations or inventory types. Offers may be unlocked with a "code" or automatically applied based on booking or arrival date.</p> <p>Discounts and Discount Audit reports are included in the reporting library.</p> <p>Promotion Codes</p> <p>One-time promotion codes are supported in the system. Use validation is supported by unique tables set up for this purpose. Note that this process does require some advance planning and coordination with the Project Team, however this level of support is included in the scope of this proposal.</p> <p>Promotion codes (discounts) are fully supported in the system. This type of discount code may be set up by System Administrators with no custom programming. A variety of options are available for the application and validation of these codes. Training and support is provided.</p>				



Figure 18: Discount Selection Dialog

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-023 Section VI	Describe how the system provides a site feature to promote short-notice availability of reservable facilities.	✓			
	<p>Bidder Response:</p> <p>Brandt's CRS includes both an easy-to-use Program Manager application, as well as a robust Content Manager toolset that combined, will provide NGPC with a substantial toolset to easily promote parks, including those with short-notice availability.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>The Program Manager application is specifically designed to provide park-level staff with a one-step “wizard” setup screen that simplifies setting up available site inventory.</p> <p>In addition, specially designed social media tools include the ability promote targeted availability (by park, type and date range) via Facebook, text messaging and email – linking customers directly to online maps/lists of available sites/units at a park by specified date range.</p>				

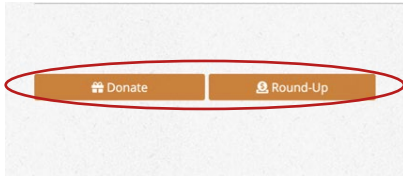
FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-024 Section VI	<p>Describe how the system provides website banners or other pop-up notifications to provide facility information.</p> <p>Bidder Response:</p> <p>Pop-Up Site/Unit Descriptions</p> <p>Custom-configured description pop-up templates are provided for all park inventory types.</p> <p>Each template is designed to fit NGPC sites/units/facilities exactly to provide more consistent and complete descriptions for all items. Each Brandt-powered site is unique. Description popup styles and colors are designed specifically to match Nebraska State Parks’ website standards.</p> <p>Alert messaging can be set to display throughout the reservations process by date, product type and message style. This feature is tailored to match the NGPC website design and messaging preferences, and can be used for safety, policy and promotional messaging as needed.</p>	✓			

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
FUN-025 Section VI	<p>Describe how the system provides rule/regulation acknowledgment before allowing a customer to check out.</p> <p>Bidder Response:</p>	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<p>Brandt's CRS solution can be configured to require customer acknowledgements to State required rules or regulations prior to completing their reservation/transaction. As shown in the example below, a customer must click on the check-box confirming they have reviewed and agree to the State's Reservation Policies.</p> <div style="border: 1px solid #ccc; padding: 10px; background-color: #f9f9f9;"> <p>Required: <input checked="" type="checkbox"/> I have read and agree to South Carolina State Parks' Reservations Policies. Review Policies ▾</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="background-color: #8e8e8e; color: white; padding: 5px 15px; border-radius: 5px;">< Start Over</div> <div style="background-color: #c85135; color: white; padding: 5px 15px; border-radius: 5px;">RESERVE</div> </div> </div> <p style="text-align: center; color: #666;"><i>Figure 19: Acknowledgement Affirmation Example</i></p>				

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate											
FUN-026 Section VI	<p>Describe how the system provides the ability to submit a donation to NGPC upon checkout.</p> <p>Bidder Response:</p> <p>Donation products may be configured as cross-sells to display when a user goes to check out with an associated item in his/her cart.</p> <p>Donation Forms</p> <p>Both stand-alone and imbedded Donation forms are provided. Available features include:</p> <ul style="list-style-type: none"> State and Park-Specific Donations Round Up Donations at Checkout Program-Specific Donations (e.g. trail building, restoration, wildlife, etc.) 	✓														
	<div style="display: flex; align-items: center;"> <div style="flex: 1;">  </div> <div style="flex: 1; font-family: sans-serif; font-size: 0.9em;"> <table style="width: 100%; border-collapse: collapse;"> <tr><td>Discounts:</td><td style="text-align: right;">(\$24.15)</td></tr> <tr><td>Total Taxes:</td><td style="text-align: right;">\$15.10</td></tr> <tr><td>Reservation Total:</td><td style="text-align: right;">\$165.95</td></tr> <tr><td colspan="2"><hr/></td></tr> <tr><td><input checked="" type="checkbox"/> Round-Up Donation:</td><td style="text-align: right;">\$0.05</td></tr> <tr><td>Grand Total:</td><td style="text-align: right;">\$166.00</td></tr> </table> </div> </div> <p style="text-align: center; color: #666;"><i>Figure 20: Donation & Round Up Cross-Sell Example</i></p>	Discounts:	(\$24.15)	Total Taxes:	\$15.10	Reservation Total:	\$165.95	<hr/>		<input checked="" type="checkbox"/> Round-Up Donation:	\$0.05	Grand Total:	\$166.00			
Discounts:	(\$24.15)															
Total Taxes:	\$15.10															
Reservation Total:	\$165.95															
<hr/>																
<input checked="" type="checkbox"/> Round-Up Donation:	\$0.05															
Grand Total:	\$166.00															

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Public Website Reservation Processing	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> Social Media / Share Links Advanced Google Analytics for goals, demographics and marketing support <p>Donation Round Up</p> <p>Brandt's CRS solution allows agencies to provide their customers with the opportunity to "round up" their purchases to donate to a designated fund.</p> <p>Round Up donations will be included at every opportunity as desired.</p> <p>The capability for customers to add any amount to a reservation or registration as a donation will be included.</p> <p>Park-specific donation attribution – allowing customers to earmark donation dollars to projects specific to a park – is an option that can be supported as the NGPC donation program grows.</p>				

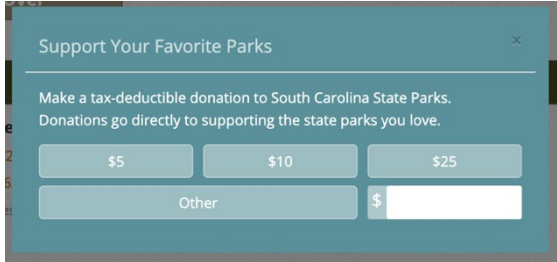


Figure 21: Donation Selection Display

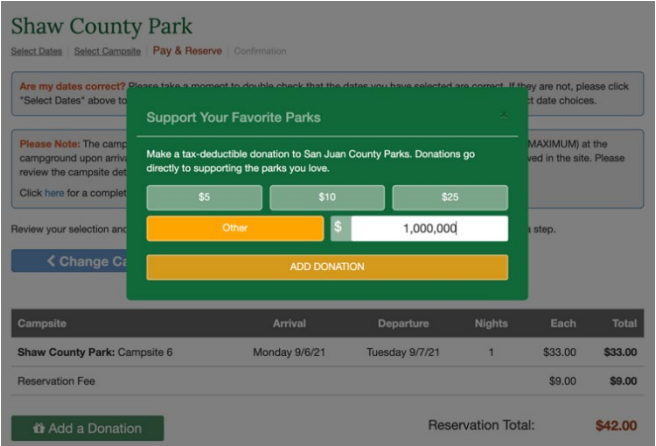


Figure 22: Generous Donation Dialog

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-027 Section VI	Describe how the system provides for some portion of each location's reservable facilities or facility type(s) to be reservable only by each field location, not reservable from the call center or public reservation website.	✓			
<p>Bidder Response:</p> <p>The QuickSale POS interface is completely customizable for individual locations. Only relevant products/inventory and fees are shown at each location or station.</p> <p>Business rules specific to Park Staff can be configured to allow different capabilities from other sales channels. As an example, Park Staff can often reserve lengths-of-stay that differ from the standard.</p> <p>NGPC will be able to grant or restrict capabilities by User Types as needed. "Online site blocking" can be configured to restrict Call Center agents and public reservation site users from booking certain individual sites/facilities – only allowing park staff to reserve specific inventory.</p>					

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-028 Section VI	Describe how the system allows backdating of arrival date for walk-in guests who arrive after the park office is closed and register the following day.	✓			
<p>Bidder Response:</p> <p>Check-in/out processes are custom-tailored to fit all of the NGPC parks and can accommodate differences in field practices and policies.</p> <p>Arrivals & Departures functions are configured to match individual park operations. Typical check-in functions remove customers from the Arrivals list upon check in and place them on the Checked In list. Not only does this simplify the process visually, it allows for easy printing of the late Arrivals report.</p> <p>User Profiles with designated permissions, can manually change arrival dates/times for each visitor upon check-in as defined by NGPC business rules. The default settings for park staff provide the ability to override inventory controls</p>					

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	and manually adjust inventory in order to manage the day-to-day park operation, including backdating of arrival times. These settings can be applied by park and User Profile as needed.				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-029 Section VI	Describe how the system allows staff to search for an existing customer profile or create a customer profile (if not already in existence) for walk-in guests.	✓			
	<p>Bidder Response:</p> <p>Park staff can quickly and easily register walk-in guests and check them in within the same transaction.</p> <p>Park staff can quickly search (often with just a partial name or phone number) for their reservation information to auto-populate a new registration – saving most-all manual entry.</p> <p>Brandt's CRS Reservations and Point-of-Sale systems are optimized for park staff – focusing on transaction speed and efficiency, while providing a variety of options necessary to serve the wide range of park operations and differences in inventory common in a statewide system.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-030 Section VI	Describe how the system allows check-in of guests.	✓			
	<p>Bidder Response:</p> <p>Quick and easy to use guest check-in screens are provided to allow park staff to check-in guests, collect any additional information necessary, add retail items (e.g. ice, firewood) and print site tags, receipts or guest lists for camp hosts.</p>				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Check-in/out processes are custom-tailored to fit all of the NGPC parks and can accommodate differences in field practices and policies.</p> <p>For parks that require staff-managed guest check-in/out, the system provides a variety of methods to efficiently perform this task. Below are three examples of the path that park staff commonly use to apply check-in/out status to guest reservations.</p> <p>Arrivals & Departures Check In/Out</p> <p>The system provides interactive Arrivals and Departures functions that are tailored to the desired data collection and tracking processes at the parks.</p> <p>The objective is to configure the check-in/out process so that it is as efficient as possible, while maintaining a high level of data accuracy and operational compliance.</p> <p>Common data points that are collected (either during the reservations process or upon check-in) or displayed with the Arrivals record:</p> <ul style="list-style-type: none"> • License Plate / State (2 vehicles) • Number of Guests • Type and Quantity of Camping Equipment • Applied Discounts (e.g. Senior) • Outstanding Balance (e.g. cabin deposits) • Guest Notes • Check-in/out time and staff name <p>Data collection for Arrival/Departure can include virtually any field or category. The check-in/out process can vary by park location and inventory type and can be modified at any time.</p>				

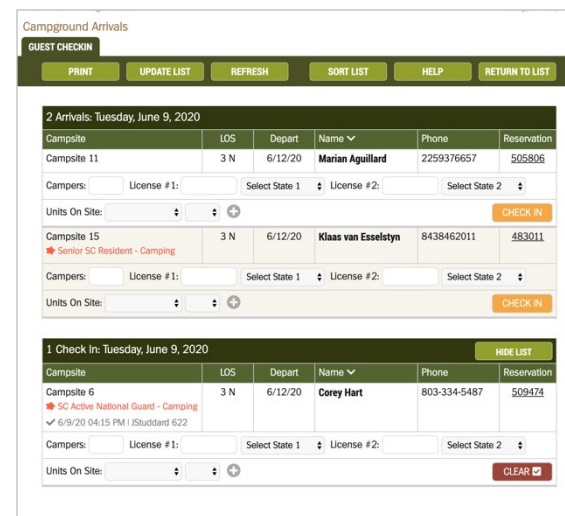


Figure 23: Interactive Arrivals Function Example

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Daily Arrivals and Departures reports are formatted for printing and can include extra space for write-in notes. This process is often tailored to meet the needs of Park Staff.</p> <p>Reservation Check-In/Out + Retail Purchase</p> <p>Arriving guests often have their reservation confirmation (paper or phone) that includes a barcode to quickly locate the reservation in the system. The reservation workspace includes direct access to the check-in fields listed above. This allows park staff to add camp store purchases and check in guests directly from the original reservation displayed on screen.</p> <p>In-Use Sites/Units/Facilities Views</p> <p>Brandt's CRS Reservations include an In-Use Report (at right) that displays all of the reservations by inventory type (campsites, cabins/yrurts, shelters) for a range of dates. Each listing links directly to the Reservation Confirmation allowing for quick data collection and check-in without using the Arrivals function.</p> <p>The system provides these multiple methods to better accommodate the differences in park logistics, customer traffic, and park staff preference.</p> <p>Guest Self Check-Ins</p> <p>Mobile park entry and self-serve check-in features are supported by the proposed system. Guests can be provided self-check-in links via email (similar to airline check-in) and/or QR code links directing late guests to a page for easy self-check-in using email, phone or confirmation number to locate the reservation. Additional information can be required (e.g. license plate, guest quantity, pets, etc.) to complete self-check-in.</p>				

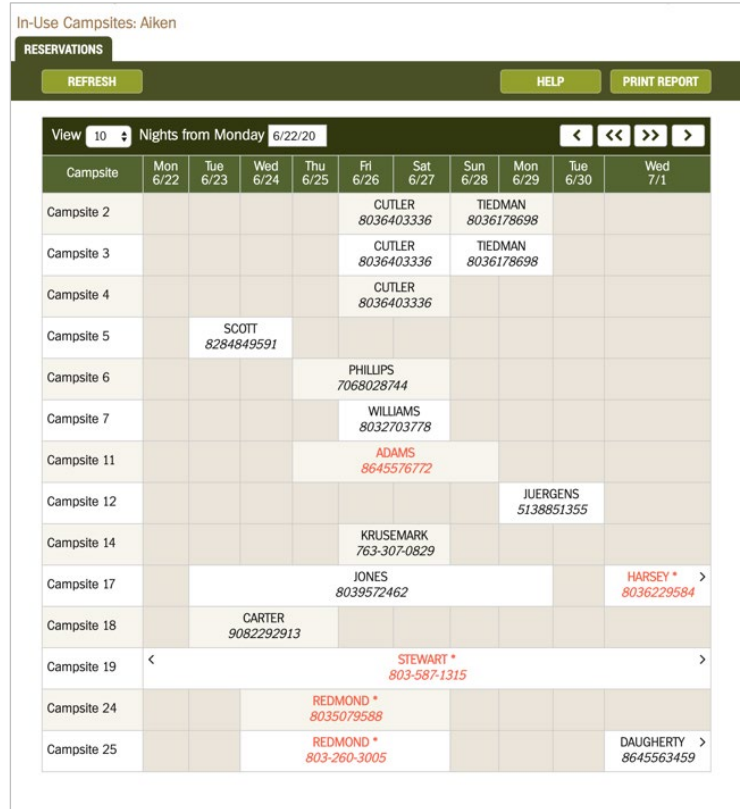


Figure 24: In-Use Report Example

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<i>Note that site-specific double bookings (same site/date for multiple customers) are not possible in the CRS. One-to-one inventory relationships are strictly controlled in real time across all sales channels and the system cannot automatically cancel a paid reservation without Park Operations intervention.</i>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-031 Section VI	Describe how the system allows the check-in of multiple sites in a single transaction.	✓			
	<p>Bidder Response:</p> <p>Park staff can check-in multiple sites, for the same or different customers, in a single transaction or process. As an example, busy parks may time-shift the actual system check-in process into groups in order to efficiently move incoming guests into the park. This process is commonly based on the printable Arrivals List that allows park staff to manually write in information and enter it into the system as time allows.</p> <p>The standard check-in process allows for the efficient check-in of one reservation, multiple reservations, or an entire day's arrivals at one time; depending on the needs of the park staff.</p> <p>Brandt's CRS Reservations supports multiple sites or facilities on a Guest Folio – without limitation. Reservations may also include multiple payments and payment types.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-032 Section VI	Describe how the system allows the check-out of guests including multiple sites in a single transaction.	✓			
	<p>Bidder Response:</p> <p>Similar to the check-in process, Park staff can check-out multiple sites, for the same or different customers, in a single transaction or process.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-033 Section VI	<p>Describe the number of steps required for staff to complete each of the following actions:</p> <ul style="list-style-type: none"> a. reservation steps b. registration steps c. point of sale (POS) purchase <p>Bidder Response:</p> <p>The reservation and POS system is optimized for field operations efficiency. As an example, a simple Park Entry fee sale using a credit card can be executed by an experienced attendant in less than 10 seconds – including a printed receipt. Below are examples of reservations, registration and a retail purchase.</p> <p>Field Reservations</p> <p>It generally takes park and call center staff approximately 2.5 to 3.5 minutes to complete the average reservation. A simple walk-in, same-day reservation can often be completed in under two minutes.</p> <ol style="list-style-type: none"> 1. Select Campsite / Cabin / Shelter (multiple may be selected at one time) 2. Enter Guest Name and Contact Information (email and phone required) 3. Confirm Selection 4. Apply any Modifications (discount, tax waive, price adjustments) 5. Select Payment Type (credit card, cash, check, gift card, etc.) 6. Process Payment (each type provides prompts for completion) 7. Print or Email Confirmation (receipt) <p>Field Registrations</p> <p>Similar to reservations, program and event registrations follow a similar process. No-fee registrations omit the payment steps and can be easily completed in just over a minute.</p>	✓			

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<ol style="list-style-type: none"> 1. Select Program / Tour / Event 2. Enter Guest Name and Contact Information (email and phone required) 3. Confirm Selection 4. Apply any Modifications (discount, tax waive, price adjustments) 5. Select Payment Type (credit card, cash, check, gift card, etc.) 6. Process Payment (each type provides prompts for completion) 7. Print or Email Confirmation (receipt) <p>Retail & Fee Point-of-Sale</p> <p>This process utilizes the QuickSale screen utilizing barcode scanners and optimized with touch-screen buttons commonly used on mobile devices. Similar to reservations, POS processes omit customer information collection (unless required by specific items such as a permit or pass).</p> <ol style="list-style-type: none"> 1. Select Retail Items (using buttons, search, barcode or list views) 2. Select Payment Type (credit card swipe automatically selects type and processes card in one action!) 3. Process Payment 4. Print or Email Receipt 				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-034 Section VI	Describe how the system updates units as reserved when reservations or registrations are made.	✓			
	Bidder Response:				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>All online reservations forms display real-time inventory availability – maintaining accurate inventory and price control with all sales channels (online/web, park locations & call center).</p> <p>With Brandt’s centralized reservation system, all reservations and transactions are processed in real time. Reservations made from any channel (park, call center or web) are immediately reflected in the database.</p> <p>Once the reservation is confirmed, the inventory is removed from availability – preventing another reservation for the same inventory in real time.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-035 Section VI	Describe how the system allows staff to adjust fees on reservations and registrations.	✓			
	<p>Bidder Response:</p> <p>The CRS provides real-time demand-based and scheduled rates and all reservation information associated with reservable inventory.</p> <p>Rates are set at park level by inventory type, category, group and/or individual site/unit. This level of flexibility easily supports setting rates for specifically categorized sites and facilities.</p> <p>Brandt’s CRS solution provides extensive rate-management tools capable of setting fees by both individual item and by group – simplifying rate management for a large and diverse system.</p> <p>Rate scheduling allows rates to change based on selected parameters such as:</p> <ul style="list-style-type: none"> • Day of the Week • Weekends / Holiday Weekends • Season (annual date ranges) • Days Prior to Arrival (early bird rates) 				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Daily-Rate management tools support dynamic or automated demand-based rate adjustments as well as unique features such as Length of Stay and Check-In/Out restrictions to help park operations better manage daily arrivals and guest services.</p> <p>BRANDT PARTNER VALUE: Brandt is also capable of collaborating with the NGPC team to develop an optional dynamic pricing program tailored specifically to Nebraska State Parks.</p> <p>Revenue/Yield Management</p> <p>Brandt's CRS inherently supports flexible rates, multiple defined rate levels, and rate scheduling in order to support seasonal demand shifts and site improvements for advanced reservations.</p> <p>Dynamic rate management, incorporating both automated and manually applied rate level shifts, adds a functional and automated layer to the standard rate management approach to achieve true demand-based rate levels.</p> <p>User-Defined Data-Driven Pricing Rules</p> <p>The CRS rate management tools provide a variety of unique data points to assist Revenue Managers with the creation and optimization of rate management rules tailored specifically to each park's inventory and customer dynamics.</p> <p>Each of these tools were developed in collaboration with other state parks' Revenue Managers as part of the ongoing effort to continually improve and reimagine Revenue Management for State Parks.</p> <ul style="list-style-type: none"> • Denials –Denial Tracking uses Google Analytics to report on online customer requests that cannot be fulfilled by park, date, inventory, requested LOS and days-prior to arrival; • Expanded RevPA Reporting – Utilizes this key metric across multiple charts and reports to assist Revenue Managers with setting objectives and tracking performance; • Days Prior Mapping – Groups the number of days prior to arrival for new reservations, indicating high-demand periods of reservations sales as an aid to marketing planning; • Rate / Occupancy Comparison – Charts the relationship between realized and default rate with actual occupancy by date; 				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Split Occupancy & Pricing Groups – Available in the upcoming system update, provides Revenue Managers with the ability to manage multiple occupancy triggers over selected pricing groups; • Integrated LOS Restrictions – Simplifies LOS rules across pricing groups; • Rolling Window or Date-Range Rules – Selectable features that allow for more automation in setting rules to support both long-term and promotional pricing strategies. <p>Brandt Revenue Manager Support</p> <p>Our team is committed to helping our state partner Revenue Managers grow through continuing education and collaboration with other state park systems facing similar challenges, and by continuing to enhance dynamic pricing tools and reporting to support data-driven decisions.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-036 Section VI	Describe how the system sends a confirmation of a new, modified, or canceled reservation and generates receipts.	✓			
	<p>Bidder Response:</p> <p>Reservation confirmations may be printed or emailed at any time.</p> <p>An automated confirmation (receipt) is emailed to customers upon completion of a new, modified, or cancelled reservation or transaction. Email sends related to every reservation are recorded in the Reservation History record accessible to staff-level users.</p> <p>Call center customers without a valid email address will be mailed a printed confirmation letter.</p> <p>Park office or Service Center reservations or transactions may print and/or email confirmations/receipts to customers as desired. This includes retail sales and receipts for paid fees.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

	<p>Emailed Confirmations</p> <p>The system provides confirmation, cancellation and update notices distributed via email. Confirmations may include any park information (e.g. policies) required. Access to the Content Management tools for creating and modifying this information may be determined by the System Administrator and/or Project Manager.</p> <p>In addition, the system provides unique contact tools that automates the process of emailing or notifying incoming and departed guests specific information about the park, activities going on at the park during a guests' stay, or future events and activities at the park – encouraging a return visit.</p> <p>Point of Sale Receipts</p> <p>POS receipts can be completely customized to meet NGPC preferences. Standard areas of the receipt are set aside for scheduled messages, such as holiday greetings, or announcing a special sale. Park/Retail Managers and System Administrators typically have access to these controls. Below are just a few examples from TN State Parks.</p>
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Attachment 6

Requirements Traceability Matrix (RTM)

Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate																																															
	<div style="border: 1px solid black; padding: 5px;"> <p>Carissa Ford 235 Heritage City E La Vergne TN 37086</p> <p>Confirmation: 141200416-1180604 Invoice Date: 4/16/20</p> <p>Tims Ford State Park</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Description</th> <th>Qty</th> <th>Rate</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td colspan="4">Little Island</td> </tr> <tr> <td colspan="4">Arrival: Friday, May 15, 2020 Depart: Monday, May 18, 2020</td> </tr> <tr> <td>Little Island (1000) / Friday 5/15/20</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>Little Island (1000) / Saturday 5/16/20</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>Little Island (1000) / Sunday 5/17/20</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>State & Local Taxes</td> <td></td> <td></td> <td style="text-align: right;">\$3.90</td> </tr> <tr> <td>Reservation Fee</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$5.00</td> <td style="text-align: right;">\$5.00</td> </tr> <tr> <td>Donation</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$0.10</td> <td style="text-align: right;">\$0.10</td> </tr> <tr> <td colspan="3" style="text-align: right;">Total:</td> <td style="text-align: right;">\$33.00</td> </tr> <tr> <td colspan="3" style="text-align: right;">(Credit Card 9501) Payment:</td> <td style="text-align: right;">(\$33.00)</td> </tr> <tr> <td colspan="3" style="text-align: right;">Balance:</td> <td style="text-align: right;">\$0.00</td> </tr> </tbody> </table> <p>Welcome to Tims Ford State Park Thank you for visiting us at beautiful Tims Ford State Park. We sincerely hope you enjoy your time here. Please review the reservation and cancellation policies below.</p> <p>Reservation changes or cancellations may be made by calling Tims Ford State Park at (931) 968-3536 daily from 9:00 a.m. to 5:00 p.m. (central time). Please do not submit reservation changes or cancellations via email reply as this mailbox is not monitored.</p> <p>While you are at the park, don't forget to visit our gift shop to get the perfect souvenir to remember your visit. Learn more about Tennessee State Parks or Discover Tennessee via Trails and Byways online.</p> <p>Dial 911 for emergencies. After hours duty Ranger contact # 931-290-2240.</p> <p>Firewood Policy Only Certified Heat Treated Firewood is allowed to enter the state park. Please help us to protect Tennessee's state parks and forests. See http://www.protecttrforests.org for more information about invasive forest pests. You may also go to http://www.firewoodscout.org to find a vendor who sells Certified Heat Treated Firewood.</p> <p>Firewood may also be purchased at the park visitor center or you may contact any campground attendant or host for information.</p> </div> <p style="text-align: center;">Standard Receipt/Confirmation with Policies</p>	Description	Qty	Rate	Total	Little Island				Arrival: Friday, May 15, 2020 Depart: Monday, May 18, 2020				Little Island (1000) / Friday 5/15/20			\$8.00	Little Island (1000) / Saturday 5/16/20			\$8.00	Little Island (1000) / Sunday 5/17/20			\$8.00	State & Local Taxes			\$3.90	Reservation Fee	1	\$5.00	\$5.00	Donation	1	\$0.10	\$0.10	Total:			\$33.00	(Credit Card 9501) Payment:			(\$33.00)	Balance:			\$0.00			
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	<div style="border: 1px solid black; padding: 5px;"> <p>Tims Ford State Park Winchester, TN (931) 968-3536 or (800) 471-5295</p> <p>Guest: Carissa Ford Confirmation No: 1180604 4/16/20 2:05 PM</p> <p>Little Island Arrival Date: Friday, May 15, 2020 Departure Date: Monday, May 18, 2020</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Description</th> <th>Qty</th> <th>Each</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Little Island (1000)</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>Little Island (1000)</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>Little Island (1000)</td> <td></td> <td></td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>Reservation Fee</td> <td></td> <td style="text-align: right;">\$5.00</td> <td style="text-align: right;">\$5.00</td> </tr> <tr> <td>Donation</td> <td></td> <td style="text-align: right;">\$0.10</td> <td style="text-align: right;">\$0.10</td> </tr> <tr> <td>State & Local Taxes</td> <td></td> <td></td> <td style="text-align: right;">\$3.90</td> </tr> <tr> <td colspan="3" style="text-align: right;">Total:</td> <td style="text-align: right;">\$33.00</td> </tr> </tbody> </table> <p>Payment: Credit Card \$33.00 Carissa Ford 9501 (Authorization 040127) - 3780045033</p> <p style="text-align: center;">Thank you for visiting Tennessee State Parks. Come back and see us again soon! www.tnstateparks.com</p> </div> <p style="text-align: center;">Slip Receipt Reservation Example</p>	Description	Qty	Each	Total	Little Island (1000)			\$8.00	Little Island (1000)			\$8.00	Little Island (1000)			\$8.00	Reservation Fee		\$5.00	\$5.00	Donation		\$0.10	\$0.10	State & Local Taxes			\$3.90	Total:			\$33.00																			
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	<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: right;">Invoice Details Print</p> <p>Email Address <input type="text"/> Send Receipt</p> <p>David Crockett State Park Lawrenceburg, TN (931) 762-9408 Receipt #1180605</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Description</th> <th>Qty</th> <th>Each</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>CAPS/HATS: Coonskin SM-LG</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$10.00</td> <td style="text-align: right;">\$10.00</td> </tr> <tr> <td>Local Tax</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$0.28</td> <td style="text-align: right;">\$0.28</td> </tr> <tr> <td>State Tax</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$0.70</td> <td style="text-align: right;">\$0.70</td> </tr> <tr> <td colspan="3" style="text-align: right;">Total:</td> <td style="text-align: right;">\$10.98</td> </tr> </tbody> </table> <p>Payment Cash \$10.98 Testing SP Amount Tendered \$20.00 Change Due \$9.02</p> <p style="text-align: center;">Thank you for visiting David Crockett State Park Come back and see us again soon! www.tnstateparks.com</p> <p style="text-align: center;">141200416-1180605</p> </div> <p style="text-align: center;">Standard POS Receipt</p>	Description	Qty	Each	Total	CAPS/HATS: Coonskin SM-LG	1	\$10.00	\$10.00	Local Tax	1	\$0.28	\$0.28	State Tax	1	\$0.70	\$0.70	Total:			\$10.98																															
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Figure 25: Receipt Format Examples / Sheet & Slip Printer Versions

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-037 Section VI	<p>Describe how the system generates guest registration forms.</p> <p>Bidder Response:</p> <p>Brandt's solution also supports Registration that is used for classes, tours, activities, permits and admission – with registration from any sales channel.</p> <p>The provided Program Manager suite opens up the ability for designated park-level staff to create classes, activities and programming, while simultaneously activating online registration, website content sharing tools, and participant roster reports.</p> <p>Guest registration forms can be configured to accurately apply and communicate NGPC business rules so that online customers find registrations easy to complete and submit.</p> <p>All guest data is retained in either the Customer Account or the individual Reservation or Registration. Data that is customer-specific, such as name, address and phone number, is retained as part of the Customer Account record. Email addresses and phone numbers link multiple records.</p> <p>Registration records include individual data points such as the number of guests, pets, vehicles, license plates and camping equipment details.</p>	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

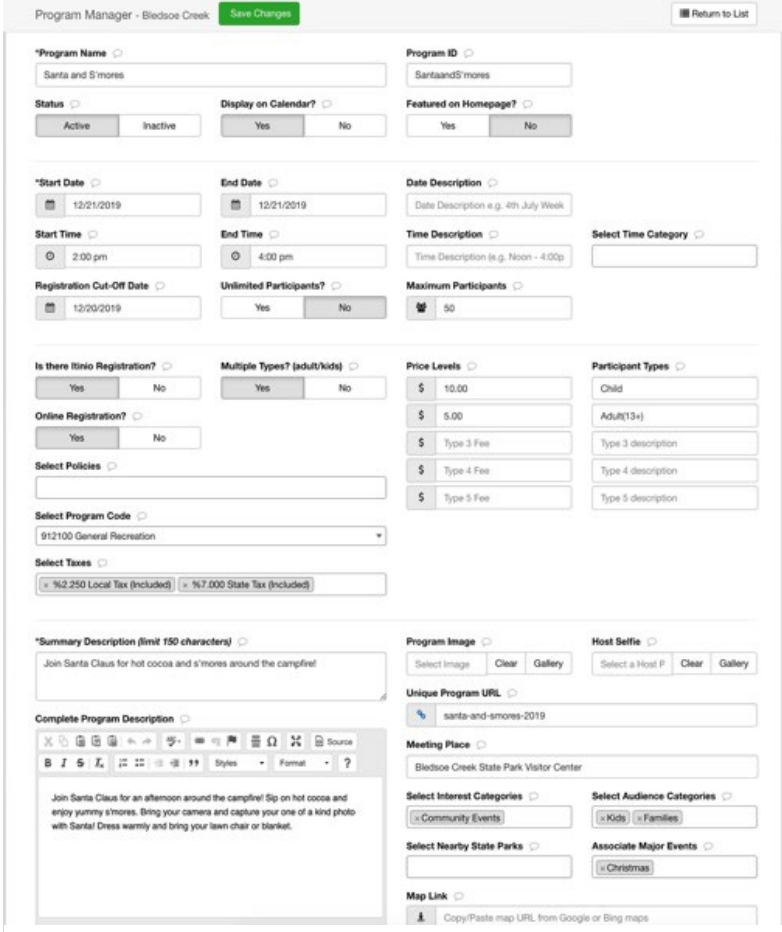
FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Program Manager</p> <p>Brandt's CRS includes both an easy-to-use Program Manager application, as well as a robust Content Manager toolset that combined, will provide NGPC with a substantial toolset to easily promote parks, events, and activities.</p> <p>Brandt's CRS Program Manager application is specifically designed to provide park-level staff with a one-step "wizard" setup screen that simplifies setting up free and fee-based programming.</p> <p>In addition, specially designed social media tools include the ability promote targeted availability (by park, type and date range) via Facebook, text messaging and email – linking customers directly to online maps/lists of available sites/units at a park by specified date range.</p>		 <p>The screenshot shows a 'Program Manager' interface for 'Bledsoe Creek'. It features a 'Save Changes' button and a 'Return to List' link. The form is organized into several sections: <ul style="list-style-type: none"> Program Name: 'Santa and S'mores', with a 'Program ID' field containing 'SantaandS'mores'. Status: 'Active' (selected), 'Inactive', 'Display on Calendar?' (Yes/No), and 'Featured on Homepage?' (Yes/No). Dates and Times: 'Start Date' (12/21/2019), 'End Date' (12/21/2019), 'Start Time' (2:00 pm), 'End Time' (4:00 pm), 'Registration Cut-Off Date' (12/20/2019), 'Unlimited Participants?' (Yes/No), and 'Maximum Participants' (50). Registration and Pricing: 'Is there Initial Registration?' (Yes/No), 'Multiple Types? (adult/kids)' (Yes/No), 'Online Registration?' (Yes/No), 'Price Levels' (10.00, 5.00, Type 3 Fee, Type 4 Fee, Type 5 Fee), and 'Participant Types' (Child, Adult(13+), Type 3 description, Type 4 description, Type 5 description). Summary and Description: 'Summary Description (limit 150 characters)' (Join Santa Claus for hot cocoa and s'mores around the campfire!), 'Complete Program Description' (Join Santa Claus for an afternoon around the campfire! Sip on hot cocoa and enjoy yummy s'mores. Bring your camera and capture your one of a kind photo with Santa! Dress warmly and bring your lawn chair or blanket.), 'Program Image', 'Host Selfie', 'Unique Program URL' (santa-and-s'mores-2019), 'Meeting Place' (Bledsoe Creek State Park Visitor Center), 'Select Interest Categories' (Community Events), 'Select Audience Categories' (Kids, Families), 'Select Nearby State Parks', 'Associate Major Events' (Christmas), and 'Map Link' (Copy/Paste map URL from Google or Bing maps). </p>		

Figure 26: CRS Program Manager Example (simplifies the setup and management of events and activities)


Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-038 Section VI	Describe how the system retains historical information about reservations and profiles made in the field and how history and profiles are viewed.	✓			
	<p>Bidder Response:</p> <p>Streamlining field processes for speed and efficiency is a top priority for Brandt's CRS/POS systems. Park staff will have real-time capabilities to easily add, search, change, cancel or otherwise modify all reservations. These processes are simple, quick and designed specifically for a wide range of users – from the tech-savvy to seasonal volunteers.</p> <p>User profiles, configured during implementation, determine each individual user's ability to access system features. Park staff can easily locate a guest's reservation by searching for any pertinent field; name, phone number, site, date or reservation number. Brandt's CRS users tend to use a guest's last name (partial name is acceptable) as the first search parameter requested.</p> <p>The solution responds to reservation searches by producing all records, by date, matching the searched parameter. This speeds up retrieval of information and saves the customer from having to retain reservation numbers or confirmation copies.</p>				

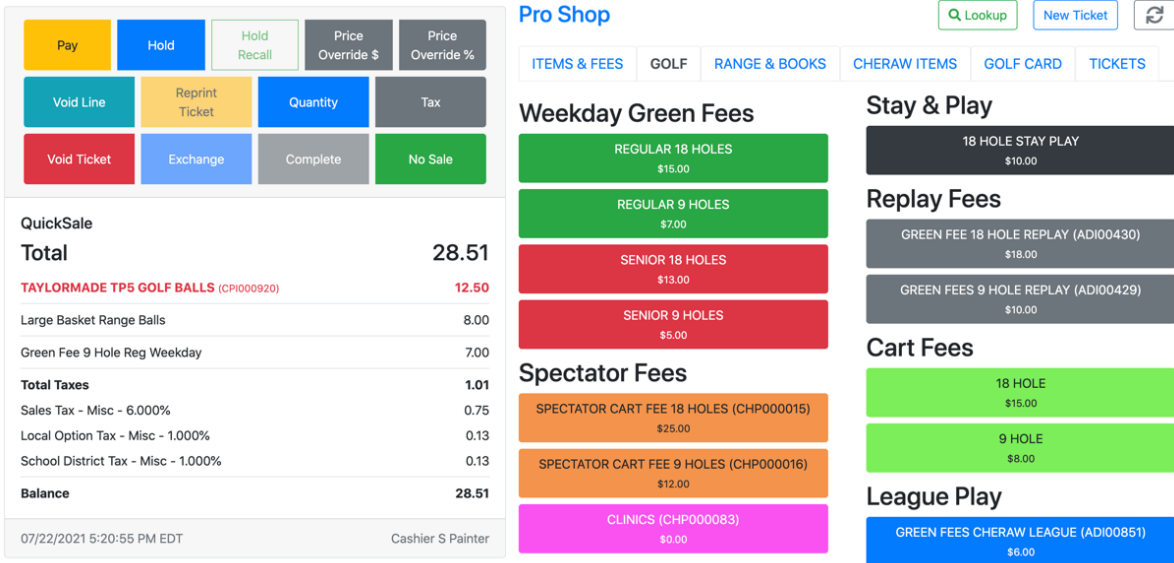
FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-039 Section VI	Describe how the system allows staff to cancel reservations and registrations with the appropriate penalties assessed.	✓			
	<p>Bidder Response:</p> <p>All sales channels can make, modify or cancel a reservation or registration as needed. The Park and Call Center staff use the same system interface – differing only by User Profile and any profile-specific business rules.</p>				


Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Online cancel/rebook activity is reflected across the other sales channels in real time. As an example, campsites that are cancelled online become immediately available to other sales channels once the cancellation has been confirmed.</p> <p>Fees may be applied per site or service according to NGPC business rules. System restrictions and/or User alerts will be implemented to support stay limitations as defined by the agency.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
<p>FUN-040 Section VI</p>	<p>Describe how the system allows field staff to void:</p> <ul style="list-style-type: none"> a. Reservations b. Registrations c. POS Sales 				
	<p>Bidder Response:</p> <p>Park/Field staff have real-time capabilities to easily add, search, change, cancel or otherwise modify all reservations, registrations, and POS Sales. These processes are simple, quick and designed specifically for a wide range of users – from the tech-savvy to seasonal volunteers. User profiles determine each individual user’s ability to access system features.</p> <p>The CRS/POS system is a single, unified application with all components designed from the ground up to seamlessly work together. Other systems integrate independently created applications into a packaged service.</p> <p>Invoices (aka Folios) can include one or more of any line-item type (e.g. fee, retail item, class, tour, reservation, etc.) without limitation. Line items can be added or removed with ease. Invoice balances are automatically calculated with each modification. Structured discounts and tax waivers can be applied as desired.</p> <p>All line items add up to a total that can be paid with one or more payments and payment types. Taxes are automatically calculated by individual line item and tax basis for both the item and sale shipping location.</p> <p>In the following example, the QuickSale POS allows Cashiers to add items and remove them line-by-line as needed. The example shows the Void Line action highlighting them item to be removed with one click.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	 <p align="center"><i>Figure 27: Colorful QuickSale POS Screen / Void Function</i></p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-041 Section VI	<p>Describe how the system allows authorized staff the ability to place a closure or hold on a site.</p> <p>Bidder Response:</p> <p>The availability status of all system inventory can be fully managed by designated NGPC staff. Inventory may be blocked by individual site/unit by date, as well as a group of sites/units over a range of dates. Inventory may also be restricted by sales channel, both individually and as a group.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	A wide range of availability controls are provided in order to accommodate different User Profiles and inventory control policies. Access to these tools is configured to meet desired management practices and may be changed at any time.				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-042 Section VI	Describe how the system allows authorized staff to override business rules or policies and describe the comprehensive audit trail for overrides.	✓			
	<p>Bidder Response:</p> <p>The default settings for park staff provide the ability to override inventory controls in order to manage the day-to-day park operation. These settings can be applied by park and User Profile as needed.</p> <p>During initial implementation, we'll clearly define User roles, overrides and audit requirements so that park staff and managers have the optimal tools necessary to deal with the special circumstances.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-043 Section VI	Describe how the system allows authorized NGPC staff define and report on key performance indicators (KPIs) using system data for real-time dashboard reporting.	✓			
	<p>Bidder Response:</p> <p>All system data, including read-only data provided for ad hoc reporting, accounting and marketing purposes, is provided in real time. Database replication and/or direct read-only access to system data is provided to qualified and authorized Users.</p> <p>Business Intelligence research is supported by ad hoc reporting capabilities to allow NGPC analysts the ability to create unique data associations between consolidated data sets (views) for unique insight into system data.</p>				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Custom dashboard widgets are standard in the CRS alerting staff of specified metrics and Key Performance Indicators (KPIs) such as arrivals or no-payment invoices that may need attention.</p>				

Type	New	Invoices	LOS	Avg
Cabins	37	32	88	2.38
Campsites	280	255	805	2.88
Day Use Facilities	16	12	16	1.00
Totals	333	299	909	

Statewide Arrivals This Week by Type

Figure 28: Dashboard KPI Widgets

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-044 Section VI	<p>Describe how the system provides training materials and support for field location reservations and registrations including online manuals, videos, and staffed support via live chat or phone.</p>	✓			
	Bidder Response:				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Brandt will provide NGPC Field/Park Staff with comprehensive training to ensure a smooth system startup, as well as ongoing training to keep new and seasonal staff current with system processes and policy.</p> <p>User-Profile Specific Training</p> <p>The style and formality of training varies by User Profile. For the initial rollout, Brandt provides in-person training along with a hands-on practice session and proficiency testing for staff handling park reservations and/or recreational permit registrations. Remote retail vendor training is also available as needed.</p> <p>Training Materials</p> <p>Training materials to support all levels of user training are provided. Printed training materials are provided during the initial startup training. All materials are also provided in digital format and accessed via the Training Library built into the system.</p> <p>Since all parks systems are unique, NGPC training materials will be created specifically for Nebraska State Parks – using screen shots, terminology and policies directly from the NGPC system.</p> <p>Training manuals and other policy and process documentation is maintained in the Training Library in the system that is available to all Users and may be categorized by User Profile.</p> <p>Training videos will also be made available – video playlist of short clips so users may skip to specific segments to learn and refresh workflows) and can be found in the Training Library.</p> <p>Seasonal or Periodic Re-Training</p> <p>Brandt will provide the NGPC with annual in-person and/or remote training sessions for seasonal staff depending on the best approach needed each season based on user profile.</p> <p>Periodic refresher and new seasonal user training sessions may be scheduled by the Brandt-provided Training Coordinator as needed.</p>				

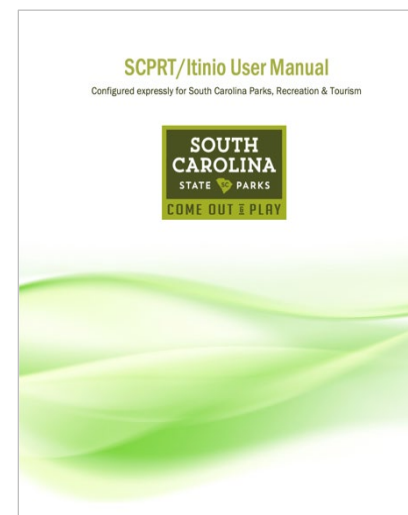


Figure 29: Training Manual Example

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FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Training System Provided</p> <p>A specially configured Training CRS is provided for initial and ongoing staff training. All users can access this system for learning and practice. The Training CRS is clearly identified and based on a selected park operation with all the same functions as the production CRS. Features such as receipt generation, site tag output, and payment processing are simulated for security purposes.</p> <p>Field/Park Staff Support</p> <p>A new toll-free phone number will be provided specifically for NGPC Help Desk support calls. This number will be for exclusive use of NGPC staff and field staff.</p> <p>Brandt Help Desk Operators are in-house team members with years of system experience. They are trained to assist Users with a wide variety of questions and potential issues and have the ability to escalate important or emergency issues directly to the Project Manager or Technical Team as necessary. The Brandt Help Desk will be available during all normal operating days and hours.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-045 Section VI	Describe how the system allows staff to deliver direct customer communications across multiple channels such as email and SMS text.	✓			
	<p>Bidder Response:</p> <p>The system provides direct communication regarding confirmations, cancellations and update notices distributed via email (and/or text message if desired). Access to the Content Management tools for creating and modifying this information may be determined by the System Administrator and/or Project Manager.</p> <p>In addition, the system provides unique contact tools that automates the process of emailing or notifying incoming and departed guests specific information (e.g. information about the park, activities going on at the park during a guests' stay, or future events and activities at the park, etc.).</p>				

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FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>Facility Alert Messages</p> <p>A variety of online and system alert messages can be created and scheduled by park-level staff as needed. Alert messages are integrated into both the online reservations form stages and the back-office portal used by park staff and the Call Center agents. Alerts can display based on selected:</p> <ul style="list-style-type: none"> • Inventory Type or Group (campsite, cabin/yurt, shelter, etc.) • Date Reservation is Made • Selected Check-In/Out Dates of a Reservation • Message Style/Type (weather, travel, promotion, etc.) <p>Alert message can also be set for statewide or park-specific display covering all relevant inventory types by location.</p> <p>Opt-In/Opt-Out</p> <p>Customers are provided the ability to opt-in and out of email marketing. Opt-in/out flags are managed by email address throughout the system.</p> <p>Integrated mass email tools allow filtering by opt-in/out status. This is important in order to allow the system to distribute emergency notices to arriving guests in the event of a park closure, weather event, etc.</p>				

FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
FUN-046 Section VI	Describe how the system provides for the management of cash drawers, including opening, closing, balancing, adjusting, and depositing revenue, following best practices for cash management at over-the-counter locations.	✓			
	Bidder Response:				

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FUN #	Field Location Reservations and Registrations	Yes	Customization Required	No	Alternate
	<p>The proposed CRS/POS provides a uniquely unified end-of-shift/day function that streamlines an otherwise arduous and error-prone process.</p> <p>Supporting NGPC cash management, cashiers and staff select the Closeout function from the Workspace menu at the end of the day or shift.</p> <p>This program is tailored to each location in order to accommodate both single-register and shared-register parks as well as locations with multiple registers.</p>				

Figure 30: Closeout Function Example

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-047 Section VI	Describe how the system allows for monitoring of call length.	✓			
	<p>Bidder Response:</p> <p>Brandt uses industry leading telephone and contact center technology platform solutions to handle inbound calls, outbound calls, automatic call distribution (ACD), skills based routing, and call monitoring and performance tools to</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Call Center	Yes	Customization Required	No	Alternate
	<p>track customer service and telephone activity. Features and capabilities include: tracking all call activity, including call details such as call times, call length, hold times, vendor details, transfer details, and more.</p> <p>The Reservations Call Center also has the capability to utilize auto-callback and voice mail options to allow customers the option to reduce their hold times.</p>				

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-048 Section VI	<p>Describe how the system reports on the number of calls per operator.</p> <p>Bidder Response:</p> <p>As highlighted above, Brandt uses industry leading telephone and contact center platform solutions to handle call monitoring and performance tools to track customer service and telephone activity. The system tracks all call activity, including call details such as call times, call length, hold times, call representative details, transfer details, and more.</p>	✓			

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-049 Section VI	<p>Describe how the system allows the ability to book sites at all locations through a call center module. Include inventory availability views for all areas and access to park/campground maps.</p> <p>Bidder Response:</p> <p>The public-facing web pages and forms, which provide reservations, registration and permit or pass sales, are directly powered by Brandt's proposed central reservation system. This one-system approach provides real-time inventory, availability and pricing that is immediately reflected across all sales channels (parks, online, and via <u>call center</u>).</p>	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Call Center	Yes	Customization Required	No	Alternate
	Reservations Call Center agents are able to navigate between parks with ease. Similar to online customers, they have unique availability views that allow them to simultaneously view availability at nearby parks when a park is full for a specific date range or site type.				

Figure 31: Calendar List View Example (SC State Parks)

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-050 Section VI	Describe how the system tracks calls not resulting in a reservation based on the following inquiry types: a. Inside Minimum Window Request b. Outside Maximum Window Request	✓			

Attachment 6
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FUN #	Call Center	Yes	Customization Required	No	Alternate
	c. Confirmation Letter Request d. Facility Info Request e. No Reservable Inventory Available f. Availability Found No Reservation Made g. Called to Verify Existing Reservation h. Other				
	<p>Bidder Response:</p> <p>The Brandt Reservations Call Center utilizes Disposition Coding for all reservations calls, and may employ specially configured system processes, such as a no-sale action, to prompt a specific follow-up action.</p> <p>Disposition Codes are preset and are determined by client to support unique analytics and may be utilized to trigger fulfillment or sales responses.</p> <p>The configuration of NGPC-unique disposition codes and sales follow-up actions is included in the scope of this proposal.</p>				

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-051 Section VI	Describe how your facilities or work-at-home Call Center agents provide reservation services to customers.	✓			
	<p>Bidder Response:</p> <p>Brandt's Reservations Call Center services includes both Call Center and remote reservations agents – available in any combination necessary to fully support the desired hours and service levels.</p> <p>Brandt's Call Center is capable of providing trained customer service representatives that have real-time access to park information, inventory details, availability and a tested knowledge of NGPC policies, park rules and other important visitor information necessary to assist customers.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Call Center	Yes	Customization Required	No	Alternate
	<p>Call Center agents are trained for helpful and friendly customer service – particularly for assisting online customers with questions about making a reservation and navigating around the reservation and registration sites.</p> <p>Where applicable, representatives are able to transfer, or receive transferred, calls to/from the parks as an extension of park staff. This level of support assists busy park staff and builds quality working relationships between the Call Center team and the field.</p> <p>Reservations by phone maintain strict PCI Compliance. Agents are monitored and related systems are audited quarterly to ensure continued security.</p>				

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-052 Section VI	<p>Describe your call center's key performance indicators (KPIs) related to customer satisfaction and service quality. Include recent performance reports or statistics illustrating customer satisfaction levels.</p>	✓			
	<p>Bidder Response:</p> <p>Several strategies are provided for quality assurance and training purposes.</p> <p>Brandt's Call Center maintains a management and quality assurance team to support best in class customer service. Brandt uses the following quality assurance methods throughout Call Center operations:</p> <ul style="list-style-type: none"> • Project specific policy and procedure manuals and guidelines for business rules and processes. • Live call monitoring to ensure customers are receiving accurate information along with professional assistance. • Issue tracking and trending using Customer Relationship Management tools built directly into the system. • Monthly operational reports and weekly incident reports, including Service Level Agreement (SLA) requirement adherence, performance and metric tracking and analysis. 				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Call Center	Yes	Customization Required	No	Alternate																																																																																	
	<p style="color: red; margin: 0;">Call Center Customer Satisfaction /Performance: Jan - Aug 2024</p> <table border="1" style="margin: 10px auto; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th>Jan</th> <th>Feb</th> <th>Mar</th> <th>Apr</th> <th>May</th> <th>Jun</th> <th>Jul</th> <th>Aug</th> </tr> </thead> <tbody> <tr> <td># Surveys</td> <td>28</td> <td>0</td> <td>0</td> <td>5</td> <td>21</td> <td>21</td> <td>20</td> <td>12</td> </tr> <tr> <td>Courtesy Score</td> <td>100%</td> <td>n/a</td> <td>n/a</td> <td>100%</td> <td>85%</td> <td>100%</td> <td>94%</td> <td>90%</td> </tr> <tr> <td>Knowledge Score</td> <td>93%</td> <td>n/a</td> <td>n/a</td> <td>80%</td> <td>65%</td> <td>75%</td> <td>79%</td> <td>90%</td> </tr> <tr> <td>Reaching an Agent</td> <td>82%</td> <td>n/a</td> <td>n/a</td> <td>80%</td> <td>62%</td> <td>71%</td> <td>85%</td> <td>83%</td> </tr> <tr> <td>Agent Ability (Understand)</td> <td>89%</td> <td>n/a</td> <td>n/a</td> <td>80%</td> <td>75%</td> <td>80%</td> <td>84%</td> <td>91%</td> </tr> <tr> <td>Customer Support (Overall)</td> <td>92%</td> <td>n/a</td> <td>n/a</td> <td>80%</td> <td>60%</td> <td>81%</td> <td>81%</td> <td>90%</td> </tr> <tr> <td>Average</td> <td>91%</td> <td>n/a</td> <td>n/a</td> <td>84%</td> <td>69%</td> <td>82%</td> <td>85%</td> <td>89%</td> </tr> <tr> <td>First Call Res Score</td> <td>78%</td> <td>n/a</td> <td>n/a</td> <td>80%</td> <td>50%</td> <td>70%</td> <td>61%</td> <td>90%</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;"><i>Figure 32: Call Center Customer Satisfaction Performance Statistics Example</i></p>						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	# Surveys	28	0	0	5	21	21	20	12	Courtesy Score	100%	n/a	n/a	100%	85%	100%	94%	90%	Knowledge Score	93%	n/a	n/a	80%	65%	75%	79%	90%	Reaching an Agent	82%	n/a	n/a	80%	62%	71%	85%	83%	Agent Ability (Understand)	89%	n/a	n/a	80%	75%	80%	84%	91%	Customer Support (Overall)	92%	n/a	n/a	80%	60%	81%	81%	90%	Average	91%	n/a	n/a	84%	69%	82%	85%	89%	First Call Res Score	78%	n/a	n/a	80%	50%	70%	61%	90%
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First Call Res Score	78%	n/a	n/a	80%	50%	70%	61%	90%																																																																														

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-053 Section VI	Describe the frequency of training sessions for call center staff and elaborate on the content covered in these programs. Detail the topics addressed, including park operations, customer service, and any other relevant areas.	✓			
	<p>Bidder Response:</p> <p>Brandt's internal training program ensures that all Call Center personnel are fully trained on the System and are evaluated to ensure prompt, courteous, and knowledgeable service. Brandt has over 25 years of experience in managing and operating call centers, help desks, and service desks to support projects, state agencies, and data collection efforts. Our expertise brings Nebraska superior customer service, achieving and often exceeding service level agreements, and supporting agency and system efforts.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Call Center	Yes	Customization Required	No	Alternate
	<p>Brandt will provide the NGPC with annual in-person and/or remote training sessions for call center representatives and seasonal staff depending on the best approach needed each season. Periodic refresher and new seasonal user training sessions may be scheduled by the Brandt-provided Training Coordinator as needed.</p> <p>Our extensive and in-depth Call Center Representative training program will cover all of the facilities, policies, regulations and fees for the Nebraska State Parks. Call Center staff training, testing and monitoring is an ongoing process.</p> <p>Brandt's CRS Reservations Call Center agents are provided a unique Knowledge Base that is integrated with the CRS system. This valuable and interactive database of up-to-date park information includes real-time information about what's happening in each park. The database is updated by the agents with information coming directly from the parks and the Project Team.</p> <p>Brandt will ensure all future new representatives go through the appropriate onboarding process including security clearance and proper training. In addition, representatives may go through regular training refreshes to ensure continual compliance with NGPC processes and procedures.</p>				

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-054 Section VI	Describe the system's resources, tools, and mediums utilized during training sessions to enhance learning and skill development among staff members.	✓			
	<p>Bidder Response:</p> <p>Several strategies are provided for quality assurance and training purposes. Call recording enables customer service coaching and measurement. A dedicated email address and contact form for customer comments, complaints and suggestions is provided and monitored daily. All records are accessible by the Project Team.</p> <p>Periodic team meetings focus on customer service, de-escalation strategies, customer feedback and data security – a requirement for PCI Compliance. The Call Center Manager(s) schedule and facilitate these performance and quality management measures.</p>				

Attachment 6
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FUN #	Call Center	Yes	Customization Required	No	Alternate
	Brandt's telephony platform also has the capability of providing a customer satisfaction survey feature, which asks customers to complete a satisfaction survey at the end of the call. Survey responses and feedback can be evaluated regularly in order to enhance our call center operations.				

FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-055 Section VI	Describe how the system tracks the time it takes to answer support calls, the type of support calls received, and the time it takes to resolve all issues. Provide analytics regarding support call volume, answer times, response times, resolution rate, abandonment rate, etc.	✓			
<p>Bidder Response:</p> <p>Brandt's telephony platform can track the following vendor metrics and provide NGPC with monthly reports for:</p> <ul style="list-style-type: none"> • Sales Transaction Reports for Phone/IVR • Number of calls per day (total) • Number of calls per day (by queue) • Average wait/hold times per day (total) • Average wait/hold times per day (by queue) • Abandoned call counts per day (total) • Abandoned call counts per day (by queue) • SLA metrics and performance (by day, week, month) <p>Brandt will also work with NGPC to develop and determine any custom reports if needed.</p>					


Attachment 6
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FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-056 Section VI	Describe the system's option for multilingual support.	✓			
	Bidder Response: The Brandt Reservations Call Center provides agents proficient in Spanish. Inbound calls requiring Spanish may be prompted upon calling (e.g. para la prensa española cinco) or transferred to a Spanish-speaking agent by other agents (e.g. when the incoming call is from park staff on behalf of a Spanish-dependent customer).				


FUN #	Call Center	Yes	Customization Required	No	Alternate
FUN-057 Section VI	Describe bidder's call center operating hours.	✓			
	Bidder Response: Brandt will work with NGPC to set mutually agreed upon hours for our Call Center. In addition to operation hours with staffed Call Center Representatives, Brandt offers the implementation of Interactive Voice Response (IVR) for specified sales workflows, allowing customers to process specific functions, workflows, and changes using touch-tone features, as authorized by NGPC. Customers always have the opportunity to be transferred to a live agent during business hours when utilizing the IVR option.				

FUN #	Self Service Kiosks	Yes	Customization Required	No	Alternate
FUN-058 Section VI	Describe whether the kiosk solution uses a proprietary kiosk model or integrates with existing kiosk systems. Detail the range of services the kiosk solution offers and how it interfaces with the system, including services such as camping registration, park entry permit purchases, and any other relevant offerings.	✓			

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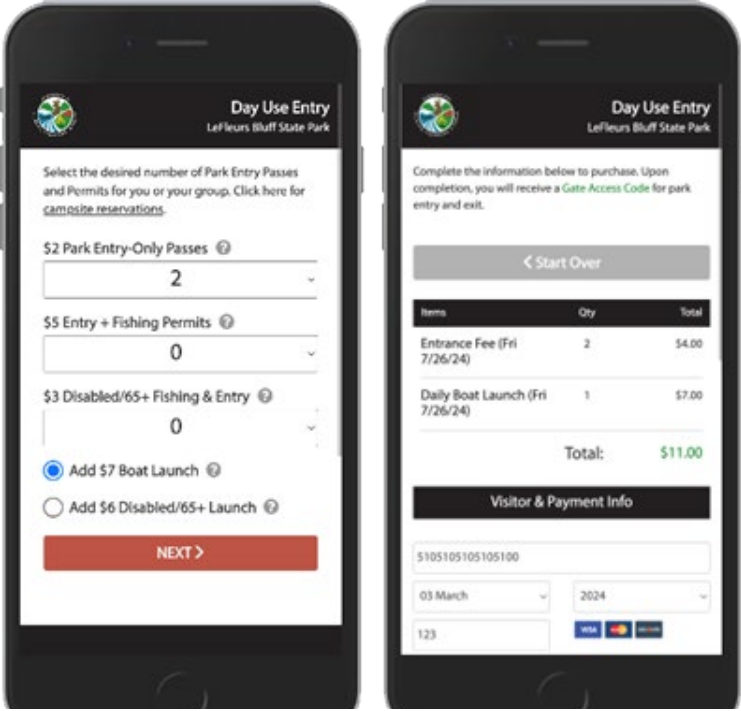
FUN #	Self Service Kiosks	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Brandt welcomes the opportunity to support NGPC's interest in exploring kiosk solutions and is happy to provide hardware, integration and pricing options for proven kiosk solutions. We also welcome the opportunity to explore bring your own device (mobile customer experience) options.</p> <p>Brandt's solution is capable of partnering with industry-proven online kiosk systems that are tightly integrated into the Central Reservation System (CRS) to enhance NGPC's park visitor experience at its state park locations. This unified platform ensures that reservations made and passes issued through the CRS can be processed anywhere in the kiosk network, including: managing unattended check-in/check-out functions and recognizing all CRS products sold.</p> <p>Brandt's CRS systems can gather sales and activity data from the industry's leading kiosk and pay station providers, including VenTek International, Flowbird, and SaniStar, among others. Kiosk stations are designed to withstand harsh outdoor environments and high-traffic usage. System data integration to support accounting and inventory metrics are provided via secure cloud services.</p> <p>These kiosks provide Nebraska State Park visitors with easy to use, intuitive workflows to enhance their park experience.</p> <p>Automated Fee Machine/Kiosk Systems (AFMS)</p> <p>Automated Fee Machine/Kiosk Systems offer visitors a range of services at park locations, including:</p> <ul style="list-style-type: none"> • Day and multiple-day entrance passes • Parking Passes • Reservations • Park Alerts 				 <p style="text-align: center;"><i>Figure 33: Kiosk Pay Station Example</i></p>

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FUN #	Self Service Kiosks	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Check-in/Check-out Functionalities • Ability to sell products (as defined by the agency) • Security payment options (PCI compliant) • Receipt Confirmations <p>Additionally, these kiosks can provide a wide variety of Annual Pass program implementations such as:</p> <ul style="list-style-type: none"> • Durable cards • QR codes • Linear barcodes • Vehicle license plate recognition (LPR) • Legacy magstripe cards <p>SMARTPHONE “KIOSK” FIELD SOLUTION – ALTERNATIVE SOLUTION</p> <p>Brandt’s CRS systems include the deployment of a simple-to-use, popular solution to collecting unmanned entry fees, permits and walk-up reservations without requiring costly field hardware. Utilizing a customer’s smartphone, the kiosk is replaced with a posted QR Code to provide instant access to the virtual “kiosk” with no special app required.</p> <p>Brandt currently provides this type of field solution in multiple locations including Georgia, Mississippi, Lake Casitas County in California.</p>				<p style="text-align: center;">SELF SERVICE</p> <div style="text-align: center;">  <p>SCAN HERE ↑</p> </div> <p style="text-align: center;"><i>Figure 34: Virtual "Kiosk" QR Code Example</i></p>

Attachment 6

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FUN #	Self Service Kiosks	Yes	Customization Required	No	Alternate
	 <p style="text-align: center;"><i>Figure 35: Smartphone "Kiosk"</i></p>				
	<p>Customers simply select from the provided options on an intuitive screen and utilize the payment options provided by their smartphone. Similar to the requirements of physical kiosk fee station, in areas without adequate cellular/wireless connectivity, satellite services or local providers can provide WiFi as needed.</p> <p>Access requirements such as providing gate codes for park entry, or digital permits for field compliance, can be accommodated as needed.</p> <p>Considering a mobile solution carries minimal cost and virtually no maintenance, with today's level of connectivity and smartphone use, deploying virtual kiosks is quickly replacing the challenge of managing complex physical equipment in harsh environments.</p>				

FUN #	Group Function Booking Managements	Yes	Customization Required	No	Alternate
FUN-059 Section VI	Describe the system's ability to create a group/organization profile, including red flag alerts viewed by staff when making a reservation.	✓			
	Bidder Response:				

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FUN #	Group Function Booking Managements	Yes	Customization Required	No	Alternate
	<p>The Customer Account view is completely customizable and specifically designed to support customer data collection requirements, strategies and the unique customer experience desired by NGPC.</p> <p>Flagging Accounts</p> <p>Customer Accounts can include staff-applied alert codes that can trigger an on-screen alert when the customer is making a reservation, or on any transaction that requires customer information (rental, permit, etc.).</p> <p>Note that Customer Accounts can be blocked from online sales as described, but particularly sneaky customers cannot.</p> <p>Brandt will share some best practices in two areas here:</p> <ol style="list-style-type: none"> 1. How to reduce bad actors from creating alternate accounts or simply keep them from using the account of a friend or family member that has not been flagged. 2. How to structure Customer Account “flagging” or restrict comments that can become the target of FOIA requests – and still meet operational needs. 				

FUN #	Group Function Booking Managements	Yes	Customization Required	No	Alternate
FUN-060 Section VI	<p>Describe the system’s ability to allow a group event to be planned and reserved, similar to events held in hotels and conference centers to include the ability to:</p> <ol style="list-style-type: none"> a. allow a unit to be part of a Group Event to be separated from the Group Event and transferred to an individual reservation and recalculate the Event’s new balance. b. send a confirmation to the primary occupant rather than the original customer who made the reservation. c. assign and track occupants of units in a group reservation. d. facilitate invoicing at a later date. 	✓			

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FUN #	Group Function Booking Managements	Yes	Customization Required	No	Alternate
	e. allow changes to, or cancellation of, an entire reservation, or part of a reservation.				
	<p>Bidder Response:</p> <p>Brandt's CRS provides a range of options to support a variety of group booking scenarios. Unlike a lot of group booking reservations processes, handling groups and multiple payments is quick and easy.</p> <p>Group packages with multiple sites, cabins or rooms can be built on the fly for this purpose. In addition to creating group packages, multiple sites can simply be reserved on a regular reservation for a group with individual guests paying their share against the one master reservation. Another option is to set up multiple individual reservations under the same Group/Customer Account. This allows each reservation to stand alone, but is easily identified under the Group Account.</p> <p>And while the description of group booking options sounds a bit confusing, it's actually quite simple. The available options are flexible and easy to learn. On-demand support is always available to help staff and group sales with setting up complex site blocks and group reservations.</p> <p>Typically, group reservations are created under the selected Group Name. Each site or facility added to the reservation may optionally include individual information for each participant or attendee.</p> <p>Group Management</p> <p>The system provides flexible group sales and management capabilities – allowing staff to package reservable and retail inventory, as well as applicable fees, to a group booking. These packages can be priced based on the selected items, or as a single package price – allocating revenues according to NGPC business rules.</p> <p>Group packages can accept a range of payment options that allows for deposits, incremental payments, refunds and transfers in order to simplify the accounting process.</p> <p>Event configuration allows staff to collect both group and individual names as needed.</p> <p>As an example, all of the units and facilities that make up a conference group booking may be reserved under one package for bulk payments, however individual guest names and information is required for each unit, in advance or upon check-in.</p>				

Attachment 6
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FUN #	Group Function Booking Managements	Yes	Customization Required	No	Alternate
	<p>Conversely, group reservations may also be made up of individual reservations for sites and units that are reserved separately, but priced at a special group rate or discount, allowing separate payments and streamlined accounting for each.</p> <p>In addition, group sites/units reserved as a single group reservation can be split up at check-in, with each site/unit broken out individually as needed.</p> <p>Group Package Pricing</p> <p>Group packages, similar to all other reservations in the CRS system, can include campsites, cabins or other units, facilities and retail POS items. The ability to adjust the prices of all item types is a configurable setting in the system. This allows for flexible package pricing for all items, within NGPC business rules and field processes.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-061 Section VI	<p>Describe the system's ability to allow customers to create accounts and maintain profiles with personal information, contact details, and boat information (boat name, length, width, depth, registration number, and captain).</p>	✓			
	<p>Bidder Response:</p> <p>The system supports both transient and moorage/storage marina and slip customer types.</p> <p>Customer information for transient marina customers may include additional fields for watercraft information (one or more vessels) in the Customer Account.</p> <p>Long-term watercraft moorage/storage is supported by marina-staff initiated and managed contracts.</p> <p>A complete Marina Moorage Contract Management suite of services, including transient slip and dry storage, is included with this system. Both Tennessee and South Carolina State Parks utilize similar services.</p> <p>A summary of Marina & Slip Management features includes:</p>				

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Interactive Moorage Contract Templates – includes contract terms, owner information with multiple owners or contacts, insurance requirements and slip allocation/transfers; • Marina Maps with Slip/Watercraft Locations and Status; • Supports Additional Fees (electricity, cable, services, etc.); • Automated Monthly Billing with Accounts/Receivable Reporting; • Financial Statements (multiple invoices); <p>Marina services are fully integrated with Brandt’s CRS Reservations and Point-of-Sale features and can generally be adapted to specific marina locations and business rules with minimal custom development.</p>				

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Marina Contracts
Menu Welcome Display Access

Lynn Bundrick - take out on the 5th Slip 20

CONTRACT DETAILS
INVOICES
OWNER DETAILS
CONTRACT

First Name	Last Name	Company / Group Name	
<input type="text" value="Lynn"/>	<input type="text" value="Bundrick"/>	<input type="text" value="Company / Group Name"/>	
Additional Owner 1	Additional Owner 2	Additional Owner 3	Additional Owner 4
<input type="text" value="Lynn Bundrick"/>	<input type="text" value="Additional Owner"/>	<input type="text" value="Additional Owner"/>	<input type="text" value="Additional Owner"/>
Home Address		Business Address	
<input type="text" value="1133 Spool Wheel rd"/>		<input type="text" value="Business Address"/>	
<input type="text" value=""/>		<input type="text" value=""/>	
<input type="text" value="Lexington"/>	<input type="text" value="SC"/>	<input type="text" value="29072"/>	
		<input type="text" value="City"/>	<input type="text" value="State"/>
			<input type="text" value="Zip"/>
Phone Contacts		Email Addresses (Required for Billing)	
<input type="text" value="8033312259"/>	<input type="text" value="Cell"/>	<input type="text" value="lynnbundrick@gmail.com"/>	
<input type="text" value="(999) 999-9999"/>	<input type="text" value="Work"/>	<input type="text" value="Email"/>	
<input type="text" value="(999) 999-9999"/>	<input type="text" value="Home"/>		

Figure 36: Marina Moorage Contract Template Example

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-062 Section VI	Describe the system's ability to reserve daily slips online for a specific date or a range of dates.	✓			
	<p>Bidder Response:</p> <p>Similar to campsites or day-use shelters, transient slips may be reserved for one or more days based on NGPT business rules. Marina calendar and dock-map views with slip features (e.g. length, width, amenities) are provided for easy availability and selection.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-063 Section VI	Describe how customers are placed on the waitlist and the criteria determining their position. Provide insights into whether the list operates on a first-come, first-served basis, or if there are other factors influencing the waitlist sequence.	✓			
	<p>Bidder Response:</p> <p>Similar to campsites and cabins, a waitlist for marina slips may be configured based on NGPT preference. The rules for wait list features are determined during implementation.</p> <p>NGPC customers that have verified a Customer Account can have the ability to select favorite sites, including marina/slip locations and turn on notifications (Customer Account view and/or email) for availability on selected dates or by date range. <i>See FUN-16 above.</i></p> <p>All scenarios of first-come, first-served (FCFS) and seasonal sites are fully supported in the system and may be configured as needed. We have many similar examples in use today in our other State and County park systems.</p>				

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-064 Section VI	Describe how the system allows customers to access their lease details through their profiles.	✓			
	<p>Bidder Response:</p> <p>Brandt's Marina Moorage Contract Management tools include a Lease Agreement template that serves this purpose. Marina customers initiating a new lease, or renewing an existing contract, can be sent an invoice (statement) for payment that includes the official lease agreement, specifically formatted for their watercraft, slip specifications, rates, etc.</p> <p>Payment of the invoice and associated acceptance of the lease agreement is handled in the same transaction. Note that this process is highly configurable and is commonly tailored to meet State legal and accounting/audit requirements.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-065 Section VI	Describe how the system allows customers to opt for dock boxes and specify the rental duration.	✓			
	<p>Bidder Response:</p> <p>Customer-initiated transient slip reservations can provide options or add-ons as needed. Similar to day-use reservations, transient slip reservations are commonly selected by Arrival and Departure date.</p> <p>Monthly or seasonal contracts are often handled by staff due to the type of information collected and the document validation processes required.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-066 Section VI	Describe the tools and functionalities available to staff for efficient oversight and control of lease allocations and waitlist management.	✓			

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Dock/Slip and moorage allocations are managed in the provided Marina Management suite included in the CRS.</p> <p>Waitlists for available storage slips are most often handled by each Marina. The system can provide a repository for lease waitlist customers, along with necessary information (e.g. watercraft details, preferences, etc.) to be managed and monitored by Marina Management.</p>				

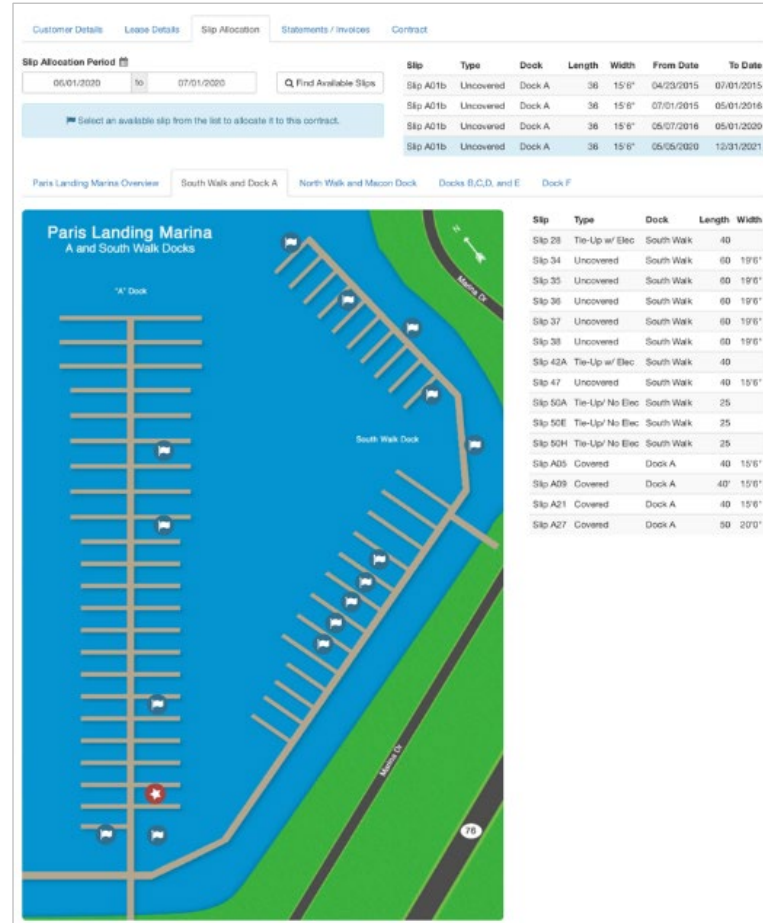


Figure 37: Interactive Contract and Slip Location Tool Example (simplifies monthly billing and contract terms maintenance tasks.)

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-067 Section VI	Describe the system's ability to maintain a comprehensive database of slips with details such as availability, size, location, and any specific amenities.	✓			
	<p>Bidder Response:</p> <p>Similar to campsites and cabins, marina slip attributes are custom tailored to NGPC so that the system reflects your inventory perfectly. Each product template is designed to fit NGPC sites/marina/slip locations exactly to provide more consistent and complete descriptions for all items.</p> <p>Products and inventory attributes may be added, changed or removed at any time – throughout the system. NGPC Administrators will be trained on all aspects of inventory management and configuration.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-068 Section VI	Describe how the system calculates and includes dock box fees in the payment process when dock boxes are added to the customer's order.	✓			
	<p>Bidder Response:</p> <p>Dock box fees are similar to other options or fees in the system. Fees can be automatically or optionally added to a customer order or reservations without limitation.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-069 Section VI	Describe the system's ability to send automated email notifications to customers for reservation confirmations, lease renewals, waitlist updates, etc.	✓			
	<p>Bidder Response:</p>				

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FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
	<p>The proposed system can be configured to provide pre-formatted automated and on-demand emails to support all transaction types.</p> <p>Customers will receive automated confirmation emails upon completion of a reservation or registration. For lease renewals, customers can receive both an automated renewal reminder email prior to the renewal and date as well as after the renewal has been processed.</p>				

FUN #	Marina and Slip Management	Yes	Customization Required	No	Alternate
FUN-070 Section VI	Describe the system's ability to support easy communication between marina staff and customers if they have any queries or special requests.	✓			
	<p>Bidder Response:</p> <p>During the reservation or registration process, customers may be provided one or more fields for Special Requests and additional information. Special Requests are typically displayed prominently on screen with the reservation details. This special configuration is defined during implementation or may be added as needed.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-071 Section VI	Describe the system's capability to facilitate authorized NGPC personnel, including higher-level administrative staff and designated support desk members, to reset passwords for other NGPC system users. Highlight the process, security measures, and protocols in place for password resets to ensure data confidentiality and integrity.	✓			
	<p>Bidder Response:</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>NGPC may dictate the desired Username and password requirements for system users, including dictated responsibilities for managing new account setup and password reset requests.</p> <p>Standard user access and authentication policies are:</p> <ul style="list-style-type: none"> • Usernames must be at least 8 characters long; • Passwords are case sensitive and must include at least one special character, one number and one capital letter; • Passwords should be changed at least annually; • Previous 5 passwords cannot be used; • Login attempts are commonly limited to 10 (too many attempts require a 30-minute wait) <p>As stated above, these rules may be modified by NGPC and adjusted at any time.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-072 Section VI	<p>Describe how the system allows NGPC administration to enable and disable user accounts in real-time. Provide details on the administrative controls and procedures used to manage user access privileges effectively.</p> <p>Bidder Response:</p> <p>System Administrators have the capability to create and set permissions on User Profiles and the system access rules applicable to each profile. There is no limit to the number of User Profiles supported by the system. Users may be assigned multiple profiles as needed.</p> <p>Similar to defining and setting permission levels, System Administrators and designated User Profiles have the ability to add, inactivate, delete or modify Users throughout the system. The User Audit Report provides a statewide status of all Users to simplify management and seasonal maintenance.</p>	✓			

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	Access permissions can be assigned by Account (park), Profile, Type, Location (e.g. station or cash register) and individual User.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-073 Section VI	Describe the system's ability to automatically disable user accounts following a set period of inactivity (for example 30 days of inactivity). Describe the processes and automated triggers implemented for the automatic account disabling feature to ensure system security and compliance.	✓			
	<p>Bidder Response:</p> <p>The system can be configured to allow for user accounts to be deactivated after a set period of inactivity as described above.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-074 Section VI	Describe the system's ability to manage user permissions and explain how the system allows authorized users with administrative access to maintain and manage the permissions.	✓			
	<p>Bidder Response:</p> <p>The proposed CRS/POS system allows for an unlimited number of User Profiles that determine security and system access levels.</p> <p>Profiles may be added, edited or deleted by authorized System Administrators at any time and within overall system security rules.</p> <p>Brandt's CRS solution provides for user access based on: database, account, profile and individual user. This structure is determined during implementation.</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	System features are accessed by User Profile or by individual user. Typically NGPC Administrators reserve the capability to create profiles and users – including access periods, usernames and initial passwords. System security and user requirements may be determined by NGPC.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-075 Section VI	Provide a report from the system that displays the name and role of each user and include indicators for the status active or inactive with dates of activity. Additionally, describe how the system tracks and displays the last login date of each user.	✓			
	Bidder Response: The system's User Report provides a statewide status of all Users to simplify management and seasonal maintenance. System user data can include name, role, activity status, and last login date, as defined by NGPC business rules. NGPC will enjoy data accessibility through the extensive report library built into the platform as well as direct database access that supports custom queries and the data export to preferred Business Intelligence tools and spreadsheets.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-076 Section VI	Describe the system's ability to allow authorized users to access a comprehensive action log report detailing all system activities. This report should include, at a minimum, specific action performed, user who initiated the action, location or IP address from which the action was performed, and timestamp indicating when the action occurred.	✓			
	Bidder Response:				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Administrators, auditors and managers can view specific reports to track transaction and system activity usage by all users. Brandt will work with NGPC to determine what information is to be included in the action log report.</p> <p>All system Users, including POS Cashiers must be authenticated (logged in) by the system prior to accessing any of the system functions.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-077 Section VI	<p>Describe how the system allows users with administrative access to merge a duplicate profile.</p> <p>Bidder Response:</p> <p>The proposed system manages Customer Accounts differently that other shopping-cart type systems that rely on usernames and passwords.</p> <p>The alternative effectively replaces this requirement, provides improved data security and still supports all of the reporting and marketing features that we like about Customer Account data.</p> <p>Security + Convenience</p> <p>The CRS utilizes modern customer management methods that eliminate the use (and security problems) of passwords – replacing them with multi-factor authentication similar to how you access online banking, as well as convenient and popular third-party authentication such as Google.</p> <p>In support of NGPC objectives, this approach eliminates the number one customer complaint of other reservation systems; dealing with passwords. Duplicate accounts are all but eliminated and the time it takes to make a reservation, by phone or online, is reduced by 25% or more.</p> <p>The cumbersome and inefficient processes of de-duping and merging customer accounts is also eliminated; replaced with modern Customer Account management and reporting tools that are more tailored to supporting new marketing efforts and improving customer service.</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-078 Section VI	Describe how the system automatically calculates and accounts for sales and lodging tax and correctly applies it to NGPC products and services in compliance with Nebraska tax regulations.	✓			
<p>Bidder Response:</p> <p>Multiple taxes may be applied to any individual item, fee or service without limitation.</p> <p>Applicable taxes are set by individual product/service/fee, type and location – as opposed to product-type alone.</p> <p>System Administrators have control of all taxes and their application, however because taxes rarely change, Brandt provides on-demand support specifically for tax and revenue code management to ensure that any updates are accurate and are applied correctly. Tax audit reports, which show applied taxes for all products, types and locations are provided.</p> <p>Taxes are automatically calculated by individual line item and tax basis for both the item and sale shipping location.</p> <p>Individual items can be set up with different applied taxes (e.g. non-Tax) to support QuickSale buttons to assist cashiers.</p>					

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-079 Section VI	Describe how the system ensures the reporting includes vital information such as the report name, date of generation, and timestamp.	✓			
<p>Bidder Response:</p> <p>The system's Report Library includes a number of audit reports tracking system data.</p> <p>Reports can be detailed with date/time stamps, user/operator, amounts, action taken, and reason columns. Brandt will work with NGPC to determine other data fields required for reporting purposes.</p>					

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-080 Section VI	<p>Describe the system's flexibility in configuring the display of financial, statistical, or demographic data and level of customization available to users.</p> <p>Bidder Response:</p> <p>A complete library of Accounting, Operations, Audit and Marketing reports are provided. A key component of implementation is the configuration of NGPC-specific Management Reports utilizing both real-time data, and consolidated comparative data useful for business analysis.</p> <p>This proposal includes the CRS Custom Report Program that allows NGPC to specify reports and formats, as well as optimize existing reports, without limitation. Custom-tailored reports are then made available to designated User Profiles and/or distributed automatically (via email) as desired.</p>	✓			

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-081 Section VI	Describe the system's ability to enable the definition and reporting of key performance indicators (KPIs) using real-time data.	✓			

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>The system for NGPC will include customized dashboard “widgets” to provide Operations with real time data points useful to park and marina operations.</p> <p>Custom dashboard widgets are standard in the CRS alerting staff of specified metrics and Key Performance Indicators (KPIs) such as arrivals or no-payment invoices that may need attention.</p>				

Type	New	Invoices	LOS	Avg
Cabins	37	32	88	2.38
Campsites	280	255	805	2.88
Day Use Facilities	16	12	16	1.00
Totals	333	299	909	

Figure 38: Dashboard Widget Example

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-082 Section VI	Describe the ability to manage facility and site attributes to ensure accurate descriptions and amenities offered.	✓			
	<p>Bidder Response:</p> <p>During implementation, a complete database of facility and site attributes is developed and carefully reviewed by the Project Team and NGPC stakeholders – for accuracy and scope. All product attributes can be managed by Authorized system users at any time. Changes are reflected across the system in real time.</p>				

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Self-Service System Capabilities

The system is designed for collaborative administration – supporting multiple Administrators, Managers and staff with easy-to-use control functions for creating content and making system changes as desired.

All product attributes are easily modified by designated User Profiles. Description properties and categories can be modified and added at any time and without customization.

Custom Templates

Custom setup templates (example shown at right) are set up specially for NGPC inventory so that no irrelevant fields or selections are offered. This ensures that site descriptions, categories and features for all inventory types are complete and consistent throughout the system.

New sites and facilities can be created by designated Administrators or park staff as needed. Training and support for site creation is provided.

Built-in content management tools are set up specific to each inventory type (campsites, cabins, yurts, lodges, shelters and other facilities) so that the descriptions displayed in the map and list views are complete and relevant to each type.

Custom-configured description templates are provided for all park inventory types.

Each template is designed to fit NGPC sites/units/facilities exactly to provide more consistent and complete descriptions for all items.

Each Brandt CRS-powered site is unique. Description popup styles and colors are designed specifically to match Nebraska State Parks' website standards.

Content controls are split to allow participation from park staff, without giving up central control.

The screenshot shows a comprehensive form for managing a campground site. Key sections include:

- Campsite Info:** Site name (Campsite 1), Unique ID (1), and map coordinates (361, 615).
- Map Details:** Site # (1), X Map Coordinate (361), Y Map Coordinate (615).
- Campsite Description:** Driveway Surface (Unpaved), Driveway Grade (Level), Driveway Length (ft) (16), Max RV Length (ft) (35), Max Guests # (6), Max Vehicles # (2), Site Length (ft) (25), Site Width (ft) (16), Tent Pad Area (Length 16, Width 16).
- Options and Settings:** Closure Group (Group 1), Loop Name (Loop 1), Map Zone (Tab 1), Rate Level (None), Reservable Status (Call to Reserve / Show Rates), Site Access Type (Back-in), Site Amenities (ADA Accessible, Equestrian Friendly, Extra-Wide Driveway, Fire Pit / Ring, Grill Only/No Fire Ring, Grills / Fire Ring, Lakefront).

Figure 39: Detailed Campground Map Example

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Add Site Amenities</p> <p>Site and facility amenities are initially set up specific to Nebraska State Parks and individual inventory types. Amenities can be added by designated Users at any time. There is no limit to the number and type of amenities that can be added and used in the system.</p> <p>The system uses amenities and similar attributes as categories to support filtering and search capabilities.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-083 Section VI	<p>Describe the ability to designate holding places (spacers) at the beginning and end of reservations, enabling users to accommodate vacant days between reservations for specific facilities.</p>	✓			
	<p>Bidder Response:</p> <p>System users have full control of daily availability for all scheduled products. As an example, cabin reservations may require blocking additional days (nights) after a flurry of reservation departures to better manage housekeeping loads.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-084 Section VI	<p>Describe the ability to provide for site specific and site standard reservations by location, facility type or facility.</p>		✓		
	<p>Bidder Response:</p> <p>The proposed CRS standardly supports site/unit/facility-specific reservations – allowing customers and staff to select individual locations for each reservation.</p> <p>Site-standard reservations, similar to a hotel, may be configured – allowing customers to select a unit type based on availability. Park staff then assigns a unit during the check-in process. Depending on the check-in process, this option</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	requires customization and specialized training, which would involve additional implementation costs if NE decides this would be a required features.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-085 Section VI	Configure reservation inventory to allocate a portion of each location's reservable facilities by resale location: call center, public website, park location.	✓			
	<p>Bidder Response:</p> <p>Products may be categorized to support specific business rules regarding availability. In addition, specialty processes may be configured by profile (web, call center or park) to support unique business rules.</p> <p>As an example, system Administrators and designated Park Staff have the ability to close reservations to selected groups of inventory to online and/or call center sales. The management of Host sites is an example.</p> <p>Inventory allocations can be managed through creative use of system categories, or can be written into the online forms as needed. One example in use is the ability for online cave tour reservations to sell all but the last 5 remaining tickets in a tour – leaving those extra tickets for walk-in customers at the park.</p> <p>In addition, Authorized Users, including those designated as Inventory Managers, have the capability to manage inventory levels as needed.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-086 Section VI	Describe the system's ability to rent facilities for various periods: nightly, daily, and hourly.	✓			
	Bidder Response:				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	Reservable windows and inventory time periods by type (nightly, daily, hourly) may be configured for each product type and location without limitation. Inventory availability may be scheduled by individual product.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-087 Section VI	<p>Show how to configure a minimum stay requirement to include: dates, number of days, weeks, or hours.</p> <p>Bidder Response:</p> <p>Length-of-Stay (LOS) minimum and maximum stays may be set by default setting, pricing group or individual inventory item. Park staff may override LOS minimum stays as desired.</p>	✓			

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-088 Section VI	<p>Describe the ability to set up a taxable or nontaxable item.</p> <p>Bidder Response:</p> <p>Sales tax management tools are built into the CRS system for the purposes of accurately defining and applying the myriad of federal, state and local taxes typical of a state parks system.</p> <p>Applicable taxes are most commonly defined by park location and the various types of inventory, fees and services provided at each location. However, there are often exceptions. A prime example is in cases where a county line runs directly through a park, requiring that local taxes be assigned to specific assets residing in each county.</p> <p>Applied Tax Reports are provided for confirming and reviewing all of the assigned taxes configured throughout the system.</p> <p>Taxes are applied by item and tax rates may differ by location as described. Individual items can be set up with different applied taxes (e.g. non-Tax) to support QuickSale buttons to assist cashiers.</p>	✓			

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-089 Section VI	Describe the setup of a revenue account codes: allocate the POS price of an item across multiple account codes.	✓			
	Bidder Response: Revenue account attribution is based on each item (merchandise, service or fee). Crediting multiple revenue accounts for an individual item purchase is fully supported and is common practice.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-090 Section VI	Describe the setup of pricing: including fixed prices (price configured in the system by NGPC) and variable prices (price set at time of sale).	✓			
	Bidder Response: System Administrators and designated Inventory Managers have the ability to set up prices and pricing rules for both scheduled (reservations) and non-scheduled (retail and fees) inventory. The system defines inventory levels with Inventory Controls. Prices are defined in the Product Controls. Variable prices (example: dynamic prices) are defined using Pricing Rules based on inventory Occupancy. A complete training and support program is provided to Inventory or Revenue Managers to assist with product pricing and revenue optimization. Pricing controls and configuration examples will be showcased during system demonstration.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-091 Section VI	Describe the setup of a configurable time frame within which an item is allowed to be returned or refunded (return period).	✓			
	Bidder Response:				

Attachment 6
Requirements Traceability Matrix (RTM)
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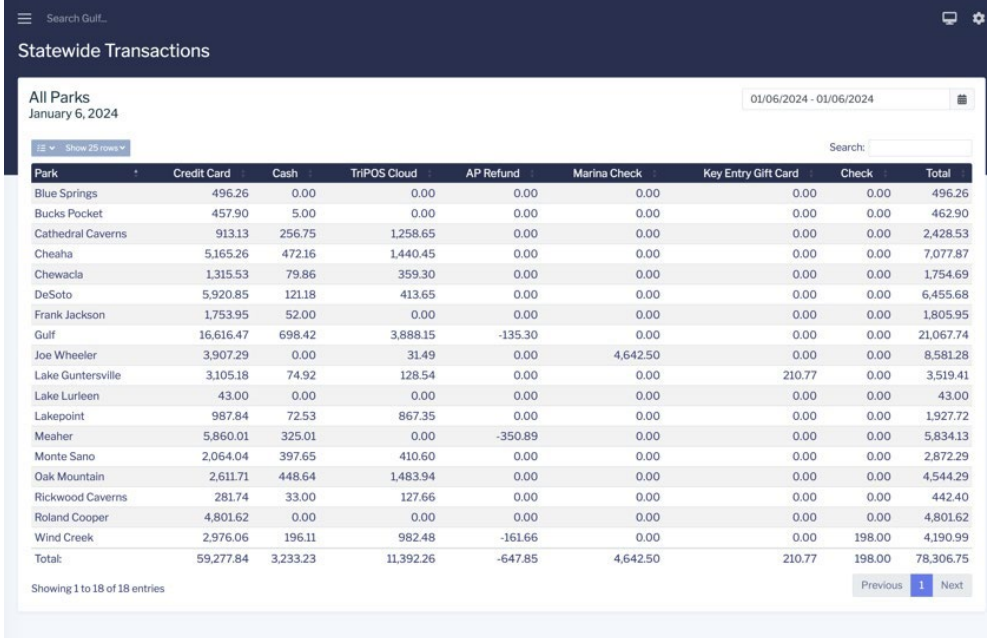
FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Retail return policy may be determined by NGPC as needed. The POS system will be configured to support defined business rules. As an example, a 90-day return policy on retail goods seems to be most common in similar systems.</p> <p>Refunds for reservations or registration modifications or cancellations typically require extended refund capabilities of 12 to 24 months – depending on NGPC reservations windows. The system poses no limitations on the time period or number of payments/refunds on a reservation/registration. The limits of this capability are often determined by the selected credit card processor and/or payment gateway.</p> <p>All refund/return procedures will be determined during implementation.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-092 Section VI	Describe the system’s ability to provide for reports of products sold by day and location.	✓			
	<p>Bidder Response:</p> <p>The CRS provides a comprehensive accounting package that is configured specifically to NGPC fiscal requirements and operational processes. Accounting reports include drill-down detail features as well as data export tools.</p> <p>Sales Analysis reports are currently provided in the Report Library as described. Standard format and filters may be modified to suit specific NGPC requirements. Revenue is tracked and associated by sales channel as well as inventory location/park. A variety of revenue and sales reports are provided and may be added to as needed.</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	 <p style="text-align: center;"><i>Figure 40: Sales Report Example (courtesy of AL State Parks)</i></p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-093 Section VI	Describe how the system tracks and reports the inventory value per retail product at a specific location (such as a park) and across locations (such as region or statewide) in real time. Include actions related to the product inventory (such as purchases, sales, returns, spoilage, etc.).	✓			
	Bidder Response:				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate																																																																																																																																		
	<p>The POS Statewide Inventory Report allows central office / accounting the ability to identify the location and quantity of every POS item in the system for a specific date. The report is real-time and takes all receives, transfers, sales, and adjustments into account.</p> <div style="border: 1px solid #ccc; padding: 5px; margin: 10px 0;"> <p style="font-size: small; margin: 0;">All Parks Stock On Hand Report - Retail June 30, 2021</p> <div style="display: flex; justify-content: space-between; align-items: center;"> All Parks Show Inactive Help 06/30/2021 Go </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 5px;"> Show 25 entries Search: hat </div> <table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <thead> <tr> <th>Park</th> <th>Description</th> <th>Status</th> <th>ID</th> <th>Last Count</th> <th>Quantity</th> <th>Cost</th> <th>Total</th> <th>Retail</th> <th>Retail Total</th> </tr> </thead> <tbody> <tr><td>Bicentennial Mall</td><td>HAT - BCMSP hat</td><td>Active</td><td>20602</td><td>01/05/2021</td><td>41</td><td>7.25</td><td>297.25</td><td>10.00</td><td>410.00</td></tr> <tr><td>Bicentennial Mall</td><td>TOY Raccoon Hat</td><td>Active</td><td>822456692611</td><td>12/30/2019</td><td>9</td><td>6.75</td><td>60.75</td><td>10.00</td><td>90.00</td></tr> <tr><td>Big Hill Pond</td><td>Sticker, Mini, Beardy Hat/Sunglasses Sticker</td><td>Active</td><td></td><td>06/29/2021</td><td>3</td><td>0.88</td><td>2.64</td><td>1.50</td><td>4.50</td></tr> <tr><td>Big Hill Pond</td><td>Hat, Green BHP Dad Hat</td><td>Active</td><td></td><td>06/29/2021</td><td>7</td><td>8.15</td><td>57.05</td><td>14.99</td><td>104.93</td></tr> <tr><td>Big Hill Pond</td><td>Hat, Trucker Badge Style Hat</td><td>Active</td><td></td><td>06/29/2021</td><td>5</td><td>6.65</td><td>33.25</td><td>14.99</td><td>74.95</td></tr> <tr><td>Big Hill Pond</td><td>Hat, Tri-Star Duck Hat</td><td>Active</td><td></td><td>06/29/2021</td><td>3</td><td>9.90</td><td>29.70</td><td>14.99</td><td>44.97</td></tr> <tr><td>Big Ridge</td><td>Apparel, Jr Ranger Hat</td><td>Active</td><td>291</td><td>06/11/2021</td><td>1</td><td>5.50</td><td>5.50</td><td>9.99</td><td>9.99</td></tr> <tr><td>Bledsoe Creek</td><td>Hat, Trucker, TSP, 1937, Stripes</td><td>Active</td><td>245</td><td>06/30/2021</td><td>0</td><td>8.25</td><td>0.00</td><td>20.00</td><td>0.00</td></tr> <tr><td>Cedars of Lebanon</td><td>Jr Ranger, Hat</td><td>Active</td><td>560B</td><td>02/08/2020</td><td>0</td><td>5.50</td><td>0.00</td><td>10.00</td><td>0.00</td></tr> <tr><td>Chickasaw</td><td>Hat - Camouflage</td><td>Active</td><td>407</td><td>12/21/2016</td><td>12</td><td>9.75</td><td>117.00</td><td>14.99</td><td>179.88</td></tr> <tr><td>Chickasaw</td><td>JR Ranger Hats</td><td>Active</td><td>336</td><td>12/31/2020</td><td>2</td><td>5.50</td><td>11.00</td><td>9.99</td><td>19.98</td></tr> <tr><td>Chickasaw</td><td>Hat - Trucker Mesh Back w/Patch</td><td>Active</td><td>406</td><td>01/01/2010</td><td>10</td><td>8.25</td><td>82.50</td><td>14.99</td><td>149.90</td></tr> </tbody> </table> </div> <p style="text-align: center; color: #808080; font-style: italic;">Figure 41: Statewide Stock on Hand Report</p> <p>The report can be filtered by park/location and any item can quickly be searched using the comprehensive search field.</p> <p>All data, including inventory, is reflected across the CRS in real time and without limitation. Specifically, inventory changes are reflected across all sales channels (parks, ecommerce and sales agents simultaneously and in real time.</p> <p>Stock Assignment & Units of Measure</p> <p>Retail stock may be assigned to a specific (park) inventory regardless of physical location. The proposed system supports three (3) decimal places and incremental quantities for fuel and split-package (e.g. six packs) sales.</p>	Park	Description	Status	ID	Last Count	Quantity	Cost	Total	Retail	Retail Total	Bicentennial Mall	HAT - BCMSP hat	Active	20602	01/05/2021	41	7.25	297.25	10.00	410.00	Bicentennial Mall	TOY Raccoon Hat	Active	822456692611	12/30/2019	9	6.75	60.75	10.00	90.00	Big Hill Pond	Sticker, Mini, Beardy Hat/Sunglasses Sticker	Active		06/29/2021	3	0.88	2.64	1.50	4.50	Big Hill Pond	Hat, Green BHP Dad Hat	Active		06/29/2021	7	8.15	57.05	14.99	104.93	Big Hill Pond	Hat, Trucker Badge Style Hat	Active		06/29/2021	5	6.65	33.25	14.99	74.95	Big Hill Pond	Hat, Tri-Star Duck Hat	Active		06/29/2021	3	9.90	29.70	14.99	44.97	Big Ridge	Apparel, Jr Ranger Hat	Active	291	06/11/2021	1	5.50	5.50	9.99	9.99	Bledsoe Creek	Hat, Trucker, TSP, 1937, Stripes	Active	245	06/30/2021	0	8.25	0.00	20.00	0.00	Cedars of Lebanon	Jr Ranger, Hat	Active	560B	02/08/2020	0	5.50	0.00	10.00	0.00	Chickasaw	Hat - Camouflage	Active	407	12/21/2016	12	9.75	117.00	14.99	179.88	Chickasaw	JR Ranger Hats	Active	336	12/31/2020	2	5.50	11.00	9.99	19.98	Chickasaw	Hat - Trucker Mesh Back w/Patch	Active	406	01/01/2010	10	8.25	82.50	14.99	149.90				
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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	The system allows for the entry of preferred item numbers (e.g. existing, labeled stock) including the use of global UPC codes. Item numbers may be alpha-numeric. The system will automatically assign a unique item number as needed.				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-094 Section VI	Describe the inventory reconciliation process. Please include, at a minimum: entry of a physical count, report that shows the differences between the system and the physical count, adjustments, modification, and resolution.	✓			
	<p>Bidder Response:</p> <p>The Retail Management features of the proposed POS solution keep track of inventory levels throughout the system. Received items increase quantities and sales, transfers or write-offs decrease quantities. Periodic inventory counts update system quantities. All inventory levels are reflected in the system in real-time.</p> <p>Special handling for inventory control on serialized passes/permits will be provided. Sales of non-inventory (fees or services), or unlimited inventory (e.g. water, stickers) are tracked to show sales quantities only.</p> <p>Retail Inventory Control</p> <p>All retail inventory counts may be tightly controlled as desired. Stock-on-hand reporting tools provide the Retail Manager(s) with real-time inventory levels statewide, by park, by inventory type or category and by individual item.</p> <p>Receiving Inventory</p> <p>Park locations may receive inventory from Vendors at any time. The Retail Manager program supports inventory updates and received inventory is reflected in the system in real time.</p>				

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FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Inventory Transfers</p> <p>Park locations may transfer stock between stores and/or parks as needed. Transfers reduce the stock level as the transfer-out location. Receiving stock adds the transferred stock to the new location's inventory. Barcode scanning of items speeds up this process.</p>				

FUN #	Administrative Functions	Yes	Customization Required	No	Alternate
FUN-095 Section VI	Describe the ability to run an automated process to batch manage overdue check outs and check ins up to the date specified.	✓			
	<p>Bidder Response:</p> <p>Guest Check-In status for all arriving guests is displayed in real time. No-Show arrivals are tracked/flagged based on NGPC business rules and operational preferences. This provides Operations with accurate information and the ability to efficiently manage these reservations.</p> <p>Depending on how NGPC utilizes Check-Out information and the guest check-out process at each location, the system can be configured to automatically check out all remaining guests based on business rule settings.</p>				

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-096 Section VI	Demonstrate the system's automated and Ad hoc messaging, that aligns with agency graphic identity and branding. Attachment 7 - Brand Guide.	✓			
	<p>Bidder Response:</p> <p>NGPC Marketing standards will be reflected in all public-facing communications. This includes the use of creative styles, graphics (logos, icons, etc.) and content that support the NGPC and Nebraska State Parks.</p>				

Attachment 6
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>The online e-commerce forms, email templates and services pages will be professionally designed by the Brandt client-creative team as a seamless extension of the OutdoorNebraska.gov website. This extra attention to design and detail gives NGPC customers added confidence in the online process.</p> <p>The design process is collaborative with NGPC Marketing and/or stakeholders. This approach ensures that the NGPC's brand standards are strictly maintained throughout.</p> <p>Brandt's CRS system notifications and messaging templates for NGPC are custom designed to reflect the Nebraska State Parks brand standards and the unique park locations across the state.</p> <p>The system includes a specialized email tool that allows authorized users to select customers based on their reservation type, dates, location and status – and send individual, brand-styled emails.</p> <p>The content on all e-commerce forms is controlled by NGPC and may be configured to display any content, including ads, promotional or concession partners, and alert messaging as desired. Each web form is designed from the ground up to support current (and future) NGPC brand standards.</p> <p>Content styling options that match website standards are provided where appropriate to allow Administrators the ability to set colors and/or icons reflective of the message (e.g. alerts messages for weather or travel advisories). This simplifies content management and ensures that dynamic content styling is limited to approved styles.</p> <p>WYSIWYG/HTML content fields are also provided as appropriate – allowing for flexible content management for technically qualified Users. Content development and copywriting support is provided.</p>				

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-097 Section VI	Describe the system's ability to facilitate customer communication including but not limited to: increasing sales; customer satisfaction and retention; targeted marketing of customers for special events and services; support NGPC in Recruitment, Retention, and Reactivation (R3); and emergency or closure notifications.	✓			

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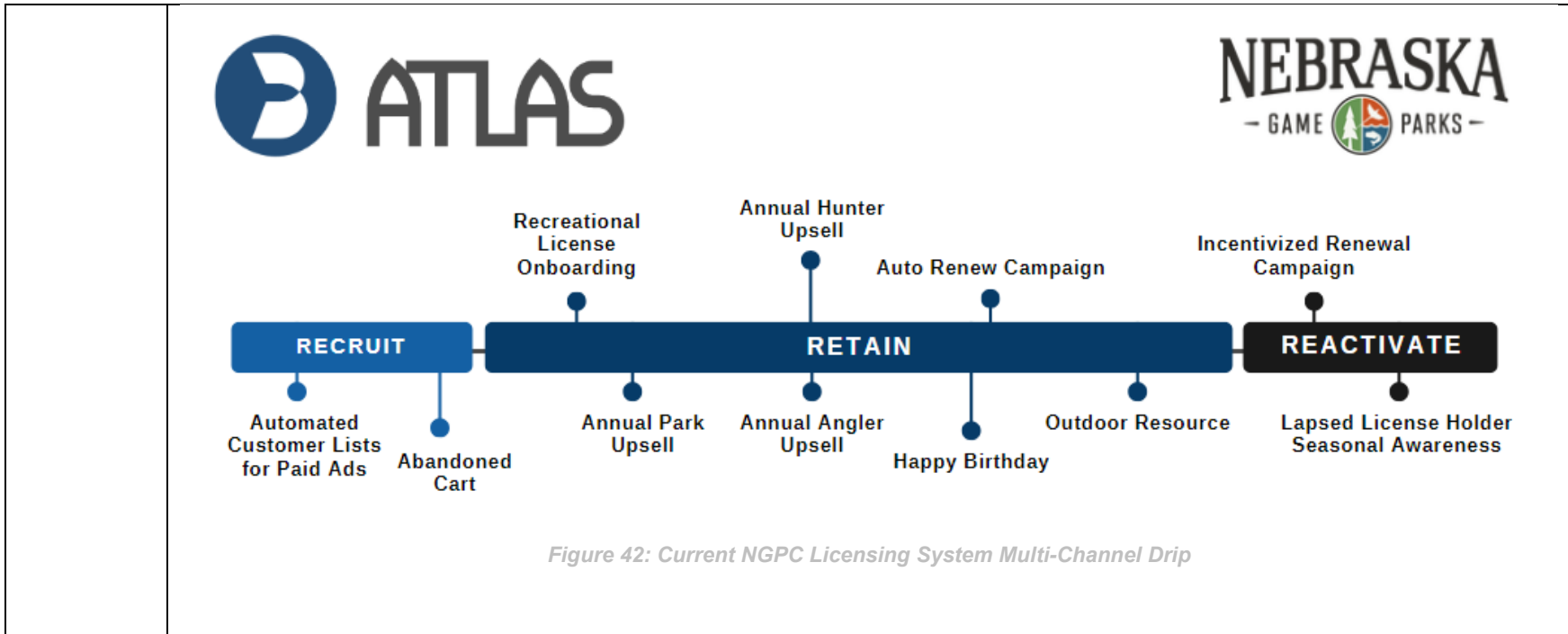
FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Brandt provides strategic marketing strategy, support, and tools to implement modern real-time marketing campaigns similar to industry-leading private organizations. We are pioneers in leveraging system data to promote outdoor recreation participation and increase state Commission revenue streams.</p> <p>Strategic Customer Communication Management</p> <p>Brandt offers a proprietary customer communication program, Atlas, which has all the data readily available needed for marketing communications. Atlas provides automated marketing data centralization, business rules, and distribution to third party tools for the use of automated lists and journey touchpoints that enhance the reservation holder’s journey.</p> <p>In addition to transactional emails that are automatically triggered to send regardless of subscription settings for transactional-only activity such as account creation, purchase confirmation, Brandt’s Atlas Marketing Automation multi-channel campaigns automatically begin sending communications to subscribed users based on a variety of triggers including completed transactions, online cart abandonment, and other related system behaviors.</p> <p>Communications delivered via Atlas are able to:</p> <ul style="list-style-type: none"> • Increase sales; <ul style="list-style-type: none"> ○ Example: Every email is tracked for clickthrough traffic and transaction revenue • Survey for customer satisfaction; <ul style="list-style-type: none"> ○ Example: Adding “How Did We Do?” survey link in onboarding series • Increase customer retention; <ul style="list-style-type: none"> ○ Example: The Outdoors Resource Reminder automated play is sent when a customer is close to lapsing on their hunt/fish permit or park permit 				



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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Target customer segments for special events and services; <ul style="list-style-type: none"> ◦ Example: Atlas can send an email or push notification to a specific segment such as customers who have certain zip codes close to the upcoming event to encouragement registration and participation. • Support NGPC in Recruitment, Retention, and Reactivation (R3) efforts; <ul style="list-style-type: none"> ◦ Example: Expanding automated plays to focus on R3 initiatives relieve the manual communications sending burden on NGPC staff while delivering timely customer communications. • Deliver emergency or closure notifications; and <ul style="list-style-type: none"> ◦ Example: Atlas can send an email to customers with an upcoming reservations to a specific park at any time at NGPC's discretion. • And much more. <p style="color: #4F81BD;">Current Atlas for NGPC Licensing</p> <p>Brandt is currently running Atlas for NGPC's licensing system including multi-channel drip that are sent based on subscriber behavior and system data. Below is a graphic of currently-running automatic customer communications.</p>				

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Example – Current NGPC Licensing Play: Onboarding</p> <p>Recreational License Onboarding emails are sent to customers who have purchased any of the permits in the following categories: fish, hunt, combo.</p> <p>These emails look at customer purchase data and are dynamically updated to send the applicable email to the customer.</p> <p>For example, customers who purchased a hunting permit for the first time will receive different copy than a customer buying a combo permit for the fifth time.</p> <p>The drip campaign runs 365 days a year to ensure all customers receive their onboarding emails in a timely manner.</p> <p>Onboarding Play Data (July 1, 2024 – August 31, 2024):</p> <ul style="list-style-type: none"> • 5,985 Onboarding Emails Sent • 2,641 Opens • 52.13% Open Rate • \$40.50 Clickthrough Revenue (Though not intending to be a revenue-driving play as these users just completed a purchase) 				

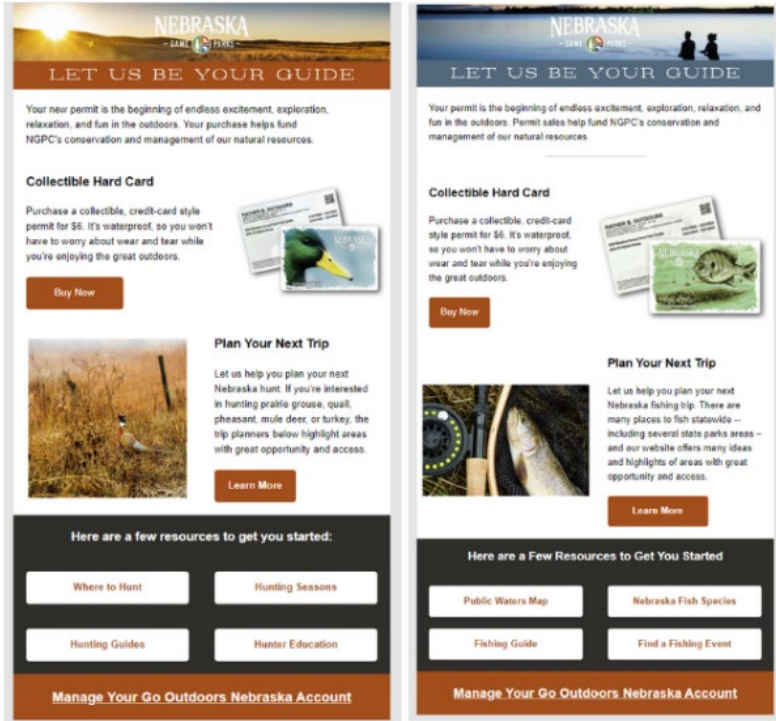
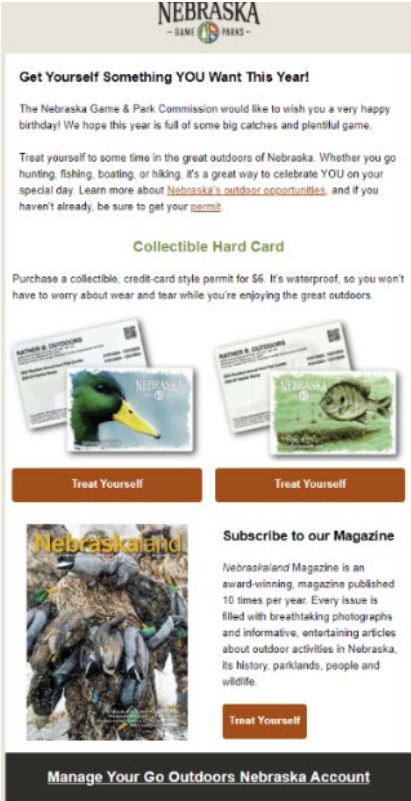
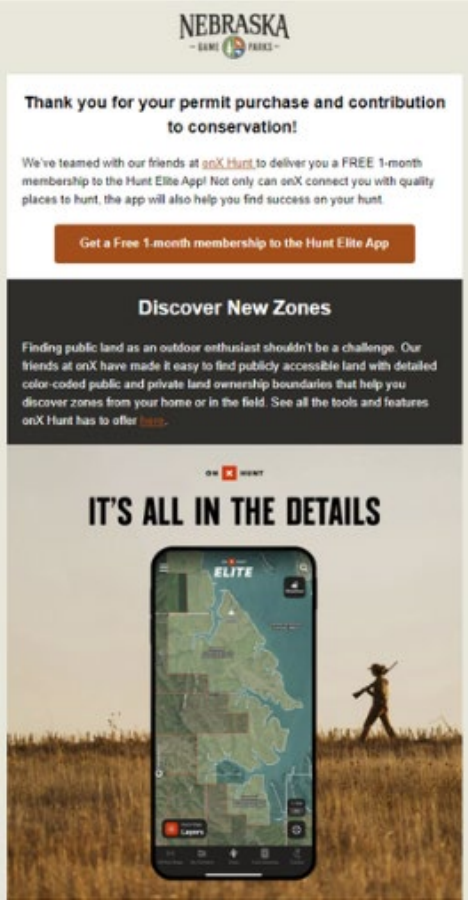


Figure 43: Onboarding Email Example

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Example – Current NGPC Licensing Play: Happy Birthday</p>  <p><i>Figure 44: Happy Birthday Email Example</i></p>				<p>The Happy Birthday email is sent to customers on their birthday.</p> <p>This drip campaign creates goodwill with the customer while pushing them to “treat themselves” by purchasing any of the products NGPC has for sale.</p> <p>Happy Birthday Play Data (July 1, 2024 – August 31, 2024):</p> <ul style="list-style-type: none"> • 23,122 Happy Birthday Emails Sent • 10,414 Opens • 46.44% Open Rate • \$759.50 Clickthrough Revenue

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Example – Current NGPC Licensing Play: Incentivized Renewal Campaign</p> <p>The Incentivized Renewal drip-campaign was run in partnership with onX Hunt. An email was sent to lapsed hunting/combo permit holders incentivizing them to renew their license for a one-month free trial of the onX Hunt mobile app. If the customers renews their permit, a thank you email is sent their way including the offer details.</p> <p>This drip-campaign runs from August through the end of November this year.</p> <p>Incentivized Renewal Play Data (July 1, 2024 – August 31, 2024):</p> <ul style="list-style-type: none"> • 88,035 Incentivized Renewal Emails Sent • 42,648 Opens • 49.51% Open Rate • \$670.00 Clickthrough Revenue 				 <p style="text-align: center;"><i>Figure 45: Incentivized Renewal Email Example</i></p>

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Proposed Additional Atlas Plays for NGPC Parks</p> <p>In addition to adding parks reservation system customers into the preexisting Atlas plays at NGPC's discretion and adding parks content into the current email content, Brandt is excited to add even more reservations-specific plays to the program, including:</p> <ul style="list-style-type: none"> • Reservation Onboarding Series • Visit a New Park • Don't Let Annual Park Permit Lapse • Visit a Less Frequented Park • Reminders about Price Fluctuations <p>Atlas Funding</p> <p>Atlas charges a monthly fee structure based upon the volume of customer data piping through the marketing CRM tools and the magnitude of NGPC's interest. We work for some small state agencies in a limited capacity with a small playbook of automated email campaigns, while we work with other state agencies where there is a new multi-channel campaign (targeted paid advertising, emails, push notifications, billboards, print advertising) being launched to millions of customers on a monthly basis. Timing and scope of Atlas support to market Nebraska State Parks will be important to meet agency expectations and the funding available.</p> <p>Brandt is offering to leverage the preexisting Go Outdoors Nebraska Marketing Fund currently used for NGPC's hunt/fish licensing Atlas services to service the additional parks customer data and sending volumes. Brandt manages the marketing fund to be spent on marketing initiatives aimed at driving system revenue including monthly Atlas fees. The marketing fund may be funded through NGPC contribution, by hard card sales, by merchandise NGPC revenue, by grant monies, or other funding source. The marketing fund spend will be for the benefit of and subject to the prior written approval of NGPC.</p>				

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-098 Section VI	Describe the ability to track customer actions by demographics and contact information.	✓			
	<p>Bidder Response:</p> <p>Brandt's Atlas shows customer demographics (if collected in the system at NGPC's discretion), reservation information, historical purchase data, messaging history, click rate, open rate, revenue, and subscription preferences. This allows the NGPC team a full view of the customer profile in one interface. Atlas is already live for NGPC's hunting and fishing license system which creates a unique opportunity to combine customer hunt/fish data with the parks reservation data under one centralized customer profile.</p> <p>Monthly Atlas fees are funded by the Go Outdoors Nebraska Marketing Fund which has contributions from license hard card sales that may be expanded into park permit cards.</p> <p>Atlas functionally supports the following:</p> <ul style="list-style-type: none"> • Customer Segmentation <ul style="list-style-type: none"> ○ Example: A segment of customers who are female; and previously made a camping reservation and do not currently have an upcoming reservation; and are a resident; and live within specific zip codes. An iteration of this exists in our system today based on customer purchase history of park permits 				

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through the NGPC licensing system. Once the data is combined with reservation data, the volume of reachable customers will greatly increase.

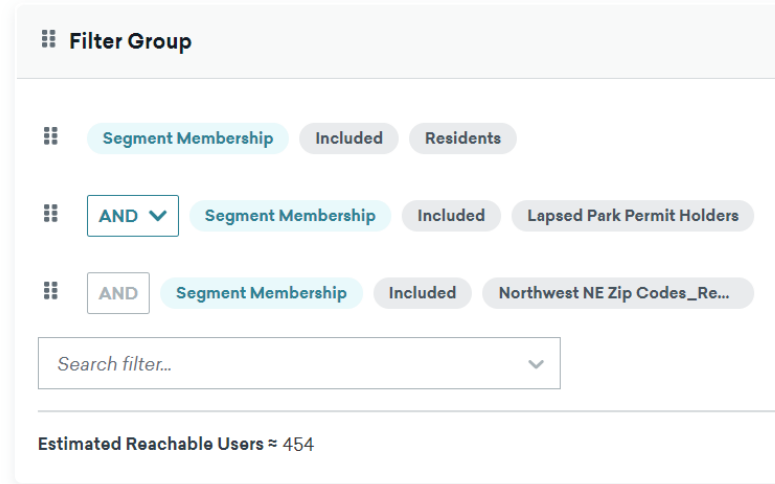


Figure 46: Customer Segmentation Example

- Journey Mapping
 - Example: Send a push notification to customers that are in the above segment if they have the mobile app with push notifications turned on. If they don't have the mobile app with push notifications turned on, send them an email. Send another email 7 days later if they have yet to book an upcoming reservation. (Communications content: Go camping this weekend! Click here to view campgrounds near you >)
- Deliverability Monitoring
 - Example: From the Atlas dashboard, view email IP Reputation or Delivery Errors to discover and troubleshoot any potential issues with email deliverability.

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Customer Opt-In & Subscription Status <ul style="list-style-type: none"> ◦ Example: Customers get automatically added to a welcome segment when they complete their first reservation transaction that automatically sends an email asking the customer to sign up for NGPC's Outdoor News email list. NGPC can add additional subscription lists for more specific topics that customers may opt-in to. • Average Sending Volumes <ul style="list-style-type: none"> ◦ Example: When sending an email campaign, Atlas allows the administrator to set how many emails get sent out per day to avoid overloading the contact center and/or reservation site with high volumes. It also allows sending at that specific user's "Ideal Send Time" based on previous email interaction. It also allows the configuration of setting a maximum amount of emails a customer is able to receive in a given time frame such as "customer can only receive 3 promotional emails within 30 days." 				

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-099 Section VI	Describe preset and ad-hoc reporting tools.	✓			
	Bidder Response: Atlas Marketing Reporting The marketing module includes a Report Builder where NGPC may build, filter, and share custom reports and data at its discretion. This includes comparing one-off campaigns; comparing journeys; data columns to include such as messages sent; open rate; click rate; and conversion rate. These reports may be displayed as a table or chart; exported as a csv; and/or saved in the interface for quick reference. An extensive set of reports and analytics dashboards will be available to NGPC to monitor deliverability, sender reputation, A/B testing, communications engagement (sent, opens, and clicks), website conversions (including volume of transactions, volume per product sold, and revenue), and overall Lift ROI from NGPC's efforts.				

Attachment 6 Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate																												
	<div style="border: 1px solid #ccc; padding: 10px;"> <div style="display: flex; justify-content: space-between; align-items: center; border-bottom: 1px solid #ccc; margin-bottom: 10px;"> Recreational Lic... 0 Changes Since Last Viewed 2023/10/26 → 2023/11/08 User Data ▾ Collapse ▾ </div> <table style="width: 100%; text-align: center; border-collapse: collapse;"> <tr> <td style="width: 33%;">MESSAGES SENT</td> <td style="width: 33%;">TOTAL ENTRIES</td> <td style="width: 33%;">TOTAL EXITS BY EXIT CRITERIA</td> </tr> <tr> <td style="font-size: 24px; color: #0070c0;">2,737</td> <td style="font-size: 24px; color: #0070c0;">2,158</td> <td style="font-size: 24px; color: #0070c0;">80</td> </tr> </table> <div style="margin-top: 10px;"> <p>Email Preview & Heatmap</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Sends</th> <th>Deliveries</th> <th>Bounces</th> <th>Spam</th> <th>Total Opens</th> <th>Est. Real Open Rate</th> <th>Unique Opens</th> <th>Total Clicks</th> <th>Unique Clicks</th> <th>Click to Open Rate</th> <th>Unsubscribes</th> </tr> </thead> <tbody> <tr> <td>1,000</td> <td>97.50% 975</td> <td>2.00% 20</td> <td>0.00% 0</td> <td>74.97% 731</td> <td>-- --</td> <td>53.23% 519</td> <td>4.72% 46</td> <td>3.59% 35</td> <td>6.74% --</td> <td>0.21% 2</td> </tr> </tbody> </table> </div> <div style="margin-top: 10px;"> <p>Variant: ● Variant 1</p> <p>Statistics: <input checked="" type="checkbox"/> Body Clicks <input checked="" type="checkbox"/> Button 1 Clicks <input checked="" type="checkbox"/> Button 2 Clicks <input checked="" type="checkbox"/> Conversions <input checked="" type="checkbox"/> Impressions <input checked="" type="checkbox"/> Unique Recipients</p> </div> </div>					MESSAGES SENT	TOTAL ENTRIES	TOTAL EXITS BY EXIT CRITERIA	2,737	2,158	80	Sends	Deliveries	Bounces	Spam	Total Opens	Est. Real Open Rate	Unique Opens	Total Clicks	Unique Clicks	Click to Open Rate	Unsubscribes	1,000	97.50% 975	2.00% 20	0.00% 0	74.97% 731	-- --	53.23% 519	4.72% 46	3.59% 35	6.74% --	0.21% 2
MESSAGES SENT	TOTAL ENTRIES	TOTAL EXITS BY EXIT CRITERIA																															
2,737	2,158	80																															
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1,000	97.50% 975	2.00% 20	0.00% 0	74.97% 731	-- --	53.23% 519	4.72% 46	3.59% 35	6.74% --	0.21% 2																							
	<p><i>Figure 47: Atlas Marketing Report Examples</i></p>																																

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>System Reporting</p> <p>Quality reporting is synonymous with service. The proposed Central Reservation System solution will provide the NGPC with a substantial library of on-demand, standardized/canned reports, ad-hoc reporting tools and data dashboards to meet the reporting needs of NGPC Users and stakeholders.</p> <p>The system provides an extensive library of analyst-reviewed real-time reports, many providing structured ad hoc reporting capabilities such as date range, category and location filters, data sorting and export. Operations and Sales reports often include special data management functions for updating select records.</p> <p>System reports and reporting functions generally fall into the following categories:</p> <ul style="list-style-type: none"> • Accounting / Audit / Reconciliation • Park Operations • Sales & Revenue • Retail & POS Station Management • Marketing / Content Management <p>Business Intelligence research is supported by ad hoc reporting capabilities provided to allow NGPC analysts the ability to create unique data associations between consolidated data sets (views) for unique insight into system data.</p> <p>The proposed solution provides a variety of ad-hoc, on-demand, standardized/canned report and dashboard options to meet or exceed the NGPC reporting needs. Specially formatted reports or unique data views may also be implemented as desired. NGPC will be provided a reporting database (data warehouse) that is replicated from live data in an independent environment – allowing ad hoc queries and additional reporting outside of live data resources.</p> <p>All system data, including read-only data provided for ad hoc reporting, accounting and marketing purposes is provided in real time. Database replication and/or direct read-only access to system data is provided to qualified and authorized Users.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Entity mapping and query-development assistance is provided. Because system data is complex, unique data views are provided. These consolidated views act as pre-assembled tables for utility and simplicity.</p> <p>Common data views include:</p> <ul style="list-style-type: none"> • Customer Data • Transactions / Invoices • Inventory • Payments 				

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-100 Section VI	<p>Describe the system's ability to provide customizable HTML and/or text and email messages. Including but not limited to: onboarding a customer, cart abandonment, upselling, auto-message email communications to customers based on transaction dates, and personalized content to customers for upsells and cross-promotions.</p>	✓			
	Bidder Response:				

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Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

Efficient Use of Templates

NGPC can create dynamic content with easy-to-use WYSIWYG tools with optional HTML editing; as well as create branded overall email templates and email blocks for smaller, repeatable content sections.

NGPC may easily drag these content blocks into a new email draft without having to start from scratch. These content blocks make it easy to mass-update content across all emails in use without manually going into each email in journeys or drafts and individually update.


Content blocks allow for efficient use of time branding and resources. The contact blocks allow us to create content in one place and then implement in several more contact blocks are used within emails that are used across customer journeys when re-branding or changing reservation dates throughout the years , the contact blocks allow us to make a change in one place without having to manually update that in several more the contact blocks are also easy to replicate for different branding, preferences example light versus dark red versus blue white text first black text light versus dark mode and seasonality preferences.

<input type="checkbox"/> Preview	Name	Status	Inclusion count
	nebraska_logo_blockheader	Active	10
	residentturkey_springseasondates	Active	10
	manage_your_account_yellow	Active	10
	hunt_hardcard_residentturkeyretargeting black background white text white button with yellow text habitat st...	Active	10
	Nebraskaland_magazine_onboardresidentturkey April2024 turkey magazine cover white button w yellow text	Active	4

Figure 48: Message Template Content Blocks

Attachment 6

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	 <p style="text-align: center;"><i>Figure 49: Customizable Email Template Example</i></p>				

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-101 Section VI	Describe the system's ability to provide API web services and other means of custom integration with other systems such as accessing NGPC's Permit Licensing system, website, event calendar, email communications platform or others.	✓			
	Bidder Response:				

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Requirements Traceability Matrix (RTM)
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Email Platform Integrations

Brandt's Atlas program includes the ability to send customer lists to additional third-party email platforms such as Mailchimp, GovDelivery, and iContact. If NGPC desires, Brandt will execute a custom API to its desired Email Sending Platform (ESP) for automatic customer lists to be used at NGPC's discretion. Brandt has executed this for multiple states to populate lists in outside email tools for current newsletters and other communications that are currently handled by separate teams.

Providing a Wholistic View of NGPC Customers

Brandt understands that access to data about your customers, their purchases, and the ways in which they interact with the state's products and services is essential to developing a better understanding of those customers and their needs and is a critical to input to a successful R3 / Marketing program. Brandt also recognizes that, historically, NGPC has had challenges getting this wholistic view of its customers because the systems in place for permit sales and park reservations weren't integrated. The lack of integration between these systems also eliminated valuable opportunities for the cross selling of products and services.

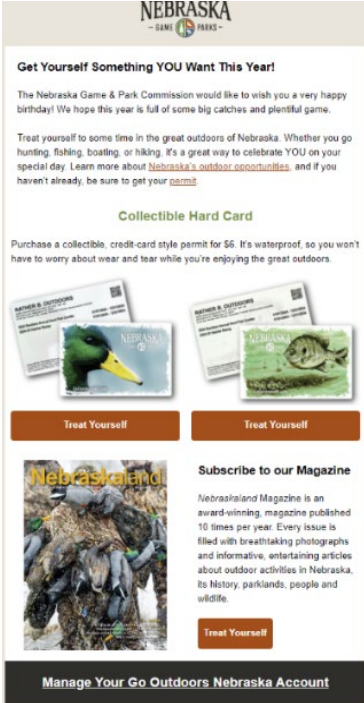
As the provider of NGPC's current Permit Licensing system, Brandt is poised to address those historic limitations. We propose to implement a Campsite Reservations platform that is tightly integrated with the Permit Licensing System, bringing together, in real-time, customer reservation data and the wealth of customer data already created and maintained via the Permit System. The goal of this integration is to provide NGPC with a wholistic view of its customers that merges customer activity across these systems and to provide opportunities to market and upsell across these systems. This integration between reservation and permitting platforms will also provide a more connected user experience for NGPC's customers.

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p style="text-align: center;"><i>Figure 50: Platform Integration Diagram</i></p> </div> <div style="width: 65%;"> <h3 style="color: #4F81BD;">An Elegant Yet Powerful Integration</h3> <p>Our integration approach involves leveraging the existing capabilities of Brandt's Permitting and Reservations platforms with the Permitting system providing the foundation for the consolidated customer data. The rationale for this approach is that the Permitting system has been in production since 2022 and has a rich demographic and sales database with more than 2.5 million active NGPC customers and their sales histories dating back to 2006.</p> <p>Brandt proposes an elegant yet powerful integration approach whereby all reservation data created in the new Reservation system is sent, securely, to the Permitting system's API (application programming interface) in real-time. The reservation data that is sent will include the reservation details and sufficient customer attributes to support the location of an existing NGPC customer within the Permitting system's customer database. Where an existing customer is located, the reservation data will be persisted in the Permitting system's database and associated with the customer's account. If an existing customer cannot be located, a new customer will automatically be created in the Permitting system. This approach is similar to the manner in which Hunter Education certification data is imported from an external system and persisted with a customer's account.</p> <p>Ultimately, while the Reservations system remains the system of Record for NGPC Reservation data, the Permitting system becomes the system of truth for the wholistic picture of NGPC customer data.</p> </div> </div>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p style="color: blue; text-align: center;">Cross Referencing Purchase Histories, Marketing, and Upselling</p> <p>Aggregating NGPC customer Reservation and Permitting data into a combined dataset opens up a bounty of opportunities with regard to visualization, marketing and cross selling.</p> <p>Wholistic Marketing Opportunities</p> <p>Aggregating NGPC customer Reservation and Permitting data within the Permitting System’s database allows for a seamless integration with Brandt’s Atlas Marketing CRM. Atlas provides automated marketing data centralization, business rules, and distribution to third party tools for the use of automated lists and journey touchpoints that enhance the reservation holder’s journey.</p> <p>The Permitting system’s customer and sales data that is already sent to the Altas CRM system will be augmented with reservation data, opening up powerful opportunities. These include:</p> <ul style="list-style-type: none"> • Adding Parks cross-sells to Permitting transactional emails, and adding permit cross-sells to Reservations transactional emails (IE: purchase confirmation, upcoming reservation, upcoming permit expiration, etc.). • Adding Parks content to the current hunt/fish onboarding multi-email plays as well as creating a Parks Onboarding series for first time and returning campground reservation users. • Adding Parks content to the current Happy Birthday email encouraging folks to visit a state park to celebrate. • Adding a park incentive (25% off your next state park reservation) as the reward for lapsed permit holders to purchase their permit. • Adding a new “Visit a New Park” and/or “Visit a Less Frequented Park” multi-email play leveraging user historical reservation history to suggest other parks nearby and/or less traveled. 				 <p style="text-align: center;"><i>Figure 51: Marketing Upsell Example</i></p>

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Adding a new “Don’t Let Your Annual Park Permit Lapse” multi-email play leveraging the park permit sales across both platforms <p>Presentation of Customer Reservations within the Permitting System</p> <p>The Permitting System’s customer dashboard serves as the centralized hub for all customer data and a launching point for all services. It helps the agency keep customer contact information current and provides a centralized access point for all customer data including purchase history, customer service interactions, and communications to and from the customer. Brandt proposes to make reservation data accessible from the customer dashboard in read-only format. Brandt will also include links from the customer dashboard from which the customer can easily access the Reservation system.</p> <p>The Permitting System’s customer dashboard serves as the centralized hub for all customer data and a launching point for all services. It helps the agency keep customer contact information current and provides a centralized access point for all customer data including purchase history, customer service interactions, and communications to and from the customer. Brandt proposes to make reservation data accessible from the customer dashboard in read-only format. Brandt will also include links from the customer dashboard from which the customer can easily access the Reservation system.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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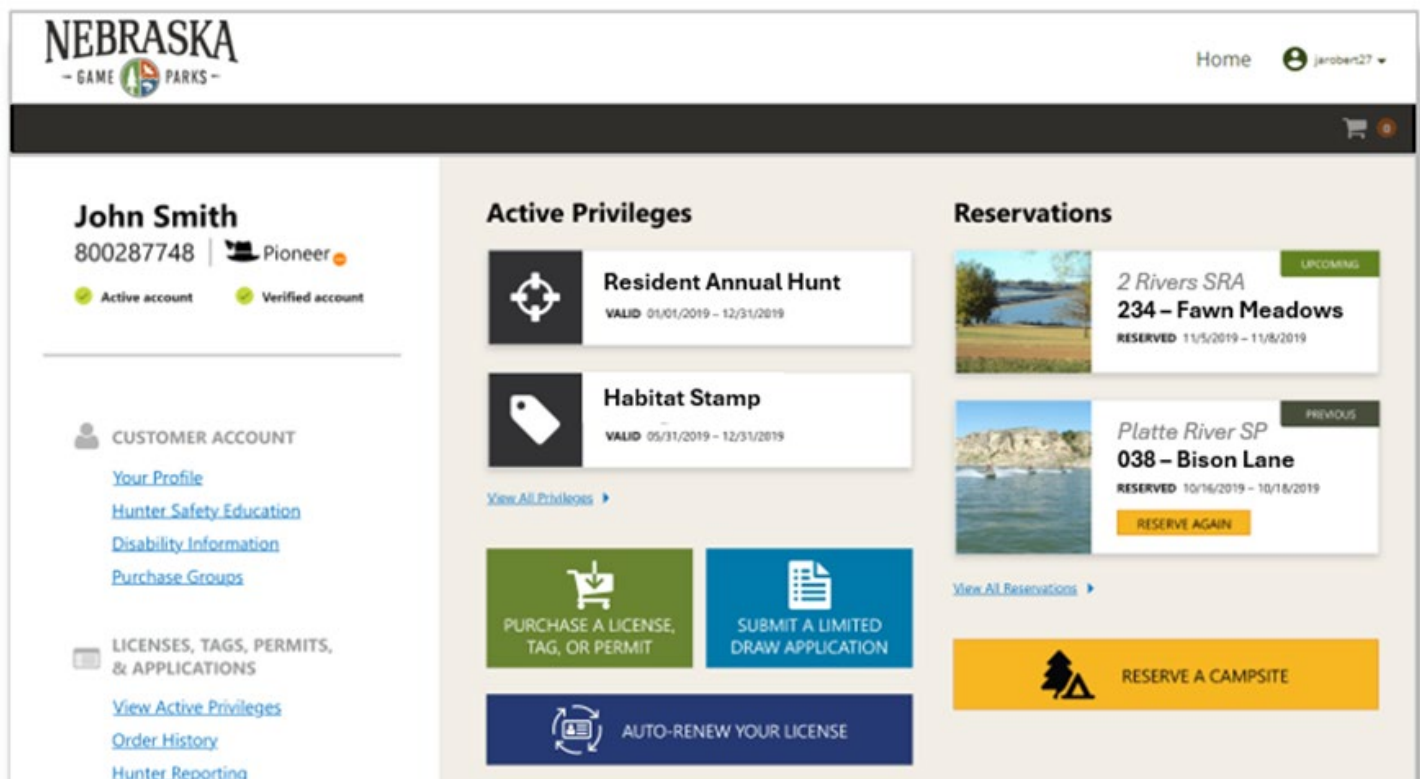


Figure 52: Interactive Customer Dashboards Showing both Permits & Reservations

Visualization via Integrative Dashboards

The current Permitting platform includes interactive dashboards that have been developed and designed in coordination with NGPC. These dashboards are easy to view and interact with, and do not require extensive knowledge about the underlying data in order to navigate and digest the information. The charts, graphs, plots, and tables allow the user to quickly drill down, filter, and sort the data identifying target insights that may otherwise go unnoticed in a traditional database table. The dashboards are formatted so that the graphical data are aggregated,

Attachment 6
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>providing NGPC end users the ability to view summary level data or drill down into the richer content contained in a more detailed view.</p> <p>Aggregating NGPC customer Reservation and Permitting data within the Permitting System's database will allow our teams to collaborate on new dashboards that provide combined views of customer reservation and permitting system data. This will allow NGPC to understand their customers and to visualize broader trends in ways that were not previously possible.</p>				

Attachment 6 Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 10px;"> License Year Purchased 2023 Product Season All Product Type All Product Category All Is Resident All Active Customer All Is Military All Has Disability All Email Opt-In All </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <p>Unique Customers 291K</p> <p>Average Age 45.93</p> </div> <div style="width: 30%;"> <p>Percent Email Opt-In 76.9%</p> <p>Products Sold 933.0K</p> </div> <div style="width: 35%;"> <h3 style="text-align: center;">Customers by Age and Gender</h3> </div> <div style="width: 35%;"> <h3 style="text-align: center;">Products Sold by County of Residence</h3> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 30%;"> <h3 style="text-align: center;">Customers by Sales Channel and County</h3> </div> <div style="width: 35%;"> <h3 style="text-align: center;">Products Sold by Age and Catalog Category</h3> </div> <div style="width: 30%;"> <h3 style="text-align: center;">Products Sold by Type</h3> </div> </div>				

Figure 53: Current Permit System Customer Demographics Dashboard

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-102 Section VI	Describe the system's capability to create automated campaigns based on customer actions or inaction. Explain how the system addresses the specific campaign requirements such as renewing park permits, follow-up on marketing campaign inquiries, offering reservation opportunities, last-minute park vacancies, and upselling activities for current reservations.	✓			
Bidder Response:					

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Requirements Traceability Matrix (RTM)
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Customers are automatically added and removed from segments based on qualifying segmentation logic thus impacting their receipt of communications when qualified.</p> <p>Over 70 data points per NGPC customer are made available in the Atlas Marketing Automation platform for dynamic real-time segmentation at NGPC's collection discretion including Current Reservations, Previous Reservations, Current Park Passes, Expired Passes, Registrations, Events, Sales Channel, Survey Applications, ZIP, Gender, Product History, online behavior, mobile app usage, and more.</p> <p>This allows Brandt and NGPC to have data at their fingertips for creating an unlimited amount of customer segments, finessing current segments (custom list querying and saving) and building unique campaigns for specific audiences throughout the duration of the contract. Brandt will work with NGPC to ensure that the final data points meet NGPC's specific segmentation needs.</p> <p>Brandt's Marketing Automation Platform uses a variety of pre-built user-friendly templates eliminating the need for an additional resource to query this information.</p>				

Attachment 6
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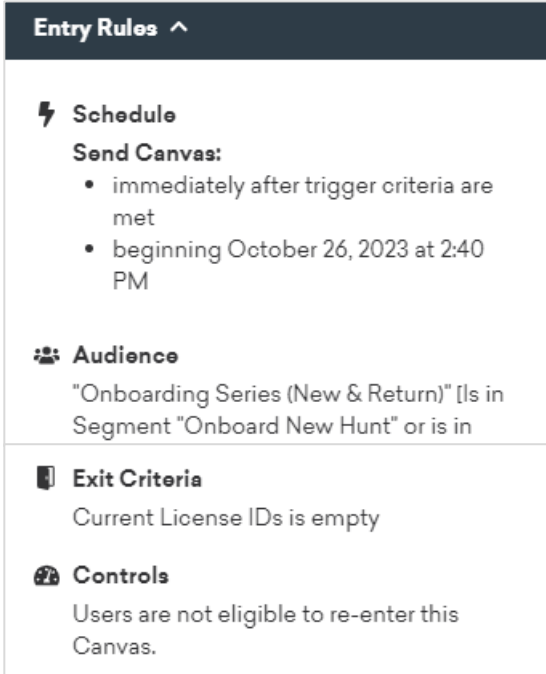
FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Atlas Journey Mapping</p> <p>Brandt's Atlas Marketing Automation includes multi-step campaign-building functionality, custom list querying, and query storage and management.</p> <p>The administratively configurable journey mapping includes touchpoints for: send an email; send a push notification; send an in-app message; join a Meta advertising list; and more; all within one journey with an unlimited amount of each communication touchpoints.</p> <p>Features include:</p> <ul style="list-style-type: none"> • Journeys may be scheduled to turn on and off at set times including re-enter eligibility after X days. • Dynamic audience segmentation enables NGPC to determine how a customer qualifies to be eligible to join the journey, and exit criteria to be removed from the journey at any time. • Each email, push notification, and in-app message may be updated at any time from within the journey. <p>The dynamic journeys include the ability to configure Exit Logic which leverages automated analytics to determine whether a customer is included in future steps of each campaign.</p> <p>Example Exit Logic includes: Customer completed a purchase of a qualifying reservation; customer has opened and clicked the email; customer has received the limit of 10 opens; and customer has already received the journey.</p>				 <p>The screenshot shows the configuration for an Atlas Journey Mapping campaign. It is titled 'Entry Rules' and includes the following sections:</p> <ul style="list-style-type: none"> Schedule: Send Canvas: <ul style="list-style-type: none"> immediately after trigger criteria are met beginning October 26, 2023 at 2:40 PM Audience: "Onboarding Series (New & Return)" [Is in Segment "Onboard New Hunt" or is in Exit Criteria: Current License IDs is empty Controls: Users are not eligible to re-enter this Canvas.

Figure 55: Atlas Journey Mapping Example

Attachment 6
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-103 Section VI	<p>Describe how the system establishes and measures key performance indicators, encompassing metrics like revenue, customer numbers, recruitment rates, and retention rates. Provide insights into the system's ability to track and analyze these KPIs effectively.</p> <p>Bidder Response:</p> <p>Reservation Dashboards</p> <p>All system data, including read-only data provided for ad hoc reporting, accounting and marketing purposes, is provided in real time. Database replication and/or direct read-only access to system data is provided to qualified and authorized Users.</p> <p>Business Intelligence research is supported by ad hoc reporting capabilities to allow NGPC analysts the ability to create unique data associations between consolidated data sets (views) for unique insight into system data.</p>	✓			

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	<p>Custom dashboard widgets are standard in the CRS alerting staff of specified metrics and Key Performance Indicators (KPIs) such as arrivals or no-payment invoices that may need attention.</p> <p>It is Brandt's responsibility to provide the Commission with timely reporting. With a dedicated team focused on report building, business intelligence, dashboard configuration and delivery, the Commission's attendance, revenue and target-marketing will be more accessible than ever. While data from reporting will save time and money, it will also drive revenue where the resources and staff can handle the impacts. All data can be configured as a standard report by facility location(s). District or State reports can be developed on the fly to address the needs of the day.</p>				

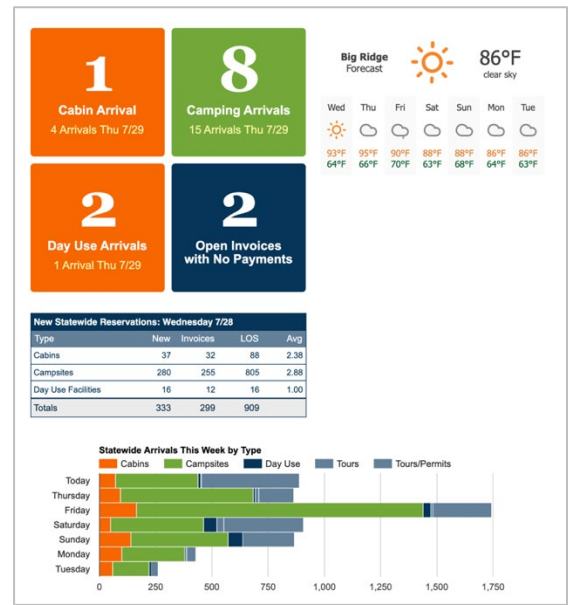


Figure 56: Dashboard Widget Example

Attachment 6

Requirements Traceability Matrix (RTM)

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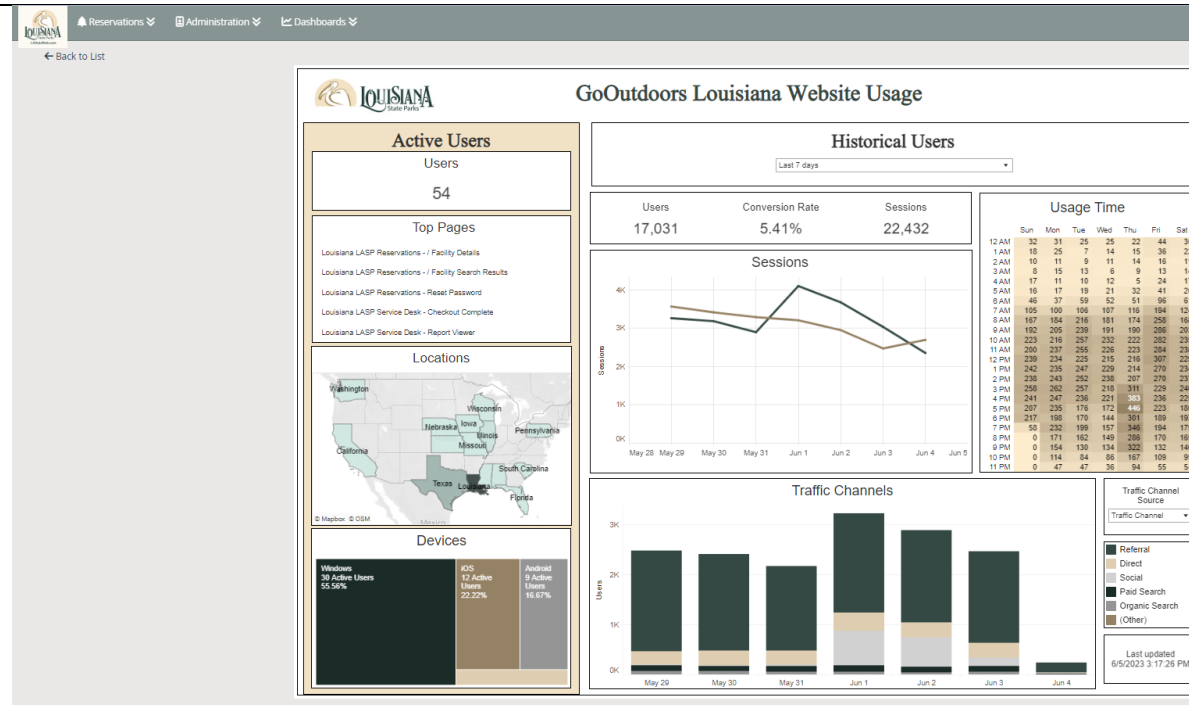


Figure 57: Dashboard Example – Website Usage Dashboard provides real-time data on current active users, top pages viewed, locations of users device types, and history of users including conversion rates, peak and low usage days/times of the week and more.

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

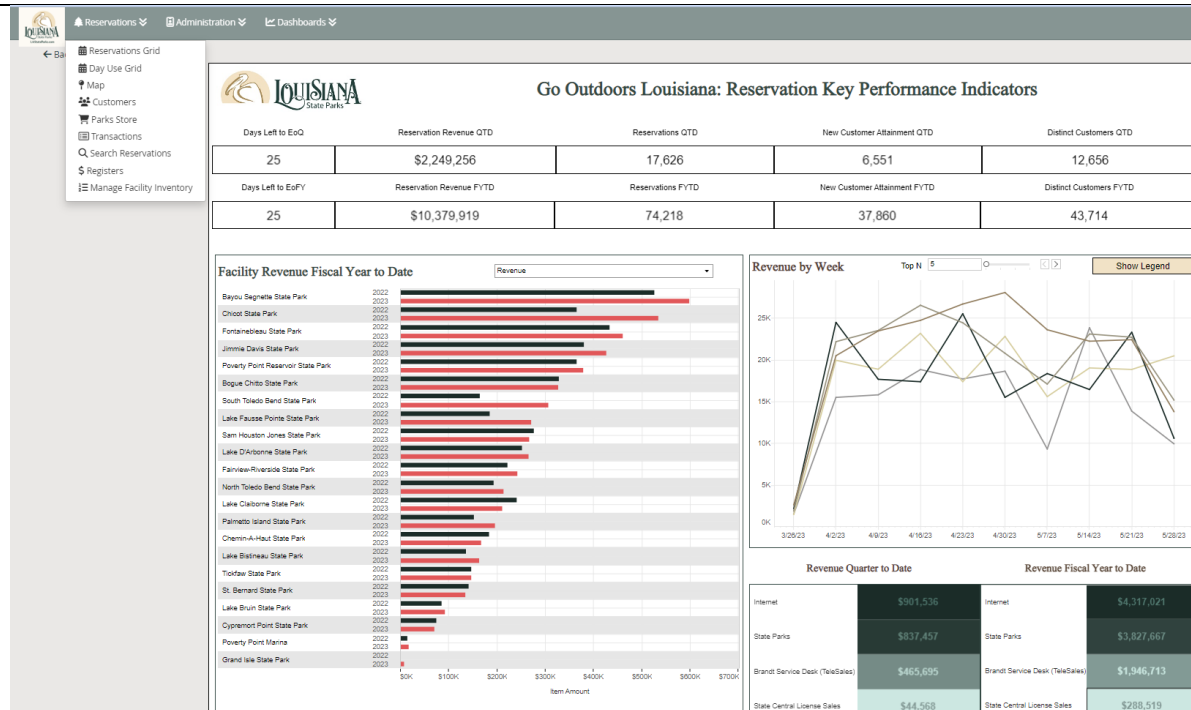


Figure 58: Dashboard Example – Key Performance Indicator Dashboard provides leadership, regional managers, park managers, or others with roles/permissions to view reservation, revenue, customer and park-specific YOY data to identify and act upon trends.

Attachment 6

Requirements Traceability Matrix (RTM)

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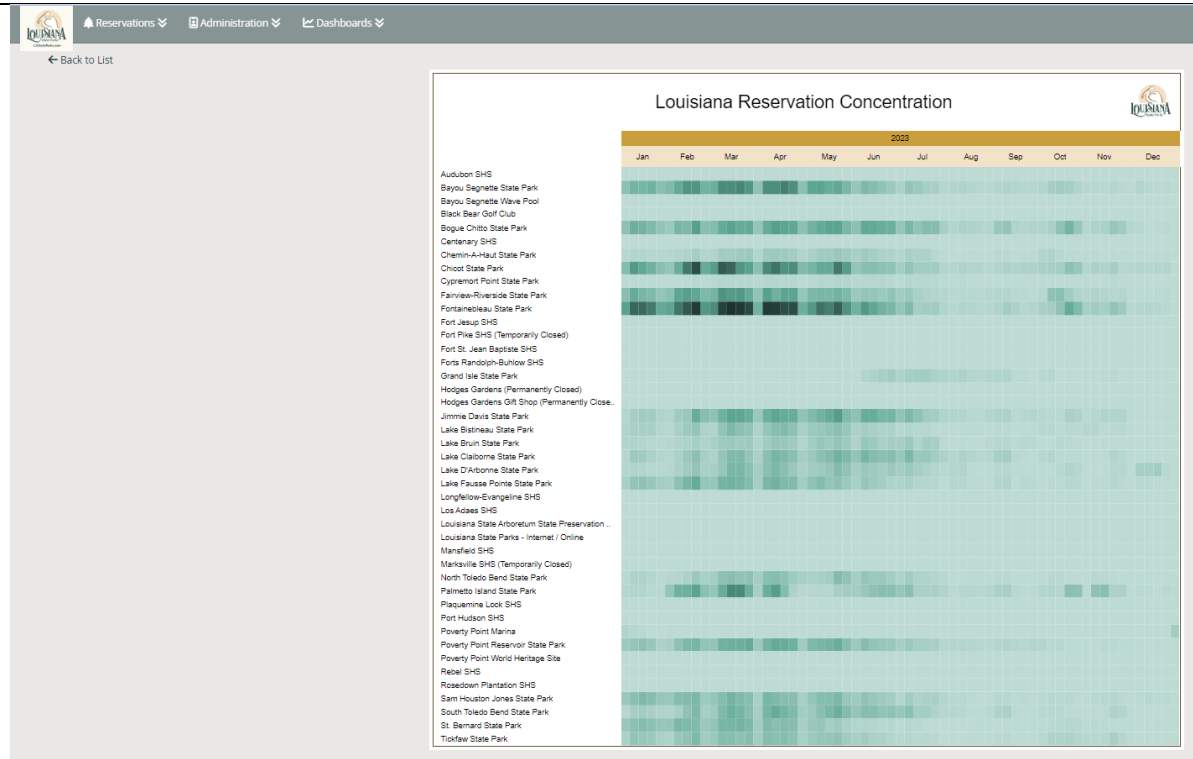


Figure 59: Dashboard Example – Reservation Concentration Dashboard shows, by park, which weeks/months/seasons are highest in occupancy. A great tool to identify shoulder seasons and weeks to expand or contract marketing efforts. This dashboard is available in real-time.

Attachment 6

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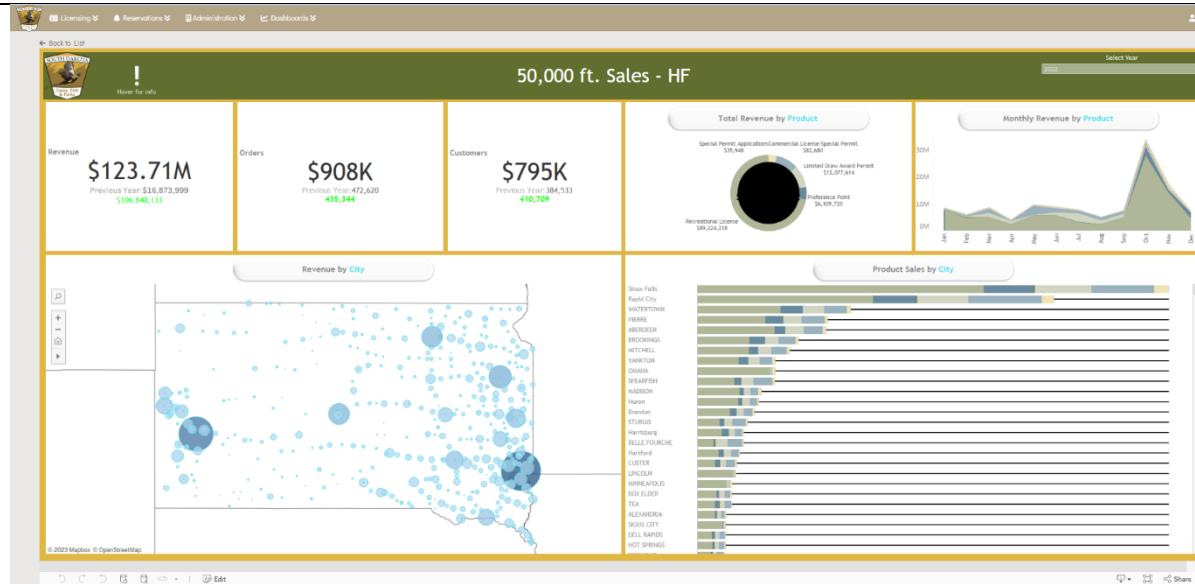


Figure 60: Dashboard Example – Sales Dashboard is able to display in real-time revenue, orders, and customer data by city in addition to monthly revenue by products purchased.

Attachment 6

Requirements Traceability Matrix (RTM)

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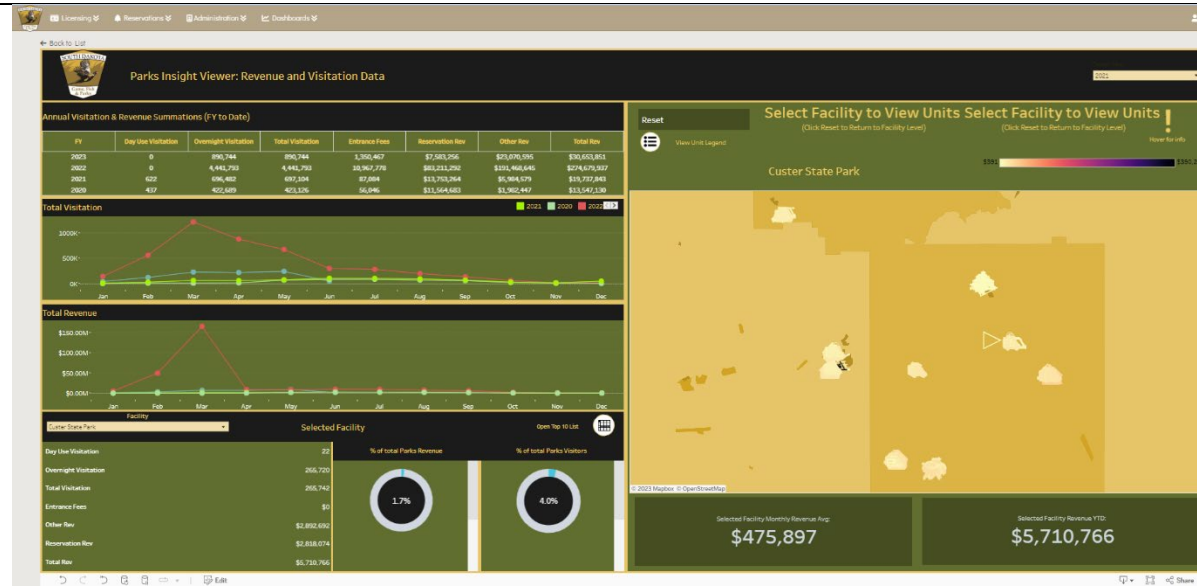
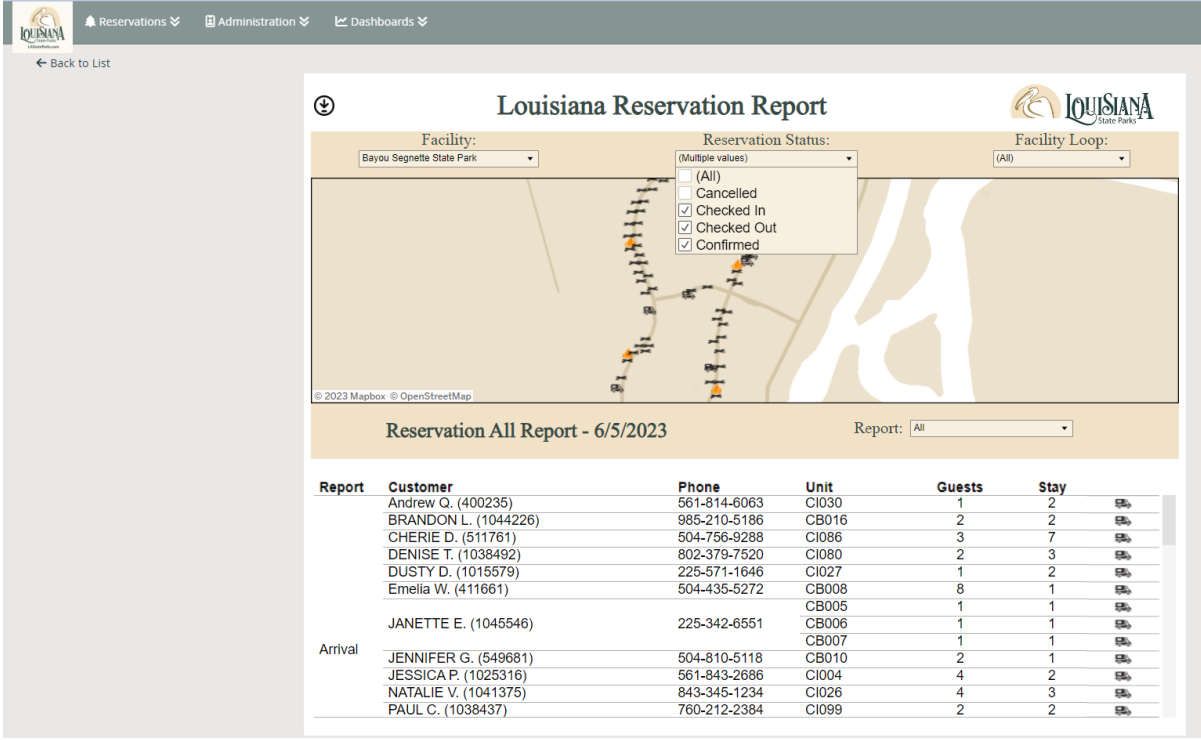


Figure 61: Dashboard Example – Revenue & Visitation Dashboard is available in real-time and provides insights into all revenue streams, by park along with visitation trends by day-use, overnight, or both.

Attachment 6

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	 <p style="text-align: center;"><i>Figure 62: Dashboard Example – Reservation Report Dashboard provides camp hosts and managers with an easy access and view of arrivals, departures, and checked-in campers.</i></p>				

Attachment 6
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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
FUN-104 Section VI	Describe the system's capabilities to: Measure incoming web traffic sources; Integrate with analytical tools; Track visits and call-to-action engagement; Monitor call-to-action conversions such as reservation confirmations or account creations; Track login/logout, customer session duration, and time between visits; Monitor bounce rates and respond to cart abandonment effectively.	✓			
<p>Bidder Response:</p> <p>In addition to the variety of reporting dashboards within the reservation system and Atlas Marketing tools, Brandt's reservation system is integrated with Google Analytics GA4 to track website traffic sources, visits, conversion events, session durations, bounce rates, cart abandonment, and much more.</p> <p>Below are a few sample screenshots from a reservations system Google Analytics GA4 Live Dashboard:</p>					

Attachment 6

Requirements Traceability Matrix (RTM)

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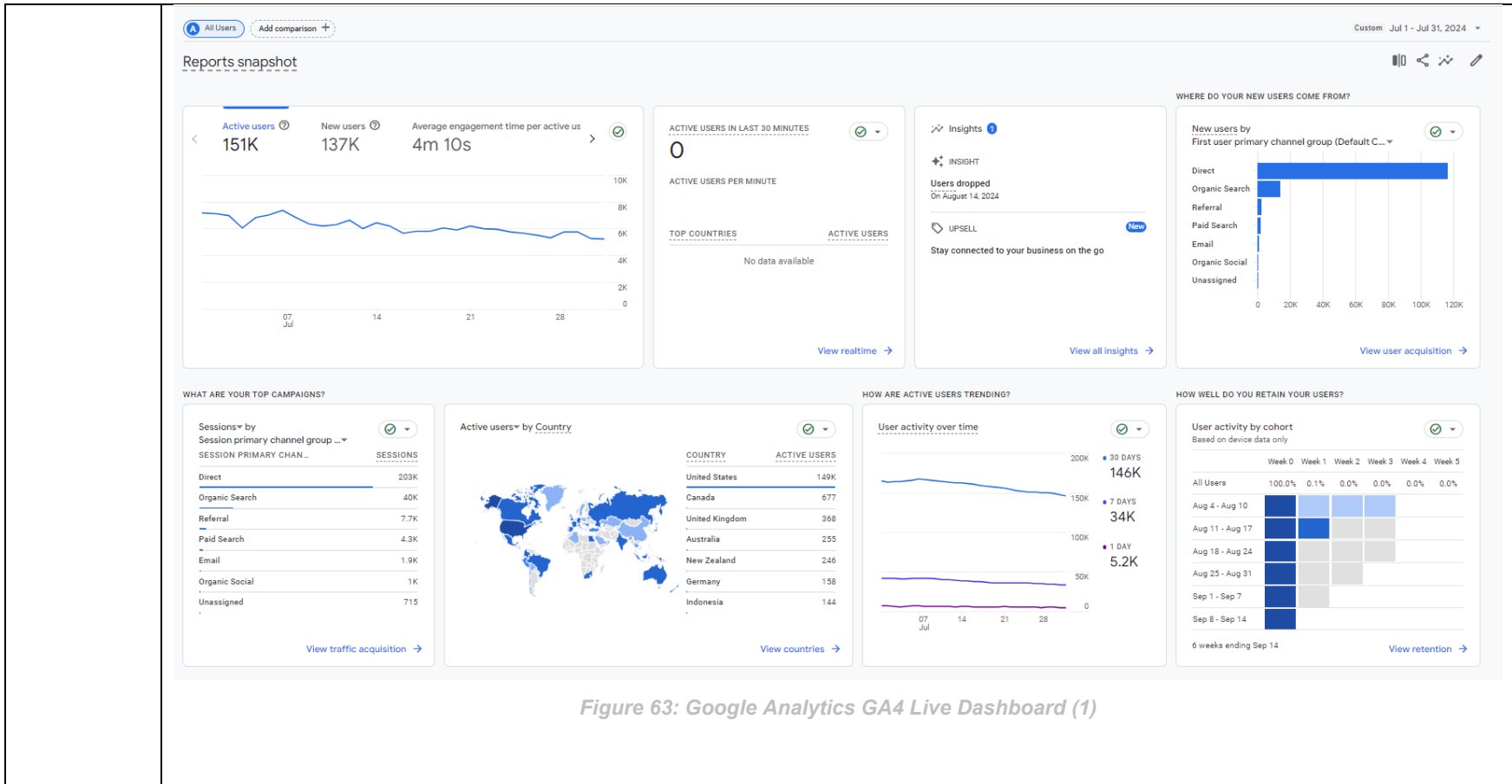
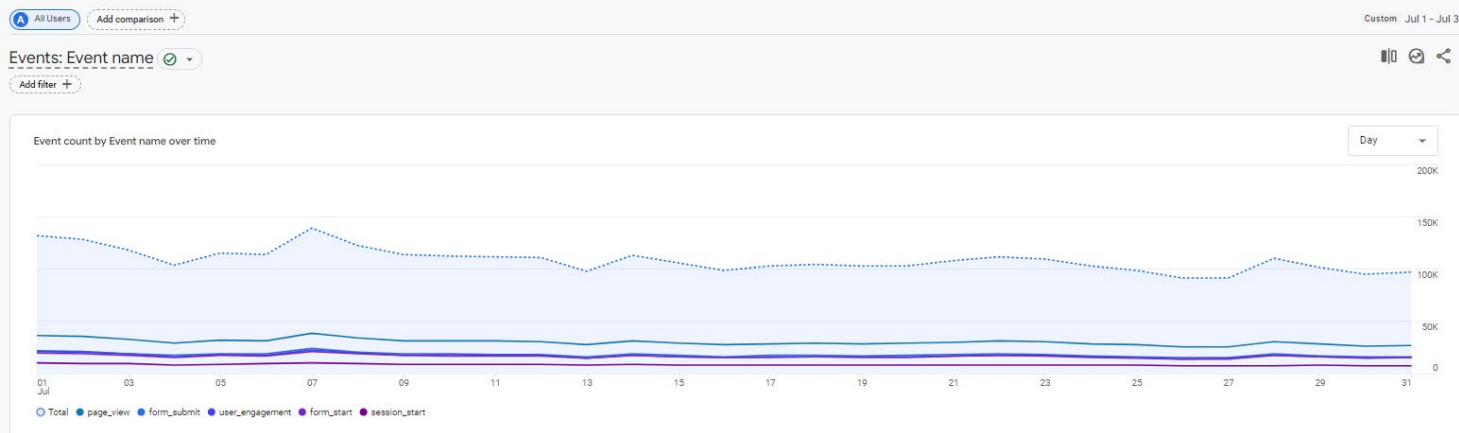


Figure 63: Google Analytics GA4 Live Dashboard (1)

Attachment 6

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FUN #	Customer Communication Management	Yes	Customization Required	No	Alternate
	 <p style="text-align: center;"><i>Figure 64: Google Analytics GA4 Live Dashboard (2)</i></p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-105 Section VI	Describe the offline POS cash and check sales, and how it stores information when the online system is temporarily unavailable.	✓			
	Bidder Response:				

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Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	<p>State Parks locations will be able to streamline in-person sales and gain better control of retail inventory with the implementation of the QuickSale Point-of-Sale and Retail Management functions integral to the Brandt CRS platform and systemwide accounting.</p> <p>The system features the QuickSale Retail Point-of-Sale (POS) solution that is fully integrated with the entire reservations and registration system. Efficient features include allowing camp store cashiers to check-in campers and cabin guests without leaving the POS, a mobile-friendly format for use on tablets in the field, and unique offline capabilities to allow for secure transaction processing during internet outages.</p> <p>The QuickSale POS is not an add-on cashiering program. It utilizes the same transaction database as the rest of the system, enhanced with a mobile-friendly user interface optimized for efficient touch-screen sales of retail items and service fees.</p> <p>Point-of-sale inventory is managed using Retail Management – an easy-to-use application for creating and keeping track of stock levels, initiating transfers and supporting both centralized and store-level purchasing.</p> <p>Alternative Offline Sales Support</p> <p>Generally, cash sales for retail items and fees such as day-use entry can continue without system access by adopting a simple and uncomplicated manual sales process that is a practiced part of cashier training. Once system access is restored, these sales can be added to the system so that both inventory and the deposit balances for the day.</p> <p>Maintaining the ability accept credit cards without connectivity, while also maintaining strict PCI compliance, represents a larger more complicated challenge that often requires specialized POS hardware that is certified by the credit card processor.</p> <p>Brandt will assist NGPC with contingency planning appropriate to the potential outage, historic frequency and sales impact.</p>				

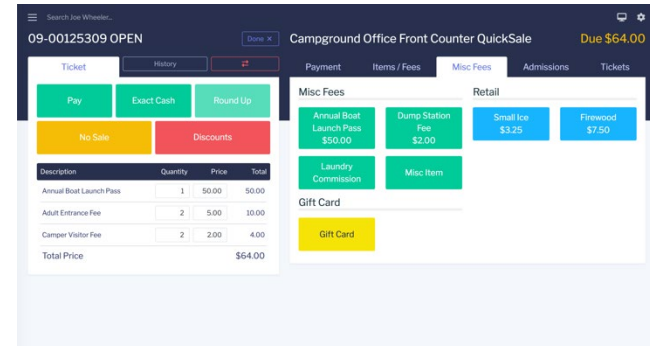


Figure 65: QuickSale POS for Mobile & Desktop Cashier Solutions

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	<p>Offline transactions are made possible through the utilization of pre-programmed, stand-alone and secure mobile units that are designed for this purpose.</p> <p>During periods of connectivity and/or power loss, these units continue to accept credit/debit cards (with basic validation) and cash payments. Once connectivity is restored, the units are synced with the main VenTek system to process stored payments and upload accounting information to Brandt.</p> <p>Note that this process is only applicable to non-scheduled inventory such as entry fees, 1-night walk-in fees or basic retail items. Scheduled inventory requires accurate, real-time availability to avoid overbooking and to support dynamic rates.</p> <p>Offline transaction hardware is available from a number of providers that supply the Parks & Recreation industry with similar equipment. Brandt will provide assistance to NGPC with equipment selection, field-testing and data integration as needed.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-106 Section VI	Describe the system's ability to calculate the total cost for POS items, including or excluding tax for the location of the sale.	✓			
	<p>Bidder Response:</p> <p>The proposed CRS system accurately calculates the correct fees and associated taxes based on the selected items, dates and options made available to the park customer and prompts staff to collect payment(s) to complete the sale.</p> <p>The POS solution provides a running total of the amount due on a sales ticket and clearly shows the Total Amount Due to complete the sale. All applicable taxes and fees (surcharges) are set up in the system and associated with individual products as part of the inventory/product creation process.</p> <p>Invoices (aka Folios) can include one or more of any line-item type (e.g. fee, retail item, class, tour, reservation, etc.) without limitation. Line items can be added or removed with ease. Invoice balances are automatically calculated with each modification. Structured discounts and tax waivers can be applied as desired.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	All line items add up to a total that can be paid with one or more payments and payment types. Taxes are automatically calculated by individual line item and tax basis for both the item and sale shipping location.				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-107 Section VI	Describe the system's functionality to generate itemized receipts, ensuring each POS item is individually listed with specific quantities.	✓			
	<p>Bidder Response:</p> <p>The system provides itemized receipts in standard 80mm slip receipt, full-page, and emailed receipt formats. Receipt formats and included content (location, seasonal messages, park phone numbers, etc.) may be managed by authorized System Administrators or Retail Managers. System Administrators or designated User Profiles can quickly and easily manage the content on receipts – both printed and emailed.</p> <p>Receipts can be formatted to include itemized line items and total quantities per line without limitation.</p> <p>Throughout the system, all transactions (reservations, retail and services sales) are assigned a number that is unique statewide. Receipt or invoice numbers include numeric sequence information that indicates the system, park and date within each assigned number.</p> <p>Receipts for point-of-sale (retail) purchases may also be emailed to guests. The email process is automated and is integrated with the sales process for ease of use.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-108 Section VI	Describe how the system provides a designated space on guest receipts for customers to input tip amounts.	✓			
	Bidder Response:				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	<p>System Administrators or designated User Profiles can quickly and easily manage the content on receipts – both printed and emailed. Staff can select from a variety of receipt formats (e.g. signature page, receipt slip or full page with policies).</p> <p>A line to manually add tip amounts for all or specific sales types can be added to the receipt template to meet the desired NGPC requirements.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-109 Section VI	<p>Describe the functionality enabling cashiers to enter tip amounts and charge the guest's credit card accordingly.</p> <p>Bidder Response:</p> <p>The POS system can be configured for printing a signature slip (including a tip section) prior to payment – similar to a credit card signature slip, but with sales details.</p> <p>Once a customer signs and indicates a tip, the tip amount (may be allocated by server or staff member) is added using a QuickSale button set up for this purpose. This action totals the sale or ticket and payment is processed.</p>	✓			

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-110 Section VI	<p>Describe the system's ability to accumulate tip totals, associating them with specific park staff IDs. Describe the tracking mechanism ensuring proper allocation and payment of collected tips to the respective individuals.</p> <p>Bidder Response:</p> <p>The most common method of supporting staff-specific tips is the setup of Quick Buttons (and barcodes) – one for each server or staff member. This allows for quick selection of the appropriate staff for each collected tip amount.</p>	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	A Tips report is provided with the end-of-day closeout process.				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-111 Section VI	Describe the system's ability to provide a void option to remove a POS item from a purchase or account in case of error.	✓			

Bidder Response:

The QuickSale POS allows Cashiers to add items and remove them line-by-line as needed. The example below shows the Void Line action highlighting them item to be removed with one click.

The screenshot displays the QuickSale POS interface. On the left, a receipt shows a total of 28.51, with a highlighted item 'TAYLORMADE TP5 GOLF BALLS' for 12.50. The 'Void Line' button is highlighted in red. The main menu on the right is titled 'Pro Shop' and includes categories like 'ITEMS & FEES', 'GOLF', 'RANGE & BOOKS', 'CHERAW ITEMS', 'GOLF CARD', and 'TICKETS'. The menu items are organized into sections: 'Weekday Green Fees' (Regular 18 Holes: \$15.00, Regular 9 Holes: \$7.00, Senior 18 Holes: \$13.00, Senior 9 Holes: \$5.00), 'Spectator Fees' (Spectator Cart Fee 18 Holes: \$25.00, Spectator Cart Fee 9 Holes: \$12.00, Clinics: \$0.00), 'Stay & Play' (18 Hole Stay Play: \$10.00), 'Replay Fees' (Green Fee 18 Hole Replay: \$18.00, Green Fees 9 Hole Replay: \$10.00), 'Cart Fees' (18 Hole: \$15.00, 9 Hole: \$8.00), and 'League Play' (Green Fees Cheraw League: \$6.00).

Figure 66: Colorful QuickSale POS Screen/Void Function

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-112 Section VI	<p>Describe the system's ability to display the cost of the selected item.</p> <p>Bidder Response:</p> <p>An item's cost may be displayed at any point the description or price is displayed. This is a configurable setting that may be applied based on User Profile or product type.</p> <div data-bbox="688 690 1474 1269" style="border: 1px solid black; padding: 5px; margin: 10px auto; width: fit-content;"> <p style="font-size: small;">Edit: Book- The Cherokee Nation and the Trail of Tears</p> <div style="display: flex; justify-content: space-between; font-size: x-small; color: blue;"> Product Details Stock Log Changes Log </div> <div style="font-size: x-small;"> <p>Description: Book- The Cherokee Nation and the Trail of Tears</p> <p>Product ID: <input type="text"/></p> <p>Unique ID: 9780143113676</p> <p>Barcodes: 9780143113676</p> <hr/> <p>Item Description: Book- The Cherokee Nation and the Trail of Te</p> <p>Vendor: None</p> <p>Chart of Account: Credit Park Gift Shop 912650</p> <p>Price: 17.00</p> <p>Price Per: <input type="text"/> Item</p> <p>Cost: 8.15</p> <p>SOH Threshold (min): <input type="text"/></p> <p>Taxes: <input checked="" type="checkbox"/> M001_State Tax 7% <input checked="" type="checkbox"/> M005_Local Tax 2.50%</p> <p>Tax Holiday: <input checked="" type="checkbox"/> *None</p> <p>Notes: <input type="text"/></p> <p style="text-align: right; font-size: x-small;">Inactivate</p> </div> </div>	✓			

Figure 67: Retail Inventory Screen from Retail Manager

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-113 Section VI	Describe the system's ability to allow park staff to enter a discount changing the price for specified items.	✓			
	Bidder Response: The CRS system supports the creation of promotional rates and discounts that can be added to a transaction based on pre-determined rules. Discounts may be automatically applied. They may be applied online when a customer provides and validates a defined Promotion Code. Or they may be manually applied by park staff.				


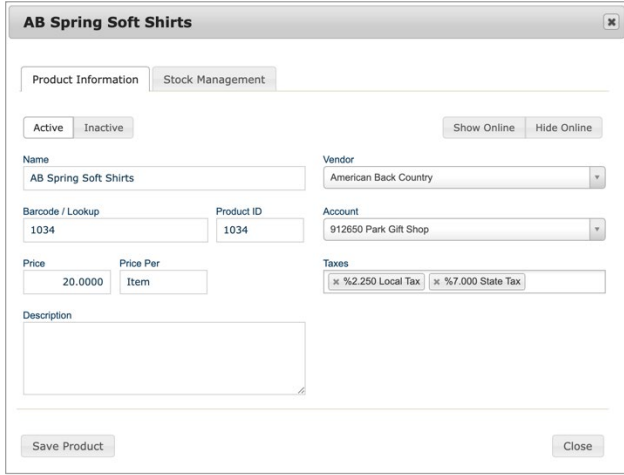
FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-114 Section VI	Describe the system's ability to allow sales to either a generic customer profile or allow assignment to an existing customer profile.	✓			
	Bidder Response: Retail sales are independent of Customer Accounts. No customer information is collected unless required by product type (e.g. permits or pass sales).				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-115 Section VI	Describe the system's ability to allow grouping of items, including reservable unit(s), to sell as one package with the appropriate accounting codes for each item.	✓			
	Bidder Response: Packaged inventory is fully supported and quite common. A basic reservation with an entry or reservation fee is a package – with two products accounted for separately. Camping reservations with additional fees for extra guests or add-on items such as firewood are packaged products in the CRS.				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	<p>The system provides flexible group sales and management capabilities – allowing staff to package reservable and retail inventory, as well as apply fees, to a group booking. These packages can be priced based on the selected items, or as a single package price – allocating revenues according to NGPC business rules.</p> <p>Group packages can accept a range of payment options that allows for deposits, incremental payments, refunds and transfers in order to simplify the accounting process.</p> <p>NGPC Inventory Managers are trained to set up inventory and create packages. The Project Manager is always available to assist.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
<p>FUN-116 Section VI</p>	<p>Describe the system’s ability to allow park staff with the appropriate authority to add, edit, or delete all necessary data for POS items.</p> <p>Bidder Response:</p> <p>The included QuickSale POS is supported by a unique inventory setup and management toolset designed to make adding new retail inventory items quick and easy.</p> <p>The Retail Manager program allows designated Users to add, price, SKU/UPC, describe, categories, vendors and inventory (count) items.</p> <p>Item setup includes assigning a required COA code and associating the appropriate taxes.</p> <p>Popular products and fees can be assigned their own touchscreen enabled buttons for use in the QuickSale POS.</p>				
					
	<p><i>Figure 68: POS Retail Item Description in Retail Manager</i></p>				

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-117 Section VI	<p>Describe the system's ability to create one POS item and assign it to multiple locations.</p> <p>Bidder Response:</p> <p>The system offers a variety of options and natively supports Inventory separation by:</p> <ul style="list-style-type: none"> • Park/Location – representing one or more Stores (inventories) • Stores – representing an Inventory Group <p>Stores may have more than one Station or Cash Register. Each Station assigned to a Store will obtain pricing and stock counts from the assigned Store.</p> <p>Sales at a Station are reflected in the associated Store.</p> <p>Park locations that have multiple Stores can track sales and inventory by individual Store or as a whole by Park. Retail Sales reports display both statewide, by Park and by Store sales details.</p> <p>During implementation, all initial Stores and Stations will be defined by Brandt Project Management at the direction of the Project Team and Retail Manager(s).</p> <p>The system remains flexible and can be modified as needed. As an example, a Park that wishes to support a pop-up store during the summer, can be accommodated easily and without any custom programming or delay.</p>	✓			

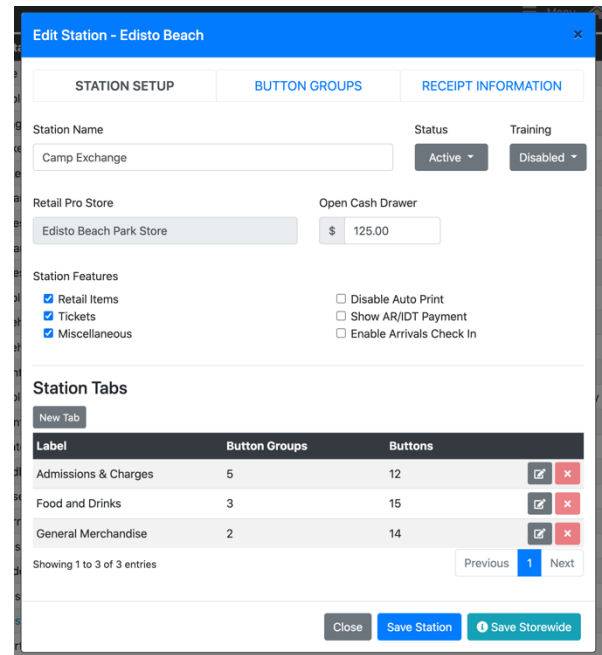


Figure 69: POS Station Setup Screen

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

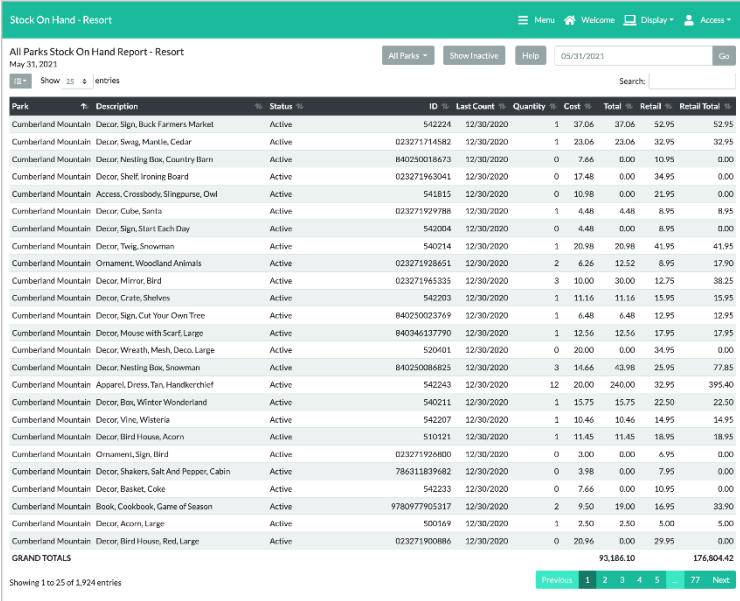
FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-118 Section VI	Describe the system's ability to display a quick menu of most sold items configurable per station.	✓			
	<p>Bidder Response:</p> <p>Popular products and fees can be assigned their own touchscreen enabled buttons for use in the QuickSale POS. QuickSale buttons can be created for any items and may be customized by Station, Store and Park or location. Buttons can be virtually any color combination.</p> <p>Retail Manager training is specialized and based on the features of each system.</p> <p>In support of NGPC Objectives (b. reducing gatehouse transaction time), special QuickSale buttons are programmed to speed up park entry sales by eliminating clicks and steps – with cash and credit card sales completed, with printed receipt, in less than 10 seconds.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-119 Section VI	Describe the system's resale inventory tracking module. At a minimum, the module should track resale inventory received, sold, and adjusted as well as the cost, revenue, and profit of all resale items.	✓			
	<p>Bidder Response:</p> <p>Point-of-sale inventory is managed using Retail Management – an easy-to-use application for creating and keeping track of stock levels, initiating transfers and supporting both centralized and store-level purchasing.</p> <p>The Retail Management features of the proposed POS solution keep track of inventory levels throughout the system. Received items increase quantities and sales, transfers or write-offs decrease quantities. Periodic inventory counts update system quantities. Inventory adjustments can be categorized as desired.</p> <p>All inventory levels are reflected in the system in real-time.</p>				

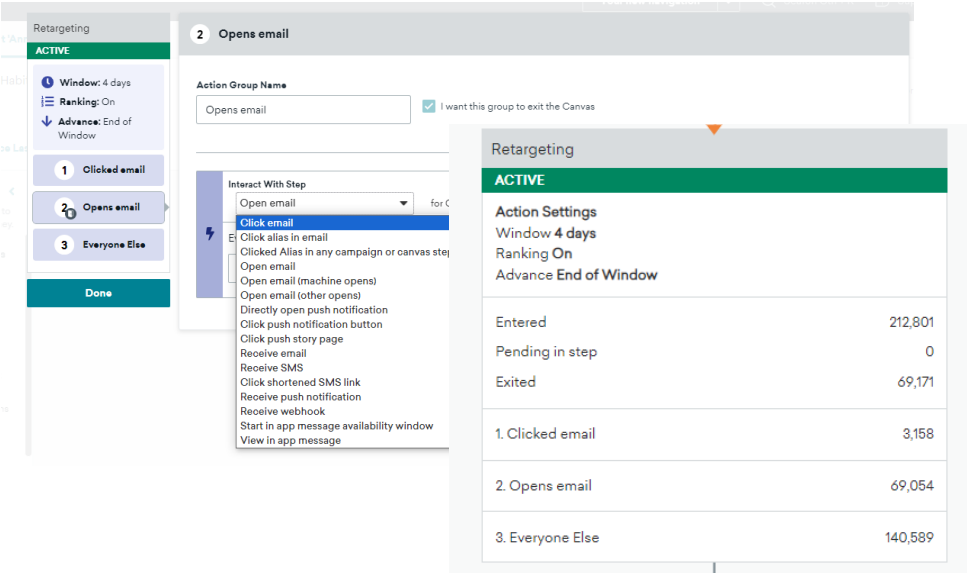
Attachment 6

Requirements Traceability Matrix (RTM)

Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
	<p>Special handling for inventory control on serialized passes/permits will be provided. Sales of non-inventory (fees or services), or unlimited inventory (e.g. water, stickers) are tracked to show sales quantities only.</p> <p>Park locations may transfer stock between stores and/or parks as needed. Transfers reduce the stock level as the transfer-out location. Receiving stock adds the transferred stock to the new location's inventory. Barcode scanning of items speeds up this process.</p> <p>The system includes Stock on Hand Reports with views from statewide to individual Store (separate inventory such as a sublocation or pop-up store).</p> <div style="text-align: center; margin-top: 20px;">  <p style="text-align: center;"><i>Figure 70: Stock On Hand Report Example</i></p> </div>				

Attachment 6
Requirements Traceability Matrix (RTM)
Request for Proposal 6909 Z1

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-120 Section VI	<p>Describe the system's ability to provide customer-specific marketing being tailored to identified customer purchase patterns.</p> <p>Bidder Response:</p> <p>Brandt's Automated Marketing Platform allows for retargeting campaigns based off organic customer behavior. Customers can be retargeted based off a variety of behaviors that can then be ranked. Depending on the order of the customer's behavior, they will flow through accordingly to receive a retargeting message either the same or different from the previous message.</p>  <p align="center"><i>Figure 71: Retargeting Campaign Example</i></p>	✓			

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-121 Section VI	Describe the system's ability to provide for the Sale of Non-Inventory Products (products for which there is no stock in the system).	✓			
	<p>Bidder Response:</p> <p>The proposed point-of-sale (POS) solution supports Retail sales and the collection of miscellaneous fees for in-person services. Fees (non-inventory retail sales) are supported for online sales. Tours, program registration and advanced day-use entry online sales are examples.</p> <p>Online sales of non-retail, non-inventory items such as permits and gift cards are supported directly by Brandt and may be included in the system's POS product catalog/list of available products for selection during the park sales process.</p>				

FUN #	POS/Merchandise Processing	Yes	Customization Required	No	Alternate
FUN-122 Section VI	Describe the system's ability to integrate and support typical point of sale (POS) equipment such as cash drawers, credit card readers, receipt printers, and bar code scanners.	✓			
	<p>Bidder Response:</p> <p>Brandt's CRS applications are fully developed for state parks operations as requested in this RFP. All configuration and any custom development required to adapt Brandt's solutions to NGPC processes is included in the scope of this proposal.</p> <p>All Brandt systems are browser-based database applications that require only basic Internet connectivity (DSL or better) for full functionality and high speeds.</p> <p>Brandt applications and client-browser settings will be configured to work well with existing hardware provided by NGPC. Specialized training documents will be developed to assist park staff and project team members with settings and trouble-shooting of browser-to-hardware set ups.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-123 Section VI	Describe how the system complies with Generally Accepted Accounting Principles (GAAP).	✓			
	<p>Bidder Response:</p> <p>Brandt's Reservations and Point-of-Sale systems are based on GAAP and include a fully auditable, permanent transaction history with custom-configured reconciliation tools.</p> <p>The central Daily Trial Balance report and management function provides multiple levels of financial review down to transaction-level detail. Brandt accounting systems support cash, modified-cash and accrual accounting methods.</p>				

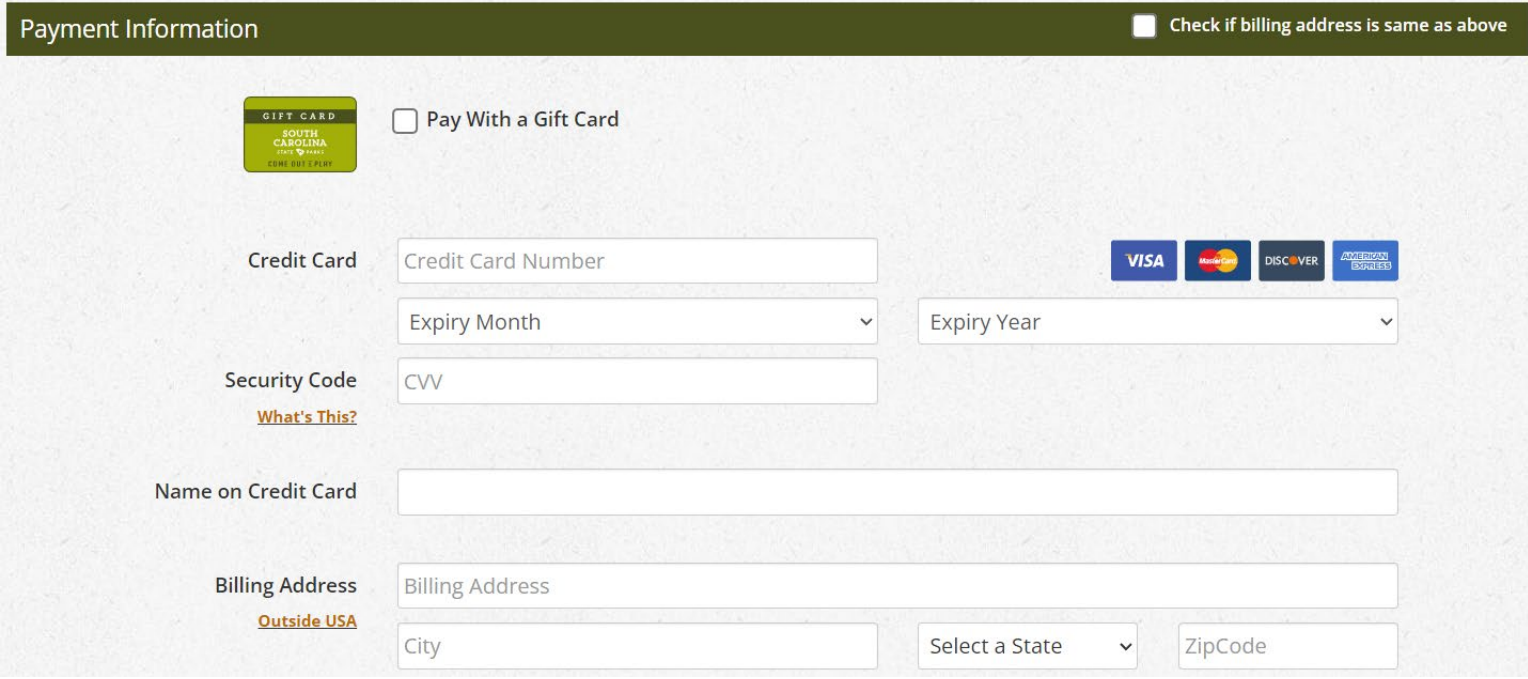
FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-124 Section VI	Describe the system's cancellation, refund, and void process for both reservations and POS sales.	✓			
	<p>Bidder Response:</p> <p>All designated User Profiles will have access to the system features they need to perform their tasks, including the ability to create, modify or cancel a reservation or other type of transaction in real time and from any location with internet access.</p> <p>Park staff has the default ability to perform all modifications to reservations and POS sales without limitation. The on-demand Help Desk is readily available during all business hours to assistance in making changes that are unfamiliar. NGPC may determine that some modification processes require Manager approval or access. These functions may be restricted as necessary. All reservation modifications are logged for audit purposes.</p> <p>Reservation and registration cancellations in all sales channels (online, call center and Parks) follow NGPC business rules.</p> <p>Credit Card Merchant Services suitable for hospitality and retail transaction, including the features of the associated payment gateways (online or POS pay terminals) apply refunds directly to the originating cards.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
	<p>Refunds on cash or check purchases are processed and managed according to NGPC business rules. Pending refund or check/voucher to-be-issued reports are provided for this purpose.</p> <p>The system can void or refund all tender types back to the original payment type (tender). The system can accurately process multi-tender/payment transactions, including multiple gift card payments from more than one card.</p>				

FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-125 Section VI	<p>Describe the system's ability to apply current sales and lodging tax.</p> <p>Bidder Response:</p> <p>Sales tax management tools are built into the Brandt system for the purposes of accurately defining and applying the myriad of federal, state and local taxes typical of a state parks system.</p> <p>Applicable taxes are most commonly defined by park location and the various types of inventory, fees and services provided at each location. However, there are often exceptions. A prime example is in cases where a county line runs directly through a park, requiring that local taxes be assigned to specific assets residing in each county.</p> <p>Applied Tax Reports are provided for confirming and reviewing all of the assigned taxes configured throughout the system.</p> <p>Multiple taxes may be applied to any individual item, fee or service without limitation.</p> <p>Applicable taxes are set by individual product/service/fee, type and location – as opposed to product-type alone. Individual items can be set up with different applied taxes (e.g. non-Tax) to support QuickSale buttons to assist cashiers.</p> <p>System Administrators have control of all taxes and their application, however because taxes rarely change, Brandt provides on-demand support specifically for tax and revenue code management to ensure that any updates are accurate and are applied correctly. Tax audit reports, which show applied taxes for all products, types and locations are provided.</p>	✓			

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-126 Section VI	Describe the Credit Card transactions process through the Public Website, Field Locations, Call Center, and, if applicable, kiosk solution.	✓			
	<p>Bidder Response:</p> <p>All sales channels (web/public website, park/field locations, and call center) utilize the same payment gateway for authorizing and processing credit cards.</p>  <p style="text-align: center;"><i>Figure 72: Payment Collection Screen Example</i></p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
	<p>Stand-alone kiosk sales (if / when implemented) utilize vendor-specific payment processing.</p> <p>Park Location system users at park locations can either swipe a credit card, or enter the following credit card information: credit card number, expiration date, and name on credit card as well as credit card security code (CSC), card verification value (CVV or CV2), card verification code (CVC) or a card code verification (CCV) for credit card security.</p> <p>Unified payment processing across all sales channels simplifies daily reconciliation.</p> <p>Credit Card Payment Processing & Payment Gateway</p> <p>Brandt has experience as both the provider of the payment processing capability and with integrating our solution with a state mandated payment processor. Based on the information provided in this RFP, Brandt understands that NGPC intends to have the new system integrated with the State's credit card payment processing gateway - Elavon.</p> <p>Brandt has no issues with this requirement to interface with a State-approved third-party payment processing contractor for all online transactions including credit and debit cards, gift cards/certificates, PayPal, Apple Pay, or a combination of payment options. Brandt's Solution is designed to integrate with a variety of different payment processors and payment processing methods. This includes integrated payment gateways as well as hosted payment gateways. Brandt will work collaboratively with NGPC and representatives from the state's processor to understand the specific integration requirements, develop and test the integration, and, if necessary, achieve certification with the state's processor.</p>				

FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-127 Section VI	Describe the system's pre-formatted accounting and revenue summary/detailed reports.	✓			
	<p>Bidder Response:</p> <p>The centralized reservation system supports revenue tracking and reporting. The system is configured with NGPC-specific GL Codes (e.g. fund, fund detail, sub-object code, etc.).</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
	<p>Specially formatted Revenue Tracking reports are configured and provided for monthly accounting reconciliation. Accounting services include the implementation of a “crosswalk” report designed for automated reporting to State Accounting as desired.</p> <p>Funds transfer reporting is provided and may be configured to suit the defined process and schedule and sent via email to all email addresses/points of contact designated by the agency.</p> <p>Accrual Accounting = Hospitality-Standard Reporting</p> <p>The Brandt CRS platform supports both Accrual and Cash-Basis accounting methods – utilizing the appropriate method for various transaction types as needed for accurate revenue accounting.</p> <p>Advanced Reservations, where collected payments represent a deposit on a future, yet-undelivered service (e.g. cabin stay), are supported by accounting for Advanced Deposits (aka Unearned Revenue), along with the conversion to Earned Revenue once the service or product is considered delivered. This approach, commonplace in the hospitality industry, is utilized by all Brandt Reservations systems in use today.</p>				

FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-128 Section VI	Describe how the system accommodates the current NGPC chart of account layout: (i.e., fund (5 digits), business units (8 digits), object account (6 digits), Subsidiary (8 digits), Sub-ledger type (1 digit) and Sub-ledger (8 digits)	✓			
	<p>Bidder Response:</p> <p>The revenue tracking configuration for NGPC will directly reflect the current (and future) chart of account layout as described. The objective is to provide a direct match to Agency accounting.</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-129 Section VI	Describe, including examples, the system's ability to provide: 1. audit trails, 2. reconciliation reporting, 3. traceability of a payment, including tender type, to original transaction, and 4. specific details of the transaction.	✓			
<p>Bidder Response:</p> <ol style="list-style-type: none"> 1. Brandt's Reservations and Point-of-Sale systems include a fully auditable, permanent transaction history. 2. Custom-configured reconciliation reports are provided. 3. Transaction-level drill-down detail is provided for tracking and reconciling all payments. 4. Complete transaction histories showing all additions and subtractions of every item and fee on an invoice is provided in the permanent record. This includes date/time, account and user or sales channel detail. <p>Brandt CRS accounting systems support cash, modified-cash and accrual accounting methods.</p>					

FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-130 Section VI	Describe the system's base and ad hoc financial reports.	✓			
<p>Bidder Response:</p> <p>The proposed CRS solution will provide the NGPC with a substantial library of on-demand, standardized/canned reports, ad-hoc reporting tools and data dashboards to meet the reporting needs of NGPC Users and stakeholders.</p> <p>The system provides an extensive library of analyst-reviewed real-time reports, many providing structured ad hoc reporting capabilities such as date range, category and location filters, data sorting and export. Operations and Sales reports often include special data management functions for updating select records.</p> <p>Standard system financial reports and reporting functions may include:</p>					

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Requirements Traceability Matrix (RTM)
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FUN #	Financial	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Comprehensive Trial Balance • Close of Day Function • Inventory Item Adjustment • Daily Sales Report • Payments Report • Forecast Report • Sales Tax Report • Advanced Deposits • Open / Closed Invoices • Discounts Report • Over / Short Entry <p>Business Intelligence research is supported by ad hoc reporting capabilities provided to allow NGPC analysts the ability to create unique data associations between consolidated data sets (views) for unique insight into system data.</p> <p>In the proposed system, the Retail Inventory Manager and QuickSale POS applications are natively supported by the entire system – as opposed to an add-on program common to other systems. Inventory controls, categorization, invoicing and accounting all share the same underlying system and process structure.</p> <p>Cashiers find that the system is responsive (fast) and very easy to learn. Individual POS stations are customizable and adapt to any screen size – tablet or desktop. Cashier training and on-demand support is provided.</p>				

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FUN #	Financial	Yes	Customization Required	No	Alternate
	<p>The QuickSale & Retail Management system provides a host of defined can validated reports and functions, including:</p> <ul style="list-style-type: none"> Retail Sales Reports (includes non-retail fees) Account-Specific Cash Drawer Report Statewide Cash Drawers (status and balances) Item Sales Report by Date (receipt research) Retail Inventory Reports (multiple) <p>Since retail inventory and sales are an inherent part of the whole system, ad-hoc reporting features also support retail (POS).</p> <p>BRANDT PARTNER VALUE: At Brandt, quality reporting is synonymous with quality service. The proposed Central Reservation System solution will provide the NGPC with a variety of ad-hoc, on demand, standardized/canned reports and dashboards to meet the reporting needs of all system users and Commission administrators.</p> <p>Where standard system reports don't adequately address all questions or provide every insight Brandt provides additional reporting tools to help the NGPC further explore the daily stream of rich transaction and operational data contained in the system.</p> <p>Ad-Hoc Reporting & Business Intelligence</p> <p>The system's flexible architecture, relational database design and warehouse-ready framework supports further integration with powerful third-party analysis tools. The Brandt technical team will work with the NGPC to implement and support the data analysis tools required by the Commission.</p>				

Description	Store	Category	COA	Barcode	Sold	Cost	COGS	Retail	Retail Sold
CANDY M&M PEANUT	Buccanear	Concessions - MONYFP Operated - 100%	04003207		1	\$1.08	\$1.08	\$1.87	\$1.87
CHIPS Fritos ORIGINAL	Buccanear	Concessions - MONYFP Operated - 100%	028400047937		1	\$0.66	\$0.66	\$1.87	\$1.87
COFFEE MORNING SIP	Buccanear	Souvenirs	Retail Sales - 100%		1	\$8.00	\$8.00	\$13.99	\$13.99
COKE ZERO SUGAR	Buccanear	Souvenirs	Retail Sales - 100%	049000042566	1	\$0.60	\$0.60	\$1.00	\$1.00
FIREWOOD W/KINDLE	Buccanear	Sundries	Retail Sales - 100%		1	\$12.50	\$12.50	\$19.99	\$19.99
HIKING MEDALLION PIRATE W CARD	Buccanear	Souvenirs	Retail Sales - 100%		1	\$2.55	\$2.55	\$4.99	\$4.99
HIKING MEDALLION W CUSTOM CARD	Buccanear	Souvenirs	Retail Sales - 100%		2	\$2.55	\$5.10	\$4.99	\$9.98
ICE - TLB	Buccanear	POS Revenue - Concessions		86000024906	1	\$1.62	\$1.62	\$3.00	\$3.00
ICE CREAM SNICKERS - PC	Buccanear	POS Revenue - Concessions			1	\$2.07	\$2.07	\$2.33	\$2.33
MAGNET FLAG LWB	Buccanear	Souvenirs	Retail Sales - 100%		3	\$2.55	\$7.65	\$4.99	\$14.97
MONSTER ENERGY ORIGINAL	Buccanear	Souvenirs	Retail Sales - 100%	07084782389	1	\$2.23	\$2.23	\$3.49	\$3.49
WATER REAL PURE 50oz	Buccanear	Concessions - MONYFP Operated - 100%	69790500027		1	\$1.07	\$1.07	\$2.00	\$2.00
					15	\$37.48	\$45.13	\$64.56	\$79.48

Figure 73: Retail Sales Report Example

FUN #	Financial	Yes	Customization Required	No	Alternate
FUN-131 Section VI	Does the system have the ability to integrate with the State of Nebraska's current Merchant Credit Card Processing Service US Bank/Elavon?	✓			

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FUN #	Financial	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>Brandt's State Park Reservation System has the ability to integrate with the State of Nebraska's current Merchant Credit Card Processing Service US Bank/Elavon.</p> <p>Brandt will provide for the deposit of collected funds within 24 hours, or via direct deposit, depending on the designated Merchant of Record for the NGPC. Funds transfer reporting is provided and may be configured to suit the defined process and schedule.</p> <p>Regardless of selected payment processor/gateway, by default all funds are directed to one or more accounts designated for NGPC by the State Treasury.</p> <p><i>Brandt Merchant of Record services are available and can be negotiated if the State is interested in the vendor assuming these responsibilities. For this RFP, pricing for these services are not reflected in the Cost Proposal.</i></p>				

FUN #	Application Security and Administrative Functions	Yes	Customization Required	No	Alternate
FUN-132 Section VI	<p>Explain the system's role-based security by enabling the NGPC Project Manager to define role profiles with permissions and show the configurable screens, inventory photo updates, editable fields, and associated permissions based on role profiles.</p>	✓			
	<p>Bidder Response:</p> <p>System Administrators have the capability to create and set permissions on User Profiles and the system access rules applicable to each profile. There is no limit to the number of User Profiles supported by the system. Users may be assigned multiple profiles as needed. User Profiles determine menu-level system access. Specific functions may be additionally restricted by location, profile or specific user as needed.</p>				

Attachment 6

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FUN #	Application Security and Administrative Functions	Yes	Customization Required	No	Alternate
	<p>The proposed system allows for an unlimited number of User Profiles that determine security and system access levels. Profiles may be added, edited or deleted by authorized System Administrators at any time and within overall system security rules.</p> <p>During initial implementation, we'll clearly define User roles, overrides and audit requirements so that park staff and managers have the optimal tools necessary to deal with the special circumstances.</p>				

FUN #	Application Security and Administrative Functions	Yes	Customization Required	No	Alternate
<p>FUN-133 Section VI</p>	<p>Elaborate on the system's features enabling the NGPC Project Manager to set or modify business rules, policies, prices, tax rates, and reservation channel cut-off dates.</p> <p>Bidder Response:</p> <p>Business rules, policies, rates/prices, tax rates, reservation availability dates and other inventory controls may be set and changed by authorized users (typically administration-level use profile) at any time. All changes become effective in real time.</p> <p>Inventory controls are managed by CRS Users with User Profiles that allow Inventory Management access. The system provides real-time inventory controls for park-level site blocking and sales channel management, as well as administration-level inventory management with rate controls and availability scheduling.</p>				

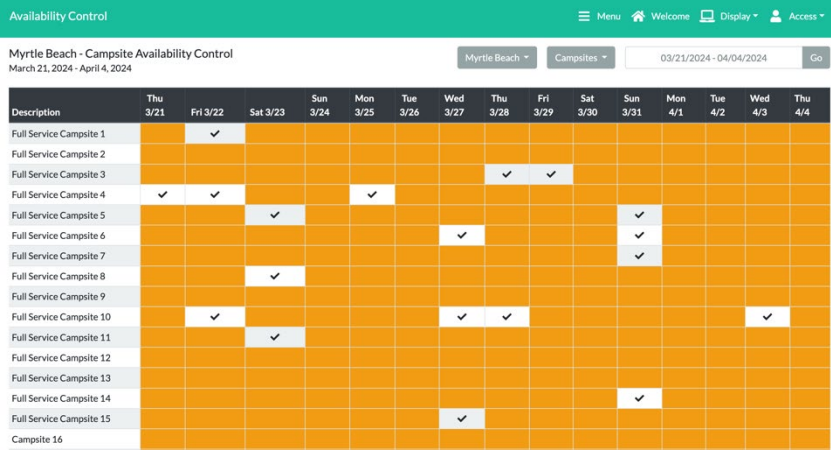


Figure 74: Inventory Control (park staff can block/unblock individual sites and dates as needed)

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FUN #	Application Security and Administrative Functions	Yes	Customization Required	No	Alternate
	<p>Park Staff Inventory Controls</p> <p>Park level inventory controls simplify the process of blocking one or more sites or facilities from future reservations. This control highlights current reservations that are for sites that need to be blocked; so that the park staff can move and/or contact the guest as needed.</p> <p>Inventory availability changes that affect many sites or dates at one time are usually restricted to the designated Inventory Manager(s) and supported by the Project Team.</p> <p>Inventory Manager Controls</p> <p>Administration-level inventory management allows authorized users to control all aspects of inventory availability, including rates, levels, fees and future schedules. This control allows Administrators to open or close multiple dates and sites quickly. Permanent or seasonal closures of multiple sites that have the potential of impacting occupancy statistics is most often the responsibility of the designated Inventory Manager(s).</p> <p>In-depth Inventory Manager training is provided as well as on-demand support to assist Administrators with ongoing inventory maintenance.</p> <p>Inventory Management Support</p> <p>NGPC is provided an experienced Project Team to support CRS Administrators with advanced inventory control and configuration changes as needed.</p> <p>In addition, and based on this particular scenario, the Project Team can provide the park with assistance in quickly notifying and moving affected customers that may be displaced due to an unplanned park or facility closure.</p>				

Product Availability Schedules	
Description	
<input type="radio"/> Qty: ∞ Daily From: Sun 1/1/23 Until: Fri 12/31/27	
<input type="radio"/> Qty: ∞ Daily From: Sun 4/1/18 Until: Sat 12/31/22	

Full Service Campsite 3 Inventory Schedules	
Description	
<input type="radio"/> Qty: 1 Daily From: Sun 1/1/23 Until: Fri 12/31/27	
<input type="radio"/> Qty: 1 Daily From: Sun 4/1/18 Until: Sat 12/31/22	

Figure 75: Inventory Availability with Multiple Schedules

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FUN #	Payment and Credit Card Processing	Yes	Customization Required	No	Alternate
FUN-134 Section VI	<p>Describe how the system differentiates between the following tender types:</p> <ul style="list-style-type: none"> a. Cash b. Check c. Money Order d. Credit Card e. Park Bucks (Gift Card/Gift Voucher) f. Interagency Billing Transaction (IBT) <p>Bidder Response:</p> <p>The system will be configured to accept all desired payment types. Processes for handling unique payment types (e.g. money orders) will be defined by sales channel (contact center, park office, etc.).</p> <p>All required payment types are supported at park locations. Payment acceptance processes are configured to assist park staff and to maintain NGPC business rules.</p> <p>The system will be set up to collect or process numerous payment types including:</p> <ul style="list-style-type: none"> • Cash • Checks • Money Order • Credit/Debit Cards • Park Bucks (Gift Card/Gift Voucher) • Interagency Billing Transaction (IBT) <p>Accepted payment types may be restricted by User Profile (e.g. IDT or Charge Accounts) and may vary by park location.</p>	✓			

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FUN #	Payment and Credit Card Processing	Yes	Customization Required	No	Alternate
FUN-135 Section VI	Explain the system's capability to create vouchers, functioning as store credits allocated to either individual or group accounts. Detail the process for generating and allocating vouchers.	✓			
	Bidder Response: A Voucher (customer credit) program can be supported as described. The system will be configured to properly validate, redeem and report on NGPC Vouchers – similar to managing internal gift certificates. Voucher reporting will provide, at a minimum: <ul style="list-style-type: none"> • Outstanding Vouchers & Liability • Redeemed Vouchers – Date, Location, Amount, Voucher Number, Invoice Number • Invoice Detail • Voucher Aging While customer vouchers, similar to the current practice, may be maintained in the new system, Brandt can also support an alternative approach used in other state park systems to internally manage credit liability utilizing a Gift Card program. Gift cards can provide NGPC with a similar service with more transparency and customer acceptance than internal voucher-credit programs.				

FUN #	Payment and Credit Card Processing	Yes	Customization Required	No	Alternate
FUN-136 Section VI	Provide a copy of the following documentation reports: Attestation of Compliance (AOC); PCI-DSS Data Flow Diagram; Incident Response Plan; Vulnerability Scans; and Security Policy.	✓			
	Bidder Response:				

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Payment and Credit Card Processing	Yes	Customization Required	No	Alternate
	<p>Please see APPENDIX 2: Security & Compliance Documentation of our RFP response for copies of the following reports/documentation:</p> <ul style="list-style-type: none"> • Attestation of Compliance (AoC) – Provided. Marked as Confidential. • PCI-DSS Data Flow Diagram – Please refer to the Attestation of Compliance (AoC). • Vulnerability Scans – Provided executive summary page from our most recent scan. • Incident Response Plan – Provided. • Brandt Security Policy & Procedures – Provided. 				

FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
FUN-137 Section VI	<p>Explain the system's ease in generating and saving periodic reports on all system data. Highlight automated delivery options for reports, availability of ad hoc reporting with summary tools, and the ability to retrieve and export data in various formats (e.g., Word, Excel, PDF, SQL tables) for custom time frames enabling comparisons and projections of booked services and occupancies.</p>	✓			
	<p>Bidder Response:</p> <p>At Brandt, quality reporting is synonymous with quality service. The proposed State Park Reservation System solution will provide NGPC with a variety of ad-hoc, on demand, standardized/canned reports and dashboards to meet the reporting needs of all system users and agency administrators. Most reports include data export, print and sort functions.</p> <p>Where standard system reports don't adequately address all questions or provide every insight Brandt provides additional reporting tools to help NGPC further explore the daily stream of rich transaction and operational data contained in the system.</p>				

Attachment 6
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FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
	<p>Typically, pre-configured reports support day to day operations and these reports will be exposed through the new State Park Reservation System's reports interface, allowing the users to drill down, filter, and sort system data. Note that reports can be printed and exported, and also be delivered through a subscription method and delivered on a regularly scheduled basis.</p> <p>The pre-configured reports are readily accessible and can be designed to target the needs of a variety of key audience members.</p> <p>Report Delivery</p> <p>Most reports are exportable as a PDF. There are exceptions where PDF format is not flexible enough to properly print a report. In these cases, an HTML or screen version is provided (which tends to print nicely for most printer settings) for printing.</p> <p>Most all tabular data throughout the system is exportable to MS Excel (.csv). PDF and text output is also supported for printing. This includes all reports, content lists and dynamic content templates.</p> <p>All system data, including read-only data provided for ad hoc reporting, accounting and marketing purposes is provided in real time. Database replication and/or direct read-only access to system data is provided to qualified and authorized Users.</p> <p>Entity mapping and query-development assistance is provided. Because Brandt system data is complex, unique data views are provided. These consolidated views act as pre-assembled tables for utility and simplicity.</p> <p>Common data views include:</p> <ul style="list-style-type: none"> • Customer Data • Transactions / Invoices • Inventory • Payments 				

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FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
FUN-138 Section VI	<p>Detail the system's functionalities for creating, running, and saving various reports. Include features such as filtering, querying, summarizing, sorting, displaying, compiling, saving, and printing reports to screens, devices, or electronic files. Describe the ability to create standard reports, custom queries, financial reports, and scheduled report delivery based on NGPC needs.</p>	✓			
<p>Bidder Response:</p> <p>The system provides a substantial library of verified reports to support Accounting, Operations, Marketing and Audit functions. Reports include applicable filtering and column-visibility options for enhanced printing and data export.</p> <p>Common to other Brandt reservations systems, Brandt supports the creation or modification of custom reports to meet the needs of NGPC. The designated Project Manager is authorized to order custom reports.</p> <p>Assistance with report development and data specifications is provided to assist in the process.</p>					

FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
FUN-139 Section VI	<p>Explain how the system records all user and customer activities, including automated system activities. Describe the accessibility of this recorded data for viewing and reporting. Highlight the select NGPC staff's access to raw data and their capability to build reports within the system.</p>	✓			
<p>Bidder Response:</p>					

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FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
	<p>Business Intelligence Ready System Architecture</p> <p>The system's flexible architecture, relational database design and warehouse-ready framework supports further integration with powerful third-party analysis tools. The Brandt technical team will work with NGPC to implement and support the data analysis tools required by the agency.</p> <div style="display: flex; align-items: flex-start;"> <div style="margin-right: 10px;">  </div> <div> <p>Brandt's CRS solution is capable of integrating with the Tableau web platform for business intelligence, featuring dozens of real time data dashboards and ad-hoc query and reporting features. This gives agency staff unparalleled data analysis tools to gather additional business and operational insights.</p> <p>Tableau dashboards and database query tools feature a user-friendly, graphical interface to allow agency staff to create ad hoc reports and visualizations with ease.</p> <p>Any additional cost for this service, not covered within the scope of this proposal, is based on scope and technical complexity.</p> </div> </div>				

FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
FUN-140 Section VI	<p>Outline the system's performance in generating reports for any period length without noticeable negative impact on system usability. Additionally, detail the capability of reports to be printable on 8.5" x 11", 8.5" x 14", and/or 11" x 17" paper sizes as appropriate based on report size.</p>	✓			
	<p>Bidder Response:</p> <p>Brandt's systems and accessibility are not substantially impacted by user interaction. System resources are allocated based on demand and are automatically adjusted to maintain performance standards.</p> <p>System data is supported over multiple database servers simultaneously – allowing high-demand processes such as complex queries to be executed independently of routine transaction tasks.</p> <p>NGPC will be provided a reporting database (data warehouse) that is replicated from live data in an independent environment – allowing ad hoc queries and additional reporting outside of live data resources.</p>				

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FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
	<p>At the direction of NGPC, a replicated “read only” data warehouse will be set up and configured for administrative use. This process takes the reporting and processing load off of the live data systems and provides necessary separation for security and PCI compliance.</p> <p>Printable report documents will be generated on standard 8.5 x 11 paper as allowed, and additional layouts can be created and formatted as needed.</p>				

FUN #	Reports and Statements	Yes	Customization Required	No	Alternate		
FUN-141 Section VI	<p>Provide a comprehensive list of all existing system reports.</p> <p>Bidder Response:</p> <p>The following list illustrates the standard reports available in Brandt’s CRS platform. Most implementations include a number of custom reports and functions.</p> <p>Note that the color scheme and style of all reports and screens in may be set according to client and user preference.</p> <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top;"> <p>Operations Reports</p> <ul style="list-style-type: none"> Campsite Arrivals Campsite Departures Reserved Campsites (In-Use) Cabin Arrivals Cabin Departures Reserved Cabins (In-Use) Reserved Shelters / Day Use Rentals Reserved Other / Hourly Campground Occupancy Cabin Occupancy Shelter / Day Use Occupancy Other / Hourly Occupancy </td> <td style="vertical-align: top;"> <p>Audit Reports</p> <ul style="list-style-type: none"> Tax Exempt Report Waived Transactions Report Price Overrides Report Inventory Setup Audit System Log Reports Manual Entry Audit <p>Marketing Reports</p> <ul style="list-style-type: none"> Customer Accounts Activity by Category Customer Relationship Reports Email Opt-In Accounts </td> </tr> </table>	<p>Operations Reports</p> <ul style="list-style-type: none"> Campsite Arrivals Campsite Departures Reserved Campsites (In-Use) Cabin Arrivals Cabin Departures Reserved Cabins (In-Use) Reserved Shelters / Day Use Rentals Reserved Other / Hourly Campground Occupancy Cabin Occupancy Shelter / Day Use Occupancy Other / Hourly Occupancy 	<p>Audit Reports</p> <ul style="list-style-type: none"> Tax Exempt Report Waived Transactions Report Price Overrides Report Inventory Setup Audit System Log Reports Manual Entry Audit <p>Marketing Reports</p> <ul style="list-style-type: none"> Customer Accounts Activity by Category Customer Relationship Reports Email Opt-In Accounts 	✓			
<p>Operations Reports</p> <ul style="list-style-type: none"> Campsite Arrivals Campsite Departures Reserved Campsites (In-Use) Cabin Arrivals Cabin Departures Reserved Cabins (In-Use) Reserved Shelters / Day Use Rentals Reserved Other / Hourly Campground Occupancy Cabin Occupancy Shelter / Day Use Occupancy Other / Hourly Occupancy 	<p>Audit Reports</p> <ul style="list-style-type: none"> Tax Exempt Report Waived Transactions Report Price Overrides Report Inventory Setup Audit System Log Reports Manual Entry Audit <p>Marketing Reports</p> <ul style="list-style-type: none"> Customer Accounts Activity by Category Customer Relationship Reports Email Opt-In Accounts 						

Attachment 6
Requirements Traceability Matrix (RTM)
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FUN #	Reports and Statements	Yes	Customization Required	No	Alternate
	Daily Hang Tags PAX / Ticket Manifest Driver Manifests Accounting Reports & Functions Comprehensive Trial Balance Close of Day Function Inventory Item Adjustment Daily Sales Report Payments Report Forecast Report Sales Tax Report Advanced Deposits Open / Closed Invoices Discounts Report Over / Short Entry		Sales Performance Report Sales Pace Report Customer Account Merge Customer History Reports Analytics / SEO Import		

FUN #	Value Added Features Functional Outcome Features (optional to provide) - Informational Purposes Only and Will Not Be Scored.	Yes	Customization Required	No	Alternate
FUN-142 Section VI	Provide details on interfacing restaurant and food service operations to combine customer lodge or hotel usage with food sales for consolidated customer accounts settled upon check-out. Bidder Response: If NGPC elects to move forward with the Food Service Management feature of the system, Brandt's CRS will integrate with the Aloha POS Restaurant Management system. In the event this feature is required by NGPC we are happy to prioritize and establish a scope, schedule and budget to accomplish based on level of complexity and urgency.	✓			

Attachment 6

Requirements Traceability Matrix (RTM)

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FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
	<p>Aloha provides streamlined workflows that promote exceptional guest experiences. 100,000+ restaurants of all sizes trust NCR Aloha's all-in-one restaurant POS and management platform to run every aspect of their business. A trusted name in restaurants for more than 30 years, NCR VOYIX provides reliability and expertise that's unmatched in the industry. Aloha offers pricing models based on the needs of the properties.</p> <p>Choose from flexible cloud-based or on-premise solutions customized to restaurants of any size or stage. From online ordering and kitchen production to real-time analytics and marketing support, Aloha grows and scales with your needs.</p> <div style="text-align: center;">  </div> <p style="text-align: center;"><i>Figure 76: Aloha Restaurant Management POS System</i></p>				

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FUN #	Value Added Features Functional Outcome Features (optional to provide) - Informational Purposes Only and Will Not Be Scored.	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Easy-to-use, intuitive interface • One of the smallest handhelds on the market Next-day funding • Simple cloud and mobile management tools • Fully integrated kitchen display system Unrivaled 365/24/7 support <p>Aloha Essentials</p> <p>Aloha Essentials is a monthly hardware, software and services subscription from NCR Voyix that includes everything a restaurant needs to run its business and gain more efficient operations – all on a platform that’s ready for the future.</p> <p>Relevant Features for your Business Include:</p> <ul style="list-style-type: none"> • Support for suggestive sales prompting, items configured with forced modifiers, nested modifiers, tip share and creation of multiple revenue centers • Manage call-in, takeout and future and repeat orders with the ability to import customer data to personalize the experience • Enable future order entry with scheduling, preparation and deposit management <p>Fixed/Mobile POS and Takeout Capabilities – Use a mix of both fixed and mobile POS stations, depending on your business operations. Choose from a variety of hardware options – including POS terminals and handheld mobile devices that are designed, engineered, tested and manufactured in the United States.</p> <p>Secure Payments & Payments Processing – Maintain your cash flow and accept and process EMV payments, mobile wallets and all types of current and future payment types securely. From the moment a transaction is made through the settlement of funds, we manage the entire transaction process – meaning faster authorizations, fewer opportunities for error and increased security. Aloha Essentials gives you the ability to accept cash, EBT cash, debit card, gift card, RFID, mobile wallets and EMV chip cards as payment tenders.</p> <p>Centralization of Site and Systems Management – Remotely monitor and access your systems; and centralize management of your menu, promotions, items and price changes across your operations.</p>				

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FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> Update your database on demand in real-time to make immediate menu and item changes Easy and secure one-click access to site systems, configurations and status of resources Enterprise-wide insight and management of all POS and back office machines <p>Mobile Alerts & Reporting – Gain instant access to performance metrics such as net sales, employee working hours and inventory levels.</p> <ul style="list-style-type: none"> Up-to-the-second real-time data on your phone Breakdown of net sales by hours, day part, revenue center, category and order mode Scorecard ranking of each employee’s sales, tip averages and other analytics Ability to drill into check level detail on your phone 				



Figure 77: Aloha POS Mobile Functions

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-143 Section VI	Describe the system's capabilities for creating and modifying food service-related data, including ingredient management, recipe handling, and menu item setup.	✓			
	<p>Bidder Response:</p> <p>With a better understanding of this optional item, Brandt welcomes the opportunity to share Aloha’s capabilities we have seen in other states as a great partner. This integration will be added on and offer food service features which exceed NGPC’s needs. Aloha offers pricing based on the specific needs of the location.</p>				

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FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-144 Section VI	<p>Explain how users can create food service locations, manage consumable inventory, and handle storage across multiple locations within a food service setting.</p> <p>Bidder Response:</p> <p>The recommended use of the NCR/Aloha Restaurant POS provides the ability to create food service locations and basic menu-level inventory control. Additional inventory control plug-in applications can provide enhanced inventory management tools, including automated PO receiving features.</p>	✓			

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-145 Section VI	<p>Elaborate on the system's functionalities concerning order placement, delivery to kitchen printers or displays, order completion status recording, bill payment, check splitting, discounts application, gratuity calculation, bill suspension, and order lookup for closed transactions.</p> <p>Bidder Response:</p> <p>The recommended NCR/Aloha Restaurant POS provides a full suite of industry-standard features for managing kitchen orders, server and customer service options as described.</p>	✓			

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-146 Section VI	Describe the system's capabilities for tracking and reporting table status, including current and historical status updates,	✓			

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FUN #	Value Added Features Functional Outcome Features (optional to provide) - Informational Purposes Only and Will Not Be Scored.	Yes	Customization Required	No	Alternate
	such as table readiness, orders placed, served, payment completed, and reservation status.				
Bidder Response: The recommended NCR/Aloha Restaurant POS provides reporting features as described. The POS system is compatible with advanced reporting and analytics plug-in applications for extended capabilities.					

FUN #	Value Added Features Functional Outcome Features (optional to provide) - Informational Purposes Only and Will Not Be Scored.	Yes	Customization Required	No	Alternate
FUN-147 Section VI	Explain the mechanism available for staff to indicate sites needing cleaning or maintenance post-departure and during check-in, ensuring validation of site cleanliness before transaction approval.	✓			
Bidder Response: The system provides a handy Housekeeping feature more commonly used for Cabin and Villa rentals. Maintenance holds and status messaging is provided. See example FUN-148 below. This same service may be custom-configured for campsites and day-use facilities to support the desired check-out process.					

FUN #	Value Added Features Functional Outcome Features (optional to provide) - Informational Purposes Only and Will Not Be Scored.	Yes	Customization Required	No	Alternate
FUN-148 Section VI	Detail the system's provision for a dashboard view or report indicating sites with cleaning/maintenance status, providing visibility into required or available cleaning/maintenance sites.	✓			

Attachment 6

Requirements Traceability Matrix (RTM) Request for Proposal 6909 Z1

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>The CRS provides a variety of interactive site, facility and lodging status features that are set up for real-time housekeeping, vacancy and maintenance status management. The unique web-based mobile feature is popular for managing housekeeping from the field and park office. Unit status is communicated instantly to the CRS and displays on check-in and arrivals reports to assist park and maintenance staff.</p> <p>The CRS supports facility status reporting for guest check-in/out as well as housekeeping, occupancy or maintenance status. The system utilizes inventory categorization to toggle between defined states. Sites, facilities and rooms may be simultaneously associated with multiple states.</p> <p>A customized housekeeping activity status report is provided utilizing this unique feature of the CRS. Status configuration is based on the specific management requirements of the supported facilities.</p> <p>An easy-to-use smartphone browser app is included for field use where Wi-Fi or wireless is available to housekeeping and/or maintenance staff. This one-click status update tool allows both park office and housekeeping staff to view and change the status of facilities quickly and without training.</p>				

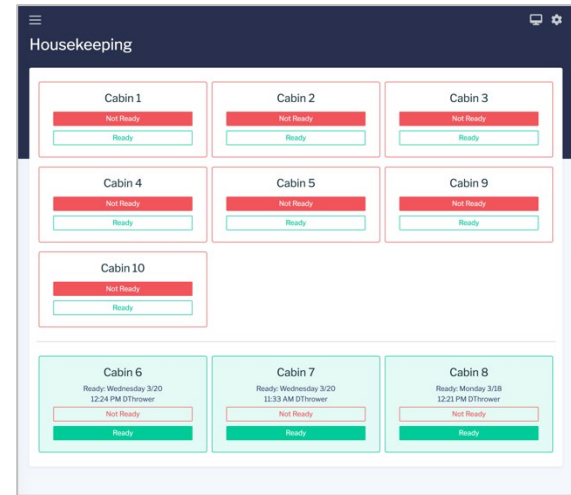


Figure 78: Housekeeping Status Tool

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-149 Section VI	<p>Explain how the system generates historical reports concerning cleaning and maintenance activities, providing insights into past cleaning and maintenance actions.</p> <p>Bidder Response:</p>		✓		

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FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
	The system currently provides data logging of system actions including past cleaning and maintenance activities. If prioritized as a critical Operating reporting feature outside of data logging, a custom data collection and reporting process can be developed for this purpose as an additional or custom report not included in our proposal.				

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-150 Section VI	Describe the system's functionality allowing staff to request maintenance tasks (e.g., light bulb replacement) and route these requests to appropriate users within the system for action.			✓	
Bidder Response: Apart from the provided Housekeeping feature, the system does not currently provide this service as described.					

FUN #	Value Added Features Functional Outcome Features (optional to provide) <i>- Informational Purposes Only and Will Not Be Scored.</i>	Yes	Customization Required	No	Alternate
FUN-151 Section VI	Describe the system's ability to allow guests to check-in for their reservation via mobile application or mobile responsive website when located within a designated proximity of their site on the date and time of arrival.	✓			
Bidder Response: Geo-coding or fencing to customers who would like to self check-in is not a feature we have been requested or required to offer. We would be happy to walk through this informational purpose item with NGPC to see if our existing processes and functionality accomplishes this by bypassing the check-in process altogether.					

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
FUN-152 Section VI	<p>Describe the system’s Business Continuity and Disaster Recovery plan to include the following:</p> <ul style="list-style-type: none"> a. Provision of two sites with Tier IV classification. b. A quarterly test of backup, failover, and disaster recovery procedures. c. Provide a high-level data recovery plan. 	✓			
<p>Bidder Response:</p> <p>Brandt, in its comprehensive company-wide security offering, distinguishes between business continuity and disaster recovery plans. We define the business continuity plan as a companywide, detailed strategic plan that will allow Brandt to continue fully functional operations in the event of and immediately after a crisis. Our business continuity plan is reviewed by our security committee on an ongoing basis and changes are made as needed to ensure that Brandt maintains full operations at all times to serve our clients 24/7.</p> <ul style="list-style-type: none"> a. As standard practice, Brandt securely hosts its data in two geographically separate, secure data center locations within the physical boundaries of the United States. In addition to the primary site, Brandt maintains a warm secondary site with automatic failover protocol if ever needed. <p>All Brandt systems, including the proposed system for NGPC, are provisioned on two or more identical and dedicated high-availability, Virtual Private Cloud (VPC) networks classified as tier IV, also referred to as a Fault Tolerant Site Infrastructure.</p> <p>Each network is configured to provide seamless auto-failover (automatic response to a system outage or component failure) and provides the infrastructure necessary for live system maintenance for updates and upgrades.</p> <ul style="list-style-type: none"> b. System backups are performed in real time across multiple resources. Hourly, daily, weekly and monthly database backups are also retained. Brandt normally conducts DR tests on annual basis, but can adjust the schedule to quarterly, if desired by NGPC, and will include a mock full system disaster at the primary operating facility, ensuring the process in place is fully functioning and provides immediate restoration. While both Brandt 					

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>and Nebraska will be involved in the DR test process, recovery results will be provided to ensure they meet NGPC standards and document the test event.</p> <p>c. High Level Disaster Recovery Plan - Brandt implements a disaster recovery and business-continuity plan for each independent reservations/POS system. The plan is based on a standardized template that is well practiced and is familiar to Information Systems technology teams.</p> <p>This template covers all of the necessary steps required to identify and mitigate a disaster (e.g. durable system outage) along with strict communication protocols. The designated NGPC Project Manager is responsible for a quarterly process and information review, as well as scheduling and collecting documentation for the regularly scheduled DRP test. See below for a high-level overview of Brandt’s standard Disaster Recovery & Business Continuity Plan:</p> <p>DISASTER RECOVERY PLAN OVERVIEW</p> <p>Brandt will implement highly available services at each layer of the technology stack and will establish a warm disaster recovery environment to accommodate continued operations in the event of a catastrophe in the primary Availability Zone and data centers.</p> <p>The AWS architecture proposed by Brandt includes a primary AWS host region and a remote backup hosted in a geographically separate AWS region. Both are hosted within the United States. The proposed architecture implements an active/passive disaster recovery model, where, during normal daily operations, the primary data center performs all system transactions, and the disaster recovery (secondary) data center receives all data generated and stored by the active system but does not otherwise routinely perform any independent functions daily.</p> <p>DISASTER RECOVERY PLAN DEVELOPMENT AND TESTING STRATEGY</p> <p>NGPC specific disaster recovery plan development and testing is a standard component of the services we will provide NGPC. The Disaster Recovery Plan will document the technology and procedural components that will ensure continuity and swift recovery in the event of an outage. <i>The Disaster Recovery Plan will be provided to NGPC as a deliverable for review and approval and will be updated throughout the life of the contract as required.</i></p>				

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>Disaster Recovery Plan Testing</p> <p>Disaster recovery plans are tested at least annually or more frequently if required by the client SLA. Brandt will document the testing frequency in the Disaster Recovery plan document.</p> <p>On a cloud hosted system, such as we are proposing, disaster recovery testing entails failing over to the secondary cloud site (shown in the architecture diagram below). The scheduled fail-over will be communicated to NGPC in advance and coordinated with the team to ensure the schedule is amenable. Once testing is complete, the Brandt Disaster Recovery Coordinator will send a report with a summary, any potential findings or issues and lessons learned. The team will then schedule the fail back to the primary Azure site within one week.</p> <p>High-Availability Architecture</p> <p>Brandt will implement an architecture within the cloud that includes highly available services at each layer of our technology stack and will establish a warm disaster recovery environment which can accommodate continued operations in the event of a catastrophe in the in the primary datacenter.</p> <p>The cloud-based architecture proposed by Brandt includes a Primary cloud data center and another identical system at a disaster recovery (secondary) cloud data center, both hosted within the United States. The proposed architecture implements an active/passive disaster recovery model, where, during normal daily operations, the primary data center performs all system transactions, and the disaster recovery (secondary) data center receives all data generated and stored by the active system, but does not otherwise routinely perform any independent functions daily.</p> <p>KEY COMPONENTS RELATED TO DISASTER RECOVERY:</p> <p>Geo Redundant Data Centers</p> <p>The NGPC system will be mirrored in a secondary, geo-redundant data center. If a failure were to occur to the primary application or data center, the system’s Traffic Manager will route all incoming traffic to the secondary instance of the application. This ensures that, even in a disaster recovery scenario, users would experience only a brief service interruption and no degradation in performance of the system.</p>				

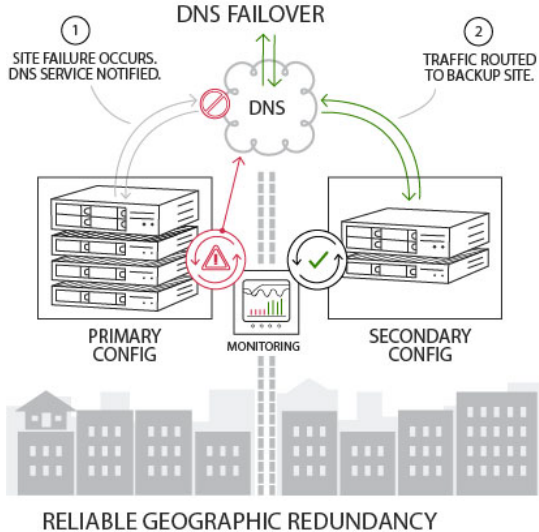
Attachment 6
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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>Active Geo-Replication</p> <p>For data redundancy and back-up, the primary database is replicated to a readable secondary database housed in a separate data center. This secondary database switches over and becomes the primary database in the event of a failure such as a data center outage or a connectivity issue between the application and the primary database.</p> <p>Database Backups</p> <p>All Brandt hosted services will have backups of system data in support of enhanced business continuity preparations. This would be handled by SQL log shipping, the process of automating the backup of transaction log files on the primary production database server and then restoring them onto the disaster recovery (secondary) database server when needed. Backups of all system data will be created automatically every five minutes (or any specified duration of time). In the occurrence of an incident where the disaster recovery procedure is invoked, there is the possibility of losing no more than five minutes of data during the failover process.</p> <p>Database backups are completed nightly and stored locally on a backup service. Backups are retained for two weeks, and a periodic restore of backup files is completed to ensure the integrity of the backup process. Brandt will work with NGPC to discuss previous day, week and month backup options to determine the best approach for regular backup schedules.</p> <p>24x7 System Monitoring</p> <p>All Brandt hosted services will utilize 24x7 monitoring to offer system monitoring capabilities that allow a system administrator to stay alerted to potential system outages and quickly identify server issues with root cause analysis capabilities. The monitoring system will provide the ability to proactively monitor the environment to ensure optimal performance and provides instant notification when an anomaly is detected as well as offering initial remediation steps.</p> <p>MITIGATION STRATEGY</p> <p>To implement disaster recovery preparation, Brandt maintains a warm site in a geographically separate, secure data center located within the physical boundaries of the United States. To ensure the fastest possible transition with the</p>				

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>least down-time, the following servers are maintained in a constant ready-state (warm) within the Disaster Recovery (DR) environment:</p> <ul style="list-style-type: none"> • Web Farm Server Nodes – The individual web servers in the DR Web Farm are constantly synchronized with the primary servers in the active environment. This ensures that the latest application code is ready if a fail-over is required. • Transactional Database (Replicated) – The Transactional Database in the DR environment provides real-time replicated data from the transactional database in the active environment. This ensures that little to no (sub-second) transactional data will be lost if a fail-over is required. • Reporting Server (Replicated) – The Reporting Server in the DR environment is staged to provide access to the key reporting objects such as the printable permit and license files. This ensures that licenses and permits can be printed to complete fulfillment of a sale. • Domain Controller – The domain controller in the DR environment is in constant synchronization with the domain controller in the active environment. This ensures that all service accounts are available and that administrator accounts are ready to allow server administrators to begin service restoration. 				

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>Database backups are completed nightly and stored locally on a backup service. Backups are retained for two weeks, and a periodic restore of backup files is completed to ensure the integrity of the backup process.</p> <p>Brandt will conduct DR tests from time to time that include a mock disaster where disaster recovery procedures must be implemented from start to finish, ensuring the process in place is fully functioning and provides immediate restoration. While both Brandt and NGPC will be involved in the DR test process, recovery results will be provided to ensure they meet Commission standards and document the test event.</p> <p>Issues or problems identified by NGPC or Brandt will be tracked and assigned for resolution. Brandt will work with NGPC to identify high priority issues and prioritize remaining enhancements or modifications. Brandt will provide NGPC with expected completion dates for issues reported and workarounds to continue operations during the patch/fix. For problems that impact system availability, Brandt follows strict Service RTO's to ensure minimal disruption in service to customers and NGPC.</p> <p>Service Recovery Time Objective (RTO)</p> <p>In the event of a failure in the primary data center, the only steps required to move services into the Disaster Recovery (DR) environment are to redirect the DNS records to point the main site URL's to the DR resources and "break replication" between the two environments. The DR resources are constantly active; therefore, there is no startup time required to bring the DR services online. The recovery time objective for switching from the Primary Datacenter to DR is 2 hours from the time a "fail over" situation is declared. There is no reduction in service levels while the system runs in the DR environment.</p> <p>Service Restoration to Normal Operation</p> <p>Once infrastructure has been restored in the Primary Datacenter, the Brandt team will establish "reversed" data replication back from the DR environment into the Primary Datacenter. At this time, Brandt will assess the causes of</p>				 <p style="text-align: center;"><i>Figure 79: Disaster Recovery Diagram</i></p>

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	<p>initial service failure and determine if DNS records will be redirected back to the Primary Datacenter or if the environment roles will be switched (DR becoming the Primary Datacenter and Primary Datacenter becoming DR). If the datacenter roles are switched, the system will be considered to be in normal operation. If the datacenter roles are not switched, then service change over back to the Primary Datacenter will be conducted during the next normal system maintenance period.</p> <p>SYSTEM SECURITY</p> <p>Brandt Reservations & POS systems are inherently secured through your exclusive use of Amazon Web Services – taking advantage of their industry-leading systems security and monitoring services.</p> <p>Action plans for common security incidents include:</p> <p>Interruption of Service – Auto-failover is deployed for all critical systems; geographically separate regions for the main and backup systems; and the use of multiple, geographically separate availability zones within each region. This ensures business continuity and support rapid system restoration in case of a sustained outage.</p> <p>Denial of Service / Vulnerability – System monitoring and baseline alarms quickly identify DoS or similar vulnerability incidents. Security tools and internal controls allow our technical team to stop attacks by deploying a number of well-rehearsed techniques.</p> <p>Data Loss / Compromise – Multiple, real-time backups of all data and application systems are maintained in geographically separate regions within the Continental US. Unintended data loss (e.g. accidental deletion) is prevented by version management built into all development systems.</p> <p>Insider Attacks – Internal system access is strictly controlled and utilizes multi-factor authentication for all authorized Users. Application Users, managed by Brandt and by client Administrators, are monitored, with logged actions and activity audit reporting.</p>				

FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
FUN-153 Section VI	Describe the system’s capability of providing the following: a. A high-speed SAN fabric.	✓			

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FUN #	Business Continuity and Disaster Recovery	Yes	Customization Required	No	Alternate
	b. SFTP server. c. Monthly backup of all databases.				
	Bidder Response: a. Security is designed in the framework of Brandt's systems. Security measures, controls, and proactive tools are used to protect data, prevent unauthorized intrusions, and proactively respond to potential threats or attacks. Data is stored on a SAN connected to the system's servers via redundant host bus adapters on a fiber network fabric. Data is backed up locally via a secure, high speed management network and data is also backed up offsite in a warm failover environment via Data Replication. b. Brandt currently provides several methods for supporting file delivery - including secure high-speed FTP's and shared, secure databases that files can be retrieved from. Brandt will provide several secure file sharing methods and resources including, a Secure File Transfer Protocol (SFTP) for files to be placed on or downloaded from by NGPC. Brandt will maintain flexibility and is open to additional secure file sharing options to support NGPC needs. c. Currently, Brandt database backups are completed nightly and stored locally on a backup service. Backups are retained for two weeks, and a periodic restore of backup files is completed to ensure the integrity of the backup process. Backups will be archived in a cloud hosted storage area accessible from both the Primary Datacenter and Disaster Recovery Datacenter domains.				

FUN #	Data Repository Facilities	Yes	Customization Required	No	Alternate
FUN-154 Section VI	Describe the system's data storage, replication, and backup services.	✓			
	Bidder Response: Brandt's CRS solution stores system data in relational databases contained on high-speed SSD drives. Virtual machines handle the processing and storing of the data in tables. The data is replicated to a separate secondary environment using AWS services that is both physically separate and able to act independently as the primary				

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FUN #	Data Repository Facilities	Yes	Customization Required	No	Alternate
	database in the event of a disaster. Database backups are done on a nightly basis to a secure location, and the nightly backups are maintained for as long as it is required by the data retention policies.				

FUN #	Data Repository Facilities	Yes	Customization Required	No	Alternate
FUN-155 Section VI	Indicate location of all data repository facilities, hardware, and software.	✓			
	<p>Bidder Response:</p> <p>All hosting environments and data centers leveraged under this contract will be located within the Contiguous United States (CONUS), in a controlled access environment, to ensure data security and integrity. Brandt will provide NGPC a list of physical locations where the data is stored at any given time and will update that list if the physical location changes.</p> <p>All Technical Infrastructure for the proposed Nebraska State Park Reservation System will be located at a secure US-based AWS data center. This includes data repositories, hardware and network infrastructure. Software will be maintained on web servers located at an AWS data center. There are multiple regions available as an option to host the solution, and the best locations will be determined based on the requirements of the solution, and the geographic proximity to State of Nebraska Game and Parks Commission customers and users. The solution, which will consist of both a primary system and a secondary (failover) system, will be hosted at multiple data centers to ensure system availability and redundancy in the case of a system outage or disaster event. A backup copy of all system data will be stored at the secondary location.</p> <p>Currently, Brandt’s reservations systems are hosted with Amazon Web Services at their major hubs in Oregon, Virginia and Northern California.</p>				

FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
FUN-156 Section VI	Provide a high-level description with diagrams and screenshots of the proposed system.	✓			

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	<p>Bidder Response:</p> <p>A MODERN TECHNOLOGY SOLUTION</p> <p>Brandt’s modern, technology forward Park Reservation System is best in class. Our platform is developed using the most current and proven web technology and provides performance and security features that are ideally suited for today’s technology climate. NGPC will benefit from having access to the latest technology from Brandt’s Outdoor Recreational Solutions. As the pace of technology changes rapidly, we are committed to providing our clients with the most advanced technological solutions available on the market.</p> <p>A SOLUTION READY TO MEET THE VISION, GOALS AND REQUIREMENTS OF NGPC</p> <p>NGPC will enjoy the benefit of a proven, modern solution that will delight customers and agency users alike. Our core solution satisfies most all of the Agency’s requirements with only minor special development or configurations. The Brandt team will then customize elements as necessary to fully satisfy the goals, requirements and specifications established in this RFP.</p> <p>Brandt and the Commission’s vision are well aligned to ensure NGPC enjoys a long-term relationship backed by a forward-looking, adaptable, comprehensive, configurable solution. Further, it will be based on our all-encompassing software platform developed by Brandt to provide the flexibility to support current business rules, future legislative changes, drive innovation, and most importantly promote outdoor participation.</p> <p>DESIGNED FOR PERFORMANCE AND RELIABILITY</p> <p>The hosted environment and configuration that Brandt has designed and proposed for the new NGPC State Park Reservation System solution is built for optimum performance under extremely high load. We will leverage estimation tools to determine the appropriate size and number of instances for PaaS services to provide a high-level of performance based on NGPC’s historic reservation trends, including peak seasons.</p> <p>The system’s sophisticated technology provides scalability to withstand increased workloads. During increased seasonal load, we will increase the computing resources of both the application and database to mitigate performance impacts. Scaling these resources provides you with the assurance that the solution will be responsive under increased load.</p>				

Attachment 6

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CLoud-based Hosting Infrastructure

The diagram shown provides an overview of the proposed AWS cloud hosted production environment, and a more detailed description of each component follows:

The production application will utilize robust AWS backup and geo-replication with the ability to backup-up, restore, and rollback code as needed.

Key Components of the AWS Hosted Cloud Environment:

Amazon Web Services – AWS is Amazon’s cloud-computing platform which contains a variety of services and infrastructure offerings such as cloud services, database services, networking, mobile, computing and virtual machines.

Data Replication – For data redundancy and back-up, AWS replicates the primary database to a readable secondary database housed in a separate data center. This secondary database switches over and becomes the primary database in the event of a failure such as a data center outage or a connectivity issue between the application and the primary database.

Geo-Redundancy – The application itself is also mirrored in a secondary, geo-redundant data center. If a failure were to occur to the primary application or data center, the AWS Load Balancing will route all incoming traffic to the secondary instance of the application. This ensures that, even in a disaster recovery scenario, users would experience only a brief service interruption and no degradation in performance of the system.

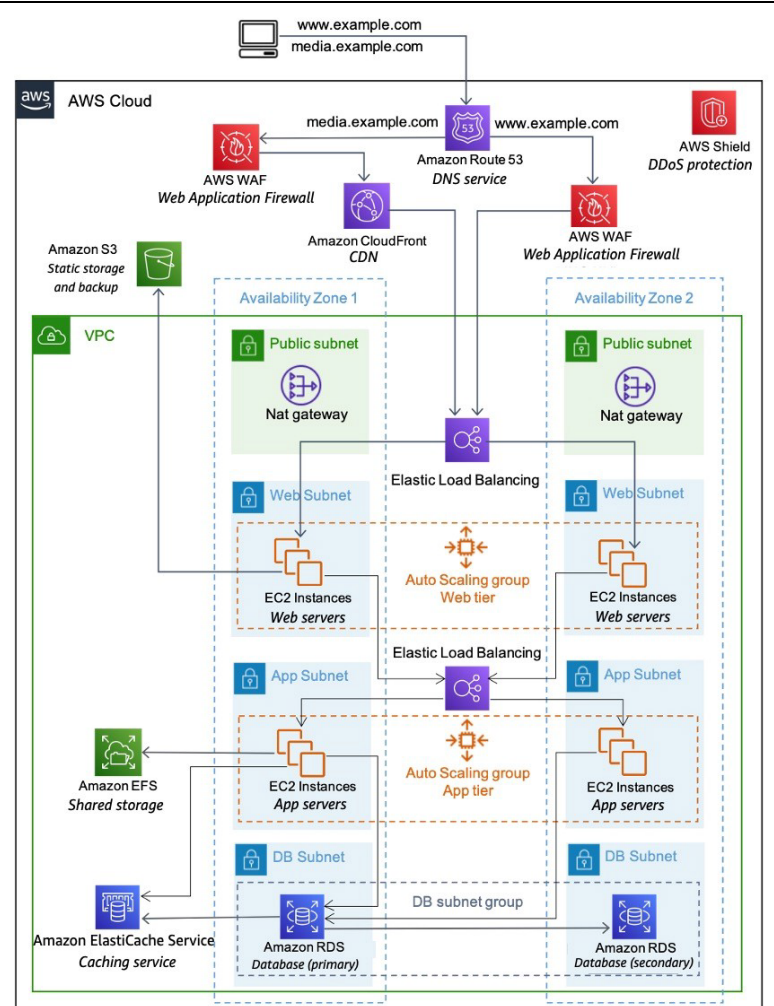


Figure 80: AWS Cloud Hosted Production Environment

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	<p><i>Web App</i> – All communication between the client and server is delivered over HTTPS / SSL encryption. Access to the application, and the underlying data, is enforced using authentication security framework. This security framework is responsible for both the authentication and the authorization of users.</p> <p><i>Auto Scaling</i> – Hosting the product in AWS allows us the ability to increase resources on the fly. For example, during peak periods throughout the year we can scale up resources to meet demand. Scaling provides consistency in application responsiveness and performance by distributing the workload across multiple machines. Resources can be configured to change on a set schedule or by built-in mechanisms in AWS to detect high usage.</p> <p><i>Amazon ElastiCache</i> – ElastiCache is a service AWS provides for caching various types of data. The solution leverages this caching service to provide speedy responses to otherwise long running and resource intensive requests. Data that is retrieved often is stored in this cache rather than making expensive queries to the database.</p> <p><i>Amazon RDS Database</i> – All application data is stored in an Amazon RDS Database. The RDS features support for performance tuning and intrusion detection. The enhanced security features of Database technology allow the database to grow and scale as needed; handling large spikes in utilization while not requiring resources to be added manually.</p> <p>Unified Services – One Resource</p> <p>Brandt directly provides all of the services and support outlined in this proposal with our North America based team – including all system development, call center and design services.</p> <p>System Control & Flexibility</p> <p>NGPC will have complete control over products. Inventory and product parameters such as prices, quantities, GL codes, fees or taxes, policies, categories and descriptions are managed by System Administrator or Revenue Manager user-profiles assigned by the NGPC – without requiring special programming or manual database entries.</p>				

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	<p style="color: red; margin: 0;">Efficient & Reliable</p> <p>We'll demonstrate first-hand the operational efficiency designed into all of our field-supporting applications. You'll see that screens and actions are intuitive – making transactions easy for park and customer service staff. No more waiting for screens to load, the new park reservation system will be fast and reliable.</p>				

FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
FUN-157 Section VI	Provide a draft design plan.	✓			
	<p>Bidder Response:</p> <p>Please see APPENDIX 3: Draft Design Plan.</p>				

FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
FUN-158 Section VI	Describe the methodology for user acceptance testing.	✓			
	<p>Bidder Response:</p> <p>Brandt understands that User Acceptance Testing is a critical component of project success and that NGPC is the ultimate authority when it comes to authorizing the movement of code changes to the production environment.</p> <p>User Acceptance Testing will be executed by the NGPC project team within the Staging environment. User Acceptance Testing enables users to verify the system is free of defect and validate that it meets the established requirements and needs. Brandt team members will be available during UAT to provide support and to work collaboratively through the UAT process.</p>				

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	<p>User Acceptance Testing Process</p> <p>Using industry leading practices and enterprise level automated testing software, Brandt offers an unparalleled, full service testing division to support the new platform.</p> <p>NGPC will have access to the new State Park Reservation System within the staging environment as detailed in the Project Schedule/Work Plan. This will mark the beginning of an iterative and collaborative UAT process.</p> <p>Brandt uses Microsoft’s Azure DevOps, a cloud-based comprehensive solution for Development and Operations Maintenance to log all system development related work. At the outset of the project Brandt will create two DevOps instances for this project: one for internal work tracking and one for NGPC. The NGPC DevOps instance will be the means by which testable features are communicated to NGPC and the means by which NGPC communicates feedback and testing results to Brandt. Using DevOps to track all testable work and results of that testing process ensures that nothing slips through the cracks during this complex, fast-paced IT project. It supports collaboration, provides an intuitive workflow to the process, and ensures that all work items ultimately pass NGPC testing and are deemed ready for production.</p> <p>Ultimately our mutual objective is to deploy a new State Park Reservation System that is free of defect ant that satisfies all in scope requirements. Brandt team members will be available during UAT to provide support and to work collaboratively through the UAT process.</p> <p>TESTING CYCLE</p> <p>The NGPC testing cycle will include:</p> <ul style="list-style-type: none"> • Requirements Analysis: The requirements for the release will be determined by the Project Manager as to which functionalities and issues are going into a particular release. Any validation steps that are needed will be delivered at that time, and the Project Manager will choose the types of testing needed from the test services catalog. Testing would begin by determining what aspects of the requirements tests will work. • Test Planning: The Test Plan is created to outline the activities that the testing department will cover from the requirements and validation steps that were provided for each issue to be tested. 				

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Test Development: Test cases, scripts, scenarios, etc. are created. • Test Execution: Testing executes the software based on the Test Plan and the cases created in test development. Any errors found during execution are then reported back to the Project Manager for triage. • Test Reporting: Once testing is complete, testers generate metrics and make final reports of findings as to whether or not the software is ready for release. • Defect Analysis: Analysis is done by the development team, client and project management team to determine what issues should be assigned for fixing or rejected and to be dealt with later. • Retesting: Once defects identified as fixable during the release are corrected by the development team, they are deployed to testing to be retested by the testing team for Resolution testing. • Test Closure: Once all exit criteria are met, the test summary is created and all activities performed during testing are documented for future use and/or projects. 				

FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
FUN-159 Section VI	<p style="text-align: center;">Describe system performance load and stress testing.</p> <p>Bidder Response:</p> <p>While being able to remediate bottlenecks that occur during the life of the application is important, testing the system for performance prior to releasing updates is paramount. Brandt understands the importance of building a durable system that is stable and responsive during periods of high volume. Leveraging Brandt’s experience with similar implementations, we will develop a load testing plan that will be executed after each phase of testing to consistently maintain a pulse on the system’s performance.</p> <p>The performance testing plan will enable Brandt to develop and run load testing scripts that periodically validate that the system remains responsive, scalable, and stable under increasing workloads.</p> <p>Brandt will use the following process to plan and execute performance testing:</p>				

Attachment 6
Requirements Traceability Matrix (RTM)
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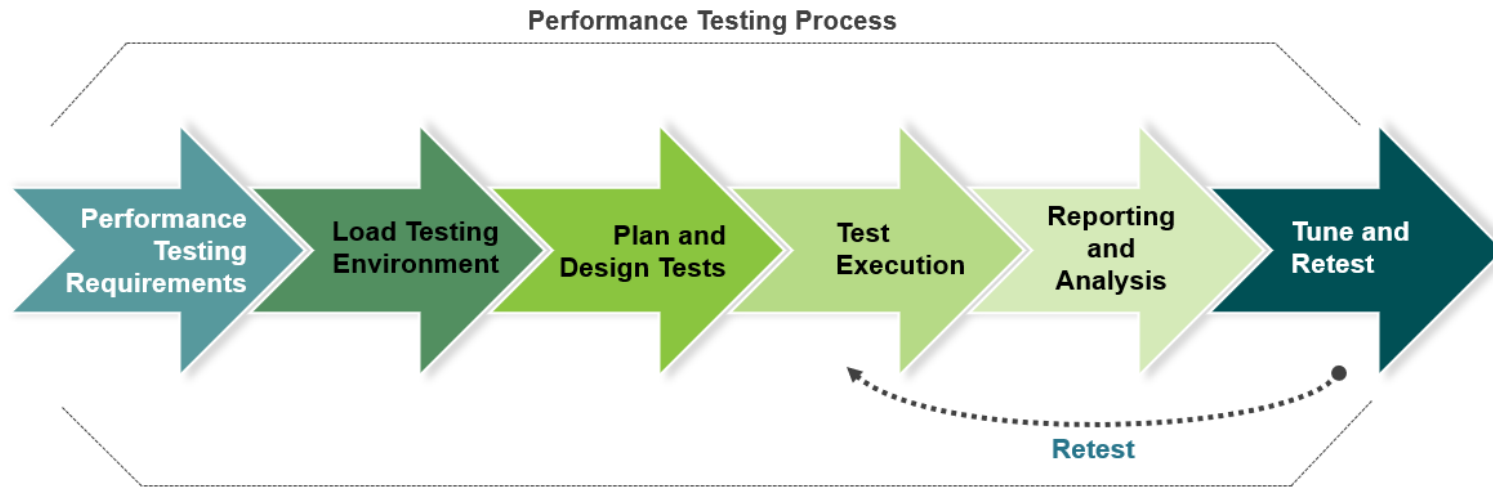


Figure 81: Performance Testing Process Diagram

PERFORMANCE TESTING REQUIREMENTS

Brandt's Performance Testing plan includes detailed specifications on the number of concurrent users, the distribution of workflows, purchases, and background processes that will run in parallel to simulate real-world times of stress. In addition, the plan will specify the configuration of the test environment to appropriately mirror production as well as the allocation of resources and tooling.

LOAD TESTING ENVIRONMENT

A dedicated load testing environment will be allocated for the duration of the load test. This environment will be configured to enable the test runs to simulate real-world business activities. This includes configuring the application servers, database, network, and security protocols as they would be for production.

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DESIGNING TESTS

Brandt will collaborate with NGPC to confirm expected performance requirements and establish baseline metrics to compare expected and observed results. The tests will simulate real-world interactions of customers conducting commerce in parallel to internal users facilitating normal business operations. Test data used for the load test will, as much as possible, mimic the characteristics and scope of production.

TEST EXECUTION

During test execution, Brandt will run and monitor performance tests to detect any level of degradation or instability. Tests will be organized and ran in increasing levels of concurrent usage to determine how the system behaves.

REPORTING AND ANALYSIS

At the conclusion of each test run, Brandt will compile the performance test metrics, compare them to the established baseline and publish the results, including any next steps in a report. The reporting will contain the following detailed metrics and analysis:

Response Time – the time it takes from when an end-user starts an action to when they receive a response from the system. Response times will be captured from various system components including the user interface, database, and varying locations both inside and outside of the State’s network. Under increasing load, the expectation is that the system shall remain responsive and stable in accordance with the requirements

Scalability – tests how the system functions under maximum concurrent user load including auto-scaling capabilities.

Bottlenecking – interruptions in data flow which degrade overall system performance. Bottlenecking may manifest as slow response times to the end user but can be caused by poor performance amongst a host of system components. To that end, Brandt will gather statistics across the following system components:

- CPU utilization
- Memory utilization
- Disk usage
- Network latency

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FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
	Tune and Retest – The tuning and retest process allow the project team the opportunity to fix any observed degradation in system performance. Tests will be rerun until the system’s performance is in line with the requirements.				

FUN #	Hosted Environments	Yes	Customization Required	No	Alternate
FUN-160 Section VI	<p>Via the Administration Role, describe how they are able to access all sales channels: including but not limited to the Public Website, the POS system, and each Park location.</p> <p>Bidder Response:</p> <p>SYSTEM MANAGEMENT & CUSTOMER SERVICE ACCESS</p> <p>System Users access the Park Reservation System via all sales channels (public website, POS system, and Park locations) from any modern web browser and internet-connected device. Capabilities are determined by User Profile. User Profiles for this system will be determined during implementation. There is no limit to the number of Users or Profiles. System Administrators, designated by the NGPC, will have full access to all system functions, including the ability to create, modify, cancel or refund a reservation, registration or sale.</p>	✓			

FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
FUN-161 Section VI	<p>Are all system channels fully functional 24 hours a day, 365 days a year?</p> <p>Bidder Response:</p> <p>The Nebraska State Park Reservation System will be deployed as an enterprise-level service with ‘round the clock availability 24/7/365. The Reservation System is hosted on a highly reliable, enterprise-level network with multiple levels of redundancy and round-the-clock active monitoring.</p>	✓			

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FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
	Brandt's agrees to provide the highest degree of performance, reliability, accuracy, and uninterrupted service for the life on the Contract.				

FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
FUN-162 Section VI	Describe scheduled system maintenance impacting access to the system.	✓			
	<p>Bidder Response:</p> <p>Downtime for scheduled maintenance is very rare and never occurs during business hours. System redundancy across multiple zones allows for overnight maintenance tasks to be performed without downtime in the public-facing systems.</p> <p>All planned system maintenance with the potential for unintended downtime is coordinated in advance with the Project Team.</p> <p>System updates and enhancement are performed continuously. All updates are communicated to NGPC and approved prior to publication. Thorough, documented testing is performed prior to and after publication to ensure performance and continuity. Security patches are scheduled as overnight processes. The systems are designed to allow for upgrades and patches with no downtime.</p>				

FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
FUN-163 Section VI	Describe how the scheduled system maintenance will accommodate NGPC peak seasons.	✓			
	Bidder Response:				

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FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
	<p>The Brandt CRS and POS systems are configured as enterprise-level systems with no measurable downtime for maintenance. All updates and modifications are performed across multiple, redundant systems in real time and do not require downtime.</p> <p>In the rare instance that systems do require planned downtime for maintenance (e.g. changing host regions or system conversions), downtime is well-planned and performed after hours.</p>				

FUN #	Service Level Requirements	Yes	Customization Required	No	Alternate
FUN-164 Section VI	Describe the system's notification process for system outages.	✓			
	<p>Bidder Response:</p> <p>All Brandt systems are monitored 24/7/365 for uptime. Any outage or issue impacting the ability to process transactions will be reported to the Brandt and NGPC project manager.</p> <p>Historically, the most common partial system outage is due to failure of the credit card processing system. The system is designed with an alert system to stop online reservations and alert park and call center staff of the issue.</p> <p>Once credit card processing has been restored, the alert and online suspension is removed. System Administrators, Project Managers and the Brandt technical team control this system.</p>				

FUN #	Information Security	Yes	Customization Required	No	Alternate
FUN-165 Section VI	Provide a draft security plan.	✓			
	<p>Bidder Response:</p> <p>Please see APPENDIX 4: Draft Security Plan.</p>				

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FUN #	Information Security	Yes	Customization Required	No	Alternate
FUN-166 Section VI	Describe how the system protects Personal Identifying Information (PII).	✓			
	<p>Bidder Response:</p> <p>In addition to maintaining PCI Level-1 Compliance throughout the reservation system, careful attention is paid to securing Personal Identifiable Information (PII) so that unauthorized users cannot access customers' account information.</p> <p>It's important to note here that the Brandt Reservations system proposed for NGPC to support Nebraska State Parks is independently configured and hosted, completely separate from other Brandt systems. NGPC data, particularly customer, reservation and financial data is isolated and secured for access by authorized system Users.</p> <p>A prime example of PII access by system users are the numerous marketing and communication tools provided throughout the system. From a reporting standpoint, accessing a customer email list for incoming arrivals at a park is a simple task. However, because these functions expose email, address and travel plan information, this data is considered sensitive PII and must be secured from unauthorized access.</p> <p>During the configuration of NGPC User Profiles for the reservation system, the desired privacy policy covering access to PII will be confirmed and implemented as defined.</p>				

FUN #	Project Planning and Management	Yes	Customization Required	No	Alternate
FUN-167 Section VI	Provide a draft schedule of work outlining the project timeline.	✓			
	<p>Bidder Response:</p> <p>Please see Appendix 5: Draft Schedule of Work/Project Schedule.</p>				

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FUN #	Project Planning and Management	Yes	Customization Required	No	Alternate
FUN-168 Section VI	Provide a draft design plan.	✓			
	Bidder Response: Please see Appendix 3: Draft Design Plan				

FUN #	Project Planning and Management	Yes	Customization Required	No	Alternate
FUN-169 Section VI	Is the project manager PMP certified?	✓			
	Bidder Response: Confirmed. Brandt's proposed project manager for the new Nebraska State Park Reservation System is Senior Project Manager, Brian Hetrick. Brian is PMP certified.				

FUN #	Help Desk	Yes	Customization Required	No	Alternate
FUN-170 Section VI	Describe the communication support options to include, but not limited to, the following: a. Telephone help. b. Email. c. AI Chat Box. d. Help Text with Hyperlinks.	✓			
	Bidder Response: The Brandt Help Desk may be contacted via Email and Telephone. Emergency contacts for the Project Managers and Account Director are also provided. A training and support library is provided. Seasonal and ongoing training is also provided as needed.				

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FUN #	Help Desk	Yes	Customization Required	No	Alternate
FUN-171 Section VI	<p>Describe the issue tracking management system to include the following:</p> <ul style="list-style-type: none"> a. Tracking Input. b. Input Escalation. c. After Incident Reporting. <p>Bidder Response:</p> <p>ISSUE MANAGEMENT</p> <p>“Defect/Bug” means a repetitive or reproducible failure of the System to operate in accordance with the Requirements as accepted by NGPC despite the proper use of the System. A Defect may be due to a Data Error, or a problem with the System, Documentation, or both. Prior to Final Acceptance, a Defect may be due to a missed, missing, or misinterpreted Requirement.</p> <p>ISSUE ESCALATION</p> <p>The call center is responsible for all customer and agent support for licensing related issues. If an issue cannot be resolved with the resources provided within the documentation and tools provided within the Nebraska State Park Reservation System, the Customer or Park Staff issue will be escalated using the Support Ticket Tool within the reservation system or through Brandt based on the Defect/Bug Process to Brandt’s internal tier 2 support.</p> <p>BRANDT SUPPORT</p> <p>Brandt will provide technical support to the Agency and monitor the Support ticketing system to track all escalated tickets. All escalated tickets will be acknowledged and the Agency user submitting the ticket will be contacted within two business hours.</p> <p>DEFECT/ BUG REPORTING PROCESS</p> <p>Brandt will work with NGPC to prioritize defects and determine schedule for resolving defects in the reservation solution. Azure DevOps is used by Brandt staff involved in the Software Development Lifecycle to manage software development tasks through deployment of defect resolution to the licensing solution.</p> <p>The defect management process is as follows:</p>	✓			

Attachment 6
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FUN #	Help Desk	Yes	Customization Required	No	Alternate
	<ol style="list-style-type: none"> 1. Issue is discovered by or reported to NGPC. 2. NGPC triages issue, ensuring its validating and, where appropriate, documenting steps to reproduce. 3. NGPC assigns an issue category based on agreed upon category descriptions. 4. NGPC reports issues to Brandt through one of two channels based on severity: <ul style="list-style-type: none"> o NGPC Internal Ticketing System – Appropriate Brandt staff will automatically receive email/text alerts. o Critical/Blocker issues – Brandt On Call Number. Brandt will provide a contact number that NGPC can call 24/7/365 to report issues. 5. Issues will be routed internally based on issue severity and the nature of the issue. 6. If the issue is submitted as a category “Critical”, Brandt will provide an initial assessment update within 30 minutes. Each update is to include an expected time for receiving the next update. 7. If confirmed to be an application defect, the SA will document the issue in the form of a new ticket within the established software development management system and will establish a link between this ticket and the incoming ticket from NGPC. 8. Assign the ticket to the appropriate resource. This may be a developer, database administrator, or system administrator. 9. Assigned resource will analyze the issue and determine appropriate steps for resolution. If the reported issue is an application bug the issue will be reproduced in our internal development environments. 10. Implement resolution. If the resolution is code or database related, the resolution will be implemented in our internal development environment. Once the resource has validated the resolution, it will be promoted to the test environment and the ticket will be assigned to the quality assurance team for verification. 11. Once the ticket passes the quality assurance team, the code change will be promoted to the Brandt staging environment for client verification and production release and the ticket will be updated accordingly. 12. The priority level of the ticket will determine whether an unplanned, emergency production release is warranted or if the defect will be released in conjunction with a standardized, predetermined release cycle. 				

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FUN #	Help Desk	Yes	Customization Required	No	Alternate
	13. Once the production deployment has occurred, the ticket will be updated to indicate successful resolution and closure.				

FUN #	Training Plan	Yes	Customization Required	No	Alternate
FUN-172 Section VI	Provide a draft training plan.	✓			
	Bidder Response: Please see Appendix 6: Draft Training Plan				

FUN #	Transition Plan	Yes	Customization Required	No	Alternate
FUN-173 Section VI	Provide a draft transition plan.	✓			
	Bidder Response: Please see Appendix 7: Draft Transition Plan				

FUN #	End of Contract Provisions	Yes	Customization Required	No	Alternate
FUN-174 Section VI	Provide a plan to ensure the system remains operational during the transition to a new contractor.	✓			
	Bidder Response: Whether the future system contractor or Brandt manages and controls the transition, user data, historical records, and all non-trade secret or confidential data will be shared timely, accurately and professionally.				

Attachment 6
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FUN #	End of Contract Provisions	Yes	Customization Required	No	Alternate
	<ul style="list-style-type: none"> • Brandt will provide NGPC with a copy of all state data available through the Park Reservation System. <ul style="list-style-type: none"> ◦ Brandt will request a data migration schedule in advance of the transition to understand resource requirements to support the transition of data files. • Brandt will be available for regular status calls / meetings to discuss and support the transition plan. <ul style="list-style-type: none"> ◦ Resources will be made available to participate in pertinent status meetings. 				



TECHNICAL APPROACH

d. Project Work Plan

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



Project Work Plan

PROJECT WORK PLAN – INTRODUCTION

The Project Work Plan describes all the aspects that Brandt will cover in the execution of the NGPC State Park Reservation System. The Project Management Plan describes the aspects of our project management approach as required by the Project Management Body of Knowledge (PMBOK) and agile methodology, and the Work Plan describes the other aspects of the project. We have also supplied a comprehensive project schedule in Microsoft Project. The schedule provides additional details to illustrate the flow of the work and the integration of various components.

PROJECT OVERVIEW

Brandt will collaborate with Nebraska Game and Parks Commission (NGPC) to establish a next generation State Park Reservation System that will empower the agency through innovation and the effective application of modern technology, to expand its product and service offerings, to better engage and retain its customers, to integrate key business systems, and to substantially improve operational efficiency.

As part of Brandt’s customer-focused business model, it is our goal to deliver projects that maximize value for our customers. To facilitate this, we employ a collaborative and agile approach to project management and our business. We recognize that customer needs will evolve and change throughout a project’s life, and our approach to project management and implementation reflects that understanding while remaining aligned to the scope and requirements set forth in NGPC’s RFP.

PROJECT DELIVERABLES

Brandt shall provide project deliverables for the NGPC State Park Reservation System in the form and format agreed to by NGPC using deliverable specification sheets approved by NGPC. The deliverable specification sheets will include, but not be limited to the following information: deliverable title, frequency, draft and final due dates, approval requirements, outline of contents, and delivery of media.

The dates below outline our project schedule. For deliverables with draft delivery dates followed by finalization dates, the draft delivery dates will be used in the table below.

TASK 1: PLANNING		
DELIVERABLE	DELIVERY TIMING	DESCRIPTION
Project Management Plan	Month 1	Project Management will include, at minimum, the following components: project management plan, project team organization, project workplan (schedule, project approach, deliverables, resources, etc.), communications approach, change management approach and the risk management plan.

Project Work Plan	Month 1	Plan includes all key project documents and milestones. The plan focuses on the project objectives, requirement management, project timeline, project documentation deliverables, the development process, and the implementation phase of the project.
Initial Integrated Project Schedule	Month 1	The schedule will be monitored and updated to reflect completed tasks and issued with the status reports.
Risk Management Plan	Month 1	Plan documents the processes, tools and procedures that will be used to manage and control those events that could have a negative impact on the project.
Staffing Management Plan	Month 1	Plan will address resource management, roles and responsibilities for all project members and acquiring staff and skill sets as needed throughout the project.
Project Status Report	Ongoing	Report that will be used to regularly report the status of the project, deliverables, action items and risks.

TASK 2: DESIGN AND DEVELOPMENT SERVICES

DELIVERABLE	DELIVERY TIMING	DESCRIPTION
System Design Plan	Month 2	A document that will include a detailed explanation of how the NGPC State Park Reservation System hardware, software, and network design meets NGPC requirements. The System Design will also provide the screen, program and reports designs for all screens, programs, and reports, whether custom or package provided.
System Security Plan	Month 2	A plan that describes the security tools to be implemented, security infrastructure that will be established (i.e., type and level of hardware, network, database, and software security), and overall features of the security system that will satisfy security and privacy requirements.

TASK 3: TESTING AND DATA MANAGEMENT SERVICES

DELIVERABLE	DELIVERY TIMING	DESCRIPTION
Data Conversion Plan	Month 3	Plan that shall provide a detailed description of the processes, tools, data sources, timelines, roles and responsibilities, and documentation requirements for data conversion activities.
System Test Plan	Month 2	Plan that will describe in detail the approach that will be used for each of the following testing events: Unit Testing, Systems and Integration Testing, Performance/Load/Stress Testing, and User Acceptance Testing (including functional, performance and reliability testing). The Test Plan must describe the methodology of each testing event, testing team members and roles, test environment and testing results tracking software, test data source, approach to developing test cases, and test case formats and types and defect resolution procedures.

TASK 4: IMPLEMENTATION AND OPERATIONS SERVICES

DELIVERABLE	DELIVERY TIMING	DESCRIPTION
Training Plan	Month 5	Plan that details the roles and responsibilities, time frames, strategies, content, activities, and resources necessary to complete required NGPC State Park Reservation System training for agent, NGPC user, and NGPC technical staff.
Transition Plan	Month 3	<p>Plan that describes the overall approach for transitioning to the new NGPC State Park Reservation System production environment. This plan must address the roles and responsibilities, time frames, strategies, content, activities, and resources necessary to complete required NGPC State Park Reservation System transition from both technical and management view.</p> <p>This plan will also identify recommended NGPC organizational roles and responsibilities to effectively utilize and support NGPC State Park Reservation System post-transition.</p>
User Manuals and Training Materials	Month 11	User Manual will include instructions regarding the procedures the end-user will utilize to operate all modules of the system; and a Systems Operating Manual that will provide instructions regarding the phases, steps, and/or processes needed to operate the application and system software, including but not limited to application set up, user ID management, database maintenance and tuning, database and application recovery, systems back-up, and recovery, and tuning and customer/server operations.
Disaster Recovery and Business Continuity Plan	Month 5	Plan that describes how to fully perform, test and/or restore services at a Disaster recovery site.
Operational and Maintenance (O&M) Support Plan	Month 11	Detailed description of the NGPC State Park Reservation System hardware, network, and software maintenance procedures, including preventive maintenance and on-call maintenance, response time, personnel, and State involvement. This plan will also address how the vendor will ensure proper software versions are in place, as well as the approach for implementing software fixes and upgrades post-implementation

PROJECT ADMINISTRATION

Project Plan (Project Schedule)

Brandt has included a draft project schedule plan in this proposal. Brandt plans to review this draft schedule during the kickoff meeting and adjust it based on feedback received. The draft schedule will be maintained over the life of the project and delivered to NGPC on a weekly basis as part of the weekly status report.

Daily Agile Activities

The Brandt project manager will ensure team members participate in all agile activities including a daily standup and backlog grooming. The Brandt team has experience following a hybrid agile methodology for large software development projects. Team members understand the objectives of the daily scrum meetings and are invested in organizing to achieve their commitments for a given sprint.

Daily Scrum Meetings

The Brandt project manager will ensure the team follows the agile methodology. They will ensure the project team members are performing to their best ability by removing obstacles and establishing a successful team environment.

The project manager will facilitate meetings when needed, and work with the product owner to ensure the backlog is groomed and ready for the next sprint. Brandt will leverage Azure DevOps to manage the sprint backlog. The NGPC project manager and other stakeholders will be given access to DevOps.

Weekly Status Reports

The Brandt project manager will provide NGPC with weekly status reports that include a summary of work performed, milestones achieved, planned milestones for the coming week, issues and risks, and recommendations.

Notification Of Problems

The Brandt project manager will notify the NGPC project manager of all problems that impact the deliverables or project schedule as soon as possible. Issues will also be logged on an issues log. This issue log will form a part of the weekly progress reports. This ensures that issues are tracked, ownership is assigned and that they are handled proactively.

Meetings With NGPC Project Manager

In addition to the weekly status meetings, the Brandt project manager will be available to meet with the NGPC project manager upon request to present deliverables, discuss progress, exchange information, and resolve issues.

Maintain Documentation

The Brandt project manager will ensure delivery of all required documents and plans described in this proposal. The NGPC team must review the deliverables within defined time frames to avoid negatively impacting the project completion schedule and timeline.

KEY MILESTONES FOR IMPLEMENTATION

To ensure that each milestone is met, best practices for planning, developing, testing and implementation will be the focus throughout the project. The following areas are all key aspects of the project that Brandt will complete at the level of acceptance set by NGPC.

REQUIREMENTS ANALYSIS AND VALIDATION

As we begin the execution phase, Brandt will collaborate with NGPC to schedule and conduct a series of Requirements Analysis sessions through which we will validate, confirm, and clarify understanding of the system requirements as documented by NGPC in the RFP. Requirements Analysis sessions will be scheduled throughout the software development lifecycle to continuously integrate the software development team with the customer and utilize Agile methodologies to determine business needs, workflow processes, functional processes, interface design, and data requirements of the NGPC State Park Reservation System.

As an output of the prior planning sessions, Brandt will deliver a Functional Requirements Document that confirms understanding of the State Park Reservation System requirements as originally stated in the RFP. This document, in combination with the System Design Document, forms the basis of the Requirements Traceability Matrix required by NGPC's scope of work.

The Brandt team proposes to break the system requirements into multiple iterations by categories. These iterations, accompanied by a hardening iteration, will comprise the full system implementation process. Topics per iteration will be finalized during the project kick off.

Requirement Process for Each Iteration: Each of these tasks aligns with the iteration development cycle in the project schedule.

- RFP requirements reviewed and documented
- Functional Requirements and Traceability Matrix updated by Brandt
- Additional requirement refinement as needed to assist development
- Brandt Development Sprints
- Each Iteration can contain multiple sprints
- Brandt testing of development
- NGPC and Brandt test each iteration and report bugs for further analysis and development
- Brandt development resolves all bugs and pushes corrections with future iteration release for regression testing
- After all iterations are completed, Brandt will complete a three-week final integration and hardening development cycle to account for any remaining bugs / issues reported during the smoke testing and internal testing.
- Brandt releases full development into UAT for acceptance testing.

DATABASE DESIGN

The NGPC State Park Reservation System database will serve as the destination for validated data, and the foundation for the System application. There will be a System database for each environment; development, test, UAT/stage, and production.

Each environment will have an application pointing to the appropriate database.

To support the data migration effort Brandt will establish a migration-staging database used to test the migration process. The migration-staging database will have the same schema as the current legacy databases to replicate the actual production migration. Tables will be added to store record metadata identifying the status of a record relative to the data migration and validation process. The migration-staging database will be used to ensure proper migration protocols have been followed and will be used to populate the production database instance when final migration is to occur. Database flags will be set to indicate if a record has been validated, updated, written to the NGPC State Park Reservation System database, or verified by the NGPC staff to help classify the data being migrated.

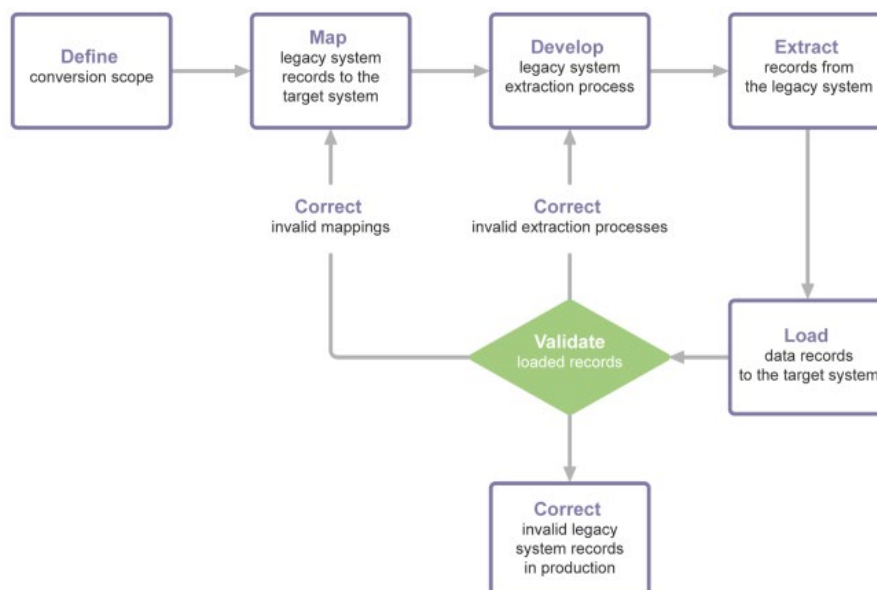
In addition to providing real-time status information, these flags will be used by the applications developed for this solution to enforce the data migration business rules. The NGPC State Park Reservation System will also use a database design featuring unique flags for each record (isOffline and isDeleted) to allow data to be taken offline or appear deleted to the system while preserving this data for audit and recovery purposes.

DATA CONVERSION PROCESS & OUTLINE

The conversion process from the current vendor will be dependent upon the quality and accuracy of the data provided and must therefore be as complete as possible. The data migration process is carefully planned inclusive of steps to ensure data accuracy, format and consistency.

To ensure accuracy, optimization and efficiency while managing the two primary groups of data, our technical teams utilizes a well-practiced approach to data management.

The basic process is illustrated below:



A detailed conversion schedule will be established early in the project and set within the project plan to effectively manage this high-priority constraint.

This schedule includes a contingency plan that can be triggered at multiple points to mitigate risk and ensure the entire project stays on track.

Inventory & Attributes Data Migration

The current NGPC system vendor provides adequate reports for the purposes of collecting necessary Inventory details and attributes.

This basic information becomes the starting point for a detailed park-by-park, item-by-item review. Descriptions, attributes, rates and policies are all carefully reviewed by the Project Team prior to conversion.

The new Nebraska State Park Reservation System will include the following information from the previous systems:

- All Past & Future Reservations – including original reservation numbers
- All Available Customer Information (e.g. name, address, email, phone, reservation numbers)
- Payments – associated with reservations / transactions
- Inventory – including attributes, location, names, SKUs and descriptions

Specifically original Reservation Numbers and Site/Unit Names will be preserved for continuity on existing reservations and continue to be searchable. Inventory names in the new system will be updated with a more marketing and customer-friendly naming convention to support improved communication and sales.

Opportunity for Improvement

Often existing inventory descriptions are limited by their former systems. The detailed process of careful content review provides the perfect opportunity to improve or adjust inventory content to better fit both the realities in the field, and how customers will view each site or facility.

As an example, during the data migration for South Carolina State Parks (SCPRT) from Aspira (RA) to Itinio in 2018, campsite names were updated to reflect a more customer- and marketing-friendly label. Original campsite names for Edisto Beach State Park (e.g. EDIS_Campground_001) were changed to a less cryptic name, in this case “Edisto Beach Campsite 1”. These simple changes go a long way in supporting online marketing efforts and presenting a more modern product.

Assisting with Change

To minimize operational disruption, thoughtful Change Management is applied throughout the migration process. As an example, to accommodate a statewide campsite naming update for SCPRT, the original RA site name was retained on receipts and confirmations alongside the new name. This display continued for the first 13 months – until all reservations brought over from the former system had closed.

High Quality Images

Inventory images are also collected from the current system and carefully reviewed as they are transferred to the new Nebraska CRS image galleries. Just like text data, this is often a good opportunity for improvement – particularly if some current images were taken years ago at lower resolutions.

Reservation Data Conversion

Effective migration of Reservations from one system to another requires planning, practice and coordination between various groups. When mapping out the NGPC Reservation System Implementation Schedule, one of the very first priorities is to set the myriad of target dates required for the migration of reservations data.

Detailed Data Migration Plan

Objective: No Downtime

Since business continuity is critical and the reservations data is constantly changing, a planned switch-over date that absolutely minimizes or even eliminates any reservations downtime is the primary objective of an effective reservations data migration.

The details and schedules of each data migration plan are unique. For a State Parks system, the season, availability of staff for fresh system training, NGPC business rules and the Project Team’s level of confidence in the available vendor and NGPC resources shape the final plan.

Multiple levels of contingency are also built into the data migration plan to ensure that switch-over from the current system to the new State Park Reservation System stays on schedule.

Data Security & Accuracy

The reservations data migration plan involves extensive sample data review and file format confirmation between vendors. Understanding what data can and cannot be shared (e.g. credit card numbers, old passwords), as well as maintaining security on all NGPC customer information, are critical elements to the plan. Typically, to support a data migration at this level, the incumbent vendor will require a secure FTP site to be set up and managed by NGPC in order to accept the data files from the current system.

Brandt will assist the NGPC with this setup and provide support as needed.

TRANSITION IN

Brandt has implemented solutions similar in size and scope within similar time frames as desired by NGPC .

The high performing and all-encompassing nature of Brandt’s CRS platform enables an accelerated implementation and development schedule. Additionally, Brandt will take the following measures to maintain the project schedule and ensure an on-time implementation:

- Develop and follow a detailed Work Breakdown Structure (WBS) in coordination with the project schedule. All project activities must be associated with a defined WBS item to maintain the schedule.

- Any unexpected delays will be evaluated by the Brandt project team and additional human and material resources will be allocated to ensure the delay does not significantly impact the schedule.
- One of the largest risks that can impact the project schedule is the migration, scrubbing, and conversion of legacy data. Brandt begins the conversion process immediately upon project kick off by requesting an initial data file from the current vendor to begin the migration process early on. This approach mitigates the risks associated with this deliverable and supports the project schedule.

TRANSITION OUT

With equal focus and cooperation as transitioning in, Brandt will fully cooperate and ensure an orderly transition to a future system at the end of the contract.

Through frequent communication and close documentation of transition out deliverables, Brandt will meet the needs of NGPC specifically to ensure customers and the agencies have no adverse effects during a transition out. Our company, employees and performance reputation will be on the line and the same level of service received on the first day of the contract will be noticed on the last day.

The expectation for Transition Out is the same for transition in with regards to service interruptions, downtime or blackouts. Unless required by the Agencies there will be no scheduled downtime during the transition.

Transition of Data and services include, but are not limited to data transfers, coordination of services migration, and knowledge transfer.

Brandt will welcome the Agency's full review of performance during transition out activities to ensure quality and continuity of program Service delivery.

Known data to be transitioned out may include Facility Profile Data, Reservation Profile Data (historical and current), Customer Profile Data (active), Authorized User Profile Data (active), Retail Inventory (POS) Profile Data, and any new data collected which shall become the property of the agencies.

Website content such as Facility descriptions, photos, etc.; Operational process documentation, including best practices, training, lessons learned, etc.; and Historical usage reporting during the Contract Term will also be provided.

Brandt fully understands final agreement from the Agencies that the system transition is ready for Go Live will occur only after the following conditions are met:

- Contractor has provided all deliverables promised in the final Transition Plan accepted by the Agency;
- All testing for the System has been completed successfully in accordance with the terms of the Agreement;
- The State notifies the Contractor in writing that it is satisfied and ready to Go Live.

The management and control of the transition, including user data, historical records, and all non-trade secret or confidential data will be shared timely, accurately and professionally. Brandt will provide a full Transition Plan / Checklist and Transition Operation Requests for NGPC and the future vendor.

This planning will ensure a smooth transition and ensure all transition activities occur on schedule.

CODE DEVELOPMENT

The NGPC State Park Reservation System Solution will be implemented using an iterative approach which by design overlaps planning, requirement analysis, development, testing and acceptance. Brandt will work with NGPC to ensure that any required customizations have been fully tested and meet the needs of the state prior to going to production.

Additional steps will be in place to verify this process:

- All user stories and work items used to complete development will be documented in the functional design document and requirements traceability matrix.
- Daily check-ins will occur between developers and the project management and analyst teams to ensure NGPC requirements are being accurately implemented in the system.
- The iterative approach and Brandt’s agile development will allow for NGPC to view early development work and continually be engaged with the development process.

Using the approved Functional Requirements and System Design documents as a blueprint, Brandt will configure and customize our existing base solution using a proven, implementation approach with incremental deliveries. This is a hybrid agile process that has proven to be extremely effective for comparably sized reservation system deployments.

The diagram below depicts the iterative approach that will be implemented to meet NGPC project objectives.



System Development Iterative Approach

The components of this project are as follows:

- The Brandt team will work collaboratively with NGPC to plan four iterations. The composition of each iteration will include a subset of the overall system functionality and will successively build upon the capabilities of the previous iteration.
- Each iteration will be developed in accordance with NGPC’s IT policies and guidelines.
- At the culmination of each iteration’s development cycle a functional and tested release of the NGPC State Park Reservation Solution will be deployed to a staging environment.
- Release notes will be provided to NGPC detailing the composition of the release.
- Brandt will conduct on onsite Design Review meeting to present the release to NGPC stakeholders.
- NGPC will have an opportunity to review the release noting any issues, defects, and potential enhancements using a process mutually agreed upon during the project planning process.
- The outcomes of the NGPC review will be discussed and analyzed collaboratively with issues and defects addressed in the subsequent iteration and enhancements documented accordingly.

- Following the third release, the NGPC Solution will be functionally complete and will enter a hardening period that includes final integration and performance testing by Brandt.
- The hardening period is a three-week development sprint that Brandt will utilize to complete any open bugs, make refinements to the code stack to focus on performance, and complete a refresh of the full development code base.

SYSTEM TESTING

Comprehensive testing will ideally occur as each sprint delivery occurs to maximize the value of the agile delivery process. Under Brandt’s hybrid agile approach, completed modules can be delivered, deployed, tested, and fully implemented in the production environment to provide incremental value to NGPC earlier in the process in accordance with agile best practices. Brandt is flexible in this approach and will work with NGPC to develop and deliver a plan to deploy, test, and implement the NGPC State Park Reservation System. At a minimum, Brandt’s Test Plan will incorporate the following testing practices and methods as required by the RFP.

- Functional qualification testing (FQT)
- Regression testing
- Systems integration testing (SIT)
- User acceptance testing (UAT)
- Systems integration testing (SIT)
- Performance testing (PT)
- End-to-end testing
- Product verification testing (PVT)

Brandt Testing Responsibilities:

- Test plans including detailed test conditions and expected test results.
- Develop, finalize, and approve acceptance test criteria and procedures with NGPC.
- Develop acceptance test data and conditions with NGPC.
- Provide test data for system testing.
- Document and provide results of system tests.
- Work with development team to track reported defects and determine resolution.
- Deploy fixes to reported defects and retest as needed.
- Brandt will be responsible for completion of all levels of testing other than User Acceptance Testing. Brandt will work with NGPC throughout User Acceptance Testing, but NGPC has ultimate approval of completion of User Acceptance Testing.

NGPC Testing Responsibilities:

- Attend all design reviews with all appropriate stakeholders.
- Assign and make available resources to perform review and feedback for each iteration during the timeline outlined in the project schedule.

- Assign and make available resources identified to perform User Acceptance Testing during the timeline outlined in the project schedule.
- Develop, finalize, and approve acceptance test criteria and procedures with Brandt.
- Develop acceptance test data and conditions with Brandt.
- Conduct State’s acceptance testing which will include sample of converted data.
- Record bugs/defects found, if any, in the format provided within the test plan, with enough information to reproduce the bug/defect.
- Re-test the scenario or test case(s) and close defect.
- Review defect summary report and discuss and mutually agree on a resolution plan for residual defects.
- Signoff on acceptance of each user story as tested within the User Acceptance Testing and ultimately the acceptance of the system.
- Ensure that end users have completed their testing and report back to the NGPC test lead.

TRAINING

As part of our project planning phase, Brandt will prepare and deliver to NGPC a Training Plan that will document all training requirements. This Training Plan is subject to NGPC approval. Upon approval of the Training Plan and the delivery of the software, Brandt will implement the plan to conduct training in accordance with the approach agreed upon with NGPC. In addition to preparing the Training Plan and conducting trainings in accordance with the plan, Brandt will prepare and deliver a user manual for the system to provide NGPC’s users with a reference that documents the system workflows and can guide their interaction with the system.

State Agency Training

Brandt will produce a training manual that is organized around specific functions of the system. The training material will include concept-related information as well as step-by-step instructions for executing the specific application functions. Each attendee will receive an electronic copy of this training manual. The training manual will incorporate visual aids to provide additional clarity and reinforce concepts. The system user manual will be posted on the applications Help Page and will be presented to the user based on their role.

Technical Support Training

The staff providing technical support will need additional training to cover anticipated technical support issues.

Technical support staff will be provided system technical documentation to provide additional information that will be utilized for this training. This portion of the training will assist technical support staff in everyday management of creating and modifying tickets to record their communication with the customer and agents, as well as recreate system issues for troubleshooting the system hardware and software.

A trouble-shooting guide will be developed in addition to the training/user guide for use by technical support staff.

Park Staff Training

The Brandt Team will provide NGPC park staff access to an online training module that includes curriculum developed and organized into lesson plans focusing on specific core skills and learning objectives, such as executing a transaction or updating a customer profile.

All park staff will be responsible for taking the online training course and corresponding test after their system user account is created. Brandt will work with NGPC to identify what standards must be met to complete the training.

Brandt will track when staff complete the training and provide a test for each user to complete that covers all training topics. The training will take place using the systems identification tests functionality that includes the ability to upload training materials and study guides that are to be reviewed prior to taking a test on the curriculum. This tool will allow the system to track completion of the training and the users test scores.

The training process, on a high level, has been outlined in the accompanying illustration:



TRANSITION TO NEW NGPC STATE PARK RESERVATION SYSTEM

Our team understands that transitioning is a process that requires planning and resources to ensure a successful and responsible transfer. The key to planning this initiative is to establish a methodology framework which fosters a respectful yet aggressive transition schedule. Over the course of the transition period, Brandt will work closely with NGPC to ensure that a successful knowledge transfer occurs, that ongoing operations remain stable, and ultimately, that the system is transitioned successfully with minimal interruption in service.

Transition or cut over will be according to a Cutover Plan. The Cutover Plan addresses items such as:

- **Site readiness** – Ensure that all individual sites are ready for cut over to production by preparing people, process, and technology for the cut over. It is important to assemble a core team, as well as support from outside teams to facilitate a smooth cutover.
- **Cutover** – This is executed according to the Cutover Plan. The cut over includes building the production system and carrying out all conversation activities for go -live.
- **Go Live Support** – This includes support for the end users after the production system goes live, roll back plans, handling of incidents, crisis management, and help desk support.
- **Training** – End-user training is discussed in detail in the Training Plan attached to this proposal. Training is an important part of a successful transition to the new NGPC State Park Reservation System. It is important that users are made available for training as scheduled to give them every opportunity to transition effectively to the new system.
- **Change Management** – It is important that the end users have sufficient support as they transition to the new system. All the mechanisms for this support as agreed with the NGPC will be included in the final Transition Plan.
- **Communication** – This section is closely related to the Communication Plan section in this document. Closer to the cut over, a detailed plan will be put in place for all the communications channels that must be in place to facilitate a successful transition. This includes channels for support, issue logging, and emergency escalation.

PROJECT TEAM RESPONSIBILITIES

Building a cohesive project team that provides adequate coverage for all required project roles is critical to project success. Equally important is to define and communicate each team member's roles in the project and the responsibilities that are inherent in that role.

The following describes the primary responsibilities for key project roles:

Project Manager

The Project Manager is responsible for:

- Primary point of contact for NGPC
- Ensuring communications with NGPC Project Manager
- Ensure alignment of project scope vs. requirements defined in RFP
- Delivering the project on time, within budget and to specification
- Managing project staff, sub-consultants, customers, and all other project stakeholders
- Undertaking the activities required to initiate, plan, execute and close the project successfully.
- Overseeing and reporting on the progress of the project
- Ensuring stakeholder awareness for all risks, issues, and change requests and balancing action plans with project scope, schedule, budget and timeline expectations
- The project manager is also fulfilling the role of agile scrum master.

Account Director

The Account Manager is responsible for:

- Ensuring communications with NGPC Sponsors as needed
- Ensuring project direction and outcomes are aligned to NGPC objectives as stated in the RFP
- Ensuring sponsorship from the greater Brandt organization as required

Senior Parks Implementation Consultant

The Senior Parks Implementation Consultant is responsible for:

- Provides Itinio platform expertise gained from multiple implementations
- Provides retail inventory configuration and conversion assistance
- Manages initial POS Station setup and ongoing retail sales support
- Subject matter expert responsible for cashier and reservations training
- Coordinates QuickSale POS technical details with implementation team

Business/Systems Analyst

The Lead Business Analyst/Systems is responsible for:

- Lead requirements gathering and documentation efforts
- Lead integration, system, and acceptance testing

- Lead requirements validation and quality assurance
- Supports application design efforts
- Supports the development of training and implementation material
- Supports Quality Control efforts
- Provides post-implementation support

Technical Lead

The Technical Lead is responsible for:

- Directing and implementing system design and development activities
- Conducting process and code reviews
- Assisting with the analysis and validation of project requirements
- Reporting progress of the execution of tasks to the Development Manager
- Escalating risks and issues to be addressed by the Project Manager

Applications Development Team

The development team is responsible for:

- Assisting with the analysis and validation of project requirements
- Executing project tasks assigned by the Technical Lead
- Participating in application and database design and development activities
- Reporting progress of the execution of tasks to the Development Manager
- Escalating risks and issues to be addressed by the Project Manager

Quality Assurance Manager

The Quality Assurance Manager is responsible for:

- Defining an overarching Test Strategy
- Developing a detailed Test Plan covering all testing events
- Collaborating with Project Stakeholders to estimate and schedule testing resources
- Ensuring all testing activities are comprehensive and complete
- Managing and responding to software quality assurance issues
- Establishing Quality Assurance metrics and key performance indicators for ongoing visibility into quality levels
- Maintaining ultimate responsibility for assuring that all projects are defect-free and compliant with business and technical specifications

Quality Assurance Team

The Quality Assurance team is responsible for:

- Defining scope of testing within the context of each release
- Participating in iteration planning sessions
- Working with Development Manager and Technical Lead to define testing process and schedule

- Developing and Executing Tests
- Reporting outcome of tests to Development Lead

Database Administrator

The Database Administrator is responsible for:

- Supporting Database design activities
- Maintenance and monitoring of testing and production databases.
- Performance analysis and tuning activities.
- Participating in application design activities.
- Reporting progress of the execution of tasks to the Applications Manager.

Database Development Lead

The Database Development Lead is responsible for:

- Planning, executing, and validating data migration efforts
- Stored procedure development
- Performance analysis and tuning activities
- Supporting Database design activities
- Participating in application design activities
- Reporting progress of the execution of tasks to the Applications Manager

Data Warehouse / Business Intelligence Lead

The Data Warehouse / Business Intelligence is responsible for:

- Data Warehouse Design and Implementation
- Development of ETL processes for Data Warehouse population
- Performance analysis and tuning activities
- Configuration of Business Intelligence tools

Operations & Support Team

The Operations and Support Team is responsible for:

- Performing maintenance to fix system issues or application bugs, to optimize the system, or to keep the application up to date with its environment
- Maintaining performance in accordance with approved SLA
- Coordinating with the Help Desk Team to identify system or application issues and provide timely solutions
- Reporting progress to the Project Manager

Help Desk Team

The Help Desk Team is responsible for:

- Providing Help Desk services
- Coordinating with the Operations and Maintenance team to obtain issue resolution

- Tracking issues submitted by NGPC personnel via telephone or internet and the issue resolutions
- Reporting status to the Project Manager of call center manager

Marketing Team

The Marketing Team is responsible for:

- Coordinating all efforts for the marketing requirements as set forth in the RFP
- Coordinating efforts with the minority partners who will be supporting this section
- Quality control of all marketing deliverables
- Resolution of all issues that may arise as a part of the marketing efforts



TECHNICAL APPROACH

e. Deliverables & Due Dates

PREPARED FOR: State of Nebraska, Department of Administrative Services, Material Division, State Purchasing Bureau
Nebraska Game & Parks Commission

RFP NAME: State Park Reservation System
RFP #: RFP 6909 Z1

DUE DATE: September 24, 2024



Deliverables & Due Dates

Project Deliverables are identified and outlined in the table below.

Brandt shall provide project deliverables for the Solution in the form and format agreed to by the Agency using deliverable specification sheets approved by the Agency. The deliverable specification sheets will include, but not be limited to the following information: deliverable title, frequency, draft and final due dates, approval requirements, outline of contents, and delivery of media.

Brandt’s deliverables are outlined in the table below. Brandt shall provide project deliverables for the NGPC State Park Reservation System in the form and format agreed to by NGPC using deliverable specification sheets approved by NGPC. The deliverable specification sheets will include, but not be limited to the following information: deliverable title, frequency, draft and final due dates, approval requirements, outline of contents, and delivery of media.

The due dates below are Brandt’s draft project schedule. For deliverables with draft delivery dates followed by finalization dates, the draft delivery dates will be used in the table below.

Task 1: Planning		
Deliverable	Delivery Timing	Description
Project Management Plan	Month 1	Project Management will include, at minimum, the following components: project management plan, project team organization, project workplan (schedule, project approach, deliverables, resources, etc.), communications approach, change management approach and the risk management plan.
Project Work Plan	Month 1	Plan includes all key project documents and milestones. The plan focuses on the project objectives, requirement management, project timeline, project documentation deliverables, the development process and the implementation phase of the project.
Initial Integrated Project Schedule	Month 1	The schedule will be monitored and updated to reflect completed tasks and issued with the status reports.
Risk Management Plan	Month 1	Plan documents the processes, tools and procedures that will be used to manage and control those events that could have a negative impact on the project.
Staffing Management Plan	Month 1	Plan will address resource management, roles and responsibilities for all project members and acquiring

		staff and skill sets as needed throughout the project.
Project Status Report	Ongoing	Report that will be used to regularly report the status of the project, deliverables, action items and risks.

Task 2: Design and Development Services

Deliverable	Delivery Timing	Description
System Design Plan	Month 2	A document that will include a detailed explanation of how the system’s hardware, software, and network design meets NGPC requirements. The System Design will also provide the screen, program and reports designs for all screens, programs, and reports, whether custom or package provided.
System Security Plan	Month 2	A plan that describes the security tools to be implemented, security infrastructure that will be established (i.e., type and level of hardware, network, database, and software security), and overall features of the security system that will satisfy security and privacy requirements.

Task 3: Testing and Data Management Services

Deliverable	Delivery Timing	Description
Data Conversion Plan	Month 3	Plan that shall provide a detailed description of the processes, tools, data sources, timelines, roles and responsibilities, and documentation requirements for data conversion activities.
System Test Plan	Month 2	Plan that will describe in detail the approach that will be used for each of the following testing events: Unit Testing, Systems and Integration Testing, Performance/Load/Stress Testing, and User Acceptance Testing (including functional, performance and reliability testing). The Test Plan must describe the methodology of each testing event, testing team members and roles, test environment and testing results tracking software, test data source, approach to developing test cases, and test case formats and types and defect resolution procedures.

Task 4: Implementation and Operations Services

Deliverable	Delivery Timing	Description
Training Plan	Month 5	Plan that details the roles and responsibilities, time frames, strategies, content, activities, and resources necessary to complete required training for park staff, NGPC user, and NGPC technical staff.
Transition Plan	Month 3	Plan that describes the overall approach for transitioning to the new State Parks Reservation System production environment. This plan must address the roles and responsibilities, time frames, strategies, content, activities, and resources necessary to complete the required State Parks Reservation System transition from both technical and management view. This plan will also identify recommended NGPC organizational roles and responsibilities to effectively utilize and support the State Parks Reservation System post-transition.
User Manuals and Training Materials	Month 11	User Manual will include instructions regarding the procedures the end-user will utilize to operate all modules of the system; and a Systems Operating Manual that will provide instructions regarding the phases, steps, and/or processes needed to operate the application and system software, including but not limited to application set up, user ID management, database maintenance and tuning, database and application recovery, systems back-up, and recovery, and tuning and client/server operations.
Disaster Recovery and Business Continuity Plan	Month 5	Plan that describes how to fully perform, test and/or restore services at a Disaster recovery site.
Operational and Maintenance (O&M) Support Plan	Month 11	Detailed description of the NGPC system hardware, network, and software maintenance procedures, including preventive maintenance and on-call maintenance, response time, personnel, and State involvement. This plan will also address how the vendor will ensure proper software versions are in place, as well as the approach for implementing software fixes and upgrades post-implementation



APPENDIX 1

Brandt Audited Financial Statements

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The background of the page is a 3D isometric map of a campsite. The map is composed of various colored polygons representing different terrain types: green for grass, brown for dirt, and blue for water. In the center, there is a white tent with a dark roof. To the right, there is a yellow tent and two wooden chairs. To the left, there is a white building with a dark roof. The map is viewed from an elevated perspective, showing the layout of the campsite and its surroundings.

APPENDIX 2

Security & Compliance Documentation

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Payment Card Industry (PCI) Executive Report

06/06/2024

ASV Scan Report Attestation of Scan Compliance

A.1 Scan Customer Information				A.2 Approved Scanning Vendor Information			
Company:	Brandt Information Services LLC			Company:	Qualys		
Contact Name:	Evan Henson	Job Title:	Systems Administrator	Contact Name:	Qualys PCI Support	Job Title:	Qualys PCI Support
Telephone:	850-577-4983	Email:	evan.henson@brandtinfo.com	Telephone:	+1(866)801-6161	Email:	support@qualys.com
Business Address:	501 N Duval St,			Business Address:	919 E Hillsdale Blvd, 4th Floor		
City:	Tallahassee	State/Province:	Florida	City:	Foster City	State/Province:	California
ZIP/postal code:	32301	Country:	United States of America	ZIP/postal code:	94404	Country:	United States of America
URL:				URL:	http://www.qualys.com/		

A.3 Scan Status			
Date scan completed	06/04/2024	Scan expiration date (90 days from date scan completed)	09/02/2024
Compliance Status	PASS	Scan report type	Full scan
Number of unique in-scope components scanned			26
Number of identified failing vulnerabilities			0
Number of components found by ASV but not scanned because scan customer confirmed components were out of scope			0

A.4 Scan Customer Attestation

Brandt Information Services LLC attests on 06/05/2024 at 17:49:32 GMT that this scan (either by itself or combined with multiple, partial, or failed scans/rescans, as indicated in the above Section A.3, "Scan Status") includes all components which should be in scope for PCI DSS, any component considered out of scope for this scan is properly segmented from my cardholder data environment, and any evidence submitted to the ASV to resolve scan exceptions - including compensating controls if applicable - is accurate and complete.

Brandt Information Services LLC also acknowledges 1) accurate and complete scoping of this external scan is my responsibility, and 2) this scan result only indicates whether or not my scanned systems are compliant with the external vulnerability scan requirement of PCI DSS; this scan result does not represent my overall compliance status with PCI DSS or provide any indication of compliance with other PCI DSS requirements.

A.5 ASV Attestation

This scan and report was prepared and conducted by Qualys under certificate number 3728-01-15, according to internal processes that meet PCI DSS requirement 11.3.2 and the ASV Program Guide.

Qualys attests that the PCI DSS scan process was followed, including a manual or automated Quality Assurance process with customer boarding and scoping practices, review of results for anomalies, and review and correction of 1) disputed or incomplete results, 2) false positives, 3) compensating controls (if applicable), and 4) active scan interference. This report and any exceptions were reviewed by Qualys PCI Support





Brandt Incident Response Plan

In case of an unauthorized disclosure or security breach and upon initial reports of the security breach, the project manager will begin the process of contacting appropriate personnel on the incident response call tree. Once members of the security incident response team have been contacted the process will begin to determine the nature of the security breach. Brandt takes the utmost care to ensure that our solutions are compliant and that the risk of a breach is minimal. In the unlikely event of a breach Brandt will provide the Agency with full support to investigate and mitigate any affects that may arise.

Brandt’s security team handles all security related incidents in a proactive manner, giving updates as frequently as possible, and as described in our security plan and dictated by our service level agreements.

Brandt maintains a data breach response team. The team consists of the security and network engineers, senior management, legal and human resources representatives. In the event of a potential incident, an incident response plan will go into effect. The incident response plan is represented in the diagram below.

If a security breach were to occur, we must be prepared to respond swiftly and effectively to mitigate any further damages. Structured protocol is extremely important for incident response initiatives as it achieves the following:

	Responding immediately with best-of-breed information security practices.
	Isolating the affected systems as quickly as possible, helping minimize the threat to other critical system resources.
	Helping minimize system downtime, while restoring critical infrastructure to full operational capabilities as quickly as possible.
	Providing a “lessons learned” approach for every incident, regardless of size, scale, complexity, and severity.

Comprehensive incident response measures require participation and involvement from everyone within Brandt from senior management all the way down to the end-user of systems – along with being aware of the following core components of incident response:

- Preparation
- Detection
- Initial Response & Containment
- Security Analysis, Recovery, and Repair
- Communication
- Post Incident Activities and Awareness
- Training and Testing

In accordance with mandated organizational security requirements set forth and approved by management, Brandt has established a formal incident response policy and supporting procedures. This policy is to be implemented immediately along with all relevant and applicable procedures. Additionally, this policy is to be evaluated on an annual basis for the purpose of ensuring its adequacy and relevancy regarding Brandt's needs and goals.

This policy and supporting procedures encompass all system components that are owned, operated, maintained, and controlled by Brandt Information Services and all other system components, both internally and externally, that interact with these systems.

- Internal system components are those owned, operated, maintained, and controlled by Brandt and include all network devices (firewalls, routers, switches, load balancers, other network devices), servers (both physical and virtual servers, along with the operating systems and the underlying application(s) that reside on them) and any other system components deemed in scope.
- External system components are those owned, operated, maintained, and controlled by any entity other than Brandt but for which such external resources may impact the confidentiality, integrity, availability (CIA) and overall security of the aforementioned description of "Internal system components".

Roles and Responsibilities

Implementing and adhering to organizational policies and procedures is a collaborative effort, requiring a true commitment from all personnel, including management, internal employees and users of system components, along with vendors, contractors, and other relevant third parties. Additionally, by being aware of one's roles and responsibilities as it pertains to Brandt's information systems, all relevant parties are helping promote the Confidentiality, Integrity, and Availability (CIA) principles for information security in today's world of growing cybersecurity challenges.

- **Management Commitment:** Responsibilities include providing overall direction, guidance, leadership and support for the entire information systems environment, while also assisting other applicable personnel in their day-to-day operations. Brandt's CTO is to report to other members of senior management on a regular basis regarding all aspects of the organization's information systems posture.
- **Internal Employees and Users:** Responsibilities include adhering to the organization's information security policies, procedures, practices, and not undertaking any measure to alter such standards on any Brandt system components. Additionally, end users are to report instances of non-compliance to senior authorities, specifically those by other users. End users – while undertaking day-to-day operations – may also notice issues that could impede the safety and security of Brandt system components and are to also report such instances immediately to senior authorities.
- **Vendors, Contractors, other Third-Party Entities:** Responsibilities for such individuals and organizations are much like those stated for end users: adhering to the organization's information security policies, procedures, practices, and not undertaking any measures to alter such standards on any such system components.

Policy

Brandt is to ensure that all applicable users adhere to the following policies for purposes of complying with the mandated organizational security requirements set forth and approved by management:

- The Incident Response plan includes, at a minimum, roles, responsibilities and communication strategies in the event of a compromise, including, also at a minimum, notification of the payment brands.
- The Incident Response plan includes specific incident response, business recovery and continuity procedures and data backup processes.
- The Incident Response plan includes legal requirements for reporting any compromises to the cardholder data environment.
- The Incident Response plan includes coverage and response mechanisms for all critical system components and all other IT resources deemed critical by Brandt.
- The Incident Response plan also includes reference or inclusion of incident response procedures from the payment brands.
- The Incident Response Plan is to be tested annually.
- Designated personnel are available for 24/7 incident response and monitoring coverage for any evidence of unauthorized activity, detection of unauthorized wireless access points, critical Intrusion Detection Systems (IDS) alerts and/or reports of unauthorized critical system or content file changes.
- Staff with responsibilities for security breach responses is periodically trained.
- Monitoring and responding to alerts from security systems including detection of unauthorized wireless access points constitute an important component of the Incident Response plan.
- Processes are in place to modify and evolve the incident response plan according to lessons learned and to incorporate industry developments as needed.

The seven (7) main categories of the Incident Response plan include the following:

1. Preparation
2. Detection
3. Initial Response and Containment
4. Security Analysis | Recovery and Repair
5. Communication
6. Post Incident Activities and Awareness
7. Training and Testing

1. Preparation

All Brandt Information Services, LLC employees and other applicable third-party entities should be aware of common security threats and computer incidents that may potentially compromise the organization's network infrastructure, cause harm to other related systems, or pose a significant financial, operational or business threat to the organization as a whole. The incident response plan should be viewed as a set of procedures for examining a computer security incident, which includes preparing for, detecting, responding to, containing, recovering from, and any other necessary

post-incident activities. There are numerous security threats and computer incidents that are potentially detrimental to any organization, such as the following:

- Malicious or careless employees
- Malware (computer viruses, worms, trojan horses, most rootkits, spyware and other malicious and unwanted software)
- Social engineering
- Spam
- Spoofing and phishing
- Denial of service
- Distributed denial of service
- Man-in-the-middle attacks
- Additional network attacks, including hacking and other common attack vectors
- Physical and environmental conditions resulting in threats to the organization's system resources

Adequately preparing for an incident requires security personnel to be aware of common threats to systems and to implement safeguards and control mechanisms that protect system resources within Brandt.

Additionally, all system resources deemed critical by Brandt Information Services, LLC must be securely hardened with best-of-breed hardening and configurations standards at all times. Sources used may include, but are not limited to, the following:

- SANS
- NIST SP 800 Publications
- United States Computer Emergency Readiness Team (US-CERT)
- National Security Agency (NSA) hardening documents
- CIS Security Benchmarks Division
- OWASP
- Vendor specific hardening guidelines
- MITRE community driven information security consortiums
 - Open Source Vulnerability Database (OSVDB)
 - Common Configuration Enumeration (CCE)
 - Common Vulnerabilities and Exposures (CVE)
 - Common Platform Enumeration (CPE)
 - Common Weakness Enumeration (CWE)
 - Malware (MAEC)
 - Cyber Observables (CyboX)
 - Structured Threat Information Expression (STIX)
 - Trusted Automated Exchange of Indicator Information (TAXII)
 - Making Security Measurable (MSM)

- Open Vulnerability and Assessment Language (OVAL)
- Common Attack Pattern Enumeration and Classification (CAPEC)

The numerous policy and procedure guidelines outlined within this document serve as an excellent resource for ensuring adequate safeguards are in place for these very systems and critical IT resources. Furthermore, the Brandt awareness training initiatives provide excellent resources that allow employees to keep abreast of significant threats to Company assets.

INCIDENT RESPONSE TEAM

Moreover, a documented Incident Response Team (IRT) is to have clear roles and responsibilities for properly responding to any incident. Preparation is just as important as the response to the incident. Other aspects of preparing for an incident include the necessary steps, processes and procedures to take once an incident has occurred. This also includes an understanding of what actions are to be taken with respective third parties, if necessary, such as clients, law enforcement agencies, local/federal/state agencies, the media and any other third parties considered to be within scope.

Brandt Information Services, LLC's IRT is to consist of the following assigned titles and respective roles and responsibilities for effectively preparing, detecting, responding, containing and recovering from an incident, while undertaking post incident activities and awareness:

- **Chief Technology Officer (CTO) | Chief Information Officer (CIO):** Responsibilities include providing overall direction, guidance, leadership and support for the organization's entire incident response platform, while also assisting other applicable personnel in their day-to-day operations. The CTO | CIO is to report to other members of senior management on a regular basis regarding all aspects of the organization's information systems posture, which includes incident response.
- **Director of Information Technology | Senior Information Security Officer:** Responsibilities include researching and developing incident response measures for all in-scope system resources. This will require extensive identification of industry benchmarks, standards, and frameworks that can be effectively utilized by Brandt for effectively preparing, detecting, responding, containing and recovering from an incident, while undertaking post incident activities and awareness.
- **IRT Security Officer:** Responsibilities for this individual includes daily operational oversight of all incident response initiative, such as the following:
 - Ensuring policies and procedures are kept current and being adhered to as stated.
 - Ensuring that any incidents are reported and documented accordingly.
 - Aiding and facilitating all necessary response, mitigation, and resolution matters with Brandt Information Services, LLC IRT network engineers and systems administrators.
 - Effectively communicating upstream to senior management regarding incidents and all other necessary information.
 - Tracking and monitoring all activities relating to incidents, from initial reporting to final resolution and "lessons learned".
 - Adequately identifying ongoing training needs of the organization.

- **IRT Network Engineers and Systems Administrators:** Responsibilities for these individuals include actually implementing many of the operational, technical, and security procedures and related practices for incident response. Because these individuals often serve as the “front line” of defense, their actions are vitally critical for helping ensure the safety and security of all enterprise-wide system resources, should a security incident occur. IRT network engineers and system administrator roles and responsibilities include the following:
 - Receiving incident alerts and making preparations immediately for responding to such threats.
 - Responding to threats, such as undertaking all necessary measures for ensuring the confidentiality, integrity, and availability (CIA) of critical Brandt Information Services, LLC system resources. This generally includes provisions for isolating and quarantining affected or suspected systems.
 - Assessing the severity of any incidents and making necessary technical changes to critical system resources immediately for protecting other Brandt assets.
 - Restoring systems as needed, along with providing technical overview for final "lessons learned" analysis.

Description of Brandt’s Incident Response Team

Corporate Role
President / Chief Technology Officer (CTO)
Director of Information Technology
IRT Security Officer / Compliance Manager
IRT Network Engineer and Systems Administrator

2. Detection

Actively searching for threats is important for keeping the business safe. To find threats, you need a team that monitors and manages your environment 24x7x365, using advanced technology and analytics.

Detecting an incident requires a true commitment by all employees to be constantly aware of their surroundings for any type of social engineering, physical or environmental threat. Additionally, detection also requires due diligence and consistency by authorized employees regarding the secure configuration and review of network and system logs, being aware of network traffic anomalies and any suspicious or disruptive network patterns or incidents. Employees responsible for reviewing network and system logs (firewalls, routers, switches, IDS/IPS, operating systems, applications, databases, etc.) are, as a result of these reviews, to report any malicious, suspicious or disruptive event immediately to the Incident Response Team.

Moreover, detection also requires comprehensive monitoring of alerts from various information systems, such as firewalls, Intrusion Detection (IDS), Intrusion Prevention Systems (IPS), and all other applicable systems. Such systems serve as the frontline of defense when it comes to detecting and protecting an organization’s network.

Brandt leverages proactive threat detection and rapid remediation tools. Detection is a vital component of the Incident Response plan, along with having a current asset inventory list of all critical system resources since IRT personnel will

need to be aware of what systems may be affected. As such, Brandt is to identify all applicable unique identifiers and necessary data elements for successfully tracking and managing such inventory. At a minimum, the following elements are to be used for asset inventory, when applicable:

- Type of system resource – Network devices (firewalls, routers, switches, load balancers, etc.)
- Type of system resource – Servers (physical and or/logical, and the underlying operating systems and applications residing on such servers)
- Version number or application type
- Primary function
- Physical element: A stand-alone product, or a virtual element, such as an instance, etc.
- Internal hostname
- Name of product or solution (such as the vendor purchased from)
- Serial number some other type of non-hostname identification element
- Relevant IP or routing information (if applicable)
- Physical location and logical location
- Party or parties responsible for system administration
- End users of system

3. Initial Response and Containment

Any incident deemed to be a threat to the organization requires a rapid response from authorized personnel, such as the IRT personnel. This rapid response will follow a standard course of action designed to minimize the impact of the incident to the organization's critical network and system infrastructure.

The following documented response mechanisms serve as best practices for incident response and containment within the organization:

Initial Response

- For any incident that has been detected, IRT personnel are to be immediately notified.
- IRT personnel are to formally assume control and to identify the threat and its severity to the organization's information systems. Specifically, the following levels are to be used for determining severity and the appropriate response mechanisms:
 - **LOW:** There is a MINIMAL impact on the organization from this incident. Examples include, but are not limited to, the following: email spam, Probes and network mapping.
 - **MEDIUM:** There is a SIGNIFICANT impact on the organization from this incident. Examples include, but are not limited to, the following: short-term system downtime, password cracking attempts.
 - **HIGH:** There is a SERIOUS impact on the organization from this incident. Examples include, but are not limited to, the following: distributed denial of service (DDoS), breach of customer specific Personally Identifiable Information (PII), unauthorized system access.
- ACRONYM will be notified within 24 hours of any security breach affecting the system or affecting other Vendor systems using any technology components of system (e.g. server, authentication processes, and system architecture).

Documentation

- **Note:** Documentation is imperative for incident response practices, thus authorized IRT personnel are to officially open an incident response ticket via completion of a comprehensive form provided for such events. Because the severity of incidents varies, it is understandable that many times the first and most important task will be to immediately contain the incident, and then subsequently complete the applicable form.

Identification

- In identifying the threat, IRT personnel are to specifically identify which resources, both internal and external, are at risk and which harmful processes are currently running on resources that have been identified as *at risk*.

Containment and Isolation

- IRT personnel are to determine whether the resources at risk (hardware, software, etc.) require physical or logical removal. Resources posing a significant threat to the continuity of the business are to be immediately removed or isolated, either physically or logically. Resources that may require physical or logical removal or isolation may include any Brandt Information Services, LLC owned, operated or maintained system resources.
- When permissible, backups are to be conducted for the affected systems onto new media as this provides a critical snapshot of the system during its compromised state. This backup, though not advisable for any production restores, can be used for forensic analysis for learning more about how the incident came about.

Evidence Collection and Investigation

Begin putting together a list of items considered as evidence, which may be any number of electronic resources, interviews taken from various individuals, etc. Additionally, avoid tactics that may alert the suspected person or persons responsible for such acts as it may allow them to begin concealing evidence, covering their digital trail - or worse - moving onto other areas within the network. Additional evidence collection and investigative procedures also include the following:

- Understanding how the incident occurred and what led to the compromise.
- Reviewing all necessary documentation.
- Interviewing personnel as needed.
- Examining any third-party providers and their respective products and services that are utilized within Brandt Information Services, LLC's network architecture.
- If warranted, a third-party resource for assisting in the investigation of the incident may be utilized (this will be done at the management's discretion).

If the incident has affected the cardholder data environment in any way, and has impacted the system components within this environment, Brandt Information Services, LLC must immediately report the incident, its severity and other essential information to the major payment brands.

If the incident has in any way resulted in a criminal matter that may be readily identified, Brandt Information Services, LLC must immediately report it to law enforcement officials, such as the following:

- Local law enforcement
- The United States Secret Service (for credit card fraud)
- The Federal Bureau of Investigation (FBI)

4. Security Analysis | Recovery and Repair

With the affected system resources now logically and/or physically removed from the Brandt Information Services, LLC network and/or isolated, forensic analysis is to be undertaken for thoroughly examining all applicable data as necessary. This includes conducting the following activities:

- Review of system settings, such as configuration files, and all changes made to such settings.
- Review of all output data, such as logs (i.e., log files, history file, trace files, error files, etc.) and other relevant audit trails.
- Review of all data files, and all changes made to such data.
- Utilizing any pre-installed security tools, such as File Integrity Monitoring, logging tools Intrusion Detection | Prevention Tools (IDS | IPS), etc.
- Actively search for malicious code, scripts, and other files left behind, such as trojan horses, logic bombs, sniffing tools, etc.

IRT personnel and other authorized I.T. personnel will work in a diligent manner in repairing and/or replacing the affected system. Because the device in question can vary, it's important to configure and build the specified system resource in accordance with industry leading provisioning and hardening guidelines, such as removing unnecessary services, ports, and protocols, removing default usernames and passwords, while also employing current vendor security patches, along with anti-malware solutions, as necessary. Additional restore, recovery, and repair procedures also include the following:

- Restoring systems from clean backups (a trusted source only).
- Completely rebuilding systems as needed and warranted.
- Replacing systems as needed (this includes all system resources and any other IT resources deemed critical by Brandt Information Services, LLC.)
- Reconfiguring network security (stronger, more adaptive configuration and hardening rules) for all system resources and any other IT resources deemed critical by Brandt.

In summary, the recovery procedures will be commensurate with the incident that has occurred. This will be conducted on a case-by-case basis with all aspects of the recovery process fully documented. It is therefore vitally important to have a team of IRT personnel in place at Brandt Information Services, LLC that consist of security, technical, operational, managerial, and forensic experts for helping facilitate rapid and comprehensive measures relating to all aspects of incident response.

5. Communication

IRT personnel are to keep senior management and other parties abreast of the overall status of the incident, such as response and resolution initiatives, etc. This is especially true for incidents deemed severe.

6. Post Incident Activities and Awareness

A formal and documented Incident Response Report (IRR) will be compiled and given to management of Brandt Information Services, LLC within an acceptable timeframe following the incident. The IRR must contain the following elements:

- Detailed description of the incident

- Response mechanisms undertaken
- Reporting activities to all relevant third parties as needed
- Recovery activities undertaken for restoring affected systems
- A list of Lessons Learned from the incident and what initiatives Brandt Information Services, LLC can take to mitigate and eliminate the likelihood of future incidents

7. Training and Testing

A vitally important component of Brandt Information Services, LLC's incident response measures is ensuring that all employees and other in-scope personnel are aware of response mechanisms and other protocols regarding such issues. As such, the Brandt Information Services, LLC security awareness training program will include mandated provisions regarding the aforementioned incident response practices. Additionally, for further helping ensure the safety and security of Brandt Information Services, LLC critical systems resources, the incident response plan will be tested on an annual basis, with results provided to senior management. As for training measures regarding incident response, they can also be conducted as stand-alone initiatives – separate from the organization's enterprise-wide training, if necessary.

Procedures

Brandt Information Services, LLC will ensure that all applicable users adhere to the following procedures and supporting activities listed below. Additionally, the relevant procedures will be fully enforced by Brandt Information Services, LLC for ensuring such initiatives are executed in a formal manner and on a consistent basis for all specified systems resources.

1. Undertake all necessary activities for ensuring the aforementioned policies are implemented. This ultimately will require coordination among various Brandt Information Services, LLC personnel, along with utilizing various security tools, vendor documentation, and other supporting materials for ensuring the stated policy mandates are met.
2. Complete the **Brandt Information Services, LLC Incident Response Team Matrix** and answer all corresponding columns. This matrix is to be completed on a regular basis, which is at a minimum, twice a year, and also after significant changes have been made to Brandt Information Services, LLC's network.
3. If changes must be made to system components – such as additional hardening procedures, configuration changes, or any other necessary I.T. changes for ensuring continued compliance with the aforementioned policies – then a ticket/change order will be opened and submitted which effectively details the reason for the change, what actual changes will be made, why, and any other relevant information.

Incident Response Form

Date and Time of Notification:	
Date and Time of Detection:	
Name:	
Title:	
Phone:	
Email:	

Signature:	
Summary of Incident	
Type of Incident:	Description of Incident:
Names and Contact Information of Other Parties Involved:	
Incident Notification	
Names of Personnel Contacted:	
Response and Resolution Measures	
Initial Response:	
Evidence Collection and Investigation:	
Security Analysis Recovery and Repair:	
Communication/Lessons Learned:	

Responsibility for Policy and Procedures Maintenance

The Chief Information Officer will be responsible for ensuring that the aforementioned policy initiatives, and if applicable – the relevant procedures – are kept current as needed for purposes of compliance with mandated organizational security requirements set forth and approved by management.

Disclosure

Brandt Information Services, LLC reserves the right to change and modify the aforementioned document at any time and to provide notice to all users in a reasonable and acceptable timeframe and format.

PCI DSS Requirement 12.1

Information Security Policy and Procedures Manual



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PCI DSS REQUIREMENT 12.1 INFORMATION SECURITY POLICY AND PROCEDURES

1.0 Overview

In accordance with mandated organizational security requirements set forth and approved by management, Brandt Information Services, Inc. (Brandt) has established a formal set of information security policy and supporting procedures. This comprehensive policy document is to be implemented immediately along with all relevant and applicable procedures. Additionally, this policy is to be evaluated on an annual basis for ensuring its adequacy and relevancy regarding Brandt's needs and goals.

2.0 Purpose

This policy and supporting procedures are designed to provide Brandt with a documented and formalized information security policy in accordance with Requirement 12.1 of the PCI DSS standards. Additionally, this policy also serves as the organization's primary, enterprise-wide information security manual. Compliance with the stated policy and supporting procedures helps ensure the safety and security of all Brandt system components within the cardholder data environment and any other environments deemed applicable.

3.0 Scope

This policy and supporting procedures encompasses all system components within the cardholder data environment that are owned, operated, maintained, and controlled by Brandt and all other system components, both internally and externally, that interact with these systems, and all other relevant systems.

- Internal system components are those owned, operated, maintained, and controlled by Brandt and include all network devices (firewalls, routers, switches, load balancers, other network devices), servers (both physical and virtual servers, along with the operating systems and applications that reside on them) and any other system components deemed in scope.
- External system components are those owned, operated, maintained, and controlled by any entity other than Brandt, but for which these very resources may impact the confidentiality, integrity, and availability (CIA) and overall security of the cardholder data environment and any other environments deemed applicable.
- Please note that when referencing the term "system component(s)" or "system resource(s)" it implies the following: Any network component, server, or application included in or connected to the cardholder data environment (**Source: [pcisecuritystandards.org glossary](https://www.pcisecuritystandards.org/glossary)**) or any other relevant environment deemed in-scope for purposes of information security.

4.0 Policy

Brandt is to ensure that the information security policy adheres to the following conditions for purposes of complying with the mandated organizational security requirements set forth and approved by management:

Roles and Responsibilities

The following roles and responsibilities are to be developed and subsequently assigned to authorized personnel within Brandt regarding information security practices:

- **Chief Technology Officer (CTO) | Chief Information Officer (CIO):** Responsibilities include providing overall direction, guidance, leadership and support for the entire information systems environment, while also assisting other applicable personnel in their day-to-day operations. The CTO | CIO is to report to other members of senior management on a regular basis regarding all aspects of the organization's information systems posture.
- **Director of Information Technology | Senior Information Security Officer:** Responsibilities include also providing overall direction, guidance, leadership and support for the entire information systems environment, while also assisting other applicable personnel in their day-to-day operations, along with researching and developing information security standards for the organization as a whole. This will require extensive identification of industry benchmarks, standards, and frameworks that can be effectively utilized by the organization for provisioning, hardening, securing, and locking-down critical system components. Subsequent to the researching of such standards, the senior security officer is to then oversee the establishment of a series of baseline configuration standards to include, but limited to, the following system components: network devices, operating systems, applications, internally developed software and systems, and other relevant hardware and software platforms. Because baseline configuration can and will change, this authorized individual is to also update the applicable configurations, documenting all modifications and enhancements as required.

Additional duties of the **Director of Information Technology | Senior Information Security Officer include the following:**

- Responsible for all major facets of information technology throughout the organization, such as management, recommendations as necessary
- Providing leadership, direction and guidance for current and existing projects
- Overseeing the development of all applicable operational, business specific, and information security policies, procedures, forms, checklists, templates, provisioning and hardening documents and other necessary material.
- Overseeing initiative for developing internal Requests for Proposals (RFPs), along with answering RFP's for services from the organization.
- Assistance in developing annual information technology budget.
- Displaying integrity, honesty, and independence at all times.
- Supporting the Director of Information Technology | Senior Information Security Officer and other members of senior management as necessary.
- **Network Engineer | Systems Administrator:** Responsibilities include actually implementing the baseline configuration standards for all in-scope system components. This requires obtaining a current and accurate asset inventory of all such systems, assessing their initial posture with the stated baseline, and the undertaking the necessary configurations. Because of the complexities and depth often involved with such activities, numerous personnel designated as Network Engineers | System Administrators are often involved in such activities.

Furthermore, these individuals are also responsible for monitoring compliance with the stated baseline configuration standards, reporting to senior management all instances of non-compliance and efforts undertaken to correct such issues. Additionally, due to the fact that these individuals are to undertake the majority of the

operational and technical procedures for the organization, it is critical to highlight other relevant duties, such as the following:

- Assessing and analyzing baseline configuration standards for ensuring they meet the intent and rigor for the overall safety and security (both logically and physically) of critical system components.
- Ensuring the asset inventory for all in-scope system components is in fact kept current and accurate.
- Ensuring that network topology documents are also kept current and accurate.
- Facilitating requests for validation of baseline configurations for purposes of regulatory compliance assessments and audits – such as those for PCI compliance, SSAE 16 reporting, HIPAA, FISMA, GLBA, etc.
- Continuous training and certification accreditation for purposes of maintaining an acceptable level of information security expertise necessary for configuration management.

Additional duties of **Network Engineers | Systems Administrators include the following:**

- Establishing networking environment by designing system configuration; directing system installation; defining, documenting, and enforcing system standards.
 - Optimizing network performance by monitoring performance; troubleshooting network problems and outages; scheduling upgrades; collaborating with network architects on network optimization.
 - Updating job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
 - Securing network system by establishing and enforcing policies; defining and monitoring access. ○
 - Reporting network operational status by gathering, prioritizing information; managing projects.
- **Software Developers | Coders:** Responsibilities include actually developing secure systems by implementing the required baseline configuration standards into all systems and software development lifecycle activities. Coding for security, not functionality, is a core theme for which all software developers | coders are to adhere to. They are to also identify any other necessary baseline configuration standards when warranted. Ultimately, this requires removing, disabling, and not implementing insecure services, protocols, or ports that – while may be conducive for purposes of ease-of-use – ultimately compromise the applicable systems being developed.

Additionally, these personnel are also responsible for following a structured project management framework, one that includes utilizing a documented SDLC process, complete with well-defined change management policies, processes, and procedures. Moreover, these personnel are to support and coordinate all required requests for validation of the baseline configurations within their systems being developed for purposes of regulatory compliance and/or internal audit assessments.

Additional duties of **Software Developers | Coders include the following:**

- Developing software solutions by studying information needs; conferring with users; studying systems flow, data usage, and work processes; investigating problem areas; following the software development lifecycle.
- Determining operational feasibility by evaluating analysis, problem definition, requirements, solution development, and proposed solutions.
- Effective documentation via flowcharts, layouts, diagrams, charts, code comments and clear code.

- Preparing and installing solutions by effectively designing system specifications, standards, and programming.
- Improving operations by conducting systems analysis; recommending changes in policies and procedures.
- Obtaining and licensing software from vendors.
- **Change Management | Change Control Personnel:** Responsibilities include reviewing, approving, and/or denying all changes to critical system components and specifically for purposes of any changes to the various baseline configuration standards. While changes are often associated with user functionality, many times the issue of vulnerability, patch, and configuration management are brought to light with change requests. In such cases, authorized change management | change control personnel are to extensively analyze and assess these issues for ensuring the safety and security of organizational-wide system components.
- **End Users:** Responsibilities include adhering to the organization's information security policies, procedures, practices, and not undertaking any measure to alter such standards on any such Brandt system components. Additionally, end users are to report instances of non-compliance to senior authorities, specifically those by other users. End users – while undertaking day-to-day operations – may also notice issues that could impede the safety and security of Brandt system components, and are to also report such instance immediately to senior authorities.
- **Vendors, Contractors, Other Third-Party Entities:** Responsibilities for such individuals and organization are much like those stated for end users: adhering to the organization's information security policies, procedures, practices, and not undertaking any measure to alter such standards on any such system components.

Information Security Solutions

As for all the tools, devices, and protocols utilized for protecting networks - there's an endless list - but for purposes of gaining a basic understanding of these appliances, the following list is considered vital when it comes to information security best practices:

- Network Devices: Firewall, routers, switches, load balancers, intrusion detection systems (IDS).
- Malware Solutions: anti-virus and anti-spam software and devices.
- File Integrity Monitoring (FIM) and change detection software, host based intrusion detection and intrusion prevention devices.
- Secure services – those that are operating system (O/S) and application specific to all major operating systems (Windows, UNIX, Linux) and applications (web server applications, database applications, internally developed applications)
- Secure protocols, such as SSL, SSH, VPN, etc.
- Secure ports, such as 443, 22, etc.
- User access principles, such as Role Based Access Controls (RBAC), etc.
- Username and password parameters, such as unique user ID's, password complexity rules, password aging rules, account lockout thresholds, etc.
- Encryption

- Event monitoring
- Configuration and change monitoring
- Performance and utilization monitoring
- Logging and reporting
- Appropriate incident response measures

Defense-in-Depth

Some of the best practices to use for ensuring the CIA triad is upheld at all times is Defense-in-Depth and Layered security – essentially utilizing various resources for helping protect an organization's information systems landscape. As for Defense-in-Depth, it was initially a military strategy that put forth a “delay rather than prevent” concept, one that advocated yielding various elements to the enemy for purposes of buying extra time. Over time, the National Security Agency (NSA) adopted Defense-in-Depth as an information assurance (IA) concept in which multiple layers of security are used for protecting an organization's information technology infrastructure. Defense-in-Depth has since become a highly-adopted framework for many organizations around the world for helping ensure the safety and security of critical system components. It's been praised as a highly effective concept, one that employs effective countermeasure for thwarting attacks on an enterprise's information systems environment. Defense-in-Depth – for purposes of information security – includes the following layers, which have been loosely adopted and agreed upon by industry leading vendors and other noted organizations:

- Data
- Application
- Host
- Internal Network
- Perimeter
- Physical
- Policies, Procedures, Awareness

Layered Security

Layered security, often mentioned in the context of Defense-in-Depth, is a concept whereby multiple layers of security initiatives are deployed for the purposes of protecting an organization's critical system components. Specifically, by utilizing a number of security tools, protocols, and features, organizations can effectively put in place layers of security that – in the aggregate – help ensure the confidentiality, integrity, and availability (CIA) of systems. It's important to note that the main emphasis of layered security is about protection, ultimately making it a subset of Defense-in-Depth, which casts a much wider net on the broader subject of enterprise-wide information security. Furthermore, layered security seeks to put in place measures that compensate for possible weaknesses in other tools, but again – in the aggregate – form a comprehensive security strategy.

Remember, layered security is not about information security redundancy – that is, using tools to achieve the same desired output – such as using an access control card and iris recognition to enter a data center (that’s two forms of the same control – authentication and authorization). As for layered security initiatives, common examples can include the following:

- The use of firewalls, intrusion detection systems, web application firewalls, anti-virus and anti-spam tools, as they each provide specific measures unique to one another for network security protection.
- Having pan-tilt-zoom (PTZ) cameras at a data center, along with comprehensive badge provisioning procedures, whereby an organization implements the use of access control cards and iris recognition at the actual data center facility.

For purposes of information security, all individuals form a cohesive and vital component of an organization's overall Defense-in-Depth platform – one that utilizes multiple resources for enterprise-wide cyber security protection.

Cyber Security

When seeking a technical definition or understanding on a topic relating to information security, individuals often turn to the likes of NIST and Wikipedia. Such is the case for cyber security, for which NIST briefly describes as “The ability to protect or defend the use of cyberspace from cyber-attacks ([NIST glossary](#)). As for Wikipedia, they blend cyber security into the broader subject of information technology and information security, failing to provide – understandably so – a clear definition. We all tend to get caught up on technicalities, so for purposes of simplicity, here’s a well-crafted definition of what cyber security can best be looked upon as:

The various measures – such as the enforcement of policies, and the enactment of necessary processes and related procedures – for helping ensure the confidentiality, integrity, and availability (CIA) of information systems from malicious attempts in compromising system security that can ultimately disrupt, disable, destroy, and harm an organization’s system resources.

Simply stated, it’s about putting in place measures for protecting one’s information systems from the ever-growing threats in today’s cyber world we all live in, and there’s a tremendous effort currently underway by organizations all around the world to do just that. Publicly traded companies, local, state, and federal agencies – and many other entities – are hard at work putting in place measures for ensuring the safety and security of their entire information systems landscape. From Defense-in-Depth, to layered security, along with the adoption and implementation of a dizzying array of security standards, the topic of cyber security is alive and well, and you need to know about it!

Cloud Computing

It’s also critical that employees have a strong understanding of cloud computing, which is an area within information security that contains an almost endless list of definitions and explanations, ranging from the very technical (NIST definition of cloud computing), to the more simpler, and easy-to-understand definition, such as the one provided by Wikipedia. So what is cloud computing? Taking the NIST definition and simplifying it, cloud computing is the following:

A model that allows for scalable, convenient, on-demand services to a shared pool of distributed computing resources, for which many models exist. In essence, one’s computing resources live in the “cloud”, instead of a more traditional model, such as a client-server design, etc.

The phrase has garnered much attention and widespread adoption since the mid 2000's, but concept isn't as new as people would think. As for the various cloud models, vendors and others within the information technology arena are abuzz with new and catchy names and phrases, but referring back to NIST is generally a good idea. According to the NIST publication, "The NIST Definition of Cloud Computing" (published September, 2011), cloud computing itself consists of five (5) core characteristics, three (3) service models, and four (4) deployment models. Download the NIST whitepaper, titled "[The NIST Definition of Cloud Computing](#)", to learn more.

What's also important to note about cloud computing is its rapid expansion and widespread adoption by companies. More and more organizations are either building out cloud computing platforms, offering such services to clients, while companies themselves are moving away from client-server, and traditional computing environments, ultimately to cloud computing. It's a massive shift, one that will continue into the foreseeable future as cloud computing slowly, but surely, becomes the de facto computing environment for most organizations, regardless of sector, industry, or location. But with this huge leap of information technology faith comes numerous requirements, the most important being that of security. After all, on-demand resources, while being touted as efficient, scalable, and cost-effective – among other things – have large security concerns. If you're using cloud computing within your organization and want to learn more, here are some helpful resources:

- The Cloud Security Alliance | <https://cloudsecurityalliance.org/>
- Cloud Industry Forum | <http://www.cloudindustryforum.org/>
- Wikipedia Overview of Cloud Computing | http://en.wikipedia.org/wiki/Cloud_computing

Email Guidelines, Responsibilities and Acceptable Use

Brandt has established the following general guidelines, responsibilities, and acceptable uses for email as described below.

- All email accounts, their respective addresses and the contents of the emails, which are processed, transmitted and stored via Brandt network resources, are the exclusive property of Brandt. As such, users utilizing Brandt email resources have no right to ownership of these very resources and should be aware that emails and any supporting information that is processed, transmitted, and stored may be subject to inspection and/or investigation as warranted, without notice.
- Brandt reserves the right, without notice, to suspend, temporarily or indefinitely, any email accounts as needed.
- Brandt reserves the right, without notice, to delete and remove, temporarily or indefinitely, any email accounts as needed.
- Brandt reserves the right, without notice, to block any emails being sent from Brandt email accounts as needed.
- Brandt reserves the right, without notice, to reject any emails from known or unknown third parties as needed.
- Brandt reserves the right to redirect any emails from known or unknown third parties as needed.
- At any time and without notice, Brandt reserves the right to inspect any emails being sent to or received from, known or unknown third parties as needed.
- The use of Brandt email resources are to be conducted with due care and professionalism at all times, which includes not using abusive or questionable language within the body or subject line of the email.

- The use of Brandt email resources is to be used primarily for official business purposes only. While email is often used to communicate with friends, family members and other non-professional acquaintances, it is advised and encouraged to limit the extent of Brandt email resources for interaction and communication with these respective parties. Communication with friends, family members and other non-professional acquaintances should be conducted with the use of a personal, non-Brandt email address.
- Users to read, understand, and adhere to the general guidelines and provisions as stated in The CAN-SPAM Act.
- Only approved subscriber lists for receiving third-party emails are allowed. The list of approved subscriber lists is to be determined at the onset of being hired based on an employee's role and responsibility within the organization.
- Users are to protect the privacy of their email accounts, which includes safeguarding passwords at all times and not allowing passwords to be viewed and copied by any other individual.
- Users are to have their access rights permanently revoked from all computing systems that allow for access to email accounts once they have been terminated. This includes the disabling of email accounts and passwords for any user terminated by Brandt. Terminated users will not be allowed to have any e-mails forwarded to them once they have been terminated.

The following activities are considered **unacceptable** by users.

- Any activity resulting from the use of Brandt email resources that may potentially compromise the organization's network infrastructure, cause harm to other related systems, cause harm or pose a significant financial, operational, or business threat to the organization because of inappropriate and unacceptable use of email.
- Users are strictly prohibited from utilizing email resources for the purposes of sending or forwarding content relating to profanity, harassment, intimidation, known fraud, explicit sexual content (minor or adult), racism, terroristic threats and any other content deemed unprofessional, unethical or that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing email resources for the purposes of engaging in any type of activity that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing Brandt email resources for the purposes of signing up and registering to personal social media sites and any other non-business specific sites.

Users are strictly prohibited from utilizing Brandt email resources for discussing confidential and sensitive company information with unapproved third party entities. This confidential and sensitive information, may include, but is not limited to, the following: trade secrets, patents, financial, operational, or technology data.

- Users are only allowed to access their own respective email accounts and are strictly prohibited from accessing another employee's email account and sending and receiving emails for that said account. Additionally, modifying or deleting email files regarding another employee's email account is also strictly prohibited by an employee.
- Users are strictly prohibited from creating, forwarding or soliciting the enrollment of other employees' regarding viral e-mail chain letters. E-mail chain letters are described as the following: **An electronic medium sent to a number of people asking each recipient to send copies with the same request to a specified number of others. The circulation of this electronic medium increases in geometrical progression as long as the instructions are followed by all recipients.** Source: Wikipedia: [http://en.wikipedia.org/wiki/Chain letter](http://en.wikipedia.org/wiki/Chain_letter)

- Users are strictly prohibited from creating, forwarding or soliciting the enrollment of other employee's regarding e-mail spam. E-mail spam is described as the following: **E-mail spam, also known as junk e-mail, is a subset of spam that involves nearly identical messages sent to numerous recipients by e-mail. A common synonym for spam is unsolicited bulk e-mail (UBE). Definitions of spam usually include the aspects that email is unsolicited and sent in bulk. "UCE" refers specifically to unsolicited commercial e-mail. Source: Wikipedia: http://en.wikipedia.org/wiki/Email_spam**
- Users are strictly prohibited from intentionally modifying or altering any part of an email message, which includes, but is not limited to, the following: content, signature, date, time, source, and destination.

The CAN-SPAM ACT

The CAN-SPAM Act, a law that sets the rules for commercial email, establishes requirements for commercial messages, gives recipients the right to have you stop emailing them, and spells out penalties for violations. It covers all commercial messages, which the law defines as "any electronic mail message the primary purpose of which is the commercial advertisement or promotion of a commercial product or service," including email that promotes content on commercial websites. The law makes no exception for business-to-business email.

Each separate email in violation of the CAN-SPAM Act is subject to penalties. Thus, Brandt employees who utilize email services for the purposes of any type of marketing and solicitation activities are to adhere to the following provisions and are strictly prohibited from engaging in any activity resulting in non-compliance with these provisions:

- Do not use false or misleading header information. Your "From," "To," "Reply-To," and routing information – including the originating domain name and email address – must be accurate and identify the person or business who initiated the message.
- Do not use deceptive subject lines. The subject line must accurately reflect the content of the message.
- Identify the message as an ad if this is the true intended nature of the contents of the e- mail.
- Tell recipients where you are physically located. The message must include your valid physical postal address. This can be your current street address, a post office box that the Brandt has registered with the U.S. Postal Service, or a private mailbox registered with a commercial mail receiving agency established under Postal Service regulations.
- Tell recipients how to opt out of receiving future email from you. The message must include a clear and conspicuous explanation of how the recipient can opt out of getting email from you in the future.
- Craft the notice in a way that is easy for an individual to recognize, read, and understand. Creative use of type size, color, and location can improve clarity.
- Provide a return email address or another easy Internet-based way to allow people to communicate their choice.
- If possible, create a menu to allow a recipient to opt out of certain types of messages, but also include the option to stop all commercial messages from Brandt. Make sure any type of spam filter doesn't block these opt-out requests.
- Honor opt-out requests promptly. Any opt-out mechanism that is offered must be able to process opt-out requests for at least 30 days after the message is sent. Honor a recipient's opt-out request within 10 business days.

- It is strictly prohibited to charge a fee, require the recipient to give you any personally identifying information beyond an email address, or make the recipient take any step other than sending a reply email or visiting a single page on an Internet website as a condition for honoring an opt-out request.
- Once an individual has formally notified Brandt that they do not wish to receive more messages, Brandt is strictly prohibited from transferring their email addresses, even in the form of a mailing list.

Source: <http://www.ftc.gov/bcp/edu/pubs/business/ecommerce/bus61.shtm>

Internet Guidelines, Responsibilities and Acceptable Use

Brandt has established the following general guidelines, responsibilities, and acceptable uses for the internet as described below.

- Brandt reserves the right, without notice, to suspend, temporarily or indefinitely, any Internet resources as needed.
- Brandt reserves the right, without notice, to delete and remove, temporarily or indefinitely, any Internet resources as needed.
- The use of Brandt Internet resources is to be conducted with due care and professionalism at all time.
- When connecting to the Internet, users must ensure that they are using approved and secure technologies.
- When downloading content from the Internet, all files must be scanned with appropriate anti-virus software.
- The use of Brandt Internet resources is to be used primarily for official business purposes only. While the use of the Internet is often used to communicate with friends, family members and other non-professional acquaintances, it is advised and encouraged to limit the extent of Brandt Internet resources for interaction and communication with these respective parties. Thus, communication with friends, family members and other non-professional acquaintances should be conducted with the use of a personal, non - Brandt Internet resources, primarily outside of normal business hours.
- Only approved subscriber lists for receiving third-party emails are allowed. The list of approved subscriber lists is to be determined at the onset of being hired based on an employee's role and responsibility within the organization.
- Brandt reserves the right, without notice, to monitor all Internet activity as needed.
- Users are to have their access rights permanently revoked from all computing systems that allow for access to Internet resources once they have been terminated. This includes the disabling of all accounts and passwords for any user terminated by Brandt.

The following activities are considered **unacceptable** by users.

- Any activity resulting from the use of Brandt Internet resources that may potentially compromise the organization's network infrastructure, cause harm to other related systems, cause harm or pose a significant financial, operational, or business threat to the organization because of inappropriate and unacceptable use of Brandt Internet resources.
- Users are strictly prohibited from utilizing Brandt Internet resources for the purposes of connecting to and viewing any sites with explicit sexual content (minor or adult), racist content, sites that invoke terroristic material, promote

violence, along with any other offensive material and any other content deemed unprofessional, unethical or that violates any local, state, or federal law or regulation.

- Users are strictly prohibited from utilizing Internet resources for the purposes of engaging in any type of illegal activity that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing Brandt Internet resources for the purposes of posting any material to any web site deemed unprofessional, unethical or that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing Brandt Internet resources for the purposes of signing up and registering to personal social media sites and any other non-business specific sites.
- Users are strictly prohibited from utilizing Brandt Internet resources for the purposes of commenting on any public or private forum as those of Brandt viewpoints. Any comments made must be done so as in a manner that explicitly disclaims those views as yours, not Brandt.
- Users are strictly prohibited from utilizing Brandt Internet resources for discussing confidential and sensitive company information with unapproved third party entities. This confidential and sensitive information, may include, but is not limited to, the following: copyrighted material, trade secrets, patents, financial, operational, or technology data.

Network Guidelines, Responsibilities and Acceptable Use

Brandt has established the following general guidelines, responsibilities, and acceptable uses for network devices as described below.

- All network devices are to be configured and used strictly for business operations.
- All network devices are to be appropriately hardened and secured in accordance with industry standards and for applicable business requirements. Appropriate hardening procedures and guidelines may be obtained from the following industry sources:
 - **SysAdmin Audit Network Security (SANS)** <http://www.sans.org>
 - **National Institute of Standards and Technology (NIST)** <http://www.nist.gov>
 - **Center for Internet Security (CIS)** <http://www.cisecurity.org>
 - Additionally, industry leading technology organizations provide alert boards, security forums, white papers, and other additional sources for hardening and securing network devices as needed. Please check with your technology provider in ascertaining this information.
- Any network devices obtained without proof of purchase and licensing rights will not be allowed onto the network.
- All users (primarily system administrative users) must be responsible for the proper use of these devices.
- Any activity that may potentially compromise the organization's network infrastructure, cause harm to other related systems or pose a significant financial, operational or business threat to the organization because of misuse of these devices will not be tolerated.

- All network system administrative rights and subsequent activities undertaken on network devices are subject to audit and review as needed.
- Users are to have their access rights permanently revoked from all computing systems that allow for access to any network devices once they have been terminated. This includes the disabling of email accounts and passwords for any user terminated by Brandt. Terminated users will not be allowed to have any e-mails forwarded to them once they have been terminated.

The following activities are considered **unacceptable** by users.

- Any activity resulting from the use of Brandt network devices that may potentially compromise the organization's network infrastructure, cause harm to other related systems, cause harm or pose a significant financial, operational, or business threat to the organization because of inappropriate and unacceptable use of network devices.
- Users are strictly prohibited from utilizing Brandt network devices for the purposes of connecting to and viewing any sites with explicit sexual content (minor or adult), racist content, sites that invoke terroristic material, promote violence, along with any other offensive material and any other content deemed unprofessional, unethical or that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing network devices for the purposes of engaging in any type of illegal activity that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing Brandt network devices for discussing confidential and sensitive company information with unapproved third party entities. This confidential and sensitive information, may include, but is not limited to, the following: trade secrets, patents, financial, operational, or technology data.
- Users are only allowed to access their own respective network devices they are assigned to and are strictly prohibited from accessing another employee's network devices. Additionally, modifying network devices regarding system settings without documented approval and business justification is strictly prohibited.
- Network components may not be added, removed or modified unless explicit consent is given by appropriate personnel.

Social Media Guidelines, Responsibilities and Acceptable Use

Brandt has established the following general guidelines, responsibilities, and acceptable uses for social media as described below. Please note that social media is looked upon in two distinct categories: (1). **Personal social media resources and forums** for which users have setup and established and (2) Brandt **company specific social media resources and forums** for which Brandt has setup and established. Distinctions between the two social media resources and forums regarding general guidelines, responsibilities, and acceptable use will be identified when deemed necessary for purposes of clarification.

Brandt Company Specific Social Media Resources and Forums

- Currently, Brandt has established a company specific profile on the following social media forums:
 - Twitter
 - Facebook,

- LinkedIn
- All users are responsible for understanding and adhering to all applicable terms of use, disclosures and agreements regarding Brandt social media resources.
- Accordingly, Brandt has established a formal Social Media Risk and Compliance Manager, who will be ultimately responsible for all oversight of Brandt's social media resources, which includes, but not limited to, the following:
 - Formally establishing a profile for Brandt on all social media sites. The term "profile" includes the relevant username, password, associated email and all administrative content (name, address, contact information for our company) for all social media sites.
 - Effectively monitoring all social media resources regarding comments, posts, material or content uploaded to these respective sites, along with any other information deemed necessary for monitoring.
 - Educating, training, and informing all users, as needed, on their rights, roles, and responsibilities when interacting with Brandt social media resources.
 - Keeping management abreast on a regular basis of current social media trends, issues, and concerns that may affect the organization.
 - Acting as the principle advocate of the Brandt Social Media Policy, which includes making changes to the policy as needed and accordingly, distributing the policy to all users.
- At all times, users are expected to act in a mature, professional, and ethical manner when interacting with and posting on Brandt company specific social media resources. As such, be cognizant of information posted and please strive to use a professional tone and dialect at all times.
- Information posted to any company specific social media resources that contains Brandt related content must not contain any "sensitive information". A common list of "sensitive items" can be found under the "Unacceptable Use" section below.
- Additionally, common questions users should ask themselves before posting to or uploading any content to Brandt company specific social media resources are the following:
 - Does the posting or uploading of content disclose any "sensitive information" as discussed under the "Unacceptable Use" section as described below?
 - Does the posting or uploading of any content relate to profanity, harassment, intimidation, known fraud, explicit sexual content (minor or adult), racism, terroristic threats and any other content deemed unprofessional, unethical or that violates any local, state, or federal law or regulation?
 - Is the posting of content professional in nature, with a positive tone and voice?
 - Could any posting or uploading of content be perceived as political in nature, supporting a candidate, advocacy group, or some other formalized political party? ○ Could any posting or uploading of content be perceived to be defamatory, slanderous or libel in nature to another known entity (i.e., individual, group of individuals, companies, etc.).
 - Have I, as a user, strived to be accurate and truthful in all posting or uploading of content to Brandt company specific social media resources?
 - Have I informed management of Brandt of any other posting or uploading of content to that may have potentially violated any of the policies within the Social Media Policy?

- At any time, and without notice or declaration of reason, Brandt reserves the right to **monitor, prohibit, restrict, block, suspend, terminate and/or delete** a user's activity on any company specific social media resources and forums.
- At any time, and without notice or declaration of reason, Brandt reserves the right to disclose a user's activity on social media resources to any local, state, or federal governmental authority due to requests from these governmental entities or for the purposes of informing them of activity that potentially violates any local, state, or federal law or regulation.
- Violations and penalties for illegal use of social media resources are punishable by fines and imprisonment. The financial amount and imprisonment sentence, if any, will be determined by designated authorities and a court of law.
- At any time, and without notice or declaration of reason, Brandt reserves the right to reproduce, distribute, publish, and display any user's social media activities for the purposes of Brandt.
- Users are to hold Brandt harmless and not liable for any financial or legal liabilities (damages, losses, claims, settlements and any other liabilities as warranted) as a result of that user's interaction and posting onto personal or professional social media sites.
- Users are to understand that any claim or dispute arising out of interaction and posting onto social media sites will fall under the provisions of state law in Florida, resulting in being subjected to the jurisdiction of all applicable laws (local, state, and federal) located in Leon County.
- Users are to have their access rights permanently revoked from all Brandt company specific social media resources once they have been terminated.

The following activities are considered **unacceptable** by users.

- Any activity resulting from the misuse of Brandt company specific social media resources that may potentially compromise the organization's network infrastructure, cause harm to other related systems, cause harm or pose a significant financial, operational, or business threat to the organization because of inappropriate and unacceptable use of network devices.
- Users are strictly prohibited from posting or uploading any content to Brandt company specific social media resources regarding political lobbying, solicitation, contributions, or endorsements for any political organization (i.e., political party, political action committee, political forum, political advocacy group, individual candidate, etc.).
- Users are strictly prohibited from utilizing Brandt company specific social media resources for the purposes of posting or uploading any content relating to profanity, harassment, intimidation, known fraud, explicit sexual content (minor or adult), racism, terroristic threats and any other content deemed unprofessional, unethical or that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from utilizing company specific social media resources for engaging in any type of illegal activity that violates any local, state, or federal law or regulation.
- Users are strictly prohibited from posting, uploading or discussing sensitive information on any company specific social media resources. The term "sensitive information" may include, but is not limited, to the following:
 - Internal policies and procedures and other Standard Operating Procedure (SOP) documents.
 - Company-wide operational and information technology attributes.

- Financial data and accounting data, management meeting minutes, employee personnel files.
- Client provided data and information.
- Client contractual documentation (SOW, SLA, MSA, etc.).
- Any confidential Intellectual Property.
- Any information (media and the underlying information assets associated with that media) that supersedes the above information.

Identity Theft

Advance in technology, though plentiful with benefits, also leave us vulnerable to malicious individuals. Identity theft, according to United States Federal Trade Commission (ftv.gov) is when someone steals your personal information and uses it without your permission. Three (3) important aspects worth discussion on identify theft are (1). Looking for signs it has actually occurred. (2). Protective measures to undertake. (3). What to do if you're a victim.

As for watchful signs, consider the following to be possible indicators of identity theft - remember - the earlier it's caught, the great the chances of minimizing the damages to you and your family:

- The type of mail you are receiving changes or you stop getting certain bills or other items. Many times, fraudsters actually change somebody's mailing address, forwarding to another location. Additionally, you receive a statement for a credit card or some other type of purchase you never made.
- Money is withdrawn from your bank account for unknown charges.
- You receive calls from debt collection agencies for debts unknown to you.
- You receive bills from medical services performed that you are unaware of. (Health care fraud is rampant).
- Upon examining your credit report, you find unfamiliar accounts.
- You encounter discrepancies with the Internal Revenue Service (IRS) and your annual tax filings. Fraudsters often steal someone's social security number for purposes of employment - especially is they are illegal - thus recording earned wages on your social security number.
- You've been notified that a data breach has occurred and your personal information has been compromised.

Let's discuss some protective measure to take against identity theft, which consist of the following:

- Always keep sensitive and confidential information physically secure, such as in locked files cabinet, safe, etc. When you have friends, relative, guests over, be sure to put personal documentation away and not viewable by anyone.
- Limit what you carry in your wallet and purse to jus the minimum - credit card or two, driver's license, important health care information, etc.
- Always ask "why". More specifically, if somebody asks for your personal information (date of birth, social security number, etc.) always politely ask why they need it, how it will be used, where will it be stored, etc.
- Shred documents such as receipts, financial account statements, along with peeling off labels from prescription bottles before discarding of them.

- Put outgoing mail in secure drop facilities, such as the actual U.S. Post Office. If you don't trust your own outgoing mail at your business or residence, then don't use it.
- Try and limit providing your home address and strive to use an actual Post Office box address or a mail drop address when possible. The more thieves know about you (such as where you actually live), the greater their chances of striking again.

If you've unfortunately become a victim of identity theft, it's time to act quickly for protecting yourself, which means cancelling credit cards and contacting all financial institutions and alerting them. What's extremely important is to begin communicating and writing letters to various organizations, such as credit reporting bureaus and businesses, for which the Federal Trade Commission (ftv.gov) provides a number of sample identity theft letters to use.

Securing Your Home Network

Many Brandt employees work from home, which means they store, process, and transmit sensitive and confidential company information over their personal networks, which can pose significant security risks. Let's take a look at some best practices for securing your home network.

- **Use Anti-virus.** Whatever computer you are using on your home network, it needs to have current, updated anti-virus on it. This is one of the most fundamentally important - and easy to implement - security safeguards as it protects your computer from malware and other malicious exploits.
- **Use strong passwords.** Whatever you are doing online, it's a good idea to use very strong password, those that contain a mixture of letters, numbers, and symbols. This applies to your actual computer for which you're logging onto. Remember, home means "home", where children and spouses have access to your items, so protecting them from misuse is important.
- **Use a personal firewall.** A personal firewall is an extra layer of added protection for helping protect your home network in the following manner:
 - Protects the user from unwanted incoming connection attempts, ultimately allowing the user to control which programs can and cannot access the Internet.
 - Blocks and/or alerts a user about outgoing connection attempts
 - Monitors and regulates all incoming and outgoing Internet users

There are a number of commercially developed software programs you can install to act as a personal firewall, yet you can also use the Windows personal firewalls software from Microsoft, which is highly effective. As for Apple, their Mac books also have a built-in personal firewall option, which should also be used.

- **Be cautious online.** Remember that working from home means you're accessing Brandt information, so be smart about what websites you're visiting, information you are downloading, etc. Being cautious and having a "security first" mindset is a must at all times.
- **Change your WI-FI broadcast.** Known technically as an SSID, it's the wireless (if you are in fact using wireless) network you connect to. Make sure to change the default SSID to something more unique. SSID's that are left with their default names often are an indicator to hackers that the passwords are also still the same default that was shipped with the devices. Thus, change both the default SSID and the default password. Your router is the bridge to the Internet, so protect it by removing many of the default settings.

- **Enable MAC filtering.** Additionally, you want to allow wireless access only to trusted laptops, by allowing wireless connections only to known MAC address. MAC (Media Access Control) address is a unique identifier attached to most network adapters - which, in this case - would be the unique identifier of your laptop wireless adapter.
- **Change default wireless access to your router.** The default password for wireless web access is essentially the same for the specified model of a wireless router assigned by the manufacturer, thus it's important to change default password of the wireless router web access immediately.

Online Security and Mobile Computing

Information Security is also about understanding today's ever-growing online threats, many of which can result in serious security issues for Brandt along with identify theft for yourself. We all spend large amounts of time online, for both professional and personal reason - using laptops and portable devices, so it's important to take note of the following tips:

- **Trust, but verify.** It essentially means knowing who is requesting or asking for any type of information from you, from highly sensitive and confidential customer information to your own personal information. Social engineering - tactics used to gain access and steal valuable assets - is on the rise, so be watchful and mindful at all times.
- **Enable security.** This means making sure that you have anti-virus on whatever computer being used to access the Internet, and possibly even using what's known as a personal firewall, which comes standard with many operating systems, especially the Microsoft Windows operating systems. It also means using a username and password for protecting the contents on your laptop should it ever be lost, stolen, or misplaced.
- **Protect your physical assets.** This means not leaving your laptop, PDA, tablet, etc. unattended for any time period. Going to the bathroom at the coffee house while leaving your notebook alone is not wise. For company-owned laptops, verify with your I.T. department that the serial number has indeed been recorded. For your own personal laptop, record the serial number also.
- **Clear out browser sessions.** It's a good idea to periodically clean out your browser history for ensuring no pre-populated usernames and passwords exist especially on non-company owned desktops, laptops, and workstations. As for usernames and passwords, keep them secure (which is in your head!) and nowhere else. This means a clean desktop work policy, one that does not contain notes lying around with online login information.
- **Be mindful on social media sites.** You work for Brandt, which means you represent us in everything you do, both inside and outside the walls of these facilities. As such, be cognizant of information posted and please strive to use a professional tone and dialect at all times, even with your friends, family members, co-workers, and other online participants users you are engaging with. Just remember to ask yourself the following question: *"Does the posting or uploading of content to any of my personal social media resources disclose any "sensitive information" related to my company, or does it in any way impact the safety and security of my organization?"* Remember to think before you post.
- **Wireless Access Points.** Though they're free and easy to connect to, wireless access points can be extremely problematic in terms of security issues, so take note of the following precautions:
 - Turn off your actual wireless connectivity when not in use.
 - Connect only to trusted Wi-Fi "hotspots", thus if you aren't sure about a network that's being broadcasted, ask! If it seems suspicious, then do not connect - most Internet sessions can wait!

- Do not use wireless access points for conducting business activities, unless you have approved VPN and secure, remote access software on your laptop.
- **Protect wireless handheld devices.** The continued growth and use of small, mobile devices capable of sending, receiving and storing information - though highly efficient - also requires putting in place protective measure, such as the following:
 - Use PIN and/or password security parameters for accessing and unlocking your phone, as this is critical if it's ever lost, stolen or misplaced.
 - When disposing of any wireless handheld devices, ensure that all sensitive and confidential data has been removed, such as with a secure wipe program.

Shopping Online

Shopping online is one of the greatest benefits offered by information technology, as just a click-of-the mouse lets you buy almost anything imaginable. Yet with most luxuries in life, such benefits also have significant risks, and protecting your personal consumer information - and company information - is always a top priority when shopping online. Please take some time to learn about the following safe shopping tips and habits:

- **Use only known and trusted merchants.** That means staying away from websites that simply don't look or feel safe - and they may not be - so stick to your known stores, and the ones that everyone uses for purchasing products and services. Remember, when purchasing something online, always look for the "s" in the "https" part of the browser as "s" stands for security! So beware the bargain hunting tactics and the inclination to use unknown sources for online purchases - it's just not worth it.
- **Do not provide personal information.** There's absolutely no reason for a merchant to be asking for highly sensitive and confidential information. It is one thing to enter personal credentials on an online banking session, but not when purchasing something online. If it seems suspicious - it probably is - so report it immediately to any number of helpful resources provided in this training manual. You can always take a few minutes and read the privacy policy at the bottom of a website, and if they don't have one, then it's not a place you'll want to do business with.
- **Be mindful of pop-ups, banner advertisements and other solicitations.** Often when browsing the Internet and searching for products to buy, you'll receive annoying ads or possibly even receive suspicious emails for a "must-have" product. While many of these solicitations are legitimate - and legal - some aren't, so use caution at all time.
- **Opt out of communication.** Want to greatly reduce email spam and junk, then make sure to "opt- out" of any further emails and communications from merchants unless you really feel compelled to receive such information.
- **Bad links are everywhere.** Be mindful of any links that ask to "click here", "download now" or any other aggressive tactic as they may be nothing more than malicious software trying to insert dangerous code onto your computer.
- **Use a credit card not a DEBIT card.** Debit cards are unfortunately tied directly to your personal bank accounts, meaning once a fraudster has your debit card number, it's only a matter of time before they can literally wipe out your checking account. Use a credit card, which essentially places a limit (usually \$50 or lower) that you're responsible for regarding card theft. Additionally, alternative methods of payment, such as paypal.com, are available whereby consumers don't provide any confidential credit or debit card information to a merchant.

Paypal.com is an excellent payment choice, when it's available, and many large online retailers are incorporating it into their shopping cart checkout options for paying.

- **Trust your instincts.** Online shopping is just like any other topic in security awareness - trust your instincts and you should be fine. If the site looks suspicious, it probably is, so stay away from it and move onto to another reputable website.

Other Important Security Awareness Considerations

True information security is also about being aware of the following growing fraudulent schemes being used against both organizations and individuals by malicious persons trying to extort funds along with obtaining highly sensitive and confidential information:

- **Social Engineering.** Deceptive tactics used by somebody for purposes of obtaining something or gaining access (both physically and logically speaking) to something for which they are unauthorized to do. Social engineering relies heavily on human interaction and building the trust of those for which somebody wants to deceive. For example, a fired employee may try and access his or her previous employment by tricking security guards, receptionists, or other personnel with common socially engineered tactics, such as "I forgot my access badge, can you let me in", etc. The trust factor is the most important component of what allows social engineering practices to be successful.

Social engineering tactics are long and varied, including the following practices:

1. Using alcohol
 2. Sex
 3. Piggybacking (following somebody into a building)
 4. Phishing (tricking somebody into clicking on a link of what they think is an actual legitimate website)
 5. Psychology (Using the power of the mind to trick somebody)
 6. Tech Talk (convincing someone to divulge information based on your technology expertise, such as pretending to be an I.T. administrator at a company)
 7. Social Network Engineering (finding out information online based on social network interactions with someone). With so many ways to "trick" and deceive people, it's important to be on the lookout for some of these examples, so if something looks suspicious, report it. Remember also to never give out sensitive and confidential information to anyone unless there's a legitimate reason - trust, but verify.
- **Victim Relief Scams.** We as a society liked to be perceived as caring, giving, and helpful individuals - people willing to open their hearts and wallets to those in need. Every time a major environmental disaster or unfortunate terror act happens, we're there, ready and willing to help. Unfortunately, so are the scammers, who deploy numerous tactics with today's endless list of technology platforms. From phony websites to fraudulent mailings, the world is full of scam artists working hard to take your money. With so many excellent volunteer organizations and non-profit agencies around, your money can find a good place, just not with the scammers. When receiving emails asking for donations, banner advertisements soliciting funds, do a little due diligence for making sure the organization is legitimate - there's nothing wrong with being giving, just don't be a victim. Remember these helpful tips:

- Do not respond to unsolicited incoming email or their associated links.
 - Be skeptical of people claiming to be victims or their relatives. After Katrina, dozens of individuals were indicted for falsely collecting donations.
 - Go to trusted websites to make donations.
 - Verify the legitimacy of organization requesting funds – do a little homework.
 - Make contributions directly to known organizations rather than going through third parties .
 - Be careful about giving out your personal or financial information to anyone soliciting contributions.
- **Pyramid Schemes.** Pyramid schemes are marketing and investment frauds in which an individual is offered a distributorship or franchise to market a particular product. Because the goal in a pyramid scheme is to sell the distributorship or franchise, and not the actual product, it creates an unattainable business model where no sales efforts or strategies have been given to a product (if there ever was one). The end result is a glut of investors, and the scheme unfolds. Investors are told, however, that they can recoup their initial investment and generate additional revenue streams for themselves by bringing in new members. The pyramid scheme is simply not mathematically feasible for any viable business model.
 - **Ponzi Schemes.** A Ponzi scheme is a fraudulent investment operation that pays returns to separate investors from their own money or money paid by subsequent investors, rather than from any actual profit earned. The Ponzi scheme usually entices new investors by offering returns other investments cannot guarantee in the form of short-term returns that are either abnormally high or unusually consistent. The perpetuation of the returns that a Ponzi scheme advertises and pays requires an ever-increasing flow of investors' money to keep the scheme going. This type of scheme is named after Charles Ponzi, who operated an attractive investment ploy in which he guaranteed investors a significant return on their investment in postal coupons. The ruse dissolved when he was unable to pay investors who entered the scheme later.
 - **Letter of Credit Fraud.** Letter of Credit frauds are often attempted against banks by providing false documentation to document the shipment of goods when, in fact, no goods or inferior goods were shipped. Additional Letter of Credit frauds occur when fraudsters offer a "letter of credit" or "bank guarantee" as an investment, whereby an investor is promised significant interest rates.
 - **Health Insurance Fraud.** The health insurance industry is a large, complex and ever-growing sector of any nation's economy. Fraud in this specific industry is rampant, with all participants ranging from primary care physicians to large medical insurance providers being affected. Common health insurance fraud schemes include, but are not limited to the following:
 - Medicare and Medicaid billing fraud
 - Healthcare prescription fraud
 - Invoice and billing schemes, geared primarily toward small and medium healthcare practitioners
 - Medical equipment fraud
 - Personal healthcare identity fraud, such as fraudsters stealing and using individuals' healthcare information for personal gain
 - Fictitious health insurance providers selling policies with no intent to ever pay
 - **Credit Card Fraud.** Credit card fraud is one of the fastest growing crimes today. Almost everyone, at some point in their lives, will become a victim of it. Credit card fraud involves a variety of schemes, ranging from stealing the

actual card numbers from any number of sources (trash, computer databases, etc.) to opening fraudulent card accounts with somebody's information. Credit card fraud has recently made national news with breaches in large organizations that resulted in the theft of tens of millions of accounts. The Payment Card Industry Security Standards Council is one of the many associations that helps secure cardholder data with a series of assessment requirements.

- **Occupational Fraud.** A serious fraud threat, occupational fraud involves using one's occupation for enrichment through the deliberate misuse or misapplication of a company's resources and/or assets. This type of fraud involves a number of common schemes such as skimming, cash larceny, bribery, conflicts of interest and fraudulent financial reporting. When most organizations speak of fraud, they are specifically referring to occupational fraud.
- **Invoice and Billing Fraud.** Another common fraudulent act that has victimized numerous businesses is invoice and billing fraud. In these schemes, a fraudster develops a fictitious entity, produces invoices for that entity, then sends out the invoices either electronically or by mail to individuals and/or organizations within a specified geographic area. The amount invoiced is trivial; thus the scheme depends on a high number of victims making the desired payments. These schemes can range from any number of products or services—such as office supplies, books and study aid material—to donations, and even to fictitious charities. Many times, however, this type of fraudulent activity begins within an organization, as a dishonest employee may collude with another party or simply run the entire scheme by his or herself.
- **Identity Fraud.** Identity fraud and theft, commonly known as identity theft, is defined as the unlawful change of identity. This form of fraud is characterized by the illicit use of another's identity—existing or not—as a target or principal tool, typically for personal or financial gain.

Unfortunately, this is one of the most common fraudulent acts being committed today. As we move toward a more transparent society that is increasingly dependent on technology and ease-of-use, one's personal identification can be exposed through many channels. It is almost impossible to fully protect your personal identity, due in large part to the wide variety of data rich sources available to fraudsters.

- **Telemarketing Fraud.** Telemarketing fraud is a fraudulent activity consisting of selling or promoting a pseudo-product over the telephone. Common examples of telemarketing fraud include, but are limited to the following:
 - Advance fee fraud (claiming that the victim will receive some sort of prize)
 - Pyramid schemes and other misrepresented investments or business opportunities
 - Overpayment fraud
 - Charity fraud
- **Financial Correspondence Fraud (Nigeria) and Advanced Fee Fraud (AFF).** Nigerian letter fraud is essentially an Advanced Fee Fraud (AFF) scheme whereby a fraudster will communicate from the country of Nigeria (via mail or email) to another overseas individual and will offer that individual an opportunity to participate in the sharing of a large sum of money. The individual in Nigeria will request personal data such as banking and other financial information along with sending actual money to the fraudster. It may seem like a farfetched scheme to many individuals, but surprisingly, it continues to be a growing problem. The ploy has been dubbed "419 Fraud," named after Section 419 of the Nigerian Criminal Code. Advanced Fee Fraud (AFF) is not just limited to Nigeria, as a number of other fraudsters around the world have also employed these schemes. As such, AFF can be best

defined as the following: when a victim is persuaded to advance sums of money in the hope of realizing a significantly larger gain.

- **Bid Rigging.** Bid rigging is a form of fraud in which a contract is promised to one party even though numerous other parties have also presented a bid. There are also additional components to bid rigging, such as bid suppression and bid rotation. They all involve an element of collusion and are illegal in most countries.
- **Phishing.** Phishing is the process of acquiring or attempting to acquire sensitive information by masquerading as a trustworthy entity in an electronic communication in order to deceive Internet users into disclosing their bank and financial account information or other personal data such as usernames and passwords. The “phishers” then take that information and use it for criminal purposes such as identity theft and fraud.
- **Cashier’s Check Fraud.** There are many variations of cashier’s check fraud, ranging from falsified cashier’s checks to schemes from foreign entities requiring you to wire them money on the difference between the amount on a cashier’s check and the item sold.
- **Debt Elimination Fraud.** There are scores of companies promoting debt elimination and consolidation services to consumers and businesses alike. The problem is that they are using techniques that do not work, are illegal, or cause your credit and financial situation to deteriorate. Many consumers have been victims of the bogus schemes, losing thousands of dollars and gaining nothing in return.
- **Work-at-Home Employment Schemes.** From envelope stuffing to multi-level marketing, the work-at-home scams are plentiful indeed. What is ironic about many of them is that they are simply an extension of the scammers themselves. That is, you may potentially be colluding with one of them. Most work-at-home schemes try to sell you “starter” packages to begin a business, ask you to call a 900-number to request more information, or engage in some other type of questionable activity. Learn more about these scams here.
- **Tax Fraud.** An all-too-common fraud scheme is tax fraud, which comes in the form of tax avoidance, tax evasion and falsifying tax filings, just to name a few. Tax fraud is a growing problem that can be difficult to detect and prevent, and unfortunately, the burden is divided amongst those who do not commit this serious crime. Common fraudulent tax schemes include the following:
 - Claiming false deductions
 - Concealing income and not reporting (underreporting) it on one’s tax returns
 - Over-reporting the amount of one’s deductions
 - Engaging in foreign and/or offshore tax schemes
- **Securities Fraud.** Securities fraud, also known as stock fraud and investment fraud, is a practice that induces investors to make purchase or sale decisions on the basis of false information. This form of fraud is in violation of the securities laws, and it frequently results in financial losses. Securities fraud consists of deceptive practices in the stock and commodity markets, and it occurs when investors are enticed to part with their money based on untrue statements. Securities fraud includes outright theft from investors and misstatements on a public company’s financial reports. The term also encompasses a wide range of other actions such as insider trading and other illegal acts of a stock or commodity exchange. According to the FBI, securities fraud includes entering false information on a company’s financial statement and Securities and Exchange Commission (SEC) filings, lying to corporate auditors, insider trading, various stock schemes and embezzlement.
- **You are a Constant Target.** It’s unfortunate, but true - you are a constant target and will forever one in today’s world of growing cyber security threats, social engineering tactics, and many other malicious practices. While

information technology has afforded society with many great benefits, along with it comes risks, pitfalls, and challenges - most centering around trying to protect highly sensitive and confidential information. It's a never-ending battle, one that requires constant vigilance and a watchful eye from you, when at work and outside the office. From logging onto your computer each to buying lunch with your credit card, be alert, aware, and be on the lookout for suspicious practices. Security for the company is everyone's responsibility - security for you is your responsibility, so let's do it together!

The examples above are some of the most common fraudulent schemes that employees of Brandt should be aware of. Unfortunately, this is just a small sample of a larger and ever-growing problem facing businesses today.

Helpful Security Resources

Listed below are numerous resources for helping employees gain a stronger understanding of the broader topic of information security, such as initiatives ranging from simple explanations of how computers work to helpful resources relating to fraud and other important safety considerations for today's information technology world. Security awareness is broad, in-depth, complex, and constantly evolving - requiring a true commitment from all individuals for helping protect critical organizational assets along with their own personal assets.

[The National Check Card Fraud Center \(http://www.ckfraud.org\)](http://www.ckfraud.org)

According to their mission statement, the National Check Fraud Center is "a private organization that provides nationwide, updated multi-source information and intelligence to support local law enforcement, federal agencies, financial and retail communities in the detection, investigation and the prosecution of known check fraud and white collar crimes."

If you have been a victim of white collar fraud or are aware of possible fraudulent schemes and activities, you may contact them at 843-571-2143.

[USA.gov \(www.usa.gov\)](http://www.usa.gov)

USA.gov is a comprehensive source developed by the United States government that offers information to citizens, businesses, government employees and visitors to the United States. Included on this site is information specifically related to fraud, theft, scams and other malicious and illegal activities. Simply access the Consumer Guides section from the homepage, and an abundance of information is readily available. Many of the resources and links provided in this website comprise a number of the agencies and bureaus listed within this document. It's an extremely helpful and resource-rich site for anyone interested in fraud and other related topics. Some of the more notable topics and resources found on USA.gov include the following:

- How to report complaints and fraud relating to any number of issues
- Information regarding common scams and fraudulent activities
- How to report tax fraud scams

[Internal Revenue Service \(www.irs.gov\)](http://www.irs.gov)

The Internal Revenue Service (IRS) provides helpful information on fraud and scams such as those of abusive tax preparation, abusive tax schemes, how to recognize fraudulent tax scams and other useful information. You can learn more by visiting this page.

[Econsumer.gov \(www.econsumer.gov\)](http://www.econsumer.gov)

This website is specifically designed to allow consumers to file online complaints concerning foreign companies using a submittable virtual form. There is also a “News & Resources” tab where you can learn about the latest fraudulent scams, complete with feature stories on them.

[Treasurydirect.gov \(www.treasurydirect.gov\)](http://www.treasurydirect.gov)

This is a financial services website provided by the United States Department of the Treasury that offers financial information and research for Treasury securities. They also have incorporated information concerning fraud and scams under the “States & Regulations” tab.

[United States GAO \(www.gao.gov\)](http://www.gao.gov)

The U.S. Government Accountability Office (GAO) is the investigative arm of Congress, and it is generally considered the “congressional watchdog.” They have a “FraudNet/Reporting Fraud” resource, which can be found by visiting this page. Contact information is given to individuals who want to report fraud perpetrated by small businesses, federal fraud and even internal fraud at the GAO.

[The Federal Bureau of Investigation \(www.fbi.gov\)](http://www.fbi.gov)

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- Telemarketing Fraud
- Nigerian Letter (419) Fraud
- Impersonation/Identity Fraud
- Advanced Fee Schemes
- Health Insurance Fraud
- Redemption | Strawman | Bond Fraud
- Letter of Credit Fraud
- Ponzi Schemes and Pyramid Schemes

Additionally, you can visit the FBI’s “Be Crime Smart” page where you will find additional advice on protecting yourself and Brandt from fraudulent activities.

[Securities and Exchange Commission \(www.sec.gov\)](http://www.sec.gov)

The Securities and Exchange Commission (SEC) is an independent agency of the U.S. government whose primary responsibility is enforcing the numerous federal securities laws and regulating the securities industry, the nation’s stock and options exchanges and other securities markets. Any individual can file a complaint concerning any fraudulent financial activity at the SEC’s website or via email at enforcement@sec.gov.

[The United States Department of Labor | Occupational Safety and Health Administration \(www.osha.gov\)](http://www.osha.gov)

If you work for a publicly traded company and you have been fired, demoted, suspended, threatened, harassed, or discriminated against for reporting possible shareholder fraud to a supervisor, federal regulator, or member of Congress, you have the right to contact the federal government as mandated by OSHA’s Whistleblower Protection Program. OSHA is the federal agency that investigates and handles “whistleblower” complaints. You can learn more at www.osha.gov.

[The United States Department of Health and Human Services \(www.hhs.gov\)](http://www.hhs.gov)

The Department of Health and Human Services (HHS) is the United States government's primary agency for protecting the health of all Americans by way of making available essential healthcare services.

As mentioned before, a growing problem in the United States is healthcare fraud, especially with Medicare and Medicaid. HHS has thus provided detailed information regarding all aspects of Medicare and Medicaid fraud such as how to report fraud, common fraudulent schemes involving Medicare and Medicaid and a link to the Department of Health and Human Services Center for Medicare and Medicaid Services (CMS) that can be accessed by [clicking here](#).

[United States Postal Inspection Service \(www.postalinspectors.uspis.gov\)](http://www.postalinspectors.uspis.gov)

The United States Postal Inspection Service (USPIS) provides a number of resources for helping individuals understand the various elements of fraud and common fraudulent schemes currently being used. At the USPIS site, individuals can view fraud prevention videos and learn about current fraudulent schemes and what rights you have should you become a victim of fraud.

[The Federal Trade Commission \(www.ftc.gov\)](http://www.ftc.gov)

The Federal Trade Commission (FTC) is the nation's consumer protection agency that includes the Bureau of Consumer Protection, which works on behalf of consumers to prevent fraud, deception and unfair business practices in the marketplace. The Bureau also collects complaints concerning consumer fraud and identity theft, and it makes them available to law enforcement agencies across the country. You can learn more by [clicking here](#).

[The United States Secret Service \(www.secretservice.gov\)](http://www.secretservice.gov)

The Secret Service Financial Crimes Division investigates crimes associated with financial institutions, which include bank fraud, access device fraud involving credit and debit cards, telecommunications and computer crimes, fraudulent identification, fraudulent government and commercial securities and electronic funds transfer fraud. You can learn more about the Financial Crimes Division at the Secret Service by [clicking here](#).

[The United States Department of Justice \(www.justice.gov\)](http://www.justice.gov)

The United States Department of Justice (USDOJ) employs a Fraud Section that is described as a rapid response team that investigates and prosecutes white collar crimes in the United States. The Fraud Section, which you can learn more about by [clicking here](#), provides valuable resources and information related to the following:

- Helpful tips and other information pertaining to consumer fraud
- Phishing
- Identity Theft
- Telemarketing Fraud
- Discussion of "Working Groups" relating to securities and commodities fraud
- Listing of policies relating to prosecutorial issues for business organizations

Additionally, you can visit the Computer Crime & Intellectual Property Section of the United States Department of Justice. At this site you can find a wealth of information relating to criminal and fraudulent schemes, as well as details on how to report a crime.

[Internet Crime Complaint Center \(www.ic3.gov\)](http://www.ic3.gov)

The Internet Crime Complaint Center (IC3) is a partnership between the FBI, the National White Collar Crime Center (NW3C) and the Bureau of Justice Assistance (BJA). As stated on its site, the IC3 has a virtual portal for accepting crime

complaints from either the alleged victim of fraud or from a third party to the complainant. Additionally, the IC3 furnishes individuals with useful information such as crime prevention tips, updates on current scams and downloadable posters and flyers.

[The Federal Communications Commission \(www.fcc.gov\)](http://www.fcc.gov)

The Federal Communications Commission (FCC) is an independent agency of the U.S. government that was established by the Communications Act of 1934. The FCC is primarily responsible for regulating interstate and international communications by radio, television, wire, satellite and cable. The FCC's Consumer Alerts and Facts Sheets section consists of publications that alert consumers to a wide variety of issues, including fraudulent schemes.

[The Better Business Bureau \(www.bbb.org\)](http://www.bbb.org)

The Better Business Bureau (BBB) is an organization that promotes a marketplace governed by ethical standards where buyers and sellers can trust each other. For both businesses and consumers, the BBB has a large amount of useful information concerning fraud. You can easily use their "search" box and type in any topic related to fraud, or you can benefit from the many other resources available at the site.

[National Consumers League Fraud Center \(www.fraud.org\)](http://www.fraud.org)

The National Consumers League Fraud Center (NCL) provides a wealth of information relating to fraud schemes, and their website enables online filing of fraud complaints. NCL's fraud center resources include the following areas found on their website:

- Frequently Asked Questions
- Telemarketing Fraud
- Internet Fraud
- Scams against Businesses
- Scams against the Elderly
- Counterfeit Drugs
- Fraud News

[National White Collar Crime Center \(www.nw3c.org\)](http://www.nw3c.org)

The National White Collar Crime Center (NW3C) provides training, investigative support and research to agencies and other entities involved in the prevention, investigation and prosecution of economic and high- tech crimes.

The NW3C is a nonprofit membership organization dedicated to supporting law enforcement, yet it has no investigative authority itself. Its primary mission is to assist law enforcement agencies in better understanding and using a wide variety of tools to combat crime. The NW3C provides training (classroom courses), research and partnership opportunities with other entities.

[Consume Fraud Reporting \(www.consumerfraudreporting.org\)](http://www.consumerfraudreporting.org)

Consumer Fraud Reporting is a free online service that warns consumers about specific types of fraud and other scams via the Internet, and it provides a mechanism for reporting fraudulent activity and financial scams. The website is extremely informative, providing an abundance of information on how to detect and prevent scams, what government agencies are involved in combating fraud, how to report a scam or fraudulent activity and resources to free publications on fraud itself.

Association of Attorneys General (NAAG) (www.naag.org)

The National Association of Attorneys General (NAAG), founded in 1907, fosters interstate cooperation on legal and law enforcement issues, and it conducts policy research and analysis of issues, as well as other essential activities, between the states' chief legal officers and all levels of government. At the NAAG website, a listing of all current Attorneys General for each respective state and territory is listed. This is an invaluable resource primarily because each of the state's AG website provides valuable information concerning fraud such as how to report it, how to file a complaint and other resources that may be helpful in gaining a greater awareness and understanding of fraud.

Security Updates

While I.T. professionals are busying updating and applying critical security patches to Brandt system components, it's important that all employees also do the same for many of their devices, particularly applications used on a daily basis. Security is the first and foremost reason for applying security updates, but there are other benefits also, such as new and enhanced features, improved performance and stability. Additionally, security updates are almost always free - so there's another compelling reason! Along with ensuring that a current and stable version of anti-virus is being used, the following are to be updated accordingly:

- **Internet browsers:** Updating browsers (Internet Explorer, Mozilla, Google Chrome) is extremely important for ensuring all web pages display correctly, security holes are not still present, and all performance features are maximized.
- **Microsoft Windows Operating Systems:** Simply automating the "Windows Update" service is all that really needs to be done, so visit your "Control Panel" and enable this feature, which may likely be on anyway.
- **Portable Document Format (PDF) | Adobe:** Hackers can create malicious files and other executable that can exploit Portable Document Format (PDF) protocol software, therefore it's important to click "yes" when Adobe software asks if you want to make security updates.
- **Other essential applications:** There's an almost endless list of applications being used today, so keep a list handy of what's on your computer, making sure to perform security updates as required for not only safety, but performance and software stability.

Workstation Security

Protecting your workstation area - specifically your desktop computer and other supporting devices - is an important duty all employees should take very seriously. While many of the workstation security best practices mentioned below are also discussed in other areas of the security awareness training program, you'll find additional requirements, tips, and suggestions considered important. Employees spend long hours at their workstations, so it's critical to implement the following best practices:

- **It's your workstation.** That means only you should be using it, and primarily for business purposes only. Sure, it's fine to conduct personal activities also, such as checking your email, logging into online banking, even accessing a few of the accepted social media platforms, such as Facebook and LinkedIn. Allowing other employees to use your workstation is strictly prohibited, so be aware of this. Imagine another employee using your workstation, accessing

the Internet and possibly downloading unsuspected malware, sending an unprofessional email, or any other action? It happens all the time and you don't want to be blamed for something you didn't do, so don't share your workstation rights.

- **Use strong passwords.** While most passwords will be enforced by group policy settings from I.T. personnel, it's still important to make them unique, never using information pertaining to your favorites sports team, home address, middle name, etc. With password complexity requirements in place often requiring the use of symbols and numbers and other mandates, it's also a good idea to adopt the same policies to other systems and websites that you personally have administrative password access right to, such as online banking, social media accounts, or any business accounts that are not group policy enforced by I.T. personnel.
- **Security updates.** Make sure your workstation computer has all the required security updates for the operating system and all other applications running. This also means having anti-virus running at all times and conducting periodic scans. Additionally, the use of anti-spyware may also be required as it provides additional layers of protection, especially during Internet usage. While most of the security updates are "pushed" out and managed by I.T. personnel, at times you'll still need to accept these updates.
- **Don't alter security settings.** Your workstation has been configured for maximum security along with performance, so do not attempt to disable or modify configuration settings to the operating system or any other applications. Doing so may increase security vulnerabilities that would ultimately allow malicious files and other harmful scripts to reside on the workstation.
- **Don't install any unapproved software.** Your workstation has also been configured for providing you the necessary tools in performing daily roles and responsibilities, which means no additional software is needed. Do not download or install into any of the drives or ports additional software that has not been approved as it may contain malicious files, could consume additional resources, or is simply not professionally suitable for the work environment.
- **Removable storage devices.** They're easy-to-use, inexpensive, and a great way for transferring information, yet they're also incredibly dangerous when the wrong information is on them and in the wrong hands. With that said, USB ports, such as thumb drives, external hard drives, and other removal storage and memory devices are never to contain highly sensitive and confidential information, such as Personally Identifiable Information (PII), or any other data deemed privileged. Such information should be transferred over the network using approved protocols and residing on company servers only.
- **Use caution with email.** Be careful when opening emails from unknown parties, especially attachments. If it looks suspicious, do not open the email under any circumstances. Additionally, avoid clicking on links or banner advertisements sent to you as these often containing spyware, malware, etc.
- **Be mindful of Instant Messaging.** Instant messaging is considered fun, informal, and an easy and affordable way to communicate – all of which are true. Just be very careful as to the types of information you're sending and receiving via instant messaging, which ultimately means not transmitting any type of highly sensitive, confidential, or privilege information. This includes what's commonly known as Personally Identifiable Information (PII) – unique identifiers for any individual, such as social security numbers, dates of birth, medical accounts, etc. If you're not sure as to the sensitivity of the information, don't send it over IM.
- **Handle privileged information with care.** From emails containing sensitive information to hard copy documents for contracts, trade secrets, or any other type of confidential data, treat it with the utmost care and

professionalism, making every effort to protect its confidentiality and integrity. Don't divulge such information to unintended parties and never leave items (both hard copy and electronic media) unattended in public at any time (i.e., coffee shops, training seminars, conferences, etc.).

- **Report security issues immediately.** Remember, if you see something, say something – and immediately. You have a responsibility for helping protect the organization, which means being aware of your surroundings and reporting suspicious activity to authorized personnel – immediately. From seeing a door ajar that shouldn't be to finding sensitive documents lying in a commons area, you need take action.
- **Shut down and protect your workstation.** When leaving your workstation area at the end of each day, make sure to completely shut down and turn off all computers and related devices. Additionally, pickup and store any documents, electronic media, or any business and/or professional items that should not be left unattended. Use your judgment by asking yourself the following simple question – “what risk or security danger is there for leaving something not securely locked up and put away?”

Laptop Security

Securing your laptop at all times is extremely critical, and it requires comprehensive measures regarding its physical security, while also protecting all electronic data residing on it. From travelling for meetings to connecting to open public wireless access points, your laptop is a constant source of target, so beware. Take the following precautions for securing what's arguably one of your most important possessions:

- **Use Encryption.** The use of full-disk encryption ensures that safety and security of data (i.e., user files, swap files, system files, hidden files, etc.) residing on your laptop, especially if it's stolen, lost, or misplaced.
- **Use Anti-virus.** It's one of the most fundamentally important – and often not used – security software, so make sure your laptop has anti-virus running at all times, along with its scanning at regular intervals for viruses, and that the software is current.
- **Turn on your firewall.** Blocking suspicious traffic is essential for laptop security, so turn on and “enable” your default personal firewall or an approved personal firewall software appliance, for which there are many available.
- **Use strong passwords.** When turning on your laptop, your initial password should be extremely strong, with a combination of letters, numbers, and symbols used. Once your initial password is compromised, the contents of your entire laptop (especially if you're not using full-disk encryption) can be compromised. Don't use terms and phrases for which somebody might find an association with you, such as favorite football team, home address, middle name, etc.
- **It's your laptop.** Therefore, don't let other individuals use it, especially if it's somebody you don't know. When situations arise that require it to be used by someone other than you, create a guest account for their use.
- **Secure it physically.** A good investment is a security cable with a lock for securing your laptop at a workstation or any other location that requires such. They're relatively inexpensive and a great deterrent to any thief.
- **Keep a watchful eye.** Don't ever leave your laptop unattended in any public venue or location not considered safe. That means not using the coffee house phrase “can you watch my laptop for a minute as I go to the restroom”, or any other similar thought process. Being vigilant and watchful at all times is a must for the safety and security of your laptop, so remember – do not leave it unattended – plain and simple. If you have to leave in

your hotel room or some other location, then remove it from sight and place under a pillow, in a closet, or some other location. The best safety measure is to carry it with you at all times.

- **Place your contact information somewhere visible.** Because most people are honest and trustworthy, should your laptop be stolen, misplaced or lost – and then subsequently found by a good Samaritan – you'll clearly want your name, phone number, address, and/or email visible on it. Put a sticker on the cover or back of your laptop with all your relevant contact information.
- **And if your laptop is stolen.** Laptops unfortunately do get stolen, so think and act quickly, which means reporting the theft to local authorities along with informing management (and the I.T. department) immediately.

Software Licensing and Usage

It's also important to understand the company's general policy on software usage, which includes numerous responsibilities that all employees need to be aware of. Software is used by all of us, each and every day, as it's vital to performing daily tasks for one's job function. With that said, please be mindful of the following issues:

- **Use only approved software.** Only software approved and purchased from the company may be installed and used on any company-wide system components. This includes your workstation and any other device provided to you from the company. Unapproved software that has not been fully vetted by authorized I.T. personnel and can often contain dangerous or malicious code that's extremely harmful to computers. Simply stated, only load and use legally approved software on computers.
- **Do not duplicate software.** The licensing rights for software are strict and extremely rigid, allowing only a predetermined number of installations for a given data set. This means you are not allowed to copy or duplicate any company approved and purchased software – no exceptions. U.S. copyright laws – and other regulations throughout the world – often place strict guidelines on software usage, so please keep this in mind.
- **Use caution on your own devices.** When using your own personal workstation, laptop, or other device, please consider and be mindful of the software you install, especially when such computing systems are used for potentially accessing the corporate network. While the guidelines on software for your personal computers are less restrictive, we still ask that you use extreme caution when loading any type of application onto your devices.
- **Accept updates.** For software to function efficiently and safely, security and patch updates have to be applied on a regular basis, so make sure to accept such updates when pushed out and also take time to update any software on your personal computers that do not rely on updates pushed out by I.T. personal.
- **Downloading from the Internet.** Any software obtained from the Internet is to be considered copyright protected, which means accepting any copyright agreements, and also comprehensively scanning the software for ensuring no dangerous or malicious code exists. The Internet can be an extremely dangerous forum when it comes to software as many products seem harmless, only to contain viruses that can wreak havoc on computers. Think before you start downloading any software online.
- **Software audits.** As an employee of the company, we have the right to conduct random software compliance audits on workstations, including laptops issued to you, or your own personal laptops. The audits are for ensuring compliance with software licensing rules, while also ensuring your computers are free of any potentially dangerous applications. If you're not sure what constitutes approved software, then simply ask somebody.

- **Penalties and fines.** Did you know that we as a company and you as an employee can actually be levied fines for improper software use? Yes, it's that serious and it's why we're taking the time to discuss this important issue with you. According to the U.S. Copyright Act, illegal reproduction of software is subject to civil damages up to \$150,000 (Section 504(c)(1) Title 17) per title infringed, and criminal penalties, including fines of as much as \$250,000 per title infringed and imprisonment of up to ten (Section 2319 (b) (2) Title 18) years.

Internal Threats

Often the greatest enemy for any organization is its very own employees that undertake malicious acts that cause severe damage in terms of security. From stealing files to accessing privileged and sensitive information, insider threats are unfortunately on the rise. Yet it's more than just deliberate and fraudulent activities that create so many security challenges for businesses, it's also unintentional acts, such as opening virus infected attachments, visiting websites that result in executables infecting computers, and other unfortunate practices by employees. Not knowing is just as bad as the deliberate acts, at least in terms of consequences for the organization, so keep that in mind. What's interesting to note about insider threats are the following:

- A negative event in the workplace triggered such an event.
- The malicious individual had planned the event in advance, but had also been given prior disciplinary action for some other incident.
- The vast majority of events used simple tools, commands, etc., and not elevated system administrative privileges.
- A statistically significant amount took place using remote access protocols from outside of the organization's network, such as from their home.

A list of recent and notable insider incidents that caused severe damage to organizations consist of the following:

- Theft of highly sensitive and confidential documents with the use of USB hard drives, which are easy to obtain, conceal, and use.
- Obtaining company trade secrets by accessing privileged folders in a cloud computing environment by a vendor who had supposedly been removed from access.
- Hundreds of checks forged for various amounts, ranging from \$50 to \$25,000, all from a company checkbook that was thrown into a garbage dispenser outside of the company's headquarters.

This list goes on and on, from deliberate acts to dangerous, unintended mishaps and actions, internal threats are everywhere. All employees have a responsibility to live and act by the motto, "if you see something, say something" - and immediately. With that said, be alert and on the lookout for the following suspicious activities by others:

- Mood swings, violent and/or aggressive actions.
- Sudden change in behavior, work ethic, morals, etc.
- Discussion of suicide, harming others, general negativity, etc.
- Combative, argumentative, etc.
- Appearing intoxicated or using illegal substances.
- Verbal and/or email threats towards others.

- Unexplained absence and tardiness at work.
- Disregard for company rules and regulations.
- Not being a “team player”, etc.

It’s about being alert and watchful, yet not paranoid as accusing somebody of a crime or incident they did not commit also has ramifications for the organization, and for you, so think first. Also be watchful of things that just don’t seem right, such as a door ajar for no apparent reason, confidential documents placed in a public area, smoke or other environmental factors you may be suspicious of. In summary, try and use your natural intuition in helping protect the organization from a growing list of serious internal threats.

Clean Desk Policy

Keeping your desk free of clutter and unnecessary items helps in promoting a professional work environment, while also ensuring the safety and security of sensitive documents and assets. Because employees all leave their workstations throughout the day for any number of reasons, make sure to turn off your computers or at the very minimum, enable the password protected screensaver. Additionally, remove any sensitive hard-copy documentation and electronic media (USB drives, disks, etc.) and store in a secure location, such as a locked file drawer or cabinet nearby. For any documents no longer needed for work, make sure to shred or place in a secure bin such material, regardless of sensitivity, never placing such documents in any public trash can, such as those immediately in your workspace. Never use Post-it notes or other forms of notes and reminders in your workstation that contain sensitive and confidential information, such as passwords, account information, etc. Furthermore, if you have visitors at your workstation, please put away all sensitive and confidential information. If you incur an extended absence from work, such as holidays, vacation, etc. – please clear your desk of all items considered sensitive and confidential. Lastly, do a brief check before leaving your workstation for the day, securing all appropriate items.

Data Security Breaches

As for data security breaches, it’s technically defined as the intentional or unintentional release of secure information into an untrusted environment. Simply stated, it’s about letting highly sensitive and confidential information fall into the wrong hands - and unfortunately - it happens every day, causing enormous problems and challenges for organizations. Many of the most well-known data security breaches are a direct result of carelessness by individuals along with failing to update critical security measures. From using antiquated encryption techniques to leaving laptops in hotels, stories abound of such simple, yet highly costly mistakes made by individuals. As for the results, they can be catastrophic in many ways, many times putting such severe financial and public relations burdens on companies that they never fully recover. Numerous laws, regulations, and industry specific mandates requires organizations to not only put in place comprehensive measures for mitigating data security breaches, but also requirements for notifying individuals of such breaches.

These are costly and expensive measures, something a company never wants to encounter - all the more reason for employees to have a sound understanding of critical security awareness topics for helping to protect the safety and security of critical organizational-wide system resources. From using simple and easy-to-guess passwords to leaving hard-copy records in public areas, data breaches can and do happen. As an employee of Brandt, you’ll ultimately come across information deemed highly sensitive and confidential, so remember to ask yourself some basic questions, such as “Do I

have the right to access this information, is the information being stored securely from unauthorized parties”, and many other basic security questions. It’s also important to note the different types of data security breaches, which - according to privacyrights.org - generally consist of the following:

- **Unintended disclosure** - Sensitive information posted publicly on a website, mishandled or sent to the wrong party via email or any other type of end-user messaging technology.
- **Hacking or malware** - Electronic entry by an outside party, malware and spyware.
- **Payment Card Fraud** - Fraud involving debit and credit cards that is not accomplished via hacking. For example, skimming devices at point-of-service terminals.
- **Insider** - Someone with legitimate access intentionally breaches information - such as an employee or contractor.
- **Physical loss** - Lost, discarded or stolen non-electronic records, such as paper documents
- **Portable device** - Lost, discarded or stolen laptop, PDA, smartphone, portable memory device, CD, hard drive, data tape, etc.
- **Stationary device** - Lost, discarded or stolen stationary electronic device such as a computer or server not designed for mobility.
- **Unknown** - Anything outside of the above listed categories.

Our reliance on information technology - though plentiful with benefits - also brings large risk and even larger responsibilities by employees for being aware of any perceived or actual instances of intentional or unintentional release of secure information into an untrusted environment. Data security breaches are costly, extremely damaging, with long-lasting negative effects. Again, if you see something, say something - immediately!

Data and Information Classification- start here.

Data and information being stored, processed, and/or transmitted on system components that are owned, operated, maintained and controlled by Brandt are to have appropriate classification levels in place that consist of the following:

- **Unclassified | Public Information:** This type of data and information, and the underlying information assets associated with it, is generally designed to be used by anonymous individuals or systems that have a credible interest in communicating with Brandt. As such, this type of data and information is disclosed freely to the general public.
- **Proprietary:** This type of data and information, and the underlying information assets associated with it, is generally designed to be used by internal employees only, thus it is prohibited from being circulated outside of the organization.
- **Confidential:** This type of data and information, and the underlying information assets associated with it, is intended to be viewed and/or utilized by select employees only.
- **Company Confidential:** This type of data and information must be protected from unauthorized access at all times, but with a focus on the data and information being that of internal, corporate issues.
- **Client Confidential:** This type of data and information must be protected from unauthorized access at all times, but with a focus on the data and information being that of the customers.

- **Sensitive:** This type of data and information, and the underlying information assets associated with it, is intended to be viewed and/or utilized by very select employees only. Furthermore, it requires an extremely high level of protection from unauthorized parties for ensuring its confidentiality, integrity, and availability (CIA).
- **Trade Secret:** This type of data and information, and the underlying information assets associated with it, is also intended to be viewed and/or utilized by very select employees only. Furthermore, it too requires an extremely high level of protection from unauthorized parties for ensuring its confidentiality, integrity, and availability (CIA).
- **Top Secret:** This type of data and information, and the underlying information assets associated with it, is intended to be viewed and/or utilized by an extremely select number of employees only. Furthermore, it requires the highest levels of protection from unauthorized parties for ensuring its confidentiality, integrity, and availability (CIA).

Additionally, effective data and information management measures also require Brandt to define the following:

- Access rights
- Usage rights (i.e., copying, printing, sending, storing, and sharing)
- Physical Security
- Environmental Security
- Network Security
- Secure Transmission
- Backups
- Disposal and Sanitization
- Security Categorization

Security Categorization

All system components owned, operated, maintained and controlled by Brandt are to have in place effective measures for ensuring their confidentiality, integrity, and availability (CIA). Specifically, "Confidentiality" in that information is protected from access and disclosure to unauthorized parties. "Integrity" in that information is authentic, has not been altered (i.e. modified, destroyed, deleted, removed, etc.) and cannot be modified undetectably. And "Availability" in that information is available to all authorized parties in a timely and consistent manner.

As such, all Brandt system components are to be hardened accordingly for ensuring the objectives of CIA are maintained at all times, while also being assigned a security category in accordance with the United

States Federal Information Processing Standards Publication 199 (FIPS PUB 199), "*Standards for Security Categorization of Federal Information and Information Systems*". This standard, which is officially issued by the National Institute of Standards and Technology (NIST), details the following three (3) security categories (i.e. "potential impact") that correspond to each one of the respective CIA objectives (confidentiality, integrity, and availability):

- **Category | Impact:** LOW – The unauthorized disclosure, modification, destruction, deletion, and removal of information along with the disruption of access to information results in a LIMITED adverse effect on the organization.

- **Category | Impact:** MODERATE – The unauthorized disclosure, modification, destruction, deletion, and removal of information along with the disruption of access to information results in a SERIOUS adverse effect on the organization.
- **Category | Impact:** HIGH – The unauthorized disclosure, modification, destruction, deletion, and removal of information along with the disruption of access to information results in a SEVERE | CATASTROPHIC adverse effect on the organization.

Asset Inventory

The success of one's overall information security initiatives is highly dependent on identifying all relevant system components, which ultimately entails having a comprehensive asset inventory list in place. As such, Brandt is to identify all applicable unique identifiers and necessary data elements for successfully tracking and managing such inventory. At a minimum, the following elements are to be used for asset inventory, when applicable:

- Type of system resource – Network devices (firewalls, routers, switches, load balancers, etc.)
- Type of system resource – Servers (physical and or/logical, and the underlying operating systems and applications residing on such servers).
- Version number or application type
- Primary function
- Physical element: A stand-alone product, or a virtual element, such as an instance, etc.
- Internal hostname
- Name of product or solution (such as the vendor purchased from)
- Serial number some other type of non-hostname identification element
- Relevant IP or routing information (if applicable)
- Physical location
- Logical location
- Party or parties responsible for system administration
- End users of system (if applicable)
- Detailed listing of any regulatory compliance mandates, such as those for PCI compliance, SSAE 16 reporting, HIPAA, FISMA, GLBA, etc.
- Detailed listing of any solutions configured onto or supporting the system resource – if applicable, such as the following:
 - Audit trails and logging
 - File Integrity Monitoring (FIM) | Change Detection Software (CDS)
 - Anti-virus
 - Other

Personally Identifiable Information (PII)

The ability to successfully ensure the safety and security of PII for Brandt is highly dependent upon understanding what PII is - specifically - what are common examples of this type of information. PII, regardless of industry or business sector, generally consists of the following:

- Full name, with all middle names (especially if the name is not common).
- Any part of an individual's name that is stored or displayed in conjunction with any of the subsequent listings of data and information deemed PII.
- National Identification information, such as passports, visas, permanent residence cards, voting information, social security number (United States), or any other type of unique identifier used on a national level.
- Local and/or state, provincial, etc. information, such as drivers licenses, vehicle registration and permit documents, or any other type of unique identifier used on a local and/or state, provincial level.
- Digital Identifiers, such as IP addresses, usernames, passwords, etc.
 - Facial, fingerprint, iris and all other associated biometric information.
- Date of Birth
 - Place of Birth
- Medical records (i.e. protected health information (PHI) and electronically protected health information (ePHI), and all associated data and information contained (electronically or hard-copy) with the medical records. Also, genetic information, if applicable.
- Criminal records
- Financial and Accounting records, such as banking, mortgage, revolving debt and tax information, along with credit and debit cards.
 - Educational information, such as classes taken, schedule, grades received, degrees confirmed, disciplinary actions, financial aid, student loans, etc.
 - Professional and occupational information, such as salary, tenure, etc.
 - Professional licenses, certifications, designations, etc.
- Any other information deemed PII, but not listed above.

In summary, PII consists of both the **data and information** that is unique to an individual and the **source** of the applicable data and information. For example, a social security number is the "data and information" of PII and the social security card or anywhere the number is found, imprinted, stored, or kept is the "source" of PII.

Protected Health Information (PHI)

Additionally, a subset of Personally Identifiable Information (PII) is that of Protected Health Information (PHI), which actually shares many similarities towards each other as to the types of data and information. Specifically, PHI contains the following list of eighteen (18) "identifiers"; data and information that is to be treated with extreme care, thus Brandt has identified these "identifiers" as "client confidential".

- Names
- All geographical identifiers smaller than a state
- Dates that directly relate to an individual (other than year)

- Phone Numbers
- Fax Numbers
- Email Addresses
- Social Security Numbers
- Medical Record Numbers
- Health Insurance Beneficiary Numbers
- Account Numbers
- Certificate | License Numbers
- VIN, serial numbers, license plate numbers
- Device Identifiers and Serial Numbers
- Web Uniform Resource Locators (URLs)
- Internet Protocol (IP) addresses
- Biometric Identifiers, such as finger, retinal and voice
- Full Face Photograph Images
- Any other unique identifying number, character, code, etc.

Personally Identifiable Financial Information (PIFI)

Furthermore, yet another subset of Personally Identifiable Information (PII) is Personally Identifiable Financial Information (PIFI), as discussed within the Gramm-Leach-Bliley Act (GLBA). Specifically, PIFI is the following, any information:

- A consumer provides to obtain a financial product or service;
- About a consumer resulting from any transaction involving a financial product or service;
- or Otherwise obtained about a consumer in connection with providing a financial product or service (www.ftc.gov).

There are various other forms of legislation that define what is considered "personal" information, rights for disclosure, and protective measure to be in place. It is thus the responsibility of Brandt to determine what, if any, additional laws, regulations, and "personal" privacy requirements are to be adhered to above and beyond the aforementioned list.

Physical Security and Environmental Security

Appropriate security measures are to be implemented, which includes all necessary physical security controls, such as those related to the safety and security of Brandt system components. This requires the use of a computer room or other designated area (facility) that is secured and monitored at all times and whereby only authorized personnel have physical

access to the specified system components. Thus, "secured" and "monitored" implies that the facility has in place the following physical security and environmental security controls:

- Constructed in a manner allowing for adequate protection of all system components.
- Security alarms that are active during non-business hours, with alarm notifications directly answered by a third-party security service or local police force.
- The use of cages, cabinets, or other designated, secured areas for securing the specified system components.
- Access control mechanisms consisting of traditional lock and key, and/or electronic access control systems (ACS), such as badge readers and biometric recognition (i.e. iris, palm, fingerprint scanners/readers). Furthermore, all electronic access control mechanisms are to record all activity and produce log reports that are retained for a minimum of [90] days.
- Adequate closed-circuit monitoring, video surveillance as needed, both internally and externally, with all video kept for a minimum of 90 days for purposes of meeting security best practices and various regulatory requirements.
- Appropriate fire detection and suppression elements, along with fire extinguishers placed in mission critical areas.
- Appropriate power protection devices for ensuring a continued, balanced load of power to the specified system resource, thus mitigating power surges and spikes.

Personnel

The phrases "authorized personnel" and "authorized individuals" are used throughout this policy and procedure document, and in doing so, Brandt mandates that employees responsible for general provisioning, maintenance and security of system components are those deemed to be professional, well-skilled, and competent individuals. Not only must they be capable of implementing procedures necessary for ensuring the confidentiality, integrity and availability (CIA) of the specified system components, they must willingly continue to enhance their applicable skill-sets and subject matter knowledge relating to such devices. Hardware and software solutions provided by vendors are only as good as the individual who deploy their services, thus Brandt I.T. employees are to strive at all times to continue to enhance their knowledge base with the following measures:

- Attending security and technology conferences and seminars, both online and at physical locations.
- Subscribing to alert forums, messaging boards and other online organizations and associations.
- Subscribing to hard-copy magazine and newsletter publications.
- Undertaking Continuing Professional Education (CPE) courses and related activities.
- Willingness to attain additional certifications within the Information Technology field as a whole.

Employees who undertake such measures are placing a high priority on the overall security and availability of Brandt's network, and in doing so, are promoting best practices for the organization, while also continuing to advance themselves professionally.

Security Awareness Training

All employees within Brandt are to undergo annual security awareness training initiatives for ensuring they stay abreast of significant security issues that pose a credible threat to the organization as a whole, including, but not limited to, Brandt's network infrastructure and all supporting system resources. While the goal of the program is to have in place a comprehensive framework that effectively addresses the core components of *Awareness*, *Training* and *Education*, the program must also provide subject matter directly related to the safety and security of specific system components. Specifically, all users (both end-users and administrators) having access rights to various Brandt I.T. resources must have adequate knowledge in understanding the threats associated to these specified system components, along with the necessary response and resolution measures to undertake.

As such, the security awareness training program is to provide both general, enterprise wide training measures along with subject matter specifically related to specific system components. As previously stated, the program is to implement the core components of *Awareness*, *Training* and *Education*. "Awareness" in that numerous measures are initiated and implemented for keeping all employees knowledgeable about the threats, responses and solutions to security issues affecting Brandt. "Training" in that material is researched, developed and subsequently utilized for educating employees on all aspects of security awareness. And "Education" in that measures are undertaken for ensuring continuing education on security awareness is provided to all employees on a routine basis, rather than just a once-per year calendar activity. It must be stressed that security awareness training is dynamic in nature, changing as needed to meet the growing threats facing Brandt.

Provisioning and Hardening

All Brandt system components are to be properly provisioned, hardened, secured, and locked-down for ensuring their confidentiality, integrity, and availability (CIA). Improperly or poorly provisioned systems can often result in network exploitation by hackers, malicious individuals, and numerous other external, and internal threats. Therefore, the following provisioning and hardening procedures are to be applied as necessary when deploying system components onto Brandt's network:

- Vendor-supplied default settings are changed.
- All unnecessary accounts are eliminated.
- Only necessary and secure services, protocols and other essential services are enabled as needed for functionality.
- All unnecessary functionality is effectively removed.
- All system security parameters are appropriately configured.
- Documented system configuration standards are applied via documented provisioning and hardening checklists.

Provisioning and hardening all Brandt system components greatly increases its overall security in that insecure services that were effectively removed and/or disabled now cannot be used to attack and ultimately compromise such I.T. resources. Additionally, the fewer the number of services and protocols in use, the greater the chances of interoperability and compatibility with other system resources, both internally and externally. Furthermore, one's ability to comprehensively review and detect issues or concerns from system components log reports is much greater when only

necessary services or protocols are enabled, rather than a myriad of settings that produces voluminous audit trails, which can be challenging to monitor.

Regarding provisioning and hardening, this critical and time-consuming process is to be undertaken by authorized personnel only; a select number of individuals who have the authority and applicable skill-sets to conduct these activities.

Reference Material

Along with the stated policies, procedures, and supporting provisioning and hardening checklists consist of additional reference material that's widely available on the internet from a number of trusted sources. I.T. personnel are to actively research and utilize such documentation as necessary. Windows, Linux, UNIX, and dozens of other vendor specific and open source products come complete with administrator and hardening guides, thus using them is a strict requirement.

Time Synchronization

Correct, accurate and consistent time on all Brandt system components entails procedures for properly acquiring, distributing and storing time from industry accepted external sources; those which are based on Coordinated Universal Time (UTC), which is essentially based on International Atomic Time (TAI). And while there are several protocols to synchronize computer clocks, Network Time Protocol (NTP) is highly favored by Brandt as it requires a reference clock for defining true and accurate time, is fault-tolerant, highly-scalable, and uses trusted external sources (such as UTC). Moreover, NTP's hierarchical structure of clocks, where each level is termed a "stratum", has proven to be a trusted and reliable source for time synchronization. And because the Windows Time Service is not considered to be an accurate measurement of time, other time synchronization technologies are to be implemented.

Please refer to Brandt's Time-Synchronization Technology Policy and Procedures.

Access Rights

Access rights to Brandt system components are limited to authorized personnel only, with all end-users being properly provisioned in accordance with stated access rights policies and procedures. This includes using all applicable provisioning and de-provisioning forms as necessary along with ensuring users' access rights incorporate Role Based Access Control (RBAC) protocols or similar access control initiatives.

Additionally, users with elevated and/or super user privileges, such as system administrators, I.T. engineers and other applicable personnel, are responsible for ensuring access rights for all users (both end users and users with elevated and/or super user privileges) are commensurate with one's roles and responsibilities within Brandt.

Thus, the concepts of "separation of rights" and "least privileges" are to be adhered to at all times by Brandt regarding access rights to system components. Specifically, "separation of rights" implies that both the "functions" within a specified system component, for which there are many, should be separated along with the roles granted to end-users and administrators of these very system resources. "Functions" pertains to the actions a system component and its supporting components (i.e., the OS and applications residing on the server) can perform and the associated personnel who have

authority over these functions. Thus, when permissible, functions (such as read, write, edit, etc.) should never be grouped together and end-users and administrators should not be granted access to multiple functions.

By effectively separating access rights to system components whereby only authorized individuals have access to the minimum rights needed to perform their respective duties, Brandt is adhering to the concept of "least privileges", a well-known and best practices rule within information technology.

Furthermore, passwords used by all users must meet or exceed all stated Brandt policies for password complexity requirements. Along with ensuring strong passwords, additional password parameters regarding account lockout policies and password resets are also to be enforced with appropriate system settings. Furthermore, only authorized personnel are allowed to make any changes to the password complexity rules and lockout policies to system components.

Methods of Authentication

Authentication to Brandt system components are to be enacted by utilizing one of or a combination thereof the following three (3) stated factors:

1. **Something a user knows:** This method of authentication generally includes passwords, passphrases, numerical PINS or some other type of knowledge that is known by a user.
2. **Something a user has:** This method of authentication generally includes some type of physical attribute provisioned to a user, such as a swipe card, badge reader, key fob, smart card, dynamically generated unique identifier or any other type of utility owned by the user.
3. **Something a user is:** This method of authentication generally includes a unique physical attribute of the user, commonly known as biometrics. Many devices will read a user's biometrics for purposes of authentication, which may include, but is not limited to, the following:
 - Iris Scanners
 - Palm Scanners
 - Fingerprint Readers
 - Facial Recognition Utilities
 - Voice Recognition Devices

Password Parameters

- User password parameters are set to require users to change passwords at least every ninety (90) days.
- Password parameters are set to require passwords to be at least seven (7) characters long.
- Password parameters are set to require passwords to contain both numeric and alphabetic characters.
- Password parameters are set to require that new passwords cannot be the same as the previous four (4) passwords used.
- Authentication parameters are set to require that a user's account is locked out upon the sixth (6th) invalid logon attempt.

- Password parameters are set to require that once a user's account is locked out, it remains locked for a minimum of thirty (30) minutes or until a system administrator resets the account.
- System configuration settings are set to require that system/session idle time out features have been set to and period of fifteen (15) minutes or less.
- First-time passwords for new users, and reset passwords for existing users, are set to a unique value and changed after each use.

De-Provisioning | Off-boarding Process

The user De-provisioning | Off-boarding is a critical component of the user identity, provisioning, & access rights lifecycle, and as such, comprehensive measures are to be implemented for ensuring that all terminated users are appropriately removed from having access to any system components to Brandt. Failure to enact these measures could potentially result in a breach of security for Brandt as terminated users may still be able to gain authorized access to company-wide system components. The following procedures are to be undertaken include the following:

- Completing a User De-provisioning | Off-boarding form and contacting via email, telephone or in person, all appropriate personnel responsible for terminating users from all company-wide system components.
- Additionally, obtaining signatures on the applicable form from all individuals directly involved in the actual de-provisioning | off-boarding procedures for the terminated users.
- Confirming that system access to all company-wide system components for terminated users has been effectively removed, which includes undertaking the following procedures:
 - Inspecting all system components and supporting utilities for which authentication and authorization rights were initially established for terminated users.
 - Obtaining appropriate evidence (i.e. system screenshots and other system settings as necessary) from these system components that terminated users were effectively removed from access and attaching the applicable documentation to a specified user de-provisioning form.

Critical accounts for De-provisioned | Off-boarded users are to be appropriately maintained by authorized personnel for ensuring that correspondence, such as emails, voicemails, and other forms of communication are addressed in a timely manner by Brandt. As such, the following critical accounts are to be monitored following the de-provisioning | off-boarding process for terminated users:

- Email Accounts
- Voice Mail
- Cellular Devices
- Personal Digital Assistants (PDA)
- Any other forms of communication

Remote Access

All access to Brandt system components initiated outside the organization's trusted network infrastructure is to be considered "remote access", and as such, only approved protocols are to be used for ensuring that a trusted connection is initiated, established and maintained. Specifically, all users are to utilize approved technologies, such as IPSec and/or SSL Virtual Private Networks (VPN) for remote access, along with additional supporting measures, such as Secure Shell (SSH), while also employing two-factor authentication. The concept of two-factor authentication (i.e., something you know, something you have, something you are) along with strong password policies creates yet another layer of security relating to access rights for all authorized users granted remote access into Brandt's network.

Additionally, all workstations (both company and employee-owned) are to have current, up-to-date anti-virus software installed, while also utilizing any other malware utilities as needed for protecting the workstations and the information traversing to and from the remote access connection. This may also include the use of personal firewall software, along with enhanced operating system settings on the applicable workstations.

Wireless Security

Initially implementing a WLAN requires adherence to the following stated guidelines for ensuring the safety and security of the wireless platform itself, along with ensuring the confidentiality, integrity, and availability (CIA) of Brandt's overall information systems landscape:

- **Secure Deployment:** All WLAN devices and supporting resources, such as wireless access points, and other network devices, are to be positioned in a manner for ensuring unauthorized physical access and modification. Additionally, they are to be secured with approved fixtures and other necessary apparatuses for mitigating any unnecessary movement. Additionally, the WLAN platform itself is to be logically | physically segregated from the corporate | internal wired network, which can be achieved by utilizing firewalls and other access control methods.
- **Asset Inventory:** Once all WLAN devices are safely secured, a complete asset inventory is to be taken, documenting all necessary information, such as physical location, and corresponding unique identifiers (i.e., hostnames, serial numbers, etc.).

Wireless Security

Initially implementing a WLAN requires adherence to the following stated guidelines for ensuring the safety and security of the wireless platform itself, along with ensuring the confidentiality, integrity, and availability (CIA) of Brandt's overall information systems landscape:

- **Secure Deployment:** All WLAN devices and supporting resources, such as wireless access points, and other network devices, are to be positioned in a manner for ensuring unauthorized physical access and modification. Additionally, they are to be secured with approved fixtures and other necessary apparatuses for mitigating any unnecessary movement. Additionally, the WLAN platform itself is to be logically | physically segregated from the corporate | internal wired network, which can be achieved by utilizing firewalls and other access control methods.

- **Asset Inventory:** Once all WLAN devices are safely secured, a complete asset inventory is to be taken, documenting all necessary information, such as physical location, and corresponding unique identifiers (i.e., hostnames, serial numbers, etc.).
- **Configuration of Wireless Access Points:** The following measures are to be undertaken regarding WLAN platforms:
 - Change default administrator settings, such as username and password, along with implementing strong, unique administrative passwords (i.e., alphanumeric, case sensitive, etc.) for all wireless access points.
 - Change any default IP addresses also.
 - Configure SNMP and NTP accordingly.
 - Configure wireless modes to support only the one (1) primary – and industry approved – wireless networking standard.
 - Change vendor default settings for Service Set Identifier (SSID) to a completely new network name, but also one that does not openly identify or provide any critical Brandt name information. Specifically, the SSID character string is not to reflect company name.
 - Use a "closed network" concept, whereby the SSID is actually not broadcasted (if allowable), rather, it must be entered into the client application.
 - If the SSID must be broadcasted, create a healthy balance of allowing all authorized users to receive such signals, but not the point where unauthorized parties can potentially view such information.
 - Remove all unnecessary and insecure services and protocols from all WLAN devices, such as the wireless access points and any all other associated wired network devices.
 - For all remaining services and protocols, implement the concept of "least privileges".
 - Implement MAC Address filtering and wireless access points.
 - Use the strongest encryption algorithm currently available (WPA2), and use other forms of encryption as needed, such as VPN, SSL | TLS, etc.
 - Protect all sensitive wireless access points information, such as administrator passwords, SSID password, keys, etc. with approved security measures, such as encryption itself.
 - Enable logging features and ensure that all logs and audit trails are sent to a remote logging server and retained as necessary (i.e., regulatory compliance laws, etc.). Information captured should include, but not limited to, the following: source\destination IP addresses,
 - MAC addresses, user logon information (i.e., time, username, etc.), user logoff information
 - Enable usage parameters, such as time-out sessions.
 - Disable wireless access points during non-business hours, such as nights, weekends, holidays, etc.

Malware

Malicious software (malware) poses a critical security threat to Brandt system components, thus effective measures are to be in place for ensuring protection against viruses, worms, spyware, adware, rootkits, trojan horses, and many other forms of harmful code and scripts. As such, Brandt is to have anti-virus (AV) solutions deployed on all applicable system components, with the respective AV being the most current version available from the vendor, enabled for automatic updates and configured for conducting periodic scans as necessary. Because strong and comprehensive malware measures are not just limited to the use of AV, additional tools are to be employed as necessary for eliminating all other associated threats, such as those discussed above. The seriousness of malware and its growing frequency of attacks within

organizations require that all I.T. personnel within Brandt stay abreast of useful tools and programs that are beneficial in combating harmful code and scripts. Common examples of malware include the following:

- **Computer Virus:** A computer program that has the ability to replicate itself and spread from one computer to another. Common viruses include, but are limited to, the following: polymorphic virus, boot virus, macro virus, multipartite virus, web scripting virus, etc.
- **Malware:** software created and/or used for the purposes of harming and damaging various systems, such as computer code, files, applications, and other relevant information technology platforms and utilities.
- **Antivirus:** Software used for purposes of preventing, detecting, and removing malicious software (i.e., malware).
- **Worms:** A standalone, independent program that has the ability to replicate itself and spread to other computers, ultimately infiltrating programs and destroying data.
- **Trojan Horse:** A harmful piece of malware that facilitates unauthorized access on a computer system by way of social engineering tactics and strategies.
- **Key loggers:** Unauthorized capturing of a user's keystrokes on a computer system. Note: It is considered malware when it is "unauthorized" as there are legitimate uses of key logging software.
- **Rootkits:** Software that enables unauthorized access to a computer system and that is also hidden from detection. Rootkits can conceal the altering of files, data, etc. and are a serious form of malware.
- **Spyware:** Software that collects vital information from a computer system regarding data on such system and the associated user activities. Note: It is considered malware when it is "unauthorized" as there are legitimate uses of spyware.
- **Adware:** Programs that facilitate delivery of advertising content and related material to a user through their browser while on the Internet, or through some other type of interface. Note: It is considered malware when it is "unauthorized" as there are legitimate uses of adware.
- **Logic Bomb:** Code that is intentionally inserted into a software system that initiates a malicious function when specified conditions are met.

Change Control | Change Management

Changes made to Brandt system components require authorized users to initiate an incident and/or change request, which includes completing all applicable forms as necessary. Furthermore, the request must be thoroughly documented, which includes providing the following essential information:

1. An assigned I.D. or change tracking number.
2. Representation of all critical dates relating to the requested change itself, such as when the change was originally submitted and approved, as well as when it was migrated to various stages for testing and final deployment to production, if applicable.
3. Default fields for categorizing (i.e., normal change or emergency change, etc.) and prioritizing (i.e., critical to routine maintenance) the requested change itself.

4. Documented notation, communication and correspondence throughout the life of the requested change itself is to include, but is not limited to, the following:
 - a. Documentation of impact
 - b. Management signoff
 - c. Operational functionality
 - d. Back-out procedures

Additionally, change control measures include changes undertaken for any of the following four (4) environments for which system components reside in:

- Change Control | Internally Developed Systems and Applications
- Changes Control | Enterprise Wide
- Change Control | Customer Facing Environments
- Emergency Change Management | All Environments

Please refer to Brandt's Change Control Policy and Procedure for specific change control procedures utilized by Brandt.

Software Development Life Cycle (SDLC)

The Software Development Life Cycle (SDLC) for Brandt is to encompass a number of phases, each concluding with a major milestone. Assessments are conducted after each phase to determine if objectives have been satisfied. Skilled software engineers are to be utilized throughout all phases, which results in a thorough and uninterrupted process from beginning to end. Specifically, SDLC activities for internally-developed systems/applications consist of the following procedures and phases:

- **New System/Application and Feature Development.** New system/application and feature development is the implementation of a new service or addition of new features and functions to the current product. The same processes are also involved when adding major enhancements to existing functionality.
- **Request for New System/Application or Features.** The process begins with the request for a new system/application, feature or tool. Authorized personnel will initiate the request. All requests are to be appropriately logged in JIRA.
- **Estimate and HW/SW Requirements.** Along with estimating the effort and time required to implement the new system/application, feature or tool, an estimate of hardware and software required for development and final deployment is conducted. These estimates are passed on to management for final approval.
- **Management Decision.** After reviewing the business rationale for the new system/application, feature or tool, Brandt decides whether the cost/benefits and strategic direction warrant the development to proceed. A review of the business rationale for a completely new project includes studying market opportunity and conducting a competitive analysis. Brandt can opt not to proceed with the development or even to table it for a period of time. As soon as the project receives approval, the process progresses to the development and deployment phases.
- **Requirement Analysis.** During this phase, a detailed requirements analysis of the new system/application, feature or tool is conducted and documented in the form of a requirements specification. Documents and activities for

this phase include obtaining copies of documents used during this phase and interviewing personnel for major activities during this phase.

- **Design.** In this phase, various technical personnel collaborate to develop a detailed design of the various activities involved. The design and development team reviews the design, and the final version is documented in the form of a design specifications document. If the feature or tool is to be a part of an existing system/application or functionality, the existing design document may be modified in lieu of creating a new document. Test plans and procedures for system tests are also developed.
- **Implementation.** Once the design is finalized, the actual implementation of the system/application, feature or tool begins with a test in a development environment. After all errors found during the testing stage are corrected, the application code is released to a test server.
- **Quality Assurance and Testing.** Once all the modules are moved to a test server and integrated in the test environment, any necessary test database tables and stored procedures are also created on the test server(s). The test environment is configured as a replica of the production environment or a specific client environment; however, there may be external interfaces which, at times, may not be duplicated, and approximations may be used. Testers then assess the new modules in this test environment. Test cases and scripts are written and documented as required. Any discrepancies are resolved with the development team, and any other additional testing is conducted. Customers and/or third-party users may be involved at different levels in this phase of project cycle, based on a mutual understanding of verification requirements. Test results are documented and reviewed with development personnel and management for final approval.
- **Release for Production.** Once the system/application, feature or tool is successful in the test environment, Brandt approves the release for production. Modules are moved to the production servers where functionality is tested after all modules are updated.

Patch Management

All necessary system patches and system updates to Brandt system components (those defined as critical from a security perspective) are to be obtained and deployed in a timely manner as designated by the following software vendor and/or other trusted third-parties: (1). Vendor websites and email alerts. (2). Vendor mailing lists, newsletters and additional support channels for patches and security. (3). Third-party websites and email alerts. (4). Third-party mailing lists. (5). Approved online forums and discussion panels. Effective patch management and system updates help ensure the confidentiality, integrity, and availability (CIA) of systems from new exploits, vulnerabilities and other security threats.

Additionally, all patch management initiatives are to be documented accordingly, which shall include information relating to the personnel responsible for conducting patching, list of sources used for obtaining patches and related security information, the procedures for establishing a risk ranking for patches, and the overall procedures for obtaining, deploying, distributing, and implementing patches specifically related to Brandt system components.

Various external security sources and resources are to be utilized for ensuring that Brandt maintains awareness of security threats, vulnerabilities and what respective patches, security upgrades and protocols are available. Authorized I.T. personnel are to subscribe to the following types of security sources and resources for ensuring retrieval of security patches in a timely manner:

- Vendor websites and email alerts, such as those for Microsoft, UNIX, Linux, Cisco, HP, etc.

- Vendor mailing lists, newsletters and additional support channels for patches and security
- Approved third-party websites, email alerts, and mailing lists
- Approved online information security forums and discussion panels
- Information security conferences, seminars and trade shows
- Community driven platforms relating to vulnerability management of information system, such as the following MITRE websites, and many others:
 - Open Source Vulnerability Database (OSVDB)
 - Common Configuration Enumeration (CCE)
 - Common Vulnerabilities and Exposures (CVE)
 - Common Platform Enumeration (CPE)
 - Common Weakness Enumeration (CWE)
 - Malware (MAEC)
 - Cyber Observables (CyboX)
 - Structured Threat Information Expression (STIX)
 - Trusted Automated Exchange of Indicator Information (TAXII)
 - Making Security Measurable (MSM)
 - Open Vulnerability and Assessment Language (OVAL)
 - Common Attack Pattern Enumeration and Classification (CAPEC)

Please refer to Brandt's Security Patch Management Installation Policy and Procedures to see what types of systems are patched, tools, and software used.

Vulnerability Management

An essential component of any vulnerability management program is to comprehensively identify and define the security posture of the organization as a whole. Increasing cyber security threats, regulatory compliance mandates, the implementation of best practices, and other important operational and security considerations are to be identified when defining such a posture. Ultimately, a well-conceived vulnerability management program for Brandt is one that ensures the confidentiality, integrity, and availability (CIA) of the organization's information systems landscape, which includes all critical system resources. Vulnerability management programs – often confined to only conducting internal and external scans, along with penetration testing, and remediating such issues – is to also include identifying and detecting, classifying and prioritizing, remediating, validating, and continuously monitoring vulnerabilities relating to the following:

- **User Access Rights:** Ensuring users have access rights commensurate to one's roles and responsibilities within the organization is a constant challenge, given the continuous user provisioning and de-provisioning processes undertaken, the numerous systems requiring access for such users, along with requests for changes and modifications in access rights.
- **Configuration Standards:** Provisioning, hardening, securing and locking-down all critical system resources within Brandt is crucial for ensuring a baseline of information security, one that can be built upon over time by continuous monitoring and updating of such systems with security patches.

- **Network Architecture and Topology:** Insecure network topologies and weak security architectures – even if the systems themselves are properly secured and hardened – can result in significant vulnerabilities for the organization.
- **Network Vulnerabilities:** The use of internal and external vulnerability scanning procedures, along with network layer and application layer penetration tests are a critical component of Brandt’s vulnerability management program.

Ultimately, an important component of developing a comprehensive vulnerability management program requires Brandt to adequately address the following major issues and constraints:

- **Vulnerabilities:** Software flaws or a misconfiguration that may potentially result in the weakness in the security of a system within the organization’s system resources.
- **Remediation:** The three (3) primary methods of remediation are (1) installation of a software patch, (2) adjustment of a configuration setting and (3) removal of affected software.
- **Threats:** Threats are capabilities or methods of attack developed by malicious entities to exploit vulnerabilities and potentially cause harm to a computer system or network.

Configuration Management

Because configuration management and its overall application often vary throughout industries and business sectors, for scope purposes, Brandt defines such practices as those utilized for implementing, establishing, maintaining, recording, and effectively monitoring secure configurations to the organization’s overall information system’s landscape. Specifically, this includes all network devices, operating systems, applications, internally developed software and systems, and other relevant hardware and software platforms. If any specific systems, because of size or complexity challenges, ultimately require their own independent configuration management program, they are to be developed accordingly by authorized personnel, and must abide by the practices as stated herein. Additional provisions for configuration management also include the following:

- Appropriate roles and responsibilities are to be developed and subsequently assigned to authorized personnel within Brandt regarding configuration management practices.
- All employees and relevant users of Brandt system resources are to receive the required and necessary training for undertaking their roles and responsibilities for configuration management. Training varies by personnel, but is to include all measures for ensuring employees and users stay abreast of significant issues affecting configuration management.
- Authorized personnel are to identify, assess, and select specific software tools and related utilities for aiding and facilitating all aspects of Brandt’s configuration management plan. This entails extensive research into all possible configuration management tools for ensuring interoperability and compatibility with all in-scope system resources, while also ensuring such tools have appropriate end-user technical and operational support at all times.
- Authorized I.T. personnel are to determine a variety of factors, most importantly the following: The minimum agreed upon security settings for ensuring a risk level as low as possible, yet one that still allows the organization to function in an efficient and effective manner, from an operational perspective.

- Authorized I.T. personnel are to identify baseline configuration standards for system resources and the, which is available from a number of well-known benchmarks, frameworks, associations, along with vendor specific guides.
- For all in-scope system components, insecure services, ports, and protocols are to be readily identified by authorized I.T. personnel, which means having a strong technical understanding of all relevant network devices (firewalls, routers, switches, load balancers, etc.), operation systems (Windows, UNIX, Linux), and applications (web server applications, database applications).

Please refer to Brandt's Configuration Standards for All Systems Components Policy and Procedures for Brandt's specific configuration management procedures.

Vendor Management

When using the services of various third-party outsourcing entities, a certain element of risk arises as responsibilities for critical initiatives are now in the hands of another organization. It's important to understand these risks, what they are, and how Brandt can readily identify any issues, concerns, or constraints pertaining to these risks. Failure to mitigate and prevent these risks can result in significant financial loss, legal issues, and public opinion misconceptions, ultimately damaging the organization. As such, the following risks are to be thoroughly understood and assessed in regards to business and contractual relationships entered into with various third-parties:

- **Compliance Risk:** These are risks arising from violations of applicable laws, rules, regulatory mandates, and along with other issues, such as non-compliance of internal operational, business specific, and information security policies, procedures, and processes.
- **Reputation Risk:** These are risks arising from negative public perception and opinion of a third- party outsourcing entity for almost any imaginable reason, such as unethical business practices, data breaches resulting in loss of sensitive and confidential consumer information (i.e., Personally Identifiable Information - PII), investigations from regulators into questionable business practices, etc.
- **Strategic Risk:** These are risks arising from third-parties failing to implement business initiatives that align with the overall goals and ideas of Brandt, such as not offering services that provide an acceptable return on investment, both short term and long term.
- **Operational Risk:** These are risks arising from a failed system of operational internal controls relating to personal and the relevant policies, procedures, processes, and practices.
- **Transaction Risk:** These are risks arising from a third-party failing to deliver as promised, such as product delivery, operational efficiency - or worse - unauthorized transactions and theft of information due to a weak system of operational and information security internal controls.
- **Credit Risk:** These are risks arising from the financial condition of the third-party, such as any "going concern" issues - a business that functions without the threat of liquidation for the foreseeable future, usually regarded as at least within 12 months.
- **Country Risk:** These are risks arriving from the politic, economic, and social landscape - and other relevant events - within a foreign country that can impact the services being provided by the third - party, ultimately affecting operations for Brandt.

- **Information Technology Risk:** These are risks arising from any number of information technology and information security issues, such as inadequate I.T. resources (hardware and software) along with lack of manpower.

Third Party Vendors (Processors, Software Providers, Payment Gateways, or Other Service Providers)

- The Controller must approve each merchant bank or processing contact of any third-party vendor that is engage in, or propose to engage in, the processing or storage of transaction data on behalf of Brandt—regardless of the manner or duration of such activities..
- Insure that all third-party vendors adhere to all rules and regulations governing cardholder information security.
- Contractually require that all third parties involved in credit card transactions meet all PCI security standards, and that they provide proof of compliance and efforts at maintaining ongoing compliance.

Backup and Storage

Data backup and storage procedures for Brandt system components are to be initiated by authorized I.T. personnel consisting of documented processes and procedures that include the following initiatives:

1. The type of backup performed (i.e., full, incremental, and differential backups).
2. The date(s) and time(s) for the designated backup processes to commence.
3. The appropriate reporting procedures and related output for confirmation of backups (i.e., log reports, email notification, etc.).
4. Incident response measures in place for backup failures and/or exceptions.
5. Retention periods for all data backups as required by management, customers, and all necessary regulatory compliance mandates. Additionally, when data has been compromised due to any number of reasons, appropriate restore procedures are to be enacted that allow for complete, accurate, and timely restoration of the data itself.

Encryption

When necessary and applicable, appropriate encryption measures are to be invoked for ensuring the confidentiality, integrity, and availability (CIA) of Brandt system components and any sensitive data associated with them. Additionally, any passwords used for accessing and/or authentication to the specified system component are to be encrypted at all times, as passwords transmitting via clear text are vulnerable to external threats. As such, approved encryption technologies, such as Secure Sockets Layer (SSL) | Transport Layer Security (TLS), Secure Shell (SSH), and many other secure data encryption protocols are to be utilized when accessing the specified system component. Additional encryption measures for Brandt are to also include the following best practices for all applicable devices that have the ability to store sensitive and confidential information:

- **Servers** – Depending on the type of server and the underlying applications, a large range of encryption measures can be adopted. The first measure is identifying the type of information residing on such servers and the necessary encryption protocols to apply. Additionally, servers are to be provisioned and hardened accordingly, with anti-virus also installed.
- **Desktop Computers** – Any desktop computer storing sensitive and confidential information are to utilize encryption for the actual hard drives. Additionally, access rights are to be limited to authorized personnel at all times. Non -Brandt desktops, such as those physically located at an employee's home, are to never contain sensitive and confidential information under any circumstances. If such data needs to be accessed for performing remote duties, then a secure connection must be made to the Brandt network for accessing all relevant information. Additionally, desktop computers are to be provisioned and hardened accordingly, with anti-virus also installed.
- **Laptops, Mobile Computing Devices, Smart Devices** – Such devices are to have approved encryption installed and enabled prior to their use, which requires Brandt authorized I.T. personnel to configure appropriate encryption programs. Specifically, full disk encryption, or other approved methods, such as file level encryption are to be used, and these devices are not to be used for long-term storage of sensitive and confidential information. The phrase "long term" is discretionary in nature, but consists of any data residing on laptops, mobile computing devices, and smart devices longer than thirty (30) calendar days. Non-Brandt laptops, mobile computing devices, and smart devices, are to never contain sensitive and confidential information under any circumstances. If such data needs to be accessed for performing remote duties, then a secure connection must be made to the Brandt network for accessing all relevant information. Additionally, laptops, mobile computing devices, and smart devices are to be provisioned and hardened accordingly, with anti-virus also installed.
- **Removable Storage Devices** – USB enabled devices, such as memory sticks, external hard drives, network attached storage devices are strictly prohibited. Though there may be circumstances that require storing of sensitive and confidential information onto these utilities, it must be approved in writing, and such data is never to reside on these devices for long-term storage measures.
- **Unknown Devices** – The phrase "unknown devices" is given to such items as kiosks, hourly computing stations for rent, friends and family members computers, or any other types of device for which Brandt has little to no knowledge regarding its safety and security. These devices are never to be used for storing, processing or transmitting sensitive and confidential information due to the lack of knowledge of their respective encryption practices, which many times are none at all.

Event Monitoring

Comprehensive auditing & monitoring initiatives for Brandt system components are to be implemented that effectively identify and capture the following events:

1. All authentication and authorization activities by all users and their associated accounts, such as log on attempts (both successful and unsuccessful).
2. Any creation, modification or deletion of various types of events and objects (i.e., operating system files, data files opened and closed and specific actions, such as reading, editing, deleting, printing).
3. All actions undertaken by system administrators who have elevated privileges and access rights.

Additionally, for each event described above, the following attributes are to be captured:

1. The type of event that occurred and on what system level and/or application level did it occur on.
2. The date and time of the event.
3. The identity of the user, such as the log-on ID.
4. The origination of the event.
5. The outcome of the event, such as the success or failure of the event.
6. The name of the affected system.

Configuration and Change Monitoring

Furthermore, the use of specialized software, such as File Integrity Monitoring (FIM), Host based Intrusion Detection Systems (HIDS), and/or change detection software programs are to be implemented for monitoring Brandt system components as they provide the necessary capabilities for assisting in the capture of all the above-stated, required events. Additionally, configuration change monitoring tools are to be used to detect any file changes made within a specified system component, ranging from changes to commonly accessed files and folders, to more granular based data, such as configuration files, executables, rules, and permissions. Changes made are to result in immediate alerts being generated with appropriate personnel being notified. Moreover, these tools effectively aid in capturing and forwarding all events in real-time, thus mitigating issues relating to native logging protocols, which can be accessed by users with elevated privileges on various system components themselves, resulting in the disabling and modification of its services and the resulted output.

Performance and Utilization Monitoring

Additional measures are to be employed for ensuring that Brandt system components - such as servers - are actively being monitored for all necessary performance and utilization measures, such as the following:

- CPU Utilization-Identifies current, real-time capacity of the CPU, and provides alerting and notification measures regarding capacity limits along with underutilization metrics.
- Memory Utilization-Identifies current, real-time memory usage and provides alerting and notification measures if memory usage is high and/or if memory availability is low.
- Disk Utilization-Identifies current, real-time disk space and provides alerting and notification measures if disk space is low.
- Process Monitoring-Monitors all critical processes and provides alerting and notification measures when processes fail.
- Windows Service Monitoring-Monitors all critical windows services and provides alerting and notification measures as needed.
- Network Interface Monitoring-Monitors the overall health and status of the network interface.

Authorized personnel are to appropriately configure all Win2K3 servers for ensuring the aforementioned measures are in place via tools that provide agent based monitoring, the use of native agents on the specified system resource itself, along with agentless monitoring, if applicable.

Logging and Reporting

Along with capturing all necessary events as described in "Event Monitoring", effective protocols and supporting measures are to be implemented for ensuring all required events and their associated attributes are logged, recorded, and reviewed as necessary. Additionally, all applicable elevated permissions (those for administrators) along with general access rights permissions (those for end-users) to Brandt system components are to be reviewed on an annual basis by an authority that is independent from all known users (i.e., end-users, administrator, etc.) and who also has the ability to understand, interpret, and ultimately identify any issues or concerns from the related output (i.e., log reports, and other supporting data). The specified authority reviewing the logs is to determine what constitutes any "issues or concerns", and to report them immediately to appropriate personnel.

Moreover, protocols such as syslog and other capturing and forwarding protocols and, or technology, such as specialized software applications, are to be used as necessary, along with employing security measures that protect the confidentiality, integrity, and availability (CIA) of the audit trails and their respective log reports (i.e., audit records) that are produced. Additionally, all audit records are to be stored on an external log server (i.e., centralized syslog server or similar platform) that is physically separated from the original data source, along with employing effective backup and archival procedures for the log server itself. These measures allow Brandt to secure the audit records as required for various legal and regulatory compliance mandates, along with conducting forensic investigative procedures if necessary.

Data Retention and Disposal

It is company policy to limit data storage amount and retention time to that which is required for legal, regulatory and business requirements. Furthermore, processes are to be in place for secure disposal of data when no longer needed for legal, regulatory and business requirements. This in turn mandates retention requirements be in place and documented accordingly for all legal, regulatory and business requirements. Additionally an automatic or manually executed process is to be in place for identifying and securely removing data that exceeds the defined legal, regulatory and business requirements. As for disposing of data, the following methods are to be utilized for both hard copy and electronic data:

- Purging and deleting data from all system components. This can be done by utilizing a secure wipe program in accordance with industry-accepted standards for secure deletion (i.e., degaussing).
- Destroying (cross-shredding) any cardholder data that is in a hardcopy format.

For electronic media stored on system components that are no longer in use, data is to be disposed of through any one of the following procedures:

- Disintegration
- Shredding (disk grinding device)
- Incineration by a licensed incinerator

- Pulverization

Incident Response

Brandt is to have in place documented incident response initiatives, which includes provisions for effectively preparing, detecting, responding, and recovering from an incident, along with initiating post-incident activities and awareness. Thus, these five (5) provisions are to also consist of the following measures for incidents relating to Brandt system components

1. "Preparing" in that employees and all other applicable parties should be aware of security threats and computer incidents and undertake all necessary and required training.
2. "Detecting" in that procedures are in place that allow for timely detection of all threats, such as the use of specific software tools and other monitoring and detection elements.
3. "Responding" in that procedures are in place that allow for rapid and swift response measures, which is highly necessary for containing and quarantining any given incident.
4. "Recovering" in that procedures are in place that allow for full recovery of the affected systems, such as the use of backup media and the ability to rebuild, reconfigure and redeploy as necessary.
5. "Post Incident Activities and Awareness" in that a formal and documented Incident Response Report (IRR) is to be developed, reviewed by appropriate parties, resulting in "Lessons Learned" from the incident and what initiatives can be implemented for hopefully eliminating the likelihood of future incidents.

These measures form a critical component of ensuring the protection of the organization's network infrastructure, and as such, are to be immediately implemented when an incident arises that may affect the security of Brandt system components.

Performance and Security Testing

All applicable Brandt system components are to undergo annual vulnerability assessments along with penetration testing for ensuring their safety and security from the large and ever-growing external and internal security threats being faced with today. Vulnerability assessments, which entails scanning a specified set of network devices, hosts, and their corresponding Internet Protocol (IP) addresses, helps identify security weaknesses within Brandt's network architecture, along with those related to specific system components. Additionally, penetration testing services, which are designed to actually compromise the organization's network and application layers, also assists in finding security flaws that require immediate remediation. Moreover, contractual requirements along with regulatory compliance laws and legislation often mandate organizations perform such services, at a minimum, annually (for penetration tests), and often on a periodic and/or quarterly basis (for vulnerability assessments). As such, Brandt will adhere to these stated requirements and will perform the necessary services on all applicable system components.

Careful planning and consideration of what systems are to be included when performing vulnerability assessments and, particularly penetration testing, is a critical factor, as all environments (i.e., development, production, etc.) must be safeguarded from any accidental or unintended exploits caused by the tester.

Additionally, if Brandt has internally developed, proprietary applications (i.e., software), appropriate code reviews are to be conducted for ensuring the software itself has been coded and developed with the appropriate security measures. Poorly coded software, specifically software used for web facing platforms, can be compromised through numerous harmful tactics, such as Cross-site scripting (XSS), injection flaws (SQL, etc.) and other damaging methods.

Disaster Recovery

Documented Business Continuity and Disaster Recovery Planning (BCDRP) are vital to protecting all Brandt assets along with ensuring rapid resumption of critical services in a timely manner. Because disasters and business interruptions are extremely difficult to predict, it is the responsibility of authorized Brandt personnel to have in place a fully functioning BCDRP process, and one that also includes specific policies, procedures, and supporting initiatives relating to all system resources, including Windows servers.

The image shows a top-down view of a hexagonal grid map. The grid cells are colored in various shades of green, brown, and blue, representing different terrain types. In the center, there is a white, hexagonal building with a dark roof. To the right of this building, there is a yellow tent and two wooden chairs. In the bottom left, there are two more wooden chairs. The map is surrounded by a red border.

APPENDIX 3

Draft Design Plan

Design Documentation & Planning

The architecture and design of the new State Parks Reservation System solution will be constructed and documented as reference material and guidance for both Brandt and NGPC. Brandt will develop charts and visual system overview designs to outline workflows and business processes as requested by NGPC and implemented in the State Parks Reservation System solution.

The system design document will offer an in-depth catalog of business processes, requirements, expected functionalities in a clear, concise, and organized document that is updated as system requirements are modified and/or enhanced. The system diagrams and design documents will be reviewed for accuracy and approved by NGPC project stakeholders.

Throughout the planning, design, and development phases, Brandt expects and prepares for modifications to system overviews, approaches, and solutions, and allocates resources effectively to accommodate modifications and changes. Brandt will incorporate these modifications or enhancements into the system overview documents, diagrams, and charts to ensure all system framework meets the specifications outlined by NGPC.

The Design Plan will include a detailed explanation of how the NGPC State Park Reservation System hardware, software, and network design meets NGPC requirements. The System Design will also provide the screen, program and reports designs for all screens, programs, and reports, whether custom or package provided.

SOFTWARE DEVELOPMENT LIFECYCLE (SDLC) METHODOLOGY

Brandt uses an agile development methodology, which offers flexible response to change. An agile approach consists of incremental system development, giving the state a working system to test and ensure the functionalities built meet business needs. System development is broken down into iterations, or short time frames that will generally last 30 days. At the end of the iteration, the functionality and design planned for that sprint will be available to state staff for testing and approval. This development method allows system development to quickly adapt and change based on needs and offers an interactive process that focuses on customer feedback and response to the system design.

FUNCTIONAL DESIGN APPROACH & METHODOLOGY

Product requirements are the common bridge between business and development because they are the first step in the product development, and where value creation is the greatest. With an Agile approach, project requirements documentation is evolving while stakeholders collaborate to ensure they keep documentation ‘as light as possible’ yet detailed enough to provide the necessary information for the Sprint to be completed. Finalizing the requirements sets the stage for the next step in the software development life cycle, technical design. Technical requirements are written to translate the business needs into technical terms, which then are added into the RTM (Requirements Traceability Matrix). Use Cases are created to clarify the scenarios and workflows that need to be included in the product. The RTM is used to track each functional requirement to Technical Design, while also providing for traceability to the test cases. These are written out to clarify the customer’s need from a business perspective.

TECHNICAL DESIGN APPROACH & METHODOLOGY

In Agile projects, documentation should be as light as possible, yet sufficiently detailed enough for the team to complete the selected User Stories in a given Sprint. Design is linked to the underlying technical architecture of the product being built and is intended to give the development team enough detail to be able to build the feature or functionality. It becomes a guiding blueprint for developers and QA. It's different from Functional Design, where we specify the design elements needed to implement the functional needs – such as user interface, business rules and process flows. As used in Agile development, user stories capture a description of a software feature from an end-user perspective. A user story typically describes who the user is, what they want to accomplish and why. Consistent with the concept of keeping documentation light, a user story creates a simplified description of a requirement. It is written in clear language, so any user should be able to read a user story and understand it. Use cases are like user stories, however they focus on a single interaction with the application. A user story is a fundamental organizing concept for developing the technical design of the feature or function.

INTERFACE DESIGN

Brandt designs interfaces with the customer and end user in mind. We use wire frames and review with our customers during our on-site visits in order to provide frequent and ongoing releases while gaining end user input. Consistent with our overall approach, the interface design is iterative and contained within the Sprint cycles. Within our web-based graphical user interfaces (GUI) we also focus on an administrative system management. This provides a configurable interface to promote flexibility. This is critical part of our design since a 'client accessible' configurable interface accommodates and anticipates future changes while reducing workload as much as possible.

REQUIREMENTS TRACEABILITY

System documentation, including project notes, status updates, design specifications, and requested revisions can be found and accessed by the state through Brandt's web based, real time project tracking tool.

To begin, Brandt will import RFP requirements into the tracking tool as part of the foundation of the initial scope and the initial requirements traceability matrix for the solution. These requirements will be re-analyzed and the proposed approach will be documented for each requirement. Requirements available out of the box in the solution will be set to a resolved / testing status for quality assurance validation.

Starting with the Requirements listed in the RFP, the project team will complete the master Requirements Traceability Matrix (RTM). This effort accomplishes a variety of goals, but mainly it allows for tracking project requirements, development, and testing. The RTM will be appended during the Sprints and the Use Case creation as new requirements are identified. The RTM assures that each requirement is traced to a specific solution feature or functions. And finally, it maps the requirement to the Test Cases. In addition to 'Requirements-based' testing, the RTM creates an audit trail which documents how the solution meets each requirement.

Documentation

Brandt will maintain a Document Management Reference Guide for keeping Project Management documents consistently named and indexed.

Brandt will work with state staff to determine the naming structure for uploaded files.

Additionally, upon project kickoff, Brandt will create a project template library. This library will contain document templates to be used throughout the project lifecycle using a style guide developed by the Brandt Marketing team.

At a minimum, the following templates will be made available to the state and Brandt project team members:

- Weekly Status Report Template
- Onsite / Virtual Meeting Agenda Template
- General Communication / Word Document Template
- System Requirements & Specifications Template
- User Story Documentation Template
- Requirements Traceability Matrix Template

Availability of Documentation

Brandt will maintain a documentation library containing all planning, design, training, and implementation documents developed by Brandt and NGPC throughout the project, as well as the final design document. The files will be made available as read-only and will be maintained and updated with the most up to date information as modifications and enhancements are made to systems, documents, and plans.

Documentation Deliverable Examples may include:

Document	Delivery	Description
General Design Document	<i>Design Completion</i>	The general design document will provide a high-level overview of the system catalog, functionality, users, and expected behaviors. The draft will be submitted to NGPC for review and approval.
Detailed Design Document	<i>Design Completion</i>	The detailed design document will provide an in-depth description of all system modules, behaviors, functionality, system responses, errors, relationships, integrations, and technologies. The draft will be submitted to NGPC for review and approval.
Unit Test Plans	<i>Design Completion</i>	Unit test plans will describe the proposed testing methods, testing steps and expected behaviors/outcomes, and documents and files associated with the unit testing plan.
Draft Implementation Plan	<i>Design Completion</i>	The draft implementation plan will document Brandt's approach to the system transition and implementation of the new State Parks Reservation System solution. The plan will document all dependencies, resources, required activities, risks, risk response plans, and more. The draft will be submitted to NGPC for review and approval.
Unit Test Plans, Results, Problem Log	<i>Development Completion</i>	The results and problem logs associated with all unit test plans will be delivered to NGPC. The problem log will include the issue date, issue description, resolution, and resolution date.
Acceptance Test Plan	<i>Development Completion</i>	The acceptance test plan will outline the methods to execute acceptance testing, formal review and approval requirements, dependencies, and risks.

The background of the page is a stylized, low-poly aerial view of a hexagonal grid map. The grid cells are colored in shades of green, grey, and blue, representing different terrain types like grass, rock, and water. Various 3D objects are placed on the grid, including a white building with a dark roof, a yellow tent, and several wooden chairs. The central part of the page is overlaid with a solid red banner containing the title text.

APPENDIX 4

Draft Security Plan

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

































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The background of the page is a 3D isometric map of a campsite. The map is composed of various terrain types represented by different colors and textures: green for grass, brown for dirt, and blue for water. In the center, there is a white tent with a dark roof. To the right, there is a yellow tent. In the foreground, there are two wooden chairs. The map is divided into sections by red lines, suggesting a grid or different zones. The overall style is that of a digital game or simulation environment.

APPENDIX 5

Draft Schedule of Work/Project Schedule

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor	Resource Names	% Complete
1			DPNR State Parks Reservation System	291 days?	Mon 12/16/24	Tue 1/27/26		0%	0%
2			Initiation Phase	21 days	Wed 11/13/24	Fri 12/13/24		0%	0%
3			Contract Award	21 days	Wed 11/13/24	Fri 12/13/24		0%	0%
4			Notice of Contract Award	1 day	Wed 11/13/24	Wed 11/13/24		0%	0%
5			Contract Negotiations / Internal Project Establishment	18 days	Thu 11/14/24	Wed 12/11/24	4	0%	0%
6			Contract Signed	1 day	Fri 12/13/24	Fri 12/13/24	5	0%	0%
7			Planning Phase	20 days	Mon 12/16/24	Mon 1/13/25		0%	0%
8			Project Schedule	13 days	Mon 12/16/24	Thu 1/2/25	6	0%	0%
9			Refine Detailed Project Schedule	6 days	Mon 12/16/24	Mon 12/23/24	6	0%	0%
10			Deliverable: Detailed Project Schedule to NGPC	1 day	Tue 12/24/24	Tue 12/24/24	9	0%	0%
11			DPNR Review and Feedback	6 days	Thu 12/26/24	Thu 1/2/25	10	0%	0%
12			Milestone: Detailed Project Schedule Approved by NGPC	0 days	Thu 1/2/25	Thu 1/2/25	11	0%	0%
13			Develop Project Management Plan	11 days	Mon 12/16/24	Tue 12/31/24		0%	0%
14			Project Work Plan	1 day	Mon 12/16/24	Mon 12/16/24	6		0%
15			Resource Management/Staffing Plan	1 day	Mon 12/16/24	Mon 12/16/24	6		0%
16			Initial Integrated Project Schedule	1 day	Mon 12/16/24	Mon 12/16/24		0%	0%
17			Requirements Management Plan	1 day	Mon 12/16/24	Mon 12/16/24			0%
18			Communication Plan	1 day	Mon 12/16/24	Mon 12/16/24		0%	0%
19			Risk Management Plan	1 day	Mon 12/16/24	Mon 12/16/24		0%	0%
20			Weekly Report Template	5 days	Mon 12/16/24	Fri 12/20/24		0%	0%
21			Deliverable: Project Management Plan Submitted to NGPC	1 day	Mon 12/23/24	Mon 12/23/24	20	0%	0%
22			NGPC Review and Feedback	5 days	Tue 12/24/24	Tue 12/31/24	21	0%	0%
23			Milestone: Project Management Plan Approved by NGPC	0 days	Tue 12/31/24	Tue 12/31/24	22	0%	0%
24			Develop Project Work Plan	9 days	Mon 12/23/24	Fri 1/3/25		0%	0%
25			Create Project Work Plan	4 days	Mon 12/23/24	Fri 12/27/24	6	0%	0%
26			Deliverable: Project Work Plan Submitted to NGPC	0 days	Fri 12/27/24	Fri 12/27/24	25	0%	0%
27			NGPC Review and Feedback	5 days	Mon 12/30/24	Fri 1/3/25	26	0%	0%
28			Milestone: Project Work Plan Approved by NGPC	0 days	Fri 1/3/25	Fri 1/3/25	27	0%	0%
29			Kickoff Meeting	1 day	Mon 1/13/25	Mon 1/13/25		0%	0%
30			Milestone: Execute Project Kickoff Meeting	1 day	Mon 1/13/25	Mon 1/13/25	23	0%	0%
31			Execution Phase	291 days	Mon 12/16/24	Tue 1/27/26	6	0%	0%

ID	 Task Mode	Task Name	Duration	Start	Finish	Predecessor	Resource Names	% Complete
32	 	Conduct System Analysis	50 days	Mon 12/16/24	Mon 2/24/25			0%
33	 	Requirements Preparation	15 days	Mon 12/16/24	Mon 1/6/25			0%
34	 	Receive updated Systems documentation from NGPC	1 day	Mon 12/16/24	Mon 12/16/24	6		0%
35	 	Review RFP Requirements and other documentation received from NGPC	10 days	Tue 12/17/24	Tue 12/31/24	34		0%
36	 	Develop Requirements Management Plan	14 days	Tue 12/17/24	Mon 1/6/25	35SS		0%
37	 	Deliverable: Requirements Management Plan Submitted to NGPC	0 days	Mon 1/6/25	Mon 1/6/25	36		0%
38	 	System Requirements	50 days	Mon 12/16/24	Mon 2/24/25			0%
39	 	Execute Initial Requirements Review Sessions w/NGPC- Iteration 1	2 days	Tue 1/14/25	Wed 1/15/25	30FS-1 day		0%
40	 	Develop Functional Requirements Document (FRD) Iteration 1	5 days	Fri 1/17/25	Thu 1/23/25	39FS+1 day		0%
41	 	Review of Functional Requirements by NGPC	5 days	Fri 1/24/25	Thu 1/30/25	40		0%
42	 	Updates to Functional Requirements Document (FRD) Iteration 1	3 days	Tue 1/28/25	Thu 1/30/25	40FS+2 days		0%
43	 	Develop User Stories for Sprint 1 and Sprint 2	5 days	Fri 1/24/25	Thu 1/30/25	42FS-5 days		0%
44	 	Prepare for Iteration 2 Requirements Sessions	5 days	Fri 1/31/25	Thu 2/6/25	43		0%
45	 	Execute Requirements Review Sessions w/NGPC- Iteration 2	2 days	Fri 2/7/25	Mon 2/10/25	44		0%
46	 	Develop Functional Requirements Document (FRD) Iteration 2	5 days	Tue 2/11/25	Mon 2/17/25	45		0%
47	 	Review of Detailed System and Functional Requirements by NGPC	5 days	Tue 2/18/25	Mon 2/24/25	46		0%
48	 	Develop User Stories for Sprint 3 and Sprint 4	5 days	Tue 2/18/25	Mon 2/24/25	47FS-5 days		0%
49	 	Review of Detailed System and Functional Requirements by NGPC	5 days	Mon 12/16/24	Fri 12/20/24			0%
50	 	Final Updates to Functional Requirements Document (FRD)	5 days	Mon 12/23/24	Mon 12/30/24	49		0%
51	 	Deliverable: Functional Requirements Document Finalized	0 days	Mon 12/30/24	Mon 12/30/24	50		0%
52	 	Milestone: Functional Requirements Document Accepted by NGPC	0 days	Mon 12/30/24	Mon 12/30/24	50		0%
53	 	Initial Project Deliverables and Documentation	84 days	Tue 12/31/24	Fri 4/25/25			0%
54		Develop System Design Plan	37 days	Fri 1/24/25	Mon 3/17/25			0%
55		Create System Design Plan	30 days	Fri 1/24/25	Thu 3/6/25	52		0%
56		Deliverable: System Design Plan Submitted to NGPC	0 days	Thu 3/6/25	Thu 3/6/25			0%

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessor	Resource Names	% Complete
57			NGPC Review and Feedback	5 days	Thu 3/6/25	Wed 3/12/25	56		0%
58			Updates Based on NGPC Feedback	3 days	Thu 3/13/25	Mon 3/17/25	57		0%
59			Develop System Test Plan	38 days	Fri 1/24/25	Tue 3/18/25	52	0%	0%
60			Create Test Management Plan	30 days	Fri 1/24/25	Thu 3/6/25	40	0%	0%
61			Deliverable: Test Management Plan Submitted	0 days	Thu 3/6/25	Thu 3/6/25	60	0%	0%
62			NGPC Review and Feedback	5 days	Fri 3/7/25	Thu 3/13/25	60	0%	0%
63			Updates based on NGPC Feedback	3 days	Fri 3/14/25	Tue 3/18/25	62	0%	0%
64			Requirements Traceability Matrix	2 days	Tue 1/7/25	Wed 1/8/25		0%	0%
65			Issue final RTM	2 days	Tue 1/7/25	Wed 1/8/25	52FS+5 d	0%	0%
66			Create System Security Plan	30 days	Tue 12/31/24	Mon 2/10/25		0%	0%
67			Develop System Security Plan	15 days	Tue 12/31/24	Mon 1/20/25	52	0%	0%
68			Deliverable: System Security Plan Submitted to NGPC	0 days	Mon 1/20/25	Mon 1/20/25	67	0%	0%
69			NGPC Review and Feedback	10 days	Tue 1/21/25	Mon 2/3/25	68	0%	0%
70			Updates based on NGPC Feedback	5 days	Tue 2/4/25	Mon 2/10/25	69	0%	0%
71			Create Transition and Integration Plan	77 days	Thu 1/9/25	Fri 4/25/25		0%	0%
72			Develop System Security Plan	15 days	Thu 1/9/25	Wed 1/29/25	65	0%	0%
73			Develop Transition Plan	15 days	Mon 4/7/25	Fri 4/25/25	65		0%
74			Deliverable: Transition and Integration Plan Submitted to	0 days	Wed 1/29/25	Wed 1/29/25	72	0%	0%
75			NGPC Review and Feedback	10 days	Thu 1/30/25	Wed 2/12/25	74	0%	0%
76			Updates based on NGPC Feedback	5 days	Thu 2/13/25	Wed 2/19/25	75	0%	0%
77			Platform Implementation	50 days	Thu 2/20/25	Wed 4/30/25		0%	0%
78			Network	25 days	Thu 2/20/25	Wed 3/26/25	76		0%
79			Configuration / Conversion	50 days	Thu 2/20/25	Wed 4/30/25	76		0%
80			Accounting	50 days	Thu 2/20/25	Wed 4/30/25	76		0%
81			E-Commerce	50 days	Thu 2/20/25	Wed 4/30/25	76		0%
82			Data Conversion	50 days	Thu 2/20/25	Wed 4/30/25	76		0%
83			System Development	161 days	Thu 5/1/25	Thu 12/11/25		0%	0%
84			NGPC Iteration 1	52 days	Thu 5/1/25	Fri 7/11/25		0%	0%
85			Application Development and Configuration	20 days	Thu 5/1/25	Wed 5/28/25	82	0%	0%
86			Preparatory System Development Work	5 days	Thu 5/29/25	Wed 6/4/25	85	0%	0%
87			Sprint 1	10 days	Thu 6/5/25	Wed 6/18/25	40,86	0%	0%

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessor	Resource Names	% Complete
88		Sprint 2	10 days	Thu 6/19/25	Wed 7/2/25	46,87	0%	0%
89		Execute Test Cases, Address Defects, Harden	10 days	Thu 6/12/25	Wed 6/25/25	87SS+5 d	0%	0%
90		Develop Release Notes	1 day	Thu 6/26/25	Thu 6/26/25	89	0%	0%
91		NGPC System Iteration 1 - Onsite or Virtual Design Review Meeting	1 day	Fri 6/27/25	Fri 6/27/25	90	0%	0%
92		NGPC Review and Feedback	10 days	Mon 6/30/25	Fri 7/11/25	91	0%	0%
93		NGPC Iteration 2	27 days	Thu 7/3/25	Fri 8/8/25	0%	0%	
94		Sprint 3	10 days	Thu 7/3/25	Wed 7/16/25	88	0%	0%
95		Sprint 4	10 days	Thu 7/17/25	Wed 7/30/25	94	0%	0%
96		Execute Test Cases and Debug	10 days	Thu 7/10/25	Wed 7/23/25	94SS+5 d	0%	0%
97		Develop Release Notes	1 day	Thu 7/24/25	Thu 7/24/25	96	0%	0%
98		NGPC System Sprint 2 - Onsite or Virtual Design Review Meeting	1 day	Fri 7/25/25	Fri 7/25/25	97	0%	0%
99		NGPC Review and Feedback	10 days	Mon 7/28/25	Fri 8/8/25	98	0%	0%
100		Final Integration Testing and Hardening Phase	17 days	Thu 7/31/25	Fri 8/22/25	0%	0%	
101		Sprint 5 - Hardening and address NGPC feedback from Iteration 2	10 days	Thu 7/31/25	Wed 8/13/25	95	0%	0%
102		Fully execute Test Plan on Integrated System	5 days	Thu 8/14/25	Wed 8/20/25	101	0%	0%
103		Execute Performance Testing and Optimize	5 days	Thu 8/14/25	Wed 8/20/25	101	0%	0%
104		Release Completed System to UAT Environment	1 day	Thu 8/21/25	Thu 8/21/25	103	0%	0%
105		Final Onsite or Virtual Design Review Meeting	1 day	Fri 8/22/25	Fri 8/22/25	104	0%	0%
106		Final Acceptance	89 days	Mon 8/11/25	Thu 12/11/25	0%	0%	
107		Schedule UAT Team	5 days	Mon 8/11/25	Fri 8/15/25	110SS-10	0%	0%
108		Prepare UAT Support Materials	5 days	Mon 8/18/25	Fri 8/22/25	110SS-5	0%	0%
109		Perform Updated Data Conversion	5 days	Mon 8/18/25	Fri 8/22/25	110SS-5	0%	0%
110		NGPC Execute UAT	10 days	Mon 8/25/25	Fri 9/5/25	105	0%	0%
111		Bug Fixes	5 days	Mon 9/8/25	Fri 9/12/25	110	0%	0%
112		NGPC Execute UAT	5 days	Mon 9/15/25	Fri 9/19/25	111	0%	0%
113		Final Deployment Code and Push to Production Environment	2 days	Wed 12/10/25	Thu 12/11/25	112	0%	0%
114		Milestone: Initial Deployment of NGPC System Accepted by DPNR	0 days	Thu 12/11/25	Thu 12/11/25	113	0%	0%
115		Go-Live	3 days	Fri 12/12/25	Tue 12/16/25	0%	0%	
116		Final NGPC System Validation and Review Readiness Checklist	1 day	Fri 12/12/25	Fri 12/12/25	114	0%	0%

ID		Task Name	Duration	Start	Finish	Predecessor	Resource Names	% Complete
117		Release to End Users - System in Production	1 day	Tue 12/16/25	Tue 12/16/25	116FS+1	0%	0%
118		Milestone - NGPC Initial System Deployment in Production	0 days	Tue 12/16/25	Tue 12/16/25	117	0%	0%
119		Acceptance	30 days	Wed 12/17/25	Tue 1/27/26		0%	0%
120		Review acceptance and wrap-up phase deliverables	30 days	Wed 12/17/25	Tue 1/27/26	118SS	0%	0%
121		Monitor system performance	30 days	Wed 12/17/25	Tue 1/27/26	118SS	0%	0%
122		Provide initial troubleshooting & support	30 days	Wed 12/17/25	Tue 1/27/26	118SS	0%	0%
123		Project Administration	48 days	Mon 4/7/25	Wed 6/11/25	29FS+10	0%	0%
124		Develop Training Plan	28 days	Mon 4/7/25	Wed 5/14/25		0%	0%
125		Create Training Strategy	15 days	Mon 4/7/25	Fri 4/25/25		0%	0%
126		Deliverable: Training Plan Submitted	0 days	Fri 4/25/25	Fri 4/25/25	125	0%	0%
127		NGPC Review and Feedback	10 days	Mon 4/28/25	Fri 5/9/25	125	0%	0%
128		Updates based on DPNR Feedback	3 days	Mon 5/12/25	Wed 5/14/25	127	0%	0%
129		Create Disaster Recovery Plan	33 days	Mon 4/28/25	Wed 6/11/25		0%	0%
130		Develop Disaster Recovery Plan	18 days	Mon 4/28/25	Wed 5/21/25	125	0%	0%
131		Deliverable: Disaster Recovery Plan Submitted to NGPC	0 days	Wed 5/21/25	Wed 5/21/25	130	0%	0%
132		NGPC Review and Feedback	10 days	Thu 5/22/25	Wed 6/4/25	131	0%	0%
133		Updates based on NGPC Feedback	5 days	Thu 6/5/25	Wed 6/11/25	132	0%	0%

The image shows a top-down view of a hexagonal grid map. The grid cells are colored in various shades of green, brown, and blue, representing different terrain types. In the center, there is a white, hexagonal building with a dark roof. To the right of the building, there is a yellow tent and two wooden chairs. To the left of the building, there is another set of wooden chairs. The map is surrounded by a red border.

APPENDIX 6

Draft Training Plan

Draft Training Plan

User training prior to implementation is important for a smooth transition. Brandt expects that system users will be very comfortable with navigating the new solution, because of its intuitive nature and simple workflows, additionally users will have exposure to a live, operating system that users will test throughout the development phases.

Brandt will provide scheduled, organized training sessions designed to demonstrate system functionalities, processes, workflows, and business rules based on training audiences. Several sessions will be scheduled and customized to individual NGPC attendee needs to ensure the training is relevant, comprehensive, and prepares NGPC users for the transition. Strategic and organized training sessions may take place in person at NGPC offices as well as through web conference tools.



Project Manager, Lorie Gann leading Ranger training session for SC State Parks

TRAINING LOCATIONS & INITIAL TRAINING TIMELINE

The Project Manager will work with NGPC to select the best locations, format and dates for staff and manager training. Ideally the bulk of in-person training is completed within four weeks of the Go Live date so that system confidence remains high with fresh knowledge.

SYSTEM USER TRAINING BY PROFILE

The style and formality of training varies by User Profile. For the initial rollout, Brandt provides in-person training along with a hands-on practice session and proficiency testing for staff handling park reservations and/or recreational permit registrations. Remote retail vendor training is also available as needed.

Hands-on training and on-demand support is provided to ensure that all users, at every technical level, are confident with making reservations and checking in walk-ins. The objective of hands-on training is to provide staff with a high level of confidence in the processes related to their position.

As an example, park and administrative staff are provided ample training and practice to make, change, transfer and cancel reservations, as well as sell retain items, apply fees (e.g. park entry, passes, services), and make adjustments to a customer's reservation as needed.

Training for System Administrators is provided directly by Brandt Project Team members during implementation and can often provide additional training to Users as needed.

NGPC Accounting-specific development, training and support is provided by Brandt accounting specialists experienced in the Brandt platform configured for the unique accounting requirements of the agency.

SEASONAL OR PERIODIC RE-TRAINING

Brandt will provide the NGPC with annual in-person and/or remote training sessions for seasonal staff depending on the best approach needed each season based on user profile.

Periodic refresher and new seasonal user training sessions may be scheduled by the Brandt-provided Training Coordinator as needed.

TRAINING MATERIALS

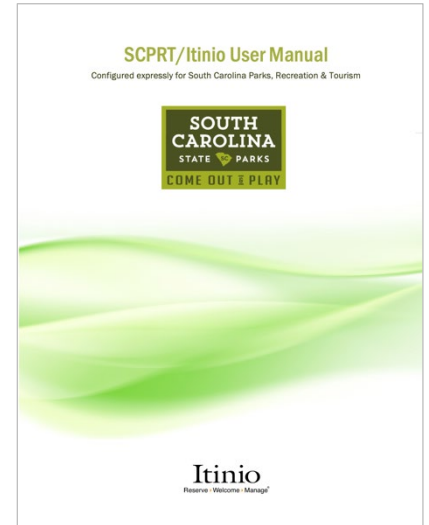
Training materials to support all levels of user training are provided. Since all parks systems are unique, NGPC training materials will be created specifically for Nebraska State Parks – using screen shots, terminology and policies directly from the new Nebraska State Park Reservation System.

All training materials are approved by the Project Team prior to training. Often materials are revised over time as process questions and unique situations are addressed. System Administrators and the Project Team members can update and edit the training files at any time.

All training materials are provided in digital format and accessed via the **Training Library** built into the system and available to all Users and may also be categorized by User Profile.

TRAINING SYSTEM PROVIDED

A specially configured Training CRS is provided for initial and ongoing staff training. All users can access this system for learning and practice. The Training CRS is clearly identified and based on a selected park operation with all the same functions as the production CRS. Features such as receipt generation, site tag output, and payment processing are simulated for security purposes.



Example Training Manual from South Carolina State Parks

The image shows a top-down view of a hexagonal grid map. The grid cells are colored in various shades of green, brown, and blue, representing different terrain types. In the center, there is a white, multi-sided structure with a dark roof. To the right of this structure, there is a yellow tent and two wooden chairs. In the bottom left, there are two more wooden chairs. The map is overlaid with a red border.

APPENDIX 7

Draft Transition Plan

Draft Transition Plan

Overview

The Transition Plan describes the work required to execute the State Park Reservation System project. While the Project Management Plan describes the project management approach, the Transition Plan describes the activities that will be planned and executed to successfully implement the system in a production capacity.




Transitioning to the New Reservation System

Our team understands that transitioning is a process that requires sufficient planning and resources to ensure a successful and responsible transfer. The key to planning this initiative is to establish a methodology framework which fosters a respectful and yet time-sensitive transition schedule. Over the course of the transition period, Brandt will work closely with NGPC and the current vendor to ensure that a successful knowledge transfer occurs, that ongoing operations remain stable, and ultimately, that the system is transitioned successfully with no interruption in service.

Transition or cutover will take place according to the implementation plan. Mock cutovers can be performed to practice and validate the implementation plan prior to Go-Live, to fine tune the process and to minimize risks.

Brandt will manage and control the transition from the current reservation system to Brandt's proposed State Park Reservation System solution and will fully cooperate in the transition from current vendor. Brandt will provide a full Transition Plan / Checklist and Transition Operation Requests for NGPC and the current vendor. This planning will ensure a smooth transition and ensure all transition activities occur on schedule.

The final transition plan will include in-depth plan information for the following transition deliverables:

 <p>Data Migration & Conversion</p>	To reduce risk and increase preparedness, Brandt will request a data file at project kick off. This will allow the Brandt project team ample time to work through file transmission issues and have enough time to review, scrub, and convert all legacy data. Brandt will also work with NGPC to coordinate the receipt of a final incremental data file to obtain the full up-to-date database.
 <p>User Training & Readiness</p>	To ensure success all users must be sufficiently prepared for the transition, including customers, facility users, and NGPC Administrators. Brandt will work directly with NGPC to ensure all users are trained and prepared for the transition through a series of communication and training plans.
 <p>Customer Service & Support</p>	To be prepared to support customers and facility users, Brandt's Contact Center staff will go through rigorous training and preparedness plans. Brandt will work with NGPC to proactively port any NGPC-owned contact phone numbers managed by the current vendor.

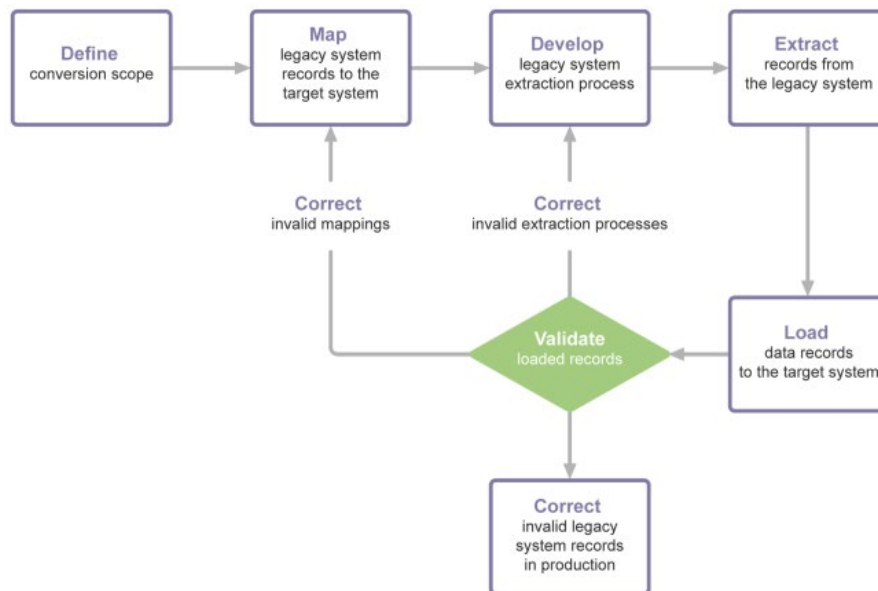
The implementation process will include deployment of the fully tested and approved solution to the NGPC production environment and migration of the legacy Reservation System data to the new Nebraska State Park Reservation System.

Data Conversion Process & Outline

The conversion process from the current vendor will be dependent upon the quality and accuracy of the data provided and must therefore be as complete as possible. The data migration process is carefully planned inclusive of steps to ensure data accuracy, format and consistency.

To ensure accuracy, optimization and efficiency while managing the two primary groups of data, our technical teams utilizes a well-practiced approach to data management.

The basic process is illustrated below:



A detailed conversion schedule will be established early in the project and set within the project plan to effectively manage this high-priority constraint.

This schedule includes a contingency plan that can be triggered at multiple points to mitigate risk and ensure the entire project stays on track.

Inventory & Attributes Data Migration

The current NGPC system vendor provides adequate reports for the purposes of collecting necessary Inventory details and attributes.

This basic information becomes the starting point for a detailed park-by-park, item-by-item review. Descriptions, attributes, rates and policies are all carefully reviewed by the Project Team prior to conversion.

The new Nebraska State Park Reservation System will include the following information from the previous systems:

- All Past & Future Reservations – including original reservation numbers
- All Available Customer Information (e.g. name, address, email, phone, reservation numbers)
- Payments – associated with reservations / transactions
- Inventory – including attributes, location, names, SKUs and descriptions

Specifically original Reservation Numbers and Site/Unit Names will be preserved for continuity on existing reservations and continue to be searchable. Inventory names in the new system will be updated with a more marketing and customer-friendly naming convention to support improved communication and sales.

Opportunity for Improvement

Often existing inventory descriptions are limited by their former systems. The detailed process of careful content review provides the perfect opportunity to improve or adjust inventory content to better fit both the realities in the field, and how customers will view each site or facility.

As an example, during the data migration for South Carolina State Parks (SCPRT) from Aspira (RA) to Itinio in 2018, campsite names were updated to reflect a more customer- and marketing-friendly label. Original campsite names for Edisto Beach State Park (e.g. EDIS_Campground_001) were changed to a less cryptic name, in this case “Edisto Beach Campsite 1”. These simple changes go a long way in supporting online marketing efforts and presenting a more modern product.

Assisting with Change

To minimize operational disruption, thoughtful Change Management is applied throughout the migration process. As an example, to accommodate a statewide campsite naming update for SCPRT, the original RA site name was retained on receipts and confirmations alongside the new name. This display continued for the first 13 months – until all reservations brought over from the former system had closed.

High Quality Images

Inventory images are also collected from the current system and carefully reviewed as they are transferred to the new Nebraska CRS image galleries. Just like text data, this is often a good opportunity for improvement – particularly if some current images were taken years ago at lower resolutions.

Reservation Data Conversion

Effective migration of Reservations from one system to another requires planning, practice and coordination between various groups. When mapping out the NGPC Reservation System Implementation Schedule, one of the very first priorities is to set the myriad of target dates required for the migration of reservations data.

Detailed Data Migration Plan

Objective: No Downtime

Since business continuity is critical and the reservations data is constantly changing, a planned switch-over date that absolutely minimizes or even eliminates any reservations downtime is the primary objective of an effective reservations data migration.

The details and schedules of each data migration plan are unique. For a State Parks system, the season, availability of staff for fresh system training, NGPC business rules and the Project Team’s level of confidence in the available vendor and NGPC resources shape the final plan.

Multiple levels of contingency are also built into the data migration plan to ensure that switch-over from the current system to the new State Park Reservation System stays on schedule.

Data Security & Accuracy

The reservations data migration plan involves extensive sample data review and file format confirmation between vendors. Understanding what data can and cannot be shared (e.g. credit card numbers, old passwords), as well as maintaining security on all NGPC customer information, are critical elements to the plan. Typically, to support a data migration at this level, the incumbent vendor will require a secure FTP site to be set up and managed by NGPC in order to accept the data files from the current system.

Brandt will assist the NGPC with this setup and provide support as needed.

TRANSITION IN

Brandt has implemented solutions similar in size and scope within similar time frames as desired by NGPC .

The high performing and all-encompassing nature of Brandt's CRS platform enables an accelerated implementation and development schedule. Additionally, Brandt will take the following measures to maintain the project schedule and ensure an on-time implementation:

- Develop and follow a detailed Work Breakdown Structure (WBS) in coordination with the project schedule. All project activities must be associated with a defined WBS item to maintain the schedule.
- Any unexpected delays will be evaluated by the Brandt project team and additional human and material resources will be allocated to ensure the delay does not significantly impact the schedule.
- One of the largest risks that can impact the project schedule is the migration, scrubbing, and conversion of legacy data. Brandt begins the conversion process immediately upon project kick off by requesting an initial data file from the current vendor to begin the migration process early on. This approach mitigates the risks associated with this deliverable and supports the project schedule.

TRANSITION OUT

With equal focus and cooperation as transitioning in, Brandt will fully cooperate and ensure an orderly transition to a future system at the end of the contract.

Through frequent communication and close documentation of transition out deliverables, Brandt will meet the needs of NGPC specifically to ensure customers and the agencies have no adverse effects during a transition out. Our company, employees and performance reputation will be on the line and the same level of service received on the first day of the contract will be noticed on the last day.

The expectation for Transition Out is the same for transition in with regards to service interruptions, downtime or blackouts. Unless required by the Agencies there will be no scheduled downtime during the transition.

Transition of Data and services include, but are not limited to data transfers, coordination of services migration, and knowledge transfer.

Brandt will welcome the Agency's full review of performance during transition out activities to ensure quality and continuity of program Service delivery.

Known data to be transitioned out may include Facility Profile Data, Reservation Profile Data (historical and current), Customer Profile Data (active), Authorized User Profile Data (active), Retail Inventory (POS) Profile Data, and any new data collected which shall become the property of the agencies.

Website content such as Facility descriptions, photos, etc.; Operational process documentation, including best practices, training, lessons learned, etc.; and Historical usage reporting during the Contract Term will also be provided.

Brandt fully understands final agreement from the Agencies that the system transition is ready for Go Live will occur only after the following conditions are met:

- Contractor has provided all deliverables promised in the final Transition Plan accepted by the Agency;
- All testing for the System has been completed successfully in accordance with the terms of the Agreement;
- The State notifies the Contractor in writing that it is satisfied and ready to Go Live.

The management and control of the transition, including user data, historical records, and all non-trade secret or confidential data will be shared timely, accurately and professionally. Brandt will provide a full Transition Plan / Checklist and Transition Operation Requests for NGPC and the future vendor.

This planning will ensure a smooth transition and ensure all transition activities occur on schedule.

An aerial view of a hexagonal grid map. The grid cells are colored in shades of green, grey, and blue, representing different terrain types. In the center, there is a white, hexagonal building with a dark roof. To the right of the building, there is a yellow tent and two wooden chairs. To the left of the building, there is a blue body of water. The grid is bordered by a dark red line.

APPENDIX 8

RFP Sections II, III & IV

II. TERMS AND CONDITIONS

Bidders should complete Sections II thru VII as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the Request for Proposal, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this Request for Proposal. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this Request for Proposal.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

1. The contract resulting from this Request for Proposal shall incorporate the following documents:
 - a. Request for Proposal, including any attachments and addenda;
 - b. Amendments to the Request for Proposal;
 - c. Questions and Answers;
 - d. Bidder's properly submitted proposal, including any terms and conditions or agreements submitted by the bidder; and
 - e. Amendments and Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment or Addendum to the executed Contract with the most recent dated amendment or addendum having the highest priority, 2) Amendments to the Request for Proposal, 3) Questions and Answers, 4) the original Request for Proposal document and any Addenda or attachments, and 5) the Contractor's submitted Proposal, including any terms and conditions or agreements that are accepted by the State.

Unless otherwise specifically agreed to in writing by the State, the State's standard terms and conditions, as executed by the State, shall always control over any terms and conditions or agreements submitted or included by the Contractor.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Bidder and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally; electronically, return receipt requested; or mailed, return receipt requested. All notices, requests, or communications shall be deemed effective upon receipt.

Either party may change its address for notification purposes by giving notice of the change and setting forth the new address and an effective date.

C. BUYER'S REPRESENTATIVE

The State reserves the right to appoint a Buyer's Representative to manage or assist the Buyer in managing the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the bidder will be provided a copy of the appointment document and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Nonnegotiable)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state, and federal laws, ordinances, rules, orders, and regulations.

E. DISCOUNTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			Brandt does not take objection to this section, however would like to reserve opportunity to discuss if this section is applicable to this type of contract.

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the proposal. Cash discount periods will be computed from the date of receipt of a properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not take objection to this provision, but included the additional language to align with the revised cost proposal.

Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Request for Proposal. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

Prices submitted on the cost proposal form, **once accepted by the state and incorporated into this contract**, shall remain fixed for the first five (5) years of the contract. Request for a price increase subsequent to the first five (5) years of the contract shall not exceed five percent (5%) of the previous Contract period. Increases will be cumulative across the remaining periods of the contract. Requests for an increase must be submitted in writing to the Nebraska Game and Parks Commission a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

G. BEGINNING OF WORK & SUSPENSION OF SERVICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

The State may, at any time and without advance notice, require the Contractor to suspend any or all performance or deliverables provided under this Contract. In the event of such suspension, the Contract Manager or POC, or their designee, will issue a written order to stop work. The written order will specify which activities are to be immediately suspended and the reason(s) for the suspension. Upon receipt of such order, the Contractor shall immediately comply with its terms and take all necessary steps to mitigate and eliminate the incurrence of costs allocable to the work affected by the order during the period of suspension. The suspended performance or deliverables may only resume when the State provides the Contractor with written notice that such performance or deliverables may resume, in whole or in part.

H. AMENDMENT

This Contract may be amended in writing, within scope, upon the agreement of both parties.

I. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the Request for Proposal. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

*****Contractor will not substitute any item that has been awarded without prior written approval of NGPC*****

J. RECORD OF VENDOR PERFORMANCE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject this section, but requests to add language which provides that the State shall also provide a copy of the documentation/vendor performance report to the Contractor. Brandt requests to add the following sentence following the first sentence of the paragraph: <i>The State shall also provide a copy of this documentation to the Contractor.</i>

The State may document the vendor's performance, which may include, but is not limited to, the customer service provided by the vendor, the ability of the vendor, the skill of the vendor, and any instance(s) of products or services delivered or performed which fail to meet the terms of the purchase order, contract, and/or Request for Proposal specifications. **The State shall provide a copy of this documentation to the Contractor.** In addition to other remedies and options available to the State, the State may issue one or more notices to the vendor outlining any issues the State has regarding the vendor's performance for a specific contract ("Vendor Performance Notice"). The State may also document the Vendor's performance in a report, which may or may not be provided to the vendor ("Vendor Improvement Request"). The Vendor shall respond to any Vendor Performance Notice or Vendor Improvement Request in accordance with such notice or request. At the sole discretion of the State, such Vendor Performance Notices and Vendor Improvement Requests may be placed in the State's records regarding the vendor and may be considered by the State and held against the vendor in any future contract or award opportunity.

K. CORRECTIVE ACTION PLAN

If Contractor is failing to meet the Scope of Work, in whole or in part, the State may require the Contractor to complete a corrective action plan ("CAP"). The State will identify issues with the Contractor's performance and will set a deadline for the CAP to be provided. The Contractor must provide a written response to each identified issue and what steps the Contractor will take to resolve each issue, including the timeline(s) for resolution. If the Contractor fails to adequately provide the CAP in accordance with this section, fails to adequately resolve the issues described in the CAP, or fails to resolve the issues described in the CAP by the relevant deadline, the State may withhold payments and exercise any legal remedy available.

L. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

M. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject this section, but requests to add clarifying language that the breach must be material in nature (i.e. irreparably broken) to warrant a termination such that the State would need to seek alternative services and that the original contractor would bear the financial burden of any excess cost.

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by email to the contractor's point of contact with acknowledgement from the contractor, Certified Mail - Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of a **material** default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

N. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

O. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

P. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	<p>Brandt does not reject this section but proposes and seeks to further negotiate (1) excluding indirect, consequential, punitive, or lost profit damages for a Data Breach Claim and (2) a liability cap around a data breach claim consistent with insurance requirements for cyber liability. First paragraph, substituted indemnified parties for State to include exclusion of liability that is directly and proximately contributed to by the State's and employees, volunteers, agents, etc.</p>

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials (“the indemnified parties”) from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses (“the claims”), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the ~~indemnified parties State~~ which directly and proximately contributed to the claims.

Notwithstanding the foregoing, if for any reason, Contractor becomes liable to the State for direct or other damages, which may arise from, or in connection to a data breach of Customer Records (a “Data Breach Claim”) and regardless of the form of action (in contract or tort or otherwise), then:

- (a) Contractor shall not be liable for indirect, consequential, punitive, or lost profit damages for a Data Breach Claim; and
- (b) Contractor's maximum liability for all Data Breach Claims arising under this contract shall not exceed the aggregate amount of Five Million Dollars (\$5,000,000), inclusive of all related costs and fees, including attorney's fees.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this Request for Proposal.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01. If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,239.01 to 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Neb. Rev. Stat. § 81-8,294), Tort (Neb. Rev. Stat. § 81-8,209), and Contract Claim Acts (Neb. Rev. Stat. § 81-8,302), as outlined in state law and accepts liability under this agreement only to the extent provided by law.

5. ALL REMEDIES AT LAW

Nothing in this agreement shall be construed as an indemnification by one Party of the other for liabilities of a Party or third parties for property loss or damage or death or personal injury arising out of and during the performance of this contract. Any liabilities or claims for property loss or damages or for death or personal injury by a Party or its agents, employees, contractors or assigns or by third persons, shall be determined according to applicable law.

6. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

Q. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject this section, but requests to add qualifying language consistent with Brandt's proposed changes in Section P (Indemnification).

Subject to the liability cap in Section P, in the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

R. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

S. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUBDIVISIONS OF THE STATE OR ANOTHER STATE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. § 81-145(3), to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

T. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event") that was not foreseeable at the time the Contract was executed. The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

U. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

V. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject this section, but requests opportunity to further discuss section 2-the termination for convenience clause. Brandt understands these are standard terms, but given this is a cost-recovery aspect in that the Contractor recoups its implementation costs during the years of system operation, Brandt requests limitation to invoke termination for convenience for a period of time. This additional language does not preclude the State's right to termination for breach and/or other rights for early termination.

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract, in whole or in part, at any time.
2. **Following the expiration of two (2) years from the date of implementation,** the State, in its sole discretion, may terminate the contract, in whole or in part, for any reason upon ~~thirty (30)~~ **ninety (90)** calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract, in whole or in part, immediately for the following reasons:
 - a. if directed to do so by statute,
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business,
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court,
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders,
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor,
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code,
 - g. Contractor intentionally discloses confidential information,
 - h. Contractor has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.

W. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State,
2. Transfer ownership and title to all completed or partially completed deliverables to the State,

3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures,
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract,
5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract,
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

X. PERFORMANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not take exception to Performance Requirements, nor the amounts listed below, however Brandt has submitted proposed changes for negotiation to "Severity Class" descriptions Section VI.E.12.a.iv.

In accordance with Section VI.E.12, the Contractor must provide a system to track issues with the Web-Based State Park Reservation system. Such issues must be classified into severity levels based on the requirements of this Contract. Table 1, below, outlines the amount of time that the Contractor has to repair an issue based on severity level. The time to repair commences when the issue is entered into the tracking system ("Incident Time"), as further described in Section VI.E.12. The Contractor shall monitor and track each issue, the Incident Time of each issue, and the time the issue was fully resolved. The Contractor shall deliver to the State a detailed and accurate summary of such information for the previous month.

The State may, in the State's sole discretion, assess damages in the amount(s) listed in Table 1 for each issue not fully repaired, in the opinion of the State, within the respective amount of time to repair. The loss of functionality and the time it took to restore functionality shall be determined by the State and such determination shall be final. The assessment rate is based on the Incident Time and whether the Incident Time occurs between 7:00 a.m. and 7:00 p.m. Central Time ("Peak Usage Hours") or outside of those hours ("Off-Peak Usage Hours"). If the issue continues into a different assessment rate time period, the assessed rate will be adjusted accordingly for the duration that the issue remained unrepaired during that assessment rate time period. The assessed rate will be prorated. The State may deem an issue unrepaired if the issue reoccurs within one hour of the issue most recently being repaired. In the event that the State assesses damages against the Contractor, the Contractor shall pay the amount assessed by the State within thirty (30) calendar days of receiving notice of assessment by the State.

For the purposes of an example, if an issue is classified as Severity Class 1, the Contractor has two hours from the Incident Time to fully restore functionality and repair the issue. If such issue is not repaired within two hours and the Incident Time was 8:00 a.m. Central Time, the Contractor may be assessed damages of \$1,000.00 per every hour after the initial two-hour repair period until the issue is resolved. If the issue continues to 7:00 p.m. Central Time, the Contractor would be assessed the Peak Usage Hours Rate until 7:00 p.m. At this time, the rate would change to the Off-Peak Usage Hours Assessment and would remain at such rate until 7:00 a.m. the following day.

To further illustrate, if the Contractor were to repair the issue (ex. a Severity Class 1 issue) within fifty (50) minutes of the Incident Time and the issue reoccurs within the next sixty (60) minutes after being repaired, if the issue was not repaired within ten (10) minutes of the reoccurrence, the State may assess damages in the amount of \$1,000.00 per hour until the issue is resolved. The State may waive an instance where the sum is owed if, in the sole discretion of the State, the State determines such non-functionality is not attributable to the Contractor's acts or omissions.

Table 1			
SEVERITY CLASS ASSESSMENT			
Severity Level	Time to Repair	Peak Usage Hours Assessment	Off-Peak Usage Hours Assessment
1)	2 Hours	\$1000.00 per hour	\$500.00 per hour
2)	16 Hours	\$500.00 per hour	\$100.00 per hour

3)	24 Hours	\$500.00 per hour	\$100.00 per hour
4)	See Section VI.E.12.a.iv.	See Section VI.E.12.a.iv.	See Section VI.E.12.a.iv.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the bidder's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding,
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law,
3. Damages incurred by Contractor's employees within the scope of their duties under the contract,
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees).

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <https://das.nebraska.gov/materiel/docs/pdf/Individual%20or%20Sole%20Proprietor%20United%20States%20Attestation%20Form%20English%20and%20Spanish.pdf>
2. The completed United States Attestation Form should be submitted with the Request for Proposal response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor’s lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required, and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. § 4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Nonnegotiable)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §§ 48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this Request for Proposal.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other contractor or

individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject outlining the ownership of information, intellectual property, etc. but proposes its own alternative language which further details each Party's ownership rights along with providing the related licensing rights for use of Brandt's IP.

For purposes of this contract, ownership of all proprietary intellectual property and other intangible property rights including all application services, software, and related documentation, source code, object code, know-how, inventions, trade secrets, computer programs, databases and database objects, network architecture and all copies thereof along with any subsequent modifications, improvements or configuration of such programs and code plus any new feature/functionality to its solution that is not exclusively specific for the State's business purpose for use now or in the future (collectively "Contractor's IP") are and will remain the exclusive property of the Contractor. All applicable rights to patents, copyrights and trademarks will remain vested in the Contractor, and the State will not undertake to copyright, trademark or apply for a patent with respect to the Contractor IP.

The State will have exclusive title at all times to the State's data input and output arising out of the use of the Contractor's IP and the State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The Contractor hereby grants to the State a non-exclusive, limited, non-transferable right and license to use the Contractor's IP, including any software (collectively, the "Services") in accordance with this contract during the term of the contract for the State's business purposes outlined in the . The State, through its authorized agents, will not: (a) rent, lease, lend, sell, sublicense, assign, distribute, publish, transfer or otherwise make the Services available to any third party, except as expressly permitted by this contract; (b) use or authorize the use of the Services in any manner or for any purpose that is unlawful under applicable law; (c) reverse engineer, decompile, disassemble, or otherwise attempt to discern the source code or interface protocols of the Services; (d) modify, adapt, or translate the Services; (e) make any copies of the Services; (f) save, store, or archive any portion of the Services without the prior, written permission of the Contractor in each instance; (g) remove or modify any proprietary markings or restrictive legends placed on the Services or any output, content, or other materials that may result from access to or use thereof; (h) use the Services in order to build a competitive product or service, or for any purpose not specifically permitted in this contract; or (i) introduce, post, or upload to the Services any "Harmful Code" which is defined as any program routine, device, malware, or other undisclosed feature, including, without limitation, a time bomb, virus, software lock, drop dead device, malicious logic, worm, Trojan horse, or trap door that is designed to delete, disable, deactivate, interfere with, or otherwise harm the Services, deliverables, data, or other programs or that is intended to provide access or produce modifications not authorized by the Contractor.

~~The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.~~

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor,
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor’s Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within two (2) years of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and two (2) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS’ COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers’ Compensation and Employer’s Liability Insurance for all of the contractors’ employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker’s Compensation and Employer’s Liability Insurance for all of the Subcontractor’s employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers’ Compensation and Employer’s Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such

operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	\$5,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, via email, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Nebraska Game and Parks Commission
RFP # 6909 Z1
Nathaniel.betts@nebraska.gov

Nebraska Game and Parks Commission Purchasing
PO Box 30730
Lincoln, NE 68506

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

J. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

L. ADVERTISING/MARKETING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brand does not reject this section, but requests to include language around marketing efforts proposed by Brandt. As set forth in the State’s Scope of Service, the new online system should be designed to “...engage new customers in outdoor recreation opportunities.” Brandt’s proposal provides numerous marketing opportunities that will help to meet this goal and the below language is included to outline how and under what limitations the Contractor may use the data to meet this goal.

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

During the term of this Contract, Contractor may use State data to perform its obligations hereunder, facilitate, promote, operate, maintain, and improve the State reservation system; and (ii) during the term of the Contract, anonymize any and all such data so that the applicable end users and authorized users are not identified, merge such anonymized data with other data, and use such anonymized data for its reporting, planning, development, and promotional purposes and to improve the products and services offered or intended to be offered by Contractor.

M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Nonnegotiable)

1. The State of Nebraska is committed to ensuring that all information and communication technology (ICT), developed, leased, or owned by the State of Nebraska, affords equivalent access to employees, program participants and members of the public with disabilities, as it affords to employees, program participants and members of the public who are not persons with disabilities.
2. By entering into this Contract, Contractor understands and agrees that if the Contractor is providing a product or service that contains ICT, as defined in subsection III.M.3 (below) and such ICT is intended to be directly interacted with by the user or is public facing, such ICT must provide equivalent access, or be modified during implementation to afford equivalent access, to employees, program participants, and members of the public who have and who do not have disabilities. The Contractor may comply with this section by complying with Section 508 of the Rehabilitation Act of 1973, as amended, and its implementing standards adopted and promulgated by the U.S. Access Board.
3. ICT means information technology and other equipment, systems, technologies, or processes, for which the principal function is the creation, manipulation, storage, display, receipt, or transmission of electronic data and information, as well as any associated content. Contractor hereby agrees ICT includes computers and peripheral equipment, information kiosks and transaction machines, telecommunications equipment, customer premises equipment, multifunction office machines, software, applications, web sites, videos, and electronic documents. For the purposes of these assurances, ICT does not include ICT that is used exclusively by a contractor.

N. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

O. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Contractor certifies it maintains a drug free workplace environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

P. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

Q. TIME IS OF THE ESSENCE

Time is of the essence with respect to Contractor's performance and deliverables pursuant to this Contract.

R. FOREIGN ADVERSARY CONTRACTING PROHIBITION ACT CERTIFICATION (Nonnegotiable)

The Vendor certifies that it is not a scrutinized company as defined under the Foreign Adversary Contracting Prohibition Act, Neb. Rev. Stat. Sec. § 73-903 (5); that it will not subcontract with any scrutinized company for any aspect of performance of the contemplated contract; and that any products or services to be provided do not originate with a scrutinized company.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)

Pursuant to Neb. Rev. Stat. § 81-2403, “[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency.”

B. TAXES (Nonnegotiable)

The State is not required to pay taxes and assumes no such liability as a result of this Request for Proposal. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

Invoices for payments should be submitted by the contractor to the Nebraska Game and Parks Commission via email to be provided upon contract finalization in a sortable Excel Spreadsheet requesting payment for services with sufficient detail to support the payment.

The fields required are:

1. Park
2. Sales Channel (Call Center, Field, Web)
3. Transaction Group (Cancellation, Reservation, Transfer)
4. Account
5. Order Number
6. Customer
7. Transaction Type (Reservation, Transfer Same Facility Diff Value, Change Dates, Extend Stay Leave Later, Cancellation, Extend Stay Arrive Earlier, etc.)
8. Fee Schedule
9. Schedule Price

The invoice should show the totals for each of the Sales Channels by Transaction Group, and a Grand Total. The invoice should only be for a one calendar month period.

The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract. **The State shall have forty-five (45) calendar days to pay after a valid and accurate invoice is received by the State.**

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		TW	Brandt does not reject this section, but requests to include clarifying language that such right to inspect, monitor or otherwise evaluate as to matters pertaining to this Contract only.

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed **to the extent it relates to this Contract**. All inspections and evaluations should be at reasonable times and in a manner that will not delay work.

E. PAYMENT (Nonnegotiable)

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Nonnegotiable)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§ 81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Nonnegotiable)

The State's obligation to pay amounts due on the Contract for fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Nonnegotiable)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. § 84-304 et seq.) The State may audit, and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TW			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.



APPENDIX 9

Section VI: E. General System & Technical Requirements 12. Issue Severity Classification Descriptions

12. ISSUE SEVERITY CLASS DESCRIPTIONS

- a. The Contractor shall provide and maintain a Web-Based issue tracking and management system. An issue is a partial or total loss of functionality of the State Park Reservation System, or an aspect thereof. The Contractor shall grant authorized NGPC personnel access to the issue tracking and management system used for the State Park Reservation System. NGPC administrative personnel shall be granted rights to enter a new issue, review open issues, and append to existing issues. NGPC personnel shall be granted rights to create reports of outstanding issues, service requests, and feature enhancements.

Should technical issues arise with any portion of the State Park Reservation System, all parties shall be notified immediately via phone and/or email for issues with priority rating of 1-4 with 1 being the highest. The issue shall be logged by either the Contractor or NGPC personnel into a system the Contractor uses to manage outstanding issues. The timestamp logged in the Contractor's issue management system shall be the "Incident Time" of the issue. NGPC shall decide the appropriate severity class and may change, including escalate, the severity class level initially chosen by the Contractor if the Contractor logged the issue into the system.

Any incident resulting in NGPC's inability to collect and manage revenue and book reservations is considered Production Down, Severity Class 1. This issue class requires an "all hands on-deck" response from the Contractor.

Brandt submits the following clarifying definitions for state consideration:

"Defect" means a repetitive or reproducible failure of the System to operate in accordance with the approved Requirements, despite the proper use of the System. A Defect may be due to a Data Error, or a problem with the System, Documentation, or both.

With respect to defects, "Time to Repair" is defined as the duration between the time a DevOps ticket is submitted by the agency reporting the issue and the time that the defect is corrected in the User Acceptance Environment.

With respect to production system availability, "Time to Repair" is defined as the duration between the time the system becomes unavailable and the time that system availability is restored.

Brandt submits the following revisions to the severity class descriptions as follows:

- i. **Severity Class 1** issues include the following:
- a) Total loss of the ability to sell reservations, registrations, or products, for any reason,
 - b) Customer data loss,
 - c) Overbooking or double booking of facilities,
 - d) System functions related to the generation of, approval of, or transmittal of an EFT,
 - e) Credit card sales and PCI compliance issues,
 - ~~f) Any other loss of functionality inhibiting NGPC's ability to manage or collect revenue, and~~
 - ~~g) Any other issue requiring immediate response from the Contractor.~~
- ii. **Severity Class 2** issues include the following:
- a) Important workflows not triggering as expected,
 - b) Reports failing to be generated,
 - c) Any functional issue prohibiting customers, groups of customers, or staff from completing a transaction, such as the incorrect application of a business rule, resulting in partial loss of the ability to sell reservations, registrations, or products, and

- d) Any issue prohibiting NGPC from accessing the administrative module or performing core functions within the module.
- iii. **Severity Class 3** issues include the following:
 - a) Moderate loss of application functionality or performance resulting in multiple users impacted in their normal functions when a workaround exists by using an alternative.
- iv. **Severity Class 4** issues include the following:
 - a) ~~Any issue not affecting the system's ability to carry out required business processes. These issues do not have a pre-defined "Time to Repair." Each issue under this classification will be assigned a "Due Date" on a case-by-case basis when the issue is created.~~
 Severity Class 4 issues are all other issues that do not affect the system's ability to carry out required business processes. Severity Class 4 issues do not have a pre-defined "Time to Repair." Each Severity Class 4 issue will be assigned a "Due Date" on a case-by-case basis when the issue is created.

See section II.X for performance requirements.

b. INCIDENT ESCALATION

Contractor must promptly escalate an issue upon receiving a request from NGPC or an agent or representative of NGPC. For the purposes of this subsection, escalation means prioritizing an issue for prompt or immediate repair and resolution, depending on the level of escalation, and at the Contractor's level may include, but is not limited to:

- i. Assigning more (or different) staff resources to the issue,
- ii. Notification of the Contractor's senior management or chief officer(s) of the outstanding issue(s) and/or,
- iii. Changing the technological resources assigned to the project (i.e., adding emergency server/network capacity).

c. AFTER INCIDENT REPORT

For issues of severity class 1-3 the Contractor shall prepare a standardized "after incident" report providing the following information:

- i. Date and time the incident was reported (incident time),
- ii. Contractor's staff assigned to resolve the issue,
- iii. Detail on what steps were taken to resolve the issue,
- iv. Root cause(s) of the issue,
- v. Steps to be taken to ensure the issue does not occur again, and
- vi. Date and time the incident was marked as resolved. The Contractor shall deliver the after-incident report to NGPC within ten (10) business days of the resolution of the issue.

Partner with a technology company
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 BRANDT