RFP 22-68206
ATTACHMENT F1
Scope of Work: Sport and Commercial License Solution

A. INTRODUCTION

The mission of the Division of Fish and Wildlife (DFW) within the Indiana Department of Natural Resources (IDNR) is to enrich the quality of life for present and future generations by balancing the biological, ecological, recreational, and economic benefits of Indiana's fish, wildlife, and their habitats. Important tools to carry out this mission include the licensing of hunters, anglers, and trappers, commercial licensing, game harvest check-in, special limited hunts, access management for IDNR properties, and volunteer and event management. The goal of this RFP is to establish a contract with an experienced supplier to provide a single, comprehensive system with robust capabilities that meets DFW requirements and customer expectations in all of these areas. DFW's preference is to procure a Commercial Off-The-Shelf solution with options for configuration and customization as needed to meet policy, compatibility, or service requirements.

B. BACKGROUND

The legacy sport license system supports the sale of 91 different hunting, fishing, and trapping license types. Historical sales total approximately $20 million each year. Hunting, fishing, and trapping licenses are sold online, at IDNR's customer service center and properties, and through nearly 500 authorized retail stores. Most recently, about 56% of Indiana's sport license sales were completed through an online application and about 44% were completed through an in-person agent retailer environment. During the 2020 season, this equated to nearly 484,000 individual license privileges sold through online sales and 379,000 sold through the retailer channel.

The current game harvest reporting system became totally electronic for the first time during the 2015 season, with nearly 140,000 check-ins processed each year. In addition to the online method, there were also more than 225 businesses acting as check stations providing the service to hunters. A large percentage of IDNR's check ins occur during the opening weekend of the deer firearm season.

IDNR manages special limited hunts on public land that can accommodate a limited number of hunters; these limited hunts produce approximately 44,000 online applications/registrations annually. Limited hunts are primarily handled through a draw opportunity where hunters apply and are chosen through a random lottery draw. During the 2020 season, there were 25 special limited hunts, each with multiple property and date combinations and nearly 52,000 hunter applications. There are also first come, first served hunts purchased for put-and-take pheasant hunting, with a high volume of applications received as soon as the opportunity opens.

IDNR issues a number of commercial licenses and related special permits. Currently, commercial license applications are submitted, reviewed, and issued by IDNR staff via a manual, paper-based process.

Although hunting opportunities are managed each year at DFW properties, non-hunter property users, such as anglers, birdwatchers, hikers, and other visitors were only recently required to sign in

when using state properties. Therefore, the total number of DFW property users is unknown, but is estimated to be approximately 500,000 each year.

DFW currently manages approximately 3,500 volunteers and 175 events through a third-party volunteer application and management platform. Volunteers can log in to the system to complete applications and register for events. Event participants register online and DFW staff members create, modify, and delete events, as well as manage workshop registrations and class rosters.

Although IDNR desires to learn about and consider other possible options, the current preference is for a multi-phase approach to implement any new comprehensive license management system. Phase 1 would consist of the sport license component (both retailer and online), game harvest reporting, HIP, and limited hunts. Phase 2 would include commercial licenses and permits, as well as public access management, and Phase 3 would consist of the final volunteer and event management component.

C. SYSTEM COMPONENTS

At a minimum, the preferred comprehensive license system must be comprised of the following integrated components:

1. A **Sport Licenses** component supporting the sale of hunting, fishing, and trapping licenses through authorized agent retailers, IDNR properties, a supplier-managed call center, and an online customer-direct application.

2. A **Game Harvest Reporting** component supporting hunters checking in harvested game through retail check stations, IDNR properties, a supplier-managed call center, and an online application.

3. A **Harvest Information Program (HIP)** registration component supporting hunters registering for their HIP Number through their choice of either online or call-in/telephone services.

4. A **Limited Hunts** component providing the functionality to manage special limited access hunts where hunters either submit an application for a random drawing or register on a first come, first served basis.

5. A **Commercial Licenses and Permits** component providing workflow capability for the application, fee payment, testing, approval, issuance, expiration, and renewal of commercial licenses and permits.

6. A **Public Access Management** component allowing IDNR staff to manage access to DFW properties through a customer check-in and check-out process.

7. A **Volunteer and Event Management** component providing the ability to complete volunteer applications; perform background checks; record volunteer hours; add, edit, and delete events; manage event registrations; and create participation lists.

8. An **Administrative Management** component covering all system components, including application configuration, agent retailer management, reporting, ad-hoc searching, license-type management, customer profile and online account management, and check-in game configurable parameters management.

D. SPORT LICENSES

For purposes of this RFP, the Sport Licenses component specifications are separated into three applications: 1) agent retailer, 2) online customer direct, and 3) agency administrative. While it is acknowledged that the agent retailer and online applications may have different interfaces, it is expected that they will both feed into the same administrative/data management system.

1. Agent Retailer License Application

For authorized businesses or other entities wishing to sell IDNR sport licenses as a convenience or service to their customers, any Agent Retailer Application must:

a. Include the basic functionality necessary for an authorized license retailer to identify an existing license customer or enter a new customer profile, and to determine and select the appropriate license type, issue the license, accept payment for the license, and provide a copy of the license to the customer.

b. Include user-friendly logic and language based on the customer profile and comprehensive purchase history to aid the agent retailer's staff in selecting the appropriate necessary license and eliminate issuance of a duplicate or inappropriate license privilege or type. *(Example: After a Senior Fish-for-Life license is purchased, then a customer cannot purchase* another *Senior Fish-for-Life license or a standard annual fishing license.)*

c. Allow agent retailers to void a purchased/issued license within a specified and limited time period after the sale is concluded. Application must include obtaining IDNR approval to void any previously sold license after the specified time limit has passed, and must provide automatic notifications to IDNR via email or other internal application alerts when a license has been voided by an agent retailer. Agent Retailers must have the ability to send a voided license to IDNR electronically. If multiple licenses or stamp privileges are sold in one transaction, then the application must allow IDNR to void only a portion (one or more) of those licenses or privileges without also voiding all of the others from the same sale.

d. Include the option to email an electronic copy of the license if the customer's profile contains an email address.

e. Have the ability for an authorized retailer to reprint a license regardless of purchase date, and shall include options for charging the customer for the reprint, or for providing the reprint at no charge.

f. Have the ability to sell customers an optional hard card (plastic credit card format license) for an additional fee.

g. Have the ability to sell electronic federal duck stamps in accordance with the U.S. Fish & Wildlife Service (US FWS) Federal Migratory Hunting and Conservation Stamp E-stamp program. This must include the ability to transfer sales accounts through a File Transfer Protocol with SSL 128-bit encryption as outlined by the US FWS E-stamp program.

h. Have the option and functionality, if IDNR wishes to implement such a program, for authorized retailers to sell, redeem, replace, or reprint an IDNR Gift Card or DFW Gift Certificate, regardless of the original purchase location, price, or sales channel. Purchased gift cards/certificates must be compatible and comply with license certification, with federal

gift card/certificate laws and regulations, and with the Agent Retailer application's fund allocations or collections. All gift card/certificate acceptance by agent retailers must be trackable in the application, connect back to both the customer's profile and the original payment transaction, and be reflected and traceable in any agent retailer invoicing functionality. Agent retailers must be able to check gift card/certificate balances on a customer's behalf, both in absence of or during a license purchase transaction. IDNR reserves the right to amend, with agreement of all parties, any contract resulting from this RFP with additional details or scopes of work related to implementation of future gift card/certificate programs.

i. Allow agent retailers to honor any outstanding gift certificate balances from IDNR's current legacy system.

j. Handle payment for sport licenses directly from the customer and solely to the agent retailer outside of the Agent Retailer application.

k. Provide that any credit card fees assessed during the customer's transaction with an authorized agent retailer are the responsibility of the agent retailer, and are managed and paid directly by the agent retailer outside of the license application. Agent retailers may not charge license customers additional convenience or service fees in an effort to recover merchant payment processing fees.

l. Include a process to electronically collect from the agent retailer through standard legal and transparent banking methods all revenue from their license sales.

m. Support the automatic deduction and retention of an agent retailer commission fee from the revenue owed to IDNR for each license privilege sold. The customer purchasing a license shall pay only the face value on the license. Invoiced amounts owed to IDNR from the agent retailer are calculated as the face value of the license minus the agent retailer's commission fee.

n. Include capability for automatic invoicing or billing of authorized agent retailers. Invoicing functionality, format, and content must meet IDNR's requirements and business rules, including generation of an invoice with accurate calculations for the amount due based on sales, voided and/or refunded licenses, retained commission fees, license reprints, gift card/certificate transactions, and any other debits or credits.

o. Include the ability to bill agent retailers at store, franchise, or corporate levels, and to toggle from one option to another as necessary. Invoicing must have the flexibility to bill individual agent retailers on different schedules, if needed.

p. Allow the Agent Retailer application's invoice and revenue collection processes to be conducted on a weekly basis. Functionality shall include a real-time status on revenue collections; the ability to manually debit or credit a subsequent invoice if a previous collection effort fails due to agent retailer error; the ability to manually add amounts to an invoice or a collection for any bank charges resulting from uncollected revenue; the ability to suspend agent retailers from selling licenses if failure to collect revenue occurs; and a reconciliation process to validate retailer sales, invoices, and revenue collections.

2. Online License Application

For any customer wishing to quickly and easily purchase IDNR hunting, fishing, and trapping licenses online, any Online License Application must:

a. Be intuitive and efficient for customers to log in, find the appropriate license, complete a purchase transaction, and print a copy of their licenses with as few "clicks" as possible. Appropriate hints and meaningful error messages are required. Must have the ability for a customer to provide an attestation online and save a license in a pdf format on a mobile device. Design of the system must be usable by and user-friendly to even the most inexperienced online shoppers.

b. Allow a customer to self-service reset their own username and/or password following standard, secure methodology.

c. Include logic to aid a customer in selecting the appropriate license(s) based on their customer profile and license purchase history, and in eliminating the possibility of selecting a previously purchased license or an inappropriate privilege.

d. Allow adults to purchase licenses for minor children without requiring a separate online account for the child. Adequate security measures must prevent customers from phishing for a minor child's personal information.

e. Allow a customer to purchase a license without creating an account, such as via an option to checkout as a "Guest".

f. Provide the ability to accept either a credit or debit card, an IDNR gift card/certificate, PayPal, Apple Pay, or a combination of any payment options.

g. Provide a way for customers to donate money to a specified IDNR fund or initiative, with or without having a registered, established account. Application shall include a prompt to remind customers of the option to donate to funds or initiatives before checking out, at the initial checkout screen, or during the checkout/payment process.

h. Allow customers to opt in or opt out of the automatic renewal of licenses at any time, including the secure storage of payment method information and automatic notifications to the customer prior to the renewal transaction. Customer shall also have an option to quickly renew any license simply by entering the license number from the previous year's license into the Online License Application.

i. Provide, in cooperation with the Indiana Donor Network, the ability for customers to elect to become an organ donor during the license purchase process.

j. Allow the customer to view their license purchase history, non-license purchase donations, and gift card/certificate purchases, redemption, and balances.

3. **<u>Additional Requirements</u>**

Both the Agent Retailer Application and the Online License Application shall include the ability to:

a. Allow IDNR to redefine requirements, require design changes, and otherwise request modifications to the applications in reaction to changes in legislation, regulations, policies, or administrative processes. In these cases, contractor shall work with IDNR to define the modification requirements, level of effort, cost, and timeline as part of determining the optimal implementation plan for the change.

b. Prevent the issuance of the same license for the same year to the same customer, and prevent the issuance of more than one multi-year license to a customer during the duration of that license.

c. Prevent a customer with a suspended privilege from purchasing the related license(s) either online or through an Agent Retailer, and provide the further flexibility to suspend individual licenses per a specific category of hunting, fishing, or trapping privilege without suspending the customer as a whole. In some cases, one type of privilege may need to be suspended, but another type may be allowed to remain active. *(Example: A customer's hunting privileges may need to be suspended, while their fishing privileges may need to remain active.)*

d. Allow authorized IDNR staff to see license suspensions and suspension types when viewing a customer profile.

e. Adhere to Indiana State law requiring a customer's social security number (SSN) to purchase a sport license. After initial entry, SSN data must be encrypted in the application database and appropriately masked when viewed on the screen to protect customers' personally identifiable and sensitive information. Customers who do not have an SSN must be allowed to purchase a license with a process requiring a "no SSN" attestation.

f. Format the design, language, and content included on any license to meet all IDNR requirements.

g. Categorize licenses to aid in logic functionality and reporting. Potential categories include hunting, fishing, apprentice, combo, etc. Categories must capture relationships between license types to support application functionality and restrict the purchase of inappropriate privileges. License types must be listed in more than one category when logical.

h. Incorporate paid advertising with a printed license and/or as part of the application screen, and include historical reporting on number of advertisements displayed and printed. This license advertising option exists as an additional source of revenue for IDNR, who shall be able to determine which advertisement is shown based on sales channel and/or specific agent retailer. *(Example: Printing of a Cabela's ad on licenses sold at Cabela's stores, but not on licenses sold online or at other retailers.)*

i. Combine all active license privileges onto a one-page printed license form, even if licenses have different purchase dates.

E. GAME HARVEST REPORTING

Hunters and trappers are required to report harvests of deer, turkey, and river otter, and any Game Harvest Reporting application must:

1. Manage species quotas, add future required species, and support game harvest reporting through authorized check stations, an online application, and a supplier-managed call center. Harvested species shall be tracked in real-time, and customer shall receive automatic customizable messages as to when quotas are near to being met or when the season is officially closed after a quota is met.

2. Allow a hunter to check in a harvest online without requiring the establishment of an online customer account. For hunters checking in online without logging in, the application shall request customer identification and/or personal information that is sufficient to identify the customer.

3. Accommodate hunters who are exempt from needing a license and/or may not have any previous interaction with IDNR systems. If the hunter does not have an existing customer profile, then the Game Harvest Reporting Application must allow them to create a customer profile to complete a check-in process. Controls are required to prevent hunters with an existing customer identification and profile from creating a duplicate one.

4. Configure relationships between data entry fields to lead the customer through logical and valid choices. *(Examples: When specifying a particular county and selecting a public land option, the application shall display only the public properties located in the specified county. When specifying an equipment type, the application shall display only those license types that are legal to use for the specified equipment type.)*

5. Assign a unique confirmation number that can be immediately verified by IDNR Law Enforcement or administrative staff. Database must record and display the date, hour, and minute of check-in.

6. Print and email an electronic copy of a game harvest report record, and send an automated confirmation email to the customer, regardless of whether the check-in process is performed via check station, online, or call center. IDNR staff must be able to modify the content of the confirmation email and include a hyperlink to an online survey, if desired.

7. Configure special notifications that will display to the hunter any unique messages specific to the county of harvest. Primary purpose is to support wildlife disease sampling and monitoring efforts.

8. Require hunters reporting harvested game online to select a specific location on a map where the game was harvested. Selected location point shall be converted to longitude and latitude values which are stored in the application's database, with the primary purpose to support wildlife disease sampling and monitoring efforts. Functionality shall be configurable to activate for specific counties. Information in the Game Harvest Reporting Application, such as personal history of game harvest records, shall be accessible/viewable by the customer and IDNR staff. IDNR Law Enforcement personnel shall have the ability to search game harvest records through a variety of means per specifications (e.g. species of animal, season, county, etc.) and shall be able to export data to a csv or Excel file.

F. HARVEST INFORMATION PROGRAM (HIP)

Hunters of migratory birds are required to complete a Harvest Information Program (HIP) survey and to obtain a HIP number before hunting migratory birds. Any HIP Application must:

1. Allow hunters to complete their registration and HIP number retrieval through an online application by entering their customer identification number and date of birth, or by logging in to an existing online account.

2. Allow hunters to complete their registration and HIP number retrieval, at no charge, through an automated telephone system. Data shall be stored immediately in the same database as any HIP registration numbers issued via the online application.

3. Provide an efficient way for IDNR Law Enforcement and other authorized staff to immediately verify the issuance of a HIP Registration number once it is issued and to see the date and time of issuance.

4. Print the HIP number on the license, and display a history of the past season's HIP numbers.

5. Automatically transfer survey results to the U.S. Fish and Wildlife Service (USFWS) on a specified schedule and in the required format.

6. Notify a customer that they already have a HIP number for that season and prevent a customer from completing the HIP survey a second time for the same season.

G. LIMITED HUNTS

IDNR manages special limited hunts that accommodate only a specified number of hunters, and any Limited Hunts Application must:

1. Allow customers to apply for a limited hunt opportunity and become eligible for the related automated, randomized "lottery" draw based on certain criteria (determined by IDNR during the hunt opportunity setup). Customers shall receive an email confirming their successful application submission, a notification alerting them to their success or failure in the draw, and an email with specific instructions for the hunt if successful. Controls for eligibility of applicants and the draw process must meet all IDNR business rules. Flexibility to charge an application fee and to accept credit or debit card or IDNR gift cards/certificates as a form of payment is required. Fees charged for the property must be trackable to record program income in compliance with USFWS requirements.

2. Provide registrations for a limited hunt opportunity on a first come, first served basis. System must handle high volume of registrations with real-time availability of hunts visible to the customer and IDNR staff, while preventing over-booking any specific hunt opportunities. Flexibility to charge a fee and to accept credit or debit card or IDNR gift cards/certificates as a form of payment is required. Customers must receive an electronic registration confirmation.

3. Allow customers to complete hunt applications/registrations for another customer in addition to their own. Controls shall meet IDNR business rules.

4. Allow IDNR staff to search and view the current status of applications by hunt opportunity or applicant/registrant.

5. Allow customers to view their history of limited hunt applications/registrations, and each hunt's draw status (when applicable).

6. Provide IDNR staff with the ability to manage reserved hunts, lottery events, or first come, first served events in real time. IDNR must be able to configure properties for draw hunts when the hunt dates are assigned to, rather than chosen by, the applicant/registrant hunter.

7. Possess the capability for a drawing with a "pick order" that is randomly assigned to each successfully drawn hunter for each hunt opportunity, and that is used to manage the assignment of hunt blinds, stations, or areas.

H. COMMERCIAL LICENSES AND PERMITS

IDNR's Commercial Licenses and Permits include, but are not limited to, those listed at https://www.in.gov/dnr/fish-and-wildlife/licenses-and-permits/permits-commercial-licenses/. Any Commercial Licenses and Permits system must:

1. Provide functionality for a customer-submitted application, fee payment, IDNR review, customer testing, and license and permit approval, issuance, renewal, suspension, and void for each type of commercial license and permit.

2. Include functionality to manage the current status and next step(s) in the process with automated emails/alerts (e.g. renewal notifications, suspensions, etc.) sent to both customers and IDNR.

3. Provide customers with access to regulations, information, and requirements for each commercial license and permit type.

4. Allow customers to view, complete, and submit an electronic license or permit application online; and to begin an online application, save any incomplete application, and return to it at a later date.

5. Provide submission of a license or permit application with or without related fee payment via credit card, debit card, or check. Status of each application shall reflect whether the related fee has been paid.

6. Allow customers to view, print, or save (as an electronic file) their active, issued commercial licenses and permits.

7. Provide IDNR with workflow functionality to search for and track applications throughout the process, including the assignment of tasks to responsible IDNR staff and real-time updates regarding an application's status. Workflow tasks shall be automatically date/time stamped with the username and action taken.

8. Contain a dashboard with a summary of pending tasks and a way for IDNR staff to mark tasks as completed.

9. Have the ability to administer required exams for customers to complete online. After exam completion, a notification shall route to IDNR staff. Status of exams must be viewable by customers and IDNR. *(Example Statuses: Exam Required, Exam Completed, Exam Pending, Pass/Fail, etc.)*

10. Provide specific annual reports, when needed, and shall submit them electronically as required by Federal mandates and auditing.

I. PUBLIC ACCESS MANAGEMENT

IDNR seeks a remote, electronic application to assist with better management of our public properties, communication with users, and capturing of robust data about each visitor and their activities during each visit. Any Public Access Management Application must:

1. Allow customers to view an electronic, mobile-friendly, and customizable menu of participation/property options, to purchase a sport license or parking pass, and to pay any applicable property-use fees if charged separately from other purchases.

2. Provide actions to check in and check out from state properties. Process shall provide the ability to:

    a. Have customers create a new account or use an existing account profile from the comprehensive license system, or create a new account or customer ID to purchase a valid parking pass or day pass.

    b. Limit or control check-ins to a specific number of visitors at specific properties and on specific dates, including the prevention of all check-ins at a particular location due to harvest quotas or property closures (e.g. emergency conditions).

    c. Notify checked-in, on-site visitors when the location they are currently visiting is under an emergency closure.

    d. Restrict check in of certain activities at specified times. *(Examples: If fishing were closed during waterfowl season dates, then a visitor could not check in to fish; or only turkey hunters and anglers could check in on a property before 1:00 p.m. during turkey season and turkey hunters must be checked out by 1:00 p.m.)*

    e. Use geofencing or other technology to prompt visitors to check in and purchase a required parking pass. Preference is for the system to determine whether a visitor is simply driving through a property on public roads, or if they are intentionally stopped/spending time at the property.

    f. Generate an electronic visitor permit valid only for the date of check in.

    g. Prevent a visitor from checking in if they are not yet checked out from previous visit to any property.

    h. Store check-in/check-out data on a visitor's device in areas with poor cell phone reception until a signal is sufficient for upload/download.

i. Send a check-out notification request to a visitor that includes a warning that they will be unable to check in at any property in the future until the current check-out process is complete.

j. Prevent check-in of restricted or barred visitors, and notify IDNR if such a check-in is attempted.

k. Generate weekly and monthly reports by multiple criteria such as number of visitors by activity, number of wildlife harvested by property, harvest reports by area or reserved blind, number of hours of visits by activity, etc.

l. Allow a visitor during their check-out process to report the number of fish or wildlife they harvested (if any) by species; to rate their visit; and to submit any comments. For state reportable species like deer, turkey, otter, the check-out process must interact with the game harvest reporting component. System shall include logic that prevents a customer from having to twice report harvested game.

J. VOLUNTEER AND EVENT MANAGEMENT

IDNR seeks a Volunteer and Event Management component that must:

1. Allow volunteers to establish an account using the same protocols as customers (e.g. unique identifier and single login to make purchases, register for events, or register as a volunteer).

2. Interface or integrate with IDNR webpages.

3. Provide workflow features that include the ability to send automated communications to event volunteers and participants.

4. Allow a user to view volunteer opportunities, create a volunteer profile (connected to, but distinguishable from, their customer profile), complete volunteer applications online, register to become a volunteer, enter volunteer hours, and post photos associated with a particular event. Event registrations for a returning volunteer shall auto-populate a volunteer's known information (name, address, phone number, email, etc.) if a volunteer and/or a customer profile already exists. New customers/volunteers shall be directed to create a new account.

5. Offer time-limited or open-ended/time-flexible events, onsite registration or check-in via IDNR tablets or other devices, including offline registration and subsequent uploads/downloads to the system once connected.

6. Store any grant match dollar values based on the volunteer job classification for events that are grant eligible.

7. Record and manage volunteer hours in a manner consistent with USFWS to apply hours for match to federal grants. Volunteers must have a unique PIN or other way to provide an electronic signature verifying that entered hours are correct. IDNR staff must be able to review and approve volunteer hours.

8. Administratively create, modify, and delete events; customize event registrations; select which fields display based on event type; enter future events (at least two years in advance); and publish events on a scheduled/specified date.

9. Track volunteer applications (via workflow and automated email notifications) throughout the life cycle of the volunteer event, including assigning tasks to responsible IDNR staff, setting status, tracking when volunteer hours are entered and ready for review and approval, and monitoring volunteer application dates, service agreements, and background checks.

10. Create unique links for each event allowing volunteers to follow a link to register for a specific event.

11. Register multiple individuals (e.g. family members) for one event. IDNR staff shall be able to create a maximum number of individuals included in one registration.

12. Administratively preview an event prior to going "live" with intuitive editing functions, create waitlists for events, and send customized notifications, urgent messages, or email messages to volunteers or event registrants within the system.

13. Require specific licenses for the volunteer's participation in specific events, and provide access to the sport license component to determine if the volunteer has the required license; or allow them to easily transition to the sport licenses component to purchase the appropriate license before completing the event registration.

K. ADMINISTRATIVE MANAGEMENT

The Administrative Management component supports the other seven (7) components of the system, and includes the following capabilities for use by authorized IDNR staff only:

1. General System Administration

Includes administrative ability to:

a. Identify (manually or automatically through established settings) primary Customer ID and any duplicate customer profiles (e.g. same customer with more than one Customer ID), and to consolidate or merge the duplicated Customer ID(s) with the existing, primary Customer ID. The primary Customer ID's profile must show all history of licenses, check-in game records, HIP registrations, reserved hunt registrations, and donations. Profile information missing from the primary Customer ID, such as Hunter's Education number, Disabled American Veteran (DAV) number, Driver's License Number, and Social Security Number (SSN), must be automatically copied from the duplicate profile to the primary customer ID during the consolidation process.

b. Separate customer profiles that were previously consolidated, resulting in the original information (e.g. licenses, check-in records) going back to each original Customer ID.

c. Prevent the issuance of any license to a new customer.

d. Void and/or suspend licenses, including single privileges when multiple privileges were purchased at the same time, along with indicating the timeframe and reason for suspension.

e. Prevent a suspended customer from purchasing a license, by license or category (e.g. hunting, fishing, or trapping), or prevent any customer from purchasing a license if that license privilege has been suspended.

f. Suspend and reinstate multiple customers and licenses via a batch upload process in order to efficiently complete mass license suspensions (e.g. suspensions due to non-payment of child support per state law).

g. Generate letters to customers who have had a license suspended or placed in a probationary status.

h. Void, edit, or add a label to a check-in game record. *(Example: A label may be needed when a deer is surrendered for disease testing.)*

i. Manage a Limited Hunt draw process with flexibility to give preference to applicants with past unsuccessful applications.

j. Disqualify or remove from initial consideration Limited Hunt applicants with suspended licenses or other infractions.

k. Restrict sign-ups for any volunteers who are prohibited from participating for any reason.

l. Restrict prohibited visitors from checking in.

m. Track data modifications via an audit trail. Audit log shall include pertinent information such as Customer ID, the old and new values for the modification(s) made, date of modification, name of user who made the change, and any relevant explanatory comments.

2. <u>Application Configuration</u>

Includes administrative ability to:

a. Create new and modify existing sport license types, including title, season date(s), price, age limits, per person quantity restrictions, and sales start and end dates. Pricing must include optional tiered structure allowing IDNR to configure a discounted price for additional licenses purchased after the first full-price purchase.

b. Create new and modify or delete existing commercial licenses and permits, including configuration of customer application forms and workflows for each type.

c. Configure check-in game options, including game seasons, types, counties and public lands, county-specific messages, and labels, as well as configuration and modification of the optional or required questions and their order of appearance.

d. Create new and modify or delete existing Limited Hunt opportunities, including the hunt's dates, properties, and areas, any specific participation requirements, the application/registration periods, and hunter instructions and other information specific to the hunt opportunity. Limited Hunt opportunity configuration must have the flexibility to offer the hunter multiple property/date choices when applying.

e. Create new, modify or delete existing, and restrict check-in activities by area, property, date, time, and other criteria.

3. <u>User Accounts and Access</u>

Includes administrative ability to:

a. Set role-based security to limit access to specific areas of the Administrative Management component. *(Example: A law enforcement role would allow access to specific searches and reports but restrict access to application configuration and editing.)*

b. Modify system usernames and passwords.

c. Confirm, activate, modify, suspend, disable, and delete accounts.

d. Provide options for role-based security including, but not limited to, appropriate levels of access and security for retailer license clerk, check-in clerk, store manager, law enforcement, and IDNR staff.

4. <u>Agent Retailer Management</u>

Includes administrative ability to:

a. Efficiently manage authorized license agent retailers and check stations, including establishment of new or search for existing businesses and individual stores, management of voided license credits, manual payments, and charges, as well as export into a csv or Excel file a list of current authorized license retailers and check stations.

b. Manage the revenue collection process with agent retailers, including performance of scheduled and manual ACH sweeps, real-time status updates of all ACH transactions, and immediate email notification to IDNR if a sweep fails.

c. Provide agent retailer invoicing that ties to the process for revenue collection with robust status tracking and reporting.

5. <u>Searching and Reporting</u>

Includes administrative ability to:

a. Assign available search, display, and reporting functionality by user role/login.

b. Search and display, in real time, customer profile details, licenses, permits, workflow status, check-in game records, limited hunt applications, volunteer activities, attended events, and past purchases.

c. Export search results to csv or Excel formats (at minimum).

d. Create a variety of savable and adjustable ad hoc reports, and to modify existing canned reports, using available system criteria. Pre-defined reports must meet all specific IDNR requirements.

e. Provide query functionality and interactive reporting in an agency dashboard or administrative screen using Google Analytics or similar metric and data tracking system.

L. TECHNICAL REQUIREMENTS

The Contractor shall coordinate with the Indiana Office of Technology (IOT) to define the specifications and responsibilities for all technical aspects of the solution, including hardware, software, data storage, connectivity, installation, and support. Throughout operations, the Contractor is responsible for providing, maintaining, and supporting all environments necessary to operate a reliable system.

1. System Availability

a. Solution must be publicly available to users a minimum of 99.5% of the time during any thirty (30) day period, and a minimum of an average of 99.5% of the time during any twelve (12) month period.

b. Contractor must ensure that the total of any system downtime – that prevents the completion of transactions in any of the call center, online, or agent retailer sales channels – must not amount to longer than a total of thirty (30) minutes per calendar month. Additionally, there must not be an interruption in public accessibility to the system that exceeds thirty (30) continuous minutes.

c. Excluded from system availability expectations are any previously established, IDNR-approved dates and times for routine scheduled maintenance, or for natural disasters or other acts beyond the control of the Contractor as determined by IDNR.

d. Contractor must notify IDNR as soon as possible after learning of any system issue that may affect system performance or impact system accessibility, use, or sales. Additional windows for any unexpected, yet necessary maintenance must be agreed upon in advance by all parties.

e. Contractor shall produce and provide to the State monthly, quarterly, and yearly reports of solution downtime, and shall meet, upon request, with IDNR to review the reports and discuss resolution options.

f. Failure to meet system availability expectations as outlined will result in a damage fee assessment to the Contractor equal to fifty dollars ($50) per minute that the standard is not met. Any damage fees will be measured and paid monthly by the Contractor separate from any routine invoicing.

2. Customer Profiles

a. Solution must include robust capabilities for establishing and maintaining individual, unique customer profiles and Customer ID numbers across all components. Controls shall allow a new customer to be assigned with a new profile and new Customer ID number, but shall prevent an existing customer from being assigned with a second profile or Customer ID number.

b. The same unique customer profile and its related settings shall apply to and be used for all system components. IDNR must be able to track and monitor customer activities and history via their unique profile across all components. Tracking shall include standard customer data, as well as any previous communication sent to the customer (e.g. species-specific surveys, direct marketing campaigns, etc.).

c. Public-facing and IDNR Administrative Management dashboards shall be established to allow real-time tracking of all customer data.

3. <u>Technical Compatibility</u>

a. Customers must be able to access the online license application using any computer, tablet, or smartphone. Application must be compatible with at least the two (2) latest versions of multiple commonly accepted internet browsers (e.g. Edge, Firefox, Google Chrome, Safari, etc.) and must conform to the accessibility standards of Section 508 of the Federal Rehabilitation Act of 1973.

b. The agent retailer application must be compatible with a variety of computer systems as authorized agent retailers shall utilize their own hardware, printers, and other equipment to process transactions. Contractor shall work with IDNR and the authorized agent retailers to identify, understand, and address, if possible, any potential technical or logistical limitations.

c. Browser interface must be mobile-friendly and may additionally be available through an iPhone or Android App, which shall be free to download and use.

4. <u>Communication</u>

a. Solution must provide technical ability for IDNR to generate communication directly through the platform at any time to both customers and authorized agent retailers.

b. IDNR must be able to customize ad hoc messages, and establish routine, automatic notifications either to all customers; only specific types of customers (e.g. commercial license holders, volunteers, etc.); or to customers who meet specific criteria (e.g. those living within a particular ZIP code; those who haven't purchased a license within the past year, etc.). Communication options shall include email or a visual display or alert on the home page of the application.

c. System must allow IDNR to, at any time, initiate, issue, or edit a broadcast message on the main page of the Agent Retailer Application for all users with retailer-related security roles (e.g. license clerk, check-in clerk, store manager). Targeted messaging shall be available to reach agent retailer users, or a group of agent retailer users based on various criteria (e.g. all retail stores in a specified geographic area or ZIP code, all retail stores belonging to the same corporation, etc.).

d. Preference given to solutions with options for users to, at any time, opt into and/or out of email notifications related to various system component offerings, updates, events, etc. that are of particular interest to the user.

e. System must archive a history of all communications and broadcast messages; all messages must be searchable by IDNR, customers, and agent retailers. IDNR shall have the ability to select past messages, and to modify and resent them to desired parties without the necessity of creating a new message.

5. <u>Data Migration and History</u>

a. System components must support and sustain migrated legacy data and customer accounts. IDNR staff, customers, and agent retailers must be able to view all (2005 to present) historical activity and transactions.

b. Successful implementation requires complete and accurate data migration from existing systems. Contractor shall consult with IDNR to:

1. Assess legacy data structure and quality.

2. Develop and document all data mapping, cleansing, and conversion requirements. Conversion of open, partial, pending, or incomplete transactions will not be required as part of the legacy data migration.

3. Migrate legacy lifetime hunt, fish, combo, and trap license data currently in separate tables to the same, consistent data structure.

4. Develop any custom tools, queries, or applications needed to perform the migration.

5. Sufficiently test and validate at least one (1) full pilot process, prior to proceeding with subsequent data migration(s).

6. Validate completeness and accuracy of the migration in the production environment, and provide written documentation of the validation steps and results.

7. Migrate existing historical data for commercial licenses and permits that currently resides in an Access database separate from the current legacy system.

6. <u>Information Security</u>

a. Contractor must impose IDNR and Indiana Office of Technology (IOT) practices, standards of security, rules, and guidelines, as well as adhere to all State of Indiana website policies applicable to the business operations provided under this contract.

b. IOT standards and practices can be accessed at the following websites:
https://www.in.gov/iot/
http://www.in.gov/iot/files/Information_Security_Framework.pdf

c. Contractor must not use for its benefit, or the benefit of any third party, the contents of any cookies collected via the provided solution.

7. <u>Customization</u>

a. Contractor must configure and/or develop the solution to meet the needs of IDNR, as defined in the final executed contract. Contractor is responsible for providing, maintaining, and supporting the environments necessary to develop, configure, and test the system.

b. If needed or required by State of Indiana procurement rules, the Contractor must develop any bridges and integration code necessary for the solution to interface with third-party software or systems (e.g. payment processing).

8. <u>Testing</u>

Contractor must perform, at minimum, the following testing activities prior to the start of operations:

a. System and integration testing to ensure the solution functions as designed and correctly exchanges data. Integration testing must verify that each implemented component operates seamlessly as part of the overall comprehensive solution.

b. Load and stress testing to determine performance levels under expected system loading conditions with production-sized databases; to evaluate how system performs under maximum stress conditions; and to determine the maximum capacity within specified performance levels.

c. Security code scan to identify any vulnerabilities in the code, websites, or other outward-facing part of the application that would enhance the risk of hackers gaining access to the system and its data. Any critical vulnerabilities found as a result of the scan shall be corrected prior to moving into the production environment.

d. User Acceptance Testing (UAT) demonstrating that the Contractor is ready to provide the system to the State, and validating that user requirements, as defined in this contract, are met. Contractor must support and assist IDNR during execution of UAT. With the exception of UAT, all other testing must be performed by the Contractor.

e. IDNR will verify the operability of the system, including all functional areas and output data. System performance will also be evaluated against the performance requirements specified in the contract.

f. IDNR must approve any modifications to agreed-upon system configurations.

g. Contractor must test the accessibility and performance of all functions, screens, reports, and other components of the application.

h. Prior to implementation, installation, and operation, Contractor must provide to the IDNR Project Manager detailed written documentation related to testing (as it occurs), including the results of each type of test, a description of any defects or issues that occurred during testing, and all implemented corrections or resolutions.

9. **Change Control**
   a. Changes in State or Federal legislation, regulations, rules, policies, or processes may require design modifications to any or all of the system components.

   b. Contractor must establish a formal change control process to define new requirements, to obtain IDNR approval of changes, and to properly document and successfully implement all changes to the production system. System changes include, but are not limited to, modifications to code, configuration, server hardware, software, processes, and scheduled maintenance.

   c. IDNR staff must have access to directly update, without going through the Contractor's change order process, all location/property information (e.g. images, descriptions, etc.), and to electronically upload or complete related forms online (e.g. participant releases, volunteer service agreements, etc.).

   d. System must provide role-based security with different access for the variety of users (e.g. IDNR staff, customer service representatives, biologists, law enforcement officers, customers, agent retailers, etc.). System shall include ability to assign a tier of roles to IDNR staff depending on the type of access and permissions required.

10. **Hardware and Software**
   a. Maintenance and support of the solution's hardware and software must be routinely performed to achieve optimal system performance.

   b. Contractor must provide maintenance and support which includes identifying and developing standard maintenance requirements, updates, patches, repairs, correction of application defects, system tuning, performing modifications, content changes, and technical support.

   c. If the Contractor upgrades its base system software, then IDNR shall receive the new system upgrades, including all items agreed upon in this contract, at no additional charge.

   d. All server hardware will be new at the onset of the contract prior to implementation.

   e. Throughout the life of the contract, all outdated or damaged hardware and software will be updated or replaced as needed.

   f. Hardware maintenance must include preventative and remedial maintenance, installation of safety and security changes/updates, and installation of engineering changes based on the equipment's unique specifications. Maintenance must include any repair, replacement, or exchange necessary to keep equipment in good working condition and at a performance level in keeping with the manufacturer's published specifications and this contract.

M. SYSTEM SECURITY

1. Disaster Recovery

a. Contractor is responsible for establishing, following, and routinely auditing a robust strategy for data storage and backup files at a secure offsite location, and must immediately notify IDNR of any data loss, breach, or failed recovery.

b. Contractor must provide a Business Resumption Plan for the solution, including a description of how critical business operations will continue in the event of disruption or complete system failure. If requested, to the extent that it does not compromise security or trade secrets, test results of the plan must be made available to IDNR.

c. Plan must meet the Disaster Recovery (DR) requirements of the State. Contractor must apply recognized industry standards governing disaster preparedness and recovery, including the ability to continue processing if the primary hosting facility is rendered inoperable. Plan must include, but not be limited to, critical lines of business and supporting functions; a process for reporting to the State any system disruption/failure; emergency procedures; transition from failure to restart; and a timeframe for updates to the plan.

d. Contractor is responsible for the creation of a DR environment such that the solution's operations can be seamlessly transferred to a separate hosting facility in a separate geographic location. This DR environment must be activated upon complete failure of the primary and secondary systems at the primary hosting facility as a result of disaster, only when it is determined that correction of the production location cannot be accomplished within the timelines established for activation of the DR site as the production system. The DR environment must fully replicate the environment at the primary hosting facility. Contractor must notify IDNR immediately in the event of system fail-over to the DR environment.

e. Contractor must prevent unauthorized access to the solution, and apply recognized industry standards to address system vulnerability to theft, mischief, and efforts at tampering. Such security measures must comply with the State's current or future security policies and procedures. As determined by the State to be appropriate, the following specific security measures must be addressed:

    1. Computer hardware and software controls that ensure acceptance of data from authorized networks only.

    2. Placement of software controls that establish separate files for lists of authorized user access and identification codes.

    3. Upon request, Contractor must enact security access measures to prevent access to the solution by specific individuals identified by IDNR.

    4. Removal of access to the solution for any former IDNR employees or agent retailers/staff.

    5. Manual procedures that provide secure access to the system with minimal risk.

6. Multi-character alphanumeric passwords, unique usernames, identification codes, or other security procedures that must be used by State or Contractor personnel.

f. IDNR may require Contractor to conduct security risk analyses and periodic license verification of all security software, and to provide to the State confirmation of its completion through the provision of quarterly PCI certificates and Annual Attestation of Compliance certificates (or alternative methods that may become available in the future). Risk analysis shall include the system's user password strength, virus protection, operating system updates and patches, and related software and equipment.

g. Contractor must immediately notify IDNR of any known or possible security breaches after discovery, followed within one (1) business day by full written notice.

2. <u>Physical Security of Facility</u>

a. Contractor must be responsible for controlling physical access to the call center and other contractor facilities that are, in any way, part of the IDNR solution.

b. Physical security for each Contractor facility must include camera surveillance, lockable areas (e.g. gates, doorways, server racks, etc.), and other reasonable security measures as advisable and necessary.

c. Staff and visitors must be immediately discernable by identification badges, and must sign in and out of any facility housing any part of the IDNR solution.

d. Preventive measures against catastrophic damage (e.g. fire, flood, etc.) must be present.

3. <u>Data Security</u>

a. Contractor must prevent any breaches of security that result in the Personally Identifiable Information (PII) of customers being accessed or shared with any entity other than the State or entities approved by the State.

b. Damage fees equal to five-thousand dollars ($5,000) shall be assessed by and paid to IDNR per each single instance of a breach. Additional costs associated with recovering compromised data and/or protecting individuals placed at risk from a breach will be assessed per affected customer. The additional fee standard will be measured against and paid specific to each occurrence.

N. <u>CONTRACT MANAGEMENT</u>

1. <u>Account and Project Management</u>

a. Contractor must appoint one (1) person as their primary Project Manager for the solution. Contractor's Project Manager shall be dedicated to the IDNR contract and serve as an expert in the solution application. The term "dedicated" implies that the Project Manager will be the primary point of contact to administer this contract, but they may have other responsibilities as long as IDNR's expectations are met or exceeded.

b. Contractor's choice in Project Manager must be approved by IDNR. IDNR reserves the right to request and receive a new Project Manager at any time throughout the term of this contract.

c. Contractor must provide a knowledgeable backup for the Project Manager to serve as the point of contact with IDNR should the Contractor's primary Project Manager become unavailable for more than 24 hours (e.g. vacation, illness, etc.). Contractor shall provide IDNR with an organization chart for the project, and update the information whenever modifications occur throughout the life of the contract.

d. IDNR will provide oversight for the overall project; however, the Contractor must provide overall management of the required tasks including, but not limited to, day-to-day oversight of Contractor staff, call center, and all other operations related to the contract.

e. Contractor is expected to suggest and incorporate best practices and expert knowledge based on their experience implementing similar systems. The system/solution provided to IDNR is expected to include all features of the contractor's standard system/solution, even if not specified in the IDNR project scope of work or other specifications.

f. Contractor must track all requirements through each stage of the development life cycle from specification through the production deployment of the comprehensive solution and all of its components; and must provide a mechanism to integrate test cases against the requirements for traceability.

g. Contractor must work with IDNR to fully understand/elaborate on the scope, requirements, purpose, and implications of each requirement by holding discussion sessions, site visits, or interviews with the stakeholders and IDNR subject matter experts. Contractor's Project Manager and other relevant personnel from both parties shall meet in person or virtually no less than weekly during project implementation, and no less than quarterly after IDNR determines that implementation is complete.

h. Contractor's Project Manager must provide electronic status report about the project implementation, installation, and other pertinent topics in a format agreeable for both parties. Contractor's Project Manager must attend (virtually or in person) weekly project status meetings and provide IDNR with the report at least one (1) business day before the start of each meeting. Status reports must contain, at a minimum, detailed descriptions of current statuses on all open risks, issues, or requests between IDNR and the Contractor, as well as descriptions of the work completed since the previous meeting, the ongoing work, and the future work to start within the two (2) weeks subsequent to the meeting. Other topics will be added based on project activities at the time of the status meeting. Summarized notes, including key decisions and action items, from each meeting shall be created and distributed by the Contractor's Project Manager to IDNR within two (2) business days of the conclusion of each meeting.

i. Contractor's Project Manager must appropriately escalate to IDNR any major issues or barriers to the project's success as soon as they are known, rather than holding the information until the next scheduled status meeting.

j. IDNR reserves the right to request additional meetings, discussions, or written documentation throughout the life of the contract as necessary to maintain product and project integrity.

k. Contractor must provide a comprehensive dictionary of solution- or company-specific titles or terms that will be used in relation to IDNR's solution.

l. Contractor's Project Manager must work with the State's independent project risk manager as part of the required risk management framework for large Information Technology projects.

2. Performance Expectations (Maintenance & Operations)

a. Contractor must adhere to all performance requirements outlined in the final contract, and shall document the results of all performance expectations in a report provided to IDNR no less than monthly.

b. Contractor must notify IDNR immediately upon identification of system-related problems, such as programming, data transfer, or performance issues. Contractor must make every effort necessary to correct such problems within twenty-four (24) calendar hours of discovering the system issue. Contractor shall provide IDNR with periodic updates on the status of the solution and an estimated timeframe when the problem will be fully corrected.

c. Contractor must correct within an agreed upon timeline any material programming errors attributable to the Contractor or that prevent the system from operating as intended and designed. IDNR will notify the Contractor, either verbally or in writing, of a discovered problem with the software and shall provide sufficient information to assist the Contractor in identifying a solution.

d. Contractor's initial and ongoing responses to an application defect shall be appropriate to the severity of either the identified problem or the resulting levels of service interruption or customer inconvenience.

e. Contractor shall respond within four (4) business hours to IDNR's request for resolution of programming errors that slow the processing of data by any degree; that render minor and non-mandatory functions of the solution inoperable or unstable; or that require users to employ workarounds to fully use the system. Furthermore, the Contractor must begin working on a proper solution for the identified problem within one (1) business day by dedicating the necessary resources to correction efforts.

f. Contractor will respond within one (1) business hour of discovering any defects with more significant consequences than stated above, including those that render key functions of the system inoperable or that significantly slow the processing of data. Contractor must dedicate all available and appropriate resources to resolving the problem and shall begin working on a proper solution immediately and, if requested, also provide personal on-site assistance.

3. **Escalation and Resolution**
   a. Contractor must provide IDNR with a detailed escalation and resolution plan upon solution implementation, and provide 24/7/365 "on-call" contact information (e.g. email, mobile telephone, etc.) for all personnel identified in the plan in order to facilitate timely resolutions.

   b. System issues that are within the Contractor's control to correct, but that are not addressed within twenty-four (24) calendar hours will be considered as an expectation not met. Measurement will include problems on the primary system that are temporarily resolved by the Contractor's backup system.

   c. If Contractor fails to resolve the issue within the specified time, damage fees of five-thousand dollars ($5,000) per occurrence may be assessed. Any damage fees will be measured and paid monthly by the Contractor separate from any routine invoicing.

   d. If a problem cannot be fixed within the expected time frame, then Contractor shall also provide IDNR with regular updates on the progress of the correction and an estimated time of completion. A summary of any proposed and/or final resolutions must be provided in writing to IDNR through the routine status reports.

4. **Marketing**
   a. The management of customer profiles is critical to future IDNR marketing efforts. IDNR desires the ability to use data from the solution and its customer profiles to generate essential marketing efforts.

   b. IDNR shall be able to access data and technological tracking tools, such as Google Analytics or similar tools, to take advantage of cross promotions and upsell opportunities. Data access used for marketing efforts shall include information critical to conduct direct email and other mass outreach campaigns, to discover underserved areas or under-attended events to better promote IDNR opportunities, or to generate customer satisfaction surveys, etc.

   c. Ideally, the Contractor will become a marketing partner to assist IDNR in finding opportunities to better serve our customers.

5. **Training**
   a. Training shall be coordinated between Contractor and IDNR to ensure mutual objectives, business rules, and operational processes are met. Contractor shall incorporate training as part of the project even prior to implementation of the solution, and must create, maintain, and update an annual training plan, including the development and conduction of training services and materials necessary to successfully operate the solution after implementation.

   b. Contractor must provide comprehensive training on all relevant solution components for all users, including customers, agent retailers, and IDNR staff and management. Solution shall also incorporate comprehensive online help features for customers.

c. Training on Agent Retailer License Application and Game Harvest Reporting component shall be remotely accessible on-demand, with further on-demand remote training on various aspects of the solution as requested by IDNR.

d. Contractor must provide an opportunity for all users to evaluate the training program, including all formats, content, instructors, and delivery, both immediately after the training has occurred, and after an agreed upon timeline post-implementation to determine how well the training prepared users and stakeholders. Contractor must provide the results of these evaluations to IDNR in writing and coordinate a plan to modify the training based on the results of these evaluations.

e. Training content initially communicated via modern interactive methods, such as videos or live demonstrations, must also be provided in written form for subsequent reference and review.

6. <u>Contractor Invoicing</u>

a. Contractor shall submit via email an invoice to IDNR on a monthly basis for any fees resulting in a payment due to the Contractor, as outlined within the final contract.

b. Invoices shall be submitted only after all revenue funds are appropriately collected and settled into the correct State account(s) as described herein.

c. Details of the invoice format must be approved by IDNR before the first invoice is issued, but shall, at minimum, contain the following information:

1. Contractor's name and address that matches their current Auditor of State's (AOS) supplier account

2. Invoice Date

3. Billing time period/services included date(s)

4. Per-unit itemized breakout, description, and dollar amount of any individual fees assessed for the billing time period

5. Total invoice dollar amount due

d. Payment of invoices shall follow standard State of Indiana terms and conditions as outlined in the final contract and/or any related Purchase Order.

7. <u>Revenue Processing</u>

a. Solution must be able to interface with and collect online payments through one of the State's contracted third-party payment processors (selected supplier to be determined by IDNR).

b. Authorized agent retailers will deposit sport license revenue into their own individual bank accounts and will subsequently be debited for the invoice amount by the Contractor.

c. Collected IDNR revenue from online or call center sales (or other system transactions, if applicable), and/or any revenue debited by the Contractor from authorized agent retailer sales/accounts, shall be distributed on no less than a weekly basis via electronic ACH directly into one (1) or more central bank accounts established by the Treasurer of State and IDNR for this purpose. At the appropriate point during the implementation process, IDNR will provide account information and further instruction related to revenue ACH deposits.

d. Detailed financial reporting for weekly revenue tracking and processing, and for monthly bank account reconciliation, must be available to IDNR either on-demand through the solution, and/or directly from the Contractor at dates/times specified during project planning or implementation.

e. At minimum, available financial reports shall include various query options and details related to all aspects of customer payment activity (e.g. specific dates or date ranges, locations, sales channels, payment types, individual transaction activity, etc.).

f. Contractor must ensure that IDNR receives all deposits completely and in accordance with established timeframes and guidelines. If standards are not met at any point during a calendar year, then damage fees equal to one hundred dollars ($100) for the first occurrence; five hundred dollars ($500) for the second occurrence; and one thousand dollars ($1,000) for any subsequent occurrences after the second occurrence may be assessed immediately. This standard will be measured and paid as each violation occurs.

O. CUSTOMER SERVICE

1. Call Center Assistance

a. A Contractor-supplied and -managed call center is not intended to replace the IDNR Customer Service Center. The IDNR Customer Service Center shall continue to answer hunting, fishing, and trapping questions, as well as to sell sport licenses over the phone. IDNR's Customer Service Center will forward appropriate calls to the Contractor's call center and, likewise, the Contractor's call center staff shall forward calls falling outside the scope of this contract to the designated IDNR contacts.

b. At minimum, the Contractor's call center shall assist IDNR customers with online account confirmations, password resets, issues with the Contractor-provided website, and telephone call-in HIP registrations and game harvest services (as outlined in the relevant sections of this contract); and assist authorized agent retailers with technical difficulties, access or system problems, or training-related issues.

c. Call center assistance shall include an option to be transferred to speak immediately with a call center supervisor or manager, without waiting for a call back, if the initial representative cannot provide satisfactory assistance.

d. The Contractor's call center staff shall immediately report -- following the escalation and resolution plan established with this contract -- any system-wide solution issues that are reported by customers directly to the call center.

e. Contractor must hire/supply all call center representatives. Call center representatives must be able to pass knowledge-based tests regarding basic functionality, business rules, customer service, and other pertinent information related to the solution.

f. All call center issues must be thoroughly documented and tracked by the Contractor. IDNR must have access to historical call records and any open or pending issues and tickets.

g. Contractor must provide monthly performance statistics on call center activities via a monthly status report. IDNR will work with Contractor during implementation to determine which statistics are relevant and reportable.

2. <u>Call Center Performance</u>

The Contractor's call center shall be held to the following standards of responsibility and performance that will be measured, and paid if applicable, on a monthly basis:

a. <u>Hours of Operation</u>. Contractor must ensure that the call center, including TDD or an appropriate alternative, is operational during the minimum number of required days and hours each year in accordance with the Contract. Call center representatives shall be available, at minimum, during peak times as pre-determined by IDNR, and must be able to increase their available hours during expected high-volume periods as pre-determined by IDNR. The established and IDNR pre-approved dates/times for scheduled maintenance are excluded from this expectation. Damage fees will be assessed equal to sixty dollars ($60) for each hour/one dollar ($1) for each minute that the standard is not met.

b. <u>After-Hours Message</u>. Contractor must ensure that a message, including TDD or another acceptable alternative, is available outside the designated hours of operation. When the call center is closed, an automated after-hours voice message is required to inform callers to try again during normal hours of operation, to leave a voice message and receive a call back, or to visit the website (available 24/7/365). Damage fees will be assessed equal to sixty dollars ($60) for each hour/one dollar ($1) for each minute that the standard is not met.

c. <u>Hold Times</u>. No more than five percent (5%) of calls to the call center shall be held in the answer-queue for more than two (2) minutes on average over a calendar month. Time held in the queue does not include time using the automated voice response system as measured at the call center phone switch. Inability to meet this metric will result in damage fees equal to one-hundred dollars ($100) multiplied by each percentage point of calls in excess of the established metric.

d. <u>Satisfaction Surveys.</u> Survey respondents must meet a minimum ninety percent (90%) satisfaction level for any service or interaction directly attributable to or resulting from the Contractor's actions. Damage fees will be assessed equal to amounts established in the final Contract.

3. **Online Inquiries**
   a. Contractor shall provide an online "Contact Us" option through which customers or retailers are able to send a message to be answered by the Contractor via email or telephone within twenty-four (24) calendar hours of receipt. If the correct response to an inquiry is not known, then the Contractor will engage IDNR for assistance prior to responding to the customer.

   b. IDNR reserves the right to approve any scripted responses to routine inquires, and expects every customer contact to be returned by the Contractor or its call center representatives in an accurate and timely manner. Failure to respond to these inquiries as expected may result in fees assessed under the performance terms established in the final Contract.

P. IMPLEMENTATION

Contractor shall successfully and timely implement all required system components as outlined in the final contract.

1. **Implementation Timeline**
   a. Solution presented for final acceptance by IDNR must include – either by exact match or by accepted functional equivalency – all functionalities, responsibilities, actions, documentation, and other requirements of this Contract prior to initial implementation. IDNR reserves the right to delay, at any time, any implementation process whereby the required components and expectations of the final executed Contract have not been met or there is not confidence that they will be met.

   b. Phase 1 of the implementation includes the Sport Licenses, Game Harvest Reporting, HIP, Limited Hunts, and Administrative components and must be deployed in accordance with terms established in the final Contract. Preference given to implementation plans anticipating completion of Phase 1 by April 1, 2024.

   c. Phase 2 of the implementation includes the Commercial Licenses and Permits and the Public Access Management components shall be deployed subsequent to the completion of Phase 1 and deployed in accordance with terms established in the final Contract.

   d. Phase 3 of the implementation includes the Volunteer and Event Management component and must be deployed subsequent to the completion of Phase 1 and Phase 2, and deployed in accordance with the terms established in the final Contract.

   e. No later than four (4) weeks after the initial project kickoff meeting, and at least six (6) months prior to the start of implementation, the Contractor shall provide a detailed implementation plan/project management plan, which shall be updated, as needed, to reflect project changes directly impacting the initial implementation plan.

   f. At minimum, an initial implementation/project management plan shall include a checklist of all anticipated action items organized by key dates and responsible personnel. Plan shall include details outlining the technical preparation, data migration/conversion, testing, training, and system changeover activities needed to successfully implement. Plan should further include how the Contractor plans to identify, communicate, and resolve risks or issues during implementation.

g. Within four (4) weeks after project kickoff, the Contractor shall provide detailed tasks and associated durations and dependencies for all project work owned by the Contractor and must partner with IDNR to ensure all Contractor-owned tasks are integrated into a master project schedule.

2. <u>Assessment of Readiness</u>

a. Contractor and IDNR will assess the operational readiness of all required system components including interfaces and required communications links. Assessment will establish the final operational production environment in which transactions will be accurately and reliably performed.

b. When the solution is presented by the Contractor to the State for final acceptance, it must account for all required functionality (or equivalent) that is outlined within this RFP and the final executed Contract. If the system does not account for all required and expected functionality, then the State will not accept it and will delay the implementation timeline.

c. Contractor must guarantee an on-time implementation of the system and its components without any delay caused by the action or inaction of the Contractor, or by lack of meeting expected deliverables within the Contractor's control. If the Contractor fails to meet the implementation deadline and requirements in this Contract through its own negligence, then damage fees in the amount of fifty thousand dollars ($50,000) per calendar day beyond previously established deadlines may be assessed.