Tab I - Title Page

Part IA – Technical Proposal	
RFP Title:	Taxicab Authority Records Management Modernization Project (RMS)
RFP:	3422
Vendor Name:	inLumon
Address:	9645 Gateway Drive, Suite A, Reno NV 89521
Opening Date:	06/15/2017
Opening Time:	2:00 PM

Tab II - Table of Contents

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Tab XII - Other Informational Materials……109

Tab III - Vendor Information Sheet

The vendor information sheet completed with an original signature by an individual authorized to bind the organization must be included in this tab.

VENDOR INFORMATION SHEET FOR RFP 3422

Vendor Must:

A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;
B) Type or print responses; and
C) Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	inLumon

V2	Street Address	9645 Gateway Drive, Suite A

V3	City, State, ZIP	Reno, NV, 89521

V4	Telephone Number		
	Area Code: 800	Number: 246-0541	Extension:

V5	Facsimile Number		
	Area Code: 800	Number: 246-0541	Extension:

V6	Toll Free Number		
	Area Code: 800	Number: 246-0541	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Kavitharaj Basavaraj
	Title: President
	Address: 9645 Gateway Drive, Suite A, Reno NV 89521
	Email Address: raj@inlumon.com

V8	Telephone Number for Contact Person		
	Area Code: 775	Number: 240-6318	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 800	Number: 246-0541	Extension:

V10	***Name of Individual Authorized to Bind the Organization***	
	Name: Kavitharaj Basavaraj	Title: President

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature: B. Kavitha. Raj.	Date: 06/15/2017

Tab IV - State Documents

The State documents tab must include the following:

The signature page from all amendments with an original signature by an individual authorized to bind the organization.

Reporting & Reconciliation Implementation Guides
Reporting Developer Guide
View | Download
Merchant Account Reports Developer Guide
View | Download
Merchant Account Reports User Guide
View | Download

Gateway Developers Guides For Card and eCheck services
Credit Card Services Using the Simple Order API: View | Download
Card-Present Processing Using the Simple Order API (Supplement to *Credit Card Services Using the Simple Order API*): View | Download
Electronic Check Services for the Simple Order API: View | Download

ALL ELSE REMAINS THE SAME FOR RFP 3422.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name:	inLumon		
Authorized Signature:	B. Kavitha Raj.		
Title:	President	Date:	06/15/2017

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

Amendment 1 *RFP 3422* *Page 23 of 23*

ALL ELSE REMAINS THE SAME FOR RFP 3422.

Vendor must sign and return this amendment with proposal submitted.

Vendor Name: inLumon

Authorized Signature: B. Kantha Raj.

Title: President Date: 06/15/2017

This document must be submitted in the "State Documents" section/tab of vendors' technical proposal.

Attachment A – Confidentiality and Certification of Indemnification with an original signature by an individual authorized to bind the organization.

ATTACHMENT A – CONFIDENTIALITY AND CERTIFICATION OF INDEMNIFICATION

Submitted proposals, which are marked "confidential" in their entirety, or those in which a significant portion of the submitted proposal is marked "confidential" **will not** be accepted by the State of Nevada. Pursuant to NRS 333.333, only specific parts of the proposal may be labeled a "trade secret" as defined in NRS 600A.030(5). All proposals are confidential until the contract is awarded; at which time, both successful and unsuccessful vendors' technical and cost proposals become public information.

In accordance with the Submittal Instructions of this RFP, vendors are requested to submit confidential information in separate binders marked "**Part IB Confidential Technical**" and "**Part III Confidential Financial**".

The State will not be responsible for any information contained within the proposal. Should vendors not comply with the labeling and packing requirements, proposals will be released as submitted. In the event a governing board acts as the final authority, there may be public discussion regarding the submitted proposals that will be in an open meeting format, the proposals will remain confidential.

By signing below, I understand it is my responsibility as the vendor to act in protection of the labeled information and agree to defend and indemnify the State of Nevada for honoring such designation. I duly realize failure to so act will constitute a complete waiver and all submitted information will become public information; additionally, failure to label any information that is released by the State shall constitute a complete waiver of any and all claims for damages caused by the release of the information.

This proposal contains Confidential Information, Trade Secrets and/or Proprietary information as defined in ***Section 2 "ACRONYMS/DEFINITIONS."***

Please initial the appropriate response in the boxes below and provide the justification for confidential status.

Part IB – Confidential Technical Information			
YES		NO	X KB
Justification for Confidential Status			

A Public Records CD/Flash Drive has been included for the Technical and Cost Proposal			
YES	X KB	NO (See note below)	
Note: By marking "NO" for Public Record CD/Flash Drive included, you are authorizing the State to use the "Master CD/Flash Drive" for Public Records requests.			

Part III – Confidential Financial Information			
YES	X KB	NO	
Justification for Confidential Status			
Financial Information in accordance with section 6.1.11			

inLumon
Company Name

B. Kavitha. Raj.
Signature

Kavitharaj Basavaraj
Print Name

06/15/2017
Date

This document must be submitted in Tab IV of vendor's technical proposal

Attachment C – Vendor Certifications with an original signature by an individual authorized to bind the organization

ATTACHMENT C – VENDOR CERTIFICATIONS

Vendor agrees and will comply with the following:

(1) Any and all prices that may be charged under the terms of the contract do not and will not violate any existing federal, State or municipal laws or regulations concerning discrimination and/or price fixing. The vendor agrees to indemnify, exonerate and hold the State harmless from liability for any such violation now and throughout the term of the contract.

(2) All proposed capabilities can be demonstrated by the vendor.

(3) The price(s) and amount of this proposal have been arrived at independently and without consultation, communication, agreement or disclosure with or to any other contractor, vendor or potential vendor.

(4) All proposal terms, including prices, will remain in effect for a minimum of 180 days after the proposal due date. In the case of the awarded vendor, all proposal terms, including prices, will remain in effect throughout the contract negotiation process.

(5) No attempt has been made at any time to induce any firm or person to refrain from proposing or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal. All proposals must be made in good faith and without collusion.

(6) All conditions and provisions of this RFP are deemed to be accepted by the vendor and incorporated by reference in the proposal, except such conditions and provisions that the vendor expressly excludes in the proposal. Any exclusion must be in writing and included in the proposal at the time of submission.

(7) Each vendor must disclose any existing or potential conflict of interest relative to the performance of the contractual services resulting from this RFP. Any such relationship that might be perceived or represented as a conflict should be disclosed. By submitting a proposal in response to this RFP, vendors affirm that they have not given, nor intend to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant or any employee or representative of same, in connection with this procurement. Any attempt to intentionally or unintentionally conceal or obfuscate a conflict of interest will automatically result in the disqualification of a vendor's proposal. An award will not be made where a conflict of interest exists. The State will determine whether a conflict of interest exists and whether it may reflect negatively on the State's selection of a vendor. The State reserves the right to disqualify any vendor on the grounds of actual or apparent conflict of interest.

(8) All employees assigned to the project are authorized to work in this country.

(9) The company has a written equal opportunity policy that does not discriminate in employment practices with regard to race, color, national origin, physical condition, creed, religion, age, sex, marital status, sexual orientation, developmental disability or handicap.

(10) The company has a written policy regarding compliance for maintaining a drug-free workplace.

(11) Vendor understands and acknowledges that the representations within their proposal are material and important, and will be relied on by the State in evaluation of the proposal. Any vendor misrepresentations shall be treated as fraudulent concealment from the State of the true facts relating to the proposal.

(12) Vendor must certify that any and all subcontractors comply with Sections 7, 8, 9, and 10, above.

(13) The proposal must be signed by the individual(s) legally authorized to bind the vendor per NRS 333.337.

inLumon

Vendor Company Name

B. Kavitha. Raj

Vendor Signature

Kavitharaj Basavaraj

Print Name

06/15/2017

Date

This document must be submitted in Tab IV of vendor's technical proposal

Tab V - Attachment B - Vendor Certification of Compliance

Attachment B with an original signature by an individual authorized to bind the organization must be included in this tab

ATTACHMENT B – VENDOR CERTIFICATION OF COMPLIANCE

I have read, understand and agree to comply with ***all*** the terms and conditions specified in the attachments noted in the table below.

Vendors must initial next to each noted attachment and then sign with an original signature in the designated space.

Attachment	Attachment Title	Agree to Comply *Initials Required*
A	Confidentiality and Certification of Indemnification	KB
C	Vendor Certifications	KB
D	Contract for Services of Independent Contractor	KB
E	Insurance Schedule for RFP 3422	KB
I	Proposed Staff Resume	KB

inLumon Comment: Changed the Attachment Title to "Proposed Staff Resume" as per Q7 in "Amendment 1 to Request for Proposal 3422" document.

inLumon
Company Name

B. Kavitharaj
Signature

Kavitharaj Basavaraj — 06/15/2017
Print Name — Date

This document must be submitted in Tab V of vendor's technical proposal

Tab VI - Section 4 - System Requirements

4. SYSTEM REQUIREMENTS

4.1 VENDOR RESPONSE TO SYSTEM REQUIREMENTS

Vendors must explain in sufficient detail how the vendor will satisfy the Taxicab Authority's project requirements described below and in ***Attachment K, Requirements Matrix***. If subcontractors will be used for any of the tasks, vendors must indicate what tasks and the percentage of time subcontractor(s) will spend on those tasks.

inLumon always focuses on your business first and assesses the long-term implications of the technology we design, develop, and implement. We deliver technology and solution that enables your business to succeed as opposed to simply looking for technology solutions that fit inLumon is proposing a solution which includes the proven inLumon Licensing/Permitting COTS Solution to meet the requirements for RMS. The Licensing/Permitting COTS has been utilized by many agencies and boards in Nevada and out of state.

The inLumon team has reviewed the RFP very closely and considered the requirements set out. We have taken in to account the Agency Vision, RFP requirements and Technical Requirements laid out in the RFP and are proposing a system that meshes the best of the Business practices with the current and future facing Architecture and a Best in class Licensing/Permitting platform. The inLumon proposed solution for TA RMS has been designed based on the inLumon's Licensing/Permitting COTS product and aligns well with the TA's vision for the future. The goal is to modernize the TA operations to create a scalable, extensible and loosely coupled approach. TA spent lot of time going through the requirements, past experiences and current industry best practices to come up with Licensing/Permitting COTS solution, which seamlessly integrates various best in class products with each other to build an end-to-end solution. We recognize the key visions and a priority of TA in creating RMS. inLumon also understands that there are components and functionalities that will need to be integrated and/or developed.

<u>Technical Approach to a Next Generation Solution</u>
To determine an appropriate "Next Generation" technical solution that meets the needs of TA, the inLumon Team relied on its framework. This resulted in using design of our core technical architecture that:

- ***Follow a Service-Oriented Architecture (SOA) philosophy.***
- ***Use a loose coupling between subsystems such as Core .Net transactional subsystem and Content Management subsystem***
- ***Be architected for scalability and performance to support the customers current and future business needs***
- ***Provide a platform that is readily maintainable***
- ***Leverage COTS solution***
- ***"Partition" the subsystems into n-tiered, service oriented architecture***
- ***Maximize table-driven and rules engine-driven coding***
- ***Migrate subsystems individually – not all at once***
- ***Separate data management from system management***
- ***Implement a reporting and analysis system consistent with the requirement***

- *Automate the Workflow process*
- *Easy to integrate with document imaging products*
- *Create user groups for ongoing subject matter management and requirements development*
- *Provide architecture and management oversight*
- *Supports component oriented architecture and service oriented architecture*
- *Provide the performance, capacity and throughput to handle the volume of transactions expected and forecasted by the State*
- *Support on demand and batch printing in efficient manner preferably using the same solution for both*
- *Provides an efficient way to interface with external systems*
- *Built on mainstream products and technologies making it easier to manage and enhance*

The Technical Architecture Is a Layered Architecture: The architecture has five main layers and two supporting services layers. These layers allow common functionality of the system to be isolated and reused across the system. The layered approach provides clean separation and loose coupling – two key principles of Service-oriented Architecture.
The primary benefits of a multi-layer architecture include the ability to:

- *Integrate different types of interfaces into the system (including stateless clients)*
- *Manage complex interactions with the database through consistent representations in the business model (e.g., effective data processing)*

The following diagram depicts our solution technical approach.

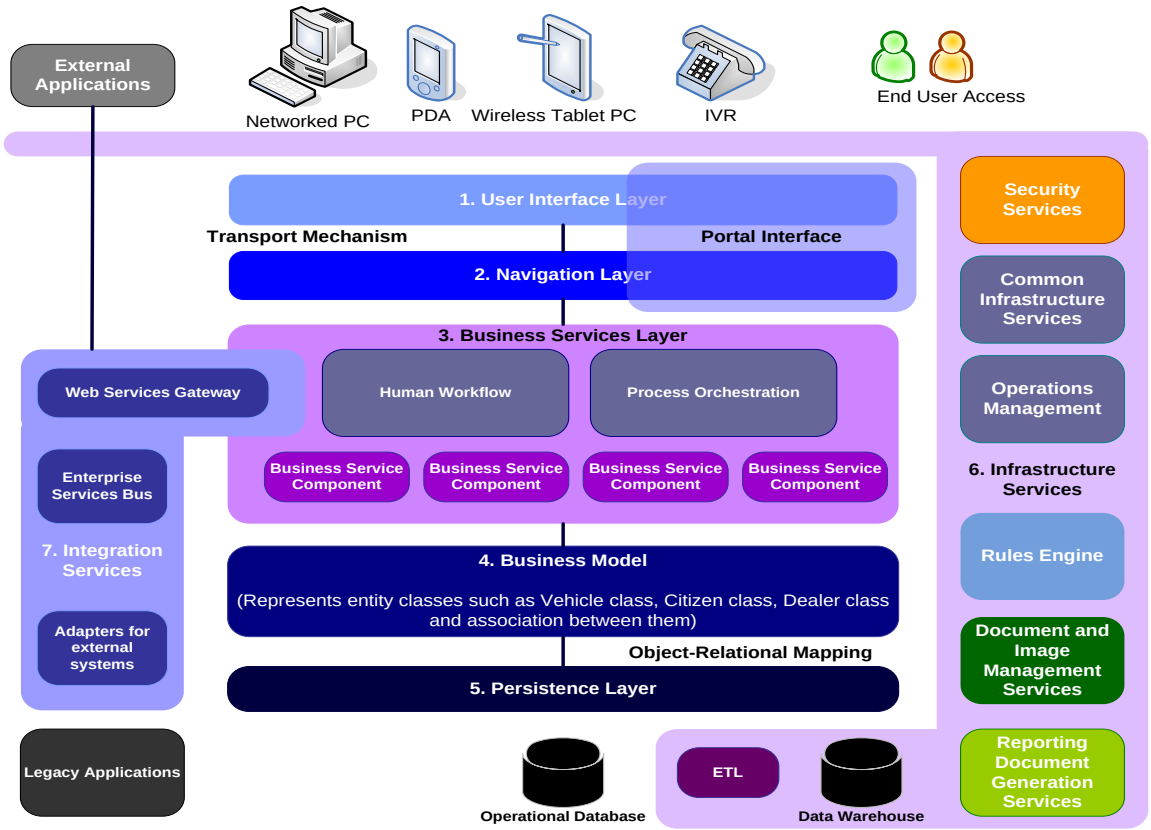


Figure: inLumon Solution Technical Approach

Features and Benefits of Our Proposed Technical Architecture:
Considering the future enterprise direction of TA and accounting for the current and future performance, capacity and functionality requirements, inLumons's Licensing/Permitting COTS solution is the right choice for TA.
Key highlights and benefits of the proposed solutions architecture are:

- ***Platform independent architecture approach***
- ***Meets all functional, technical and implementation (i.e., phased implementation) requirements***
- ***Thoroughly leverages Service-oriented Architecture philosophy and principles to provide highly integrated yet loosely coupled architecture***
- ***Highly scalable, secure, flexible and maintainable architecture***
- ***Use of architectural components eliminate significant amount of custom development work allowing the focus to be more on the business aspect of the system rather than engineering aspects of the system.***

Architecture Critical Success Factors:
inLumon has implemented similar architectures for other clients and, based on this experience, we believe that there are several critical success factors that we need to be cognizant of to design a successful architecture.
Critical Success Factor 1: Designed for Phased Implementation
Critical Success Factor 2: Design for Performance
Critical Success Factor 3: Architect for Extensibility for New Technologies and Scalability
Critical Success Factor 4: Support an Integrated Security Approach and Data Privacy
Critical Success Factor 5: Design for High Availability
Critical Success Factor 6: Easier to Maintain
Critical Success Factor 7: Capitalize on Existing Assets

inLumon is the only systems integrator in the market with a true licensing/permitting application framework that supports multiple technologies. Our unique framework to design and develop an integrated, comprehensive Licensing/Permitting solution allows a client to receive the benefits of a COTS solution product—such as proven components, faster implementation schedules, and risk reduction—along with the flexibility of a custom-developed solution.

The Benefits of Leveraging the Framework

When clients elect to leverage our Framework for solution design and development, they benefit by receiving

1. ***Proven functional and technical best practices***
2. ***Reduced risk***
3. ***Decreased cost***
4. ***Shortened timeframes to deploy***
5. ***Solution components designed to be easily modified***
6. ***A comprehensive customer-centric solution model designed to be state-of-the-art, service-oriented, secure, and intelligent.***

We developed our business applications as unique components that can be easily modified and implemented independently.

<u>Customer</u>: One of the most important aspects of the framework is Customer-centricity. The Customer is one of the most important central entities and integrates with all other entities within the environment. One of the key underlying principles of the framework calls for having a single representation of the Customer within the entire system thus eliminating errors arising from duplicate data entry.
Functional—Underneath the Common Customer conceptual layer is the functional layer consisting of various functional blocks that perform the specific business functions such as License Issuance and Maintenance, Identification cards, Business Entities, Relationship between entities, Application Process, Registration, Bond, Insurance, Enforcement and Audit, Lien, Cash, Inventory and Administration management. These blocks also utilize specific interfaces to external systems or third party systems.

<u>Common Interface</u>: Common Interfaces are shared among the Common Functional Components and provide services such as:

- ***Workflow for process execution and management***
- ***Correspondence generation and management***
- ***Security infrastructure that are used by the functional blocks***

<u>Secure Business Environment</u>: The foundation of our design is a secure, controlled and efficient business environment. inLumon's design will include system-wide security and controls which are built into the system and the corresponding business processes. A primary focus will be to develop a series of controls for system transactions, database access, and business processes that is completely auditable. inLumon's proposed security infrastructure, will be designed to support internal employee security, as well as, external business partner and customer accessibility and data access.

A secure, controlled and efficient business environment is made of several underlying themes. All system components will incorporate:

- ***Flexibility***
- ***Customer Focused Transaction System***
- ***Reduction of Manual Processing***
- ***Modern Common User Interface***

Business Components of inLumon framework include the following subsystems:

- ***Customer Management***
- ***Privilege Management***
- ***Business Partner Management***
- ***Business License Management***
- ***Licensee (Member) Services***
- ***Member History***
- ***Enforcement Management***
- ***Financial Management***

Customer Management:

Customer Management components is the core subsystem of our framework. The central customer subsystem includes:

- ***Management of customer information (names and addresses)***
- ***Demographics***
- ***Customer relationships***
- ***History***

- ***Correspondence***
- ***Problems***
- ***Accounts***

This approach enables TA to maintain a customer profile with details of the customer including all credentials. All transactions revolve around the customer and provide the common link among license, history, enforcement, finance and other functions. A customer can be an individual, or business, and the system allows maintaining customer demographics, multiple addresses, contact information, customer profile for portal, customer identity information, customer account, and other related information. The framework also provides robust search capabilities, whereby searches can be made by key fields.

Our solution is managed at the user level by the creation of unique customer profiles. This unique customer profile is a central engine to support all services to customers including name changes, address changes, credentials issued, correspondence, insurance information, account management, and other related information.

Privilege Management:
The concept of a generic Privilege Management subsystem is enabled by the analytical view that any service or product that is offered provides a privilege to the customer. Once this concept is adopted and all entities normalized, then the power of developing generic routines to grant, track, suspend, reinstate and renew privileges can be developed and deployed across the range of products offered by the TA to its customers.
inLumon's framework is designed the same way. When an event triggers a suspension of a license (perhaps for failure to meet a safety inspection), the same software is activated as when an excessive number of violations triggers a suspension of a license. The parameters of the two transactions are, of course different. But inLumon's generic privilege management routine parallels the TA requirements.

Business Partner Management:
Business Partner Management enables TA to manage, monitor, and review information sent by business partners. TA will be able to manage all business partners through a consolidated process. Business Partner Management provides a concise and uniform method for building relationships with many business partners and streamlines manual, paper-oriented processes. This approach benefits TA not only because of a more streamlined process with a reduction in data entry and fewer processing steps, but also by providing a better customer service experience for business partners. Business Partner Management has the customer-centric concepts used in other services areas.

Business License Management:
Business License Management subsystem supports the business requirement of processing and managing licenses for various businesses. General activities at the point of entry area will consist of some or all of the following (depending on the user):

- ***Recall current license information and review***
- ***Approve and process license renewals***
- ***Maintain license information***
- ***Support license inspection***
- ***Correct license information***

Licensee/Permit (Member) Services:

The License/Permit Issuance subsystem provides all capabilities related to licenses/permits and the issuance of credentials. These functions include:

- ***Issuing new licenses/permits***
- ***Maintenance and Renewals of License/Permit***
- ***Interfacing with other systems as required***
- ***License /Permit Application Process***

As with other subsystems, the License/Permit subsystem is designed with flexibility as a key element. For example, if TA decides to change from a one-year to two-year permit term, applying the modification would be a simple change to a configuration table. As mentioned in this document, changes in the fee structure can also be made to parameter-driven tables as opposed to having to change application code.

Because of the business requirement, the TA may have to issue a temporary permit while breeder documents are verified and a permanent permit is printed and mailed to the customer. This workflow may vary from state to state and will need to be discussed and finalized with TA during the Discovery phase of the project.
As part of our solution framework, this subsystem allows the workflow management for issuance of any product to the customer, which allows the TA to manage the process in accordance with its needs. Workflow management allows TA to review all information at a central location before issuing a credential. It also provides additional functions such as cancellation of previous permits, checks for status, and a customer-centric credentials issuance process.
It maintains a history and can also determine the eligibility of a permit (if needed).

Enforcement Management:

Enforcement module allows recording complaints received and opening a case. Every case is assigned a case number. The complaints are associated with the business and/or license information. The cases are assigned using to the Investigators using a Workflow process. The correspondence related to the case is generated directly using the workflow and the correspondence is recorded. Specific requirement related to Enforcement Management will be discussed during the Discovery Phase and changes made during the development phase.

Financial (Cash) Management:
Financial Management subsystem will consist of the management and calculation if fees and taxes, and interface with the TA Financial system to account for the money.

The Financial Management subsystem supports the business requirement of tracking activities associated with the control and accounting of funds. This capability is provided through a set of online applications (functions) and system processes and will specifically include the management of funds collected from branch offices, business partners, and self-service channels. All financial processing and reporting functions reside within this logical subsystem. It encompasses processing of funds through electronic commerce (that is, credit card processing over the Internet) and point-of-sale (POS) transactions (for example, credit card, cash, check, debit card, and escrow account processing through the POS functions). This subsystem provides associated system management functions and processes allowing daily, weekly, monthly, and yearly reporting at various levels. In addition, it

encompasses the reporting characteristics required to support the ongoing monitoring, audit, and management of the various units.

The framework provides the ability to maintain information about fees and taxes including type of tax or fee, effective dates, ending dates, account number, distribution amounts (including local levels), distribution percentages, and remittance information. The system also has the ability to configure fee types, including adding, modifying, and deleting fee types. The system records Non-Sufficient Funds (NSF) against a customer and record. The system allows the charging of a handling fee whenever a check has been dishonored and returned by the bank. The system provides for fines to be levied against and collected from customers. The system has the ability to process restitutions for NSFs. The Financial Management subsystem also provides robust capabilities to manage Accounts for a customer.

Support System Components of Framework:
The framework has core sets of support system components under the functional and user interface layer of the application. These components are the engine that drives the entire business layer of the application and, through predetermined rules, verifies that the data is consistent throughout the system. Support System Components of framework include the following subsystems:

- ***Work Management***
- ***Deficiencies Management***
- ***Document and Image Management***
- ***Correspondence Management***
- ***Fee Management***
- ***Auditing***
- ***Security Services***
- ***Integration Engine***
- ***Reporting Services***
- ***Web Based Transactions***
- ***Work Management***

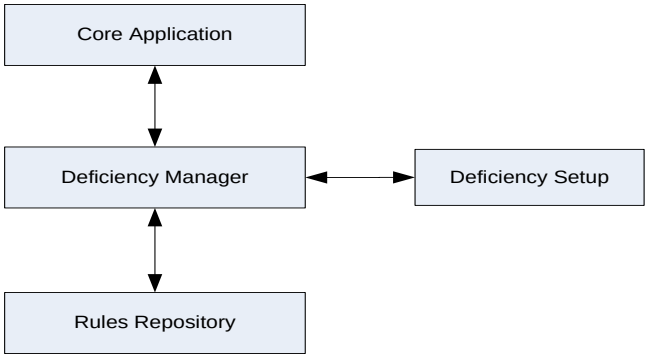
inLumon has developed a flexible workflow module that can be customized to meet the TA transaction workflow requirements. Highlights of our workflow include the following:

- ***Integration with roles, groups, and tasks that can be defined using our workflow screens***
- ***Defining of activities and transactions with appropriate approval steps***
- ***Integration with imaging and images associated with activities that will be routed using workflow***
- ***Support of manual routing; this allows supervisors and authorized users to change and monitor assignments***
- ***Reprioritization support of activities in work queues by authorized users***
- ***Provision of features such as suspend/resume/cancel***

inLumon's workflow module consists of two subsystems:

Workflow Setup—Used for setting up the workflow using the workflow framework in our system
Workflow Execution—Has business rules and routines to allow execution of workflow in transactions based on the setup.

Deficiencies Management:
Deficiency Management subsystem is responsible for capturing all the pre-requisites (e.g. mandatory information and documents to process an application) and manage these through the application life cycle, as shown in figure below. The Deficiency Management subsystem is used to manage mandatory data items or documents that depend on a transaction type in the system. The system runs based on predetermined rules. For any transaction, the system passes the transaction data to the deficiency component, and the deficiency manager identifies the deficient data based on predetermined business rules. It contains a provision to suspend the transaction and produce or print a notice or other correspondence to the customer. The system will automatically keep track of all deficiencies for each transaction and print out the deficiencies on the notice to the customer for him or her to take action on it.

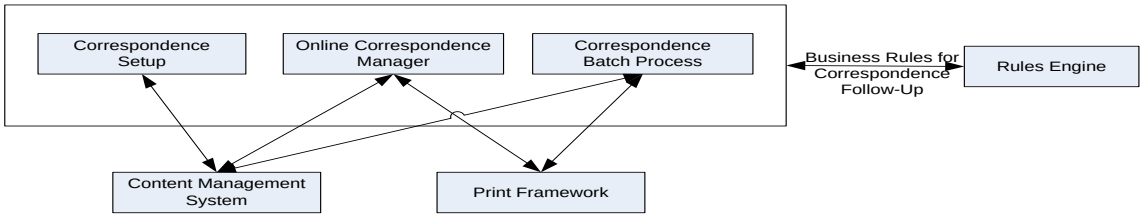


Document and Image Management:
Document and Image Management subsystem is responsible for managing the life cycle of various scanned images or electronic documents. The framework also supports integration with third-party content management systems. Highlights of the Document and Image Management subsystem include the following:

- ***Identification of supporting documents for each transaction***
- ***Capturing of documents and bringing them into the system using scanning***
- ***Indexing of documents to attach to a particular record or set of records***
- ***Ability to export documents from the system***
- ***Provision of privilege-based security to protect documents from unauthorized access***
- ***Provision of enabled signature capture and automatic signature capture using document templates.***
- ***Document Imaging subsystem will need to be integrated with the product currently used by NDE during the development phase.***

Correspondence Management:

The customer communication process is varied and can include postal, mail and e-mail. This correspondence is often system-generated in response to an event such as license nearing expiration. This correspondence is based on a set of standard templates that will be defined and maintained in the system. Each TA transaction will have a set of standard templates that are applicable to it. The Correspondence Management subsystem manages the entire correspondence template as illustrated below.



Fee Management:
Fee Management subsystem consists of calculating the various fees for a specific transaction and fees rules management as illustrated in figure below. This function is implemented based on a common rules engine that is used in other frameworks such as deficiency and supporting documents. The Fee Management framework consists of:
Fee Rule Eligibility— Identifies which fee derivation rules are applicable based on the parameters supplied as part of the transaction.
Fee Derivation Rule—Derives the exact fees required for the transaction by a percentage-fee-based rule or a fixed-fee-based rule. A fee rule derived that is based on the two foregoing (min of the two/max of the two).

Auditing:
The framework employs the concept of activity. A business function carried out within the system is a type of activity. The system can be configured to log each activity being carried out with the system. As part of the business function audit, the system logs the following data points:

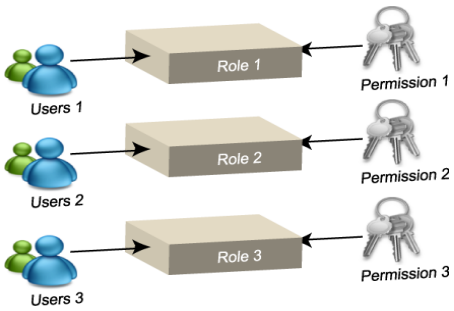
- ***Logged-in user***
- ***IP Address from which the user is logged in***
- ***Activity date and time***
- ***Activity type***
- ***License Number (if a customer is in context of the business activity).***
- ***This information is stored in the database and can be retrieved to analyze or identify patterns for fraud prevention.***

Security Services:
Security Services provide authentication and authorization services for inbound requests from users and external applications. It exposes application programming interfaces (APIs) and objects to be interfaced from the core layers such as the user interface, navigation, and business services layers. Our framework uses role-based authorization across the application to allow access to different types of resources. These resources are granular and can be configured at the field, form, or process level. The framework allows different authorization stores to be used based on the system configuration.

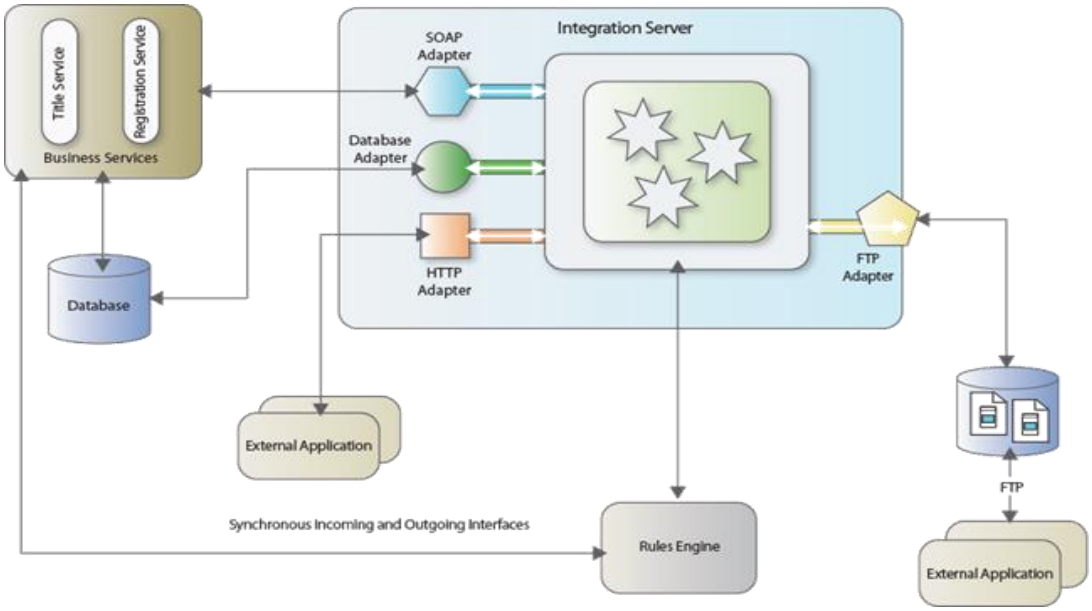
The design authorization is based on the concept of roles and resources. These resources can be coarse-grained resources such as a complete function such as, "creating a new license" or fine-grained objects such as a specific data field that contains sensitive data and needs to be encrypted (for example, social security number of an individual).

The system also manages the concept of sensitive information. This information is identified during the discovery phase and is stored in the database as encrypted data. This sensitive information is carried through the application layers in an encrypted manner and is decrypted only for a user with the appropriate roles. Each viewing event regarding a user's sensitive information is logged into the auditing storage. Our system also implements the concept of overriding the access control based on a high authorization (that is, a supervisor override). The supervisor override can be based on a combination of user name and password or a secure key that can be read with a barcode or entered by the supervisor.

Each control, operation, and menu option within is a resource that can have security permissions assigned to it. Each resource is uniquely identified and associated with a set of access rights in the authorization store. These access rights are associated with user roles.
Our framework uses role-based authorization to correlate users and groups with the permissions that they require to do their jobs. When a user or group is added to a role, the user or group automatically inherits the associated security permissions. These could be permissions to perform actions or to access various resources. The groups are used to determine user roles. Figure below, Users-Roles Relationship shows the relationship between roles and permissions in role-based authorization.
Implementing role-based authorizations can take a variety of forms, including the following:
Simple role-based authorization—Allows the user access resources or services on a single system.
Multi-system role-based authorization—Allows the user access resources or services on multiple systems.
Multi-system, action-based or operation-based authorization—Allows individuals in certain roles to access resources or services on multiple systems, based on the action or operation the role is requesting.



Integration Engine:
Integration Engine subsystem provides services to implement inbound and outbound interfaces using both synchronous and asynchronous types of connections. The integration services layer exposes core business services to the external world through a Web services and file transfer gateway. This gateway can support inbound calls over Web services and interface to the business service components, or expose the business service components as Web services to the outside world through security provided by the infrastructure services layer. The integration services layer consists of interfaces for external systems (either within the State or external entities), as shown in figure below.



The integration layer provides interfaces to the various systems using hypertext transfer protocol (HTTP), file transfer protocol (FTP), simple object access protocol (SOAP), and database adaptors.

The interface subsystem is flexible enough to provide following characteristics for interfaces:

- ***Handle external or internal interfaces to NDE***
- ***Handle inbound or outbound data exchanges***
- ***Allow synchronous or asynchronous communication***
- ***Allow batch transfer of data or one off exchange of data records on as needed basis***
- ***Support message security (encryption, non-repudiation, etc.)***
- ***Handle multiple record formats***
- ***Handle multiple protocols***

Reporting Services:
Reporting Services subsystem enables the generation and distribution of reports from either the operational database or the reporting database. Reporting Services subsystem helps in generating forms, correspondence, and other documents in printable format for distribution to various end users. The operational reports provide a more tactical view of the business operations. The operations report can run against the operational data source or the reporting database depending on the type and nature of the report being generated.
The same architecture can be used to generate a variety of business documents such as forms (blank or with data filled in), correspondence, and instructions. The reports and document generation can happen in an online ad hoc manner and in batch mode.

Web Based Transactions and Mobile App:
Customers will be able perform online transactions only after they have been authenticated. Any business transaction over the web that requires fee collection will not be complete unless a fee (if required) has been successfully collected and customers will be provided a confirmation number at the end of every transaction which will be used for future correspondence.

All the customer information will be exchanged over a secure web connection. The web channel will interface with TA database real time and utilize the same underlying system components as the rest of the system modules. This will minimize the customization needed for the web. The re-use of common functionality will also allow for new web channel transactions to be easily added in the future. As with all other channels in the system, the web channel will maintain an audit-trail for all business transactions performed.
The web channel will allow members, businesses, and partners to perform transactions identified in the RFP and those will be identified during the discovery phase via the Internet through secure portals. Our service oriented architecture will allow for the flexibility to add new services and transactions easily as TA business needs change.
The Mobile App will also interface with TA database real time and utilize the same underlying system components as the rest of the system modules similar to the web channel.

4.2 COMPUTING PLATFORM

The server and desktop environments at the Department of Business & Industry and TA is Windows. For virtual environments, VMWare is used.

In terms of hosting applications, the TA is open to both State hosted or vendor hosted as well as cloud based solutions. The TA will evaluate the merits of each. The State hosting options include:

- The TA hosting on agency servers (purchase new server);
- or EITS (Enterprise Information Technology Services) hosting on a virtual server in the State server farm facility.

Systems hosted on State servers should run on a Windows Server environment however, the TA is open to discuss other platforms.

inLumon has read and understood the requirement. The proposed solution by inLumon fully complies with this requirement.

4.3 TECHNICAL REQUIREMENTS

The following are some, but not all computing technical requirements:

4.3.1 The proposed vendor solution should be web-based and support standard commercial browsers.

4.3.2 The system must have robust security features that meet all state and industry security standards. This includes the encryption of sensitive data such as Personal Identifiable Information (e.g. SSNs). The system must support complex passwords and enforce periodic resetting of passwords.

4.3.3 The system must have user friendly reporting tools for agency personnel to extract the information they need from the system, create reports, have dashboards, and modify data tables, etc., without knowledge of SQL or other like technology.

4.3.4 The system must have full backup and recovery capabilities to ensure data protection and security and business continuity.

inLumon team has read and understood the requirement. The proposed solution by inLumon fully complies with this requirement.

4.4 FUNCTIONAL REQUIREMENTS

Refer to ***Attachment K –Requirements Matrix***. Vendors must review and complete the Requirements Matrix and include it in your proposal. The new system needs to support the TA's core business functions.

The TA envisions a system where modern technology is effectively utilized to streamline the TA's operations. In addition, the TA envisions a system which is flexible enough to support the capability of adding other agencies in the future or supporting the merger of another agency with the TA.

inLumon has read and understood the requirement. The proposed solution by inLumon team fully complies with this requirement. The completed Requirements Matrix is included in Tab XI.

Summary of inLumon's Licensing/Permitting System:
The Permit process as described in Attachment L – Work Flow Diagrams of the TA's RFP closely follows the already developed and working for other inLumon customers Licensing and Permitting System. Leveraging this working model will help to accelerate the development and implementation process.

The base Licensing/Permitting System allows for applicants to complete an online application. This online application process allows for customer defined validation routines to validate the information before it is ever submitted. In this case, the TA can clearly define all online application validation routines and inLumon will build these into the online application. inLumon has found that providing for this upfront validation in the application process, significantly reduces the time it takes clients to validate and verify information after the application has arrived in their office.
In addition to these powerful, upfront validation routines, inLumon uses a number of API's (Application Program Interfaces) to validate other information real-time. For example, the online applications that we have developed for other customers verify all addresses that are entered into the online application. This uses an online service that uses a database of US Post Office addresses for all domestic addresses.

Once the validated online application is complete, the applicant can perform a real-time, online credit card payment that uses an established credit card payment service (customer specified). Upon verification of payment, the applicant is allowed to submit the application for additional processing.

The base Licensing/Permitting System provides a Back Office workflow for application processing where the submitted application can be reviewed for completeness. While the vast majority of this is done online, most clients allow for uploading of supporting documentation (eg. copy of driver's license or passport photo). The uploaded documents are reviewed in a 'front office' model to ensure what was intended to be uploaded was:

- ***Correct (a copy of the driver's license vs. a menu from a local restaurant)***
- ***Legible (sometimes the uploaded document is illegible and needs to be replaced)***

Both of these validations require human interaction and are done at this stage before the application is 'moved forward' in the process.

The base Licensing/Permitting System allows the customer to use customer defined deficiencies to note what is 'lacking' in the application, thus preventing it from continuing through the application process. Built-in, customer-defined monitors can monitor applications and notify staff when an application is not moving through the application workflow as expected. We have found this helps to prevent applications 'falling through the cracks'.

When the application is moved forward through the application workflow process, the base Licensing/Permitting System can be configured to send email notifications to the applicant to keep them informed of the application's progress. In addition, applicant 'dashboards' can display customer-defined levels of progress to allow for transparency in the process and keep applicants current with the progress of their application. The inLumon team has found that these two methods of keeping applicant informed about the status of their application greatly reduces the number of phone calls from applicants asking about status.

The base Licensing/Permitting System can be customer-defined to allow for concurrent processing of the application and/or other associated processing. For example, rather than partially processing an application, then waiting until any required background check process results are received, our workflow will allow for parallel processing of both, but includes a check that makes sure BOTH processes are complete before continuing with the application workflow.

The base Licensing/Permitting System can be configured that when all the necessary paperwork is completed, the application can be approved and the licensure granted. Some clients print licenses (or temporary licenses), certifications, or QR Code-enabled ID Cards, and mail these to the approved Licensee, while others email a system generated license. Either way, our system can accommodate our customer's requirements.

inLumon has also developed online applications for the public, government agencies and law enforcement to have limited access/visibility into the status of an applicant or licensee, depending on the customer's requirements and legal authority. This was designed to improve communication between our customers and law enforcement, for example when citations are issued. Our system support interfaces from Subsequent Arrest Notifications and Live Scan results (FBI, DPS, DOJ, etc.), where the results are attached to the applicant's file.

For some clients, inLumon has established provider portals with entities that require access to submit information to our customers, much the same as we currently understand the requirements of the TA for taxicab companies. We are excited to share with the TA some of the capabilities in our base Licensing/Permitting System, including some of the special needs processing that we have provided for some clients (eg. entity details staff that require background checks, and the system generates emails to those individuals providing the ability for them to complete background check forms that are sent to a customer-determined background check company).

Some clients have in-house investigators that interface with the base Licensing/Permitting System. In those instances, applications with issues requiring additional in-house investigation are moved into an investigation workflow queue, where specific staff, through role-based security, and review the 'cause'

for the additional review, and use a system available calendar-based scheduling process to schedule internal reviews on the applicants.

This process allows the investigators to collect notes that are then attached to the applicant's file. If the investigation concludes the 'cause' in question does not affect the application, the application will return to the normal application workflow for continued processing. However, if the investigation concludes the 'cause' in question does affect the application and a predefined legal process follows, the application is then routed to the Legal workflow for processing. Here, the available calendar-based hearing scheduling process to schedule a hearing with the applicant. The Legal workflow process allows legal notes to be attached to the applicant's file, and based on Legal's findings, the application can be returned for continued application processing or rejected based on those Legal findings.

The applicant/Permit Holder dashboards are used for a variety of purposes, such as:

- ***Keeping contact information and other detailed information on file updated***
- ***Ordering additional copies of license, certification, ID Cards, etc.***
- ***Requesting a name change (once approved will allow for updated license, certification, ID Cards, etc.)***
- ***Updating user access passwords and/or security questions and answers***
- ***Paying fees***
- ***Invoking the application renewal or recertification process***
- ***Checking the status of a submitted application***

4.5 SECURITY STANDARDS

4.5.1 System must meet State security standards for transmission of personal information as outlined in NRS 205.4742 and NRS 603A.

4.5.2 Protection of sensitive information will include the following:

4.5.2.1 Sensitive information in existing legacy applications will encrypt data as is practical.

4.5.2.2 Confidential Personal Data will be encrypted whenever possible.

4.5.2.3 Sensitive Data will be encrypted in all newly developed applications.

4.5.3 All information technology services and systems developed or acquired by agencies shall have documented security specifications that include an analysis of security risks and recommended controls (including access control systems and contingency plans).

4.5.4 Security requirements shall be developed at the same time system planners define the requirements of the system. Requirements must permit updating security requirements as new threats/vulnerabilities are identified and/or new technologies implemented.

4.5.5 Security requirements and evaluation/test procedures shall be included in all solicitation documents and/or acquisition specifications.

4.5.6 Systems developed by either internal State or contracted system developers shall not include back doors, or other code that would cause or allow unauthorized access or manipulation of code or data.

4.5.7 Security specifications shall be developed by the system developer for approval by the agency owning the system at appropriate points of the system development or acquisition cycle.

4.5.8 All system development projects must include a documented change control and approval process and must address the security implications of all changes recommended and approved to a particular service or system. The responsible agency must authorize all changes.

4.5.9 Application systems and information that become obsolete and no longer used must be disposed of by appropriate procedures. The application and associated information must be preserved, discarded, or destroyed in accordance with Electronic Record and Record Management requirements defined in NRS and NAC 239, Records Management.

4.5.10 Software development projects must comply with State Information Security Consolidated Policy 100, Section 4.7, Software Development and Maintenance and State Standard 131, "Security for System Development".

4.5.10.1 Separate development, test and production environments must be established on State systems.

4.5.10.2 Processes must be documented and implemented to control the transfer of software from a development environment to a production environment.

4.5.10.3 Development of software and tools must be maintained on computer systems isolated from a production environment.

4.5.10.4 Access to compilers, editors and other system utilities must be removed from production systems.

4.5.10.5 Controls must be established to issue short-term access to development staff to correct problems with production systems allowing only necessary access.

4.5.10.6 Security requirements and controls must be identified, incorporated in and verified throughout the planning, development, and testing phases of all software development projects. Security staff must be included in all phases of the System Development Lifecycle (SDLC) from the requirement definitions phase through implementation phase.

inLumon has read and understood the requirement. The proposed solution by inLumon fully complies with this requirement. inLumon Solution has been architected to comply with Industry and federal Security standards. inLumon Solution is highly flexible and provides in-built security to make sure that all data transport between external systems and inLumon solution will be encrypted via a secured transition. All web services will use HTTPS protocols and all file transfers will use secure FTP Protocols. Solution uses Secure Sockets Layer (SSL) or equivalent for all sensitive pages traveling on the Intranet/Internet. In addition to sensitive data elements, many other data elements at Rest are also encrypted. inLumon shall ensure that all set out mandatory organizational processes, guidelines, policies and standards are followed.

4.6 REQUIREMENTS MATRIX

Vendor must:

4.6.1 Present the platform requirements for efficient operation of the system;

4.6.2 Review the requirements matrix carefully to insure that the proposed system design addresses all of the requirements;

4.6.3 Tie each data element/function to the vendor's project plan by task number;

4.6.4 Respond to all of the requirements by properly coding and indicating how the requirement is satisfied. The proposed costs and project plan must reflect the effort needed to satisfy the requirements.

4.6.5 Identify, for each of the system requirements identified in the requirements matrix, whether it is:

Condition	Description
S – Standard Function	The proposed system fully satisfies the requirement as stated. The vendor must explain how the requirement is satisfied by the system.
W – Workflow or System Configuration Required	Current functionality of the proposed system exists in the system and can be modified by a system administrator to meet this requirement.
M – Modification Required	The proposed system requires a modification to existing functionality to meet this requirement which requires a source code modification. The system will be modified to satisfy the requirements as stated or in a different format. The vendor must explain the modifications and include the cost of all modifications above and beyond the base cost in ***Attachment J, Project Costs***.
F – Planned for Future Release	This functionality is planned for a future release. The vendor must explain how the requirement will be satisfied by the system and when the release will be available.
C – Custom Design and Development	The proposed system requires new functionality to meet this requirement which requires a source code addition. The vendor must explain the feature and its value, and include any cost above and beyond the base cost in ***Attachment J, Project Costs***.
N – Cannot Meet Requirement	The proposed system will not satisfy the requirement. The vendor must explain why the requirement cannot be satisfied.
O – Other Software	If the requirement is to be satisfied through the use of a separate software package(s), vendors must identify

Condition	Description
	those package(s) and describe how the functionality is integrated into the base system.

4.6.6 Identify whether each requirement is in the firm fixed price included within the cost proposal.

4.6.7 Describe how the proposed system meets the requirements specified within this RFP.

inLumon has read and understood the requirement. The proposed solution by inLumon fully complies with this requirement. The completed Requirements Matrix is included in Tab XI.

Tab VII - Section 5 - Scope of Work

Vendors should describe their project approach/methodology in their proposal. The tasks and deliverables presented below are general and vendors are welcome to suggest modifications and/or break tasks/deliverables into smaller units. In addition, vendors should also make recommendations on how the project may be broken down into phases. The new system needs to support the TA's core business functions, which are listed above. ***Attachment L – Workflow Diagrams*** outlines how the TA envisions key workflows once the new system is in place**.**

The scope of work is broken down into tasks, activities, and deliverables. The tasks outlined below apply to Phases 1, 2 and 3 business functions/processes (except Phase 3 will not have a data migration task). The tasks and activities within this section are not necessarily listed in the order that they should be completed. Vendors must reflect within their proposal and preliminary project plan their recommended approach to scheduling and accomplishing all tasks and activities identified within this RFP.

All tasks performed by the awarded vendor may be reviewed by the QA monitor as well as State staff.

inLumon has been in the business of delivering projects for Government clients for many years and we understand the need to have a very robust:

- ***Project Management approach and methodology***
- ***Deliverable management process***
- ***Detailed task list with resource assignments for the State and the vendor***

inLumon is particularly well qualified to deliver the RMS as we have a long track record of success with Licensing/Permitting System planning and implementation and are recognized for our leadership. inLumon has developed and maintained as well as currently developing Licensing/Permitting solutions with similar scope, milestones, deliverables and approach as the RMS. Through our prior work with the State of Nevada, and projects in other states, we hope that you will agree that we have demonstrated that inLumon meets its commitments and delivers projects professionally, with quality deliverables, and with a project team that has the technical expertise and the business and technology knowledge necessary to be successful.

The detail orientation is a critical success factor in a Licensing/Permitting project implementation. In Section 4 under Tab VI we have highlighted how our COTS based solution will reduce risk on this project. In this section we will aim to demonstrate how our depth of experience in implementing Licensing/Permitting systems will enable us to keep on track for a project of this size and complexity. We will be able to accomplish this by leveraging the following:

- ***Detailed task level plan with relevance to TaxiCab system (function and module wise)***
- ***Early recognition of Data Conversion and interfaces***
- ***POC early on in the project***
- ***Sample artifacts and deliverables from our previous Licensing/Permitting implementations***

We cannot emphasize on the significance of the last point enough: for any vendor to be successful in the State of Nevada, it is critical to have reusable assets in the form of templates and deliverables that are Licensing/Permitting project specific.

The inLumon team implements a quality management approach on projects as a core activity for project team members. We also require that quality management occurs throughout the project life cycle and that quality is monitored continuously so that corrective action is taken as soon as deviations from the project quality policies are identified. Quality management processes are built into our project management and control methodologies. These processes are tailored to accommodate the specific needs of each project. Specifically, during the planning stage of the Project, we will work with the Taxicab Authority (TA) project manager to develop a Quality Assurance Plan that outlines the quality policies, goals, and standards to be performed by the project to achieve process compliance and work product quality. It is essential to build quality into the product rather than to attempt quality assurance after the product is developed.

The Quality Assurance Plan covers the Review Plan, Standards, Conventions and Guidelines, List of Quality Records to be maintained for TA project, Metrics Plan and Defect Prevention (DP) Plan. The Review Plan details the inspection review process that will be followed for each output (work products/ deliverables) with clear roles and responsibilities of the person carrying out the same. This plan will be developed during the initial phase of the TA project in agreement with TA Project Manager. The Review Plan identifies the following:

- ***Key deliverable name – name of the deliverable (e.g., Design documents, test plans, etc.), this may be a document, or code component.***
- ***Deliverable objective – defines the deliverable's purpose and what quality criteria the deliverable must fulfilll.***
- ***Key dates (review/ sign off) – defines when the deliverable must be prepared, made ready for review, when the review must be completed and the deliverable signed off.***
- ***Prepared by – defines who is responsible for preparing the project deliverable and who supports the development.***
- ***Reviewed by – defines who is responsible for reviewing and "endorsing" the project deliverable.***
- ***Deliverable approved by – defines who is responsible for authorizing the deliverable if different from the reviewer.***

Quality Reviews:
Quality Reviews are conducted periodically by a Team Lead, a track manager, or the Project Manager to measure overall compliance of the inLumon Team project deliverables and artifacts with the quality standards (code review, naming convention, version control, etc.) and benchmarks established for the project.

Review techniques include peer review (within inLumon Team project team); the results are reported internally to the QA team, Project Manager, Team Leads, and other project team members.

The inLumon Team applies a formal Quality Review Process to TA projects. Quality reviews are conducted on an on-going basis and are led by the Project Manager. All reviews are submitted by the Project Manager to the TA Project Manager to develop a conformance plan to address any issues that are identified in the quality review.

Deliverables:
The TA requires a timely, high-quality deliverable submission and review process throughout the RMS project. inLumon is prepared to execute the process defined in the RFP. We also share leading practices to supplement the process, drawn from lessons learned from other Licensing/Permitting implementation projects. As a result, we are able to hit the ground running and be immediately

productive and deliver on time. All deliverables will be aligned to the TA Project process in order to standardize and manage monitoring, reporting and escalation management.

The following table lists some of the features and benefits of our deliverable process.

Features	***Benefits***
Methods, processes, tools, and a framework developed from experience across numerous comparable engagements nationally and from recent local experience in Nevada	***Enables TA to meet you objectives quicker, and to achieve a more effective, high quality implementation.***
Strong emphasis on collaborative working style combined with structured and proven implementation approach.	***Enables TA to plan and prepare for the smooth implementation with minimal risk to operational disruption.***

Table: Delivery Process Features and Benefits

5.5 VENDOR RESPONSE TO SCOPE OF WORK

5.5.1 Within the proposal, vendors must provide information regarding their approach to meeting the requirements described within ***Sections 5.8 through 5.17***.

To meet the requirements of this project as described in Section 5.8 through 5.17, we will leverage our successful Licensing/Permitting System implementation experience with other boards/agencies within State of Nevada and other states. inLumon is prepared to expedite an approach that is aligned with TA methods; use proven framework and tools that have been tested on numerous comparable engagements; and deliver a team comprised of seasoned professionals that have served the State of Nevada, as well as other States Licensing/Permitting domain specialists who understand the Licensing/Permitting landscape and domain. This enables us to anticipate what is coming, be proactive and adjust to it in advance as opposed to being surprised, reactionary and learning on the go.

5.5.2 If subcontractors will be used for any of the tasks, vendors must indicate what tasks and the percentage of time subcontractor(s) will spend on those tasks.

inLumon does not plan to use subcontractors on this project. If in future any subcontractors will be used by inLumon with appropriate permission from TA, the subcontractors will be 100% dedicated to the tasks they are assigned.

5.5.3 Vendor's response must be limited to no more than five (5) pages per task not including appendices, samples and/or exhibits.

inLumon understands the TA page limit requirements to describing tasks in this section. Our response for each task does not exceed five (5) pages, excluding the RFP text provided by the State which is included here for ease of your review and to meet the RFP requirements for conformance.

5.6 DELIVERABLE SUBMISSION AND REVIEW PROCESS

Once the detailed project plan is approved by the State, the following sections detail the process for submission and review of deliverables during the life of the project/contract.

5.6.1 General

5.6.1.1 The contractor must provide one (1) master (both hard and soft copies) and three (3) additional hard copies of each written deliverable to the appropriate State Project Manager as identified in the contract.

5.6.1.2 Once a deliverable is approved and accepted by the State, the contractor must provide an electronic copy. The State may, at its discretion, waive this requirement for a particular deliverable.

5.6.1.3 The electronic copy must be provided in software currently utilized by the agency or provided by the contractor.

5.6.1.4 Deliverables will be evaluated by the State utilizing mutually agreed to acceptance/exit criteria.

5.6.2 Deliverable Submission

5.6.2.1 Prior to development and submission of each contract deliverable, a summary document containing a description of the format and content of each deliverable will be delivered to the State Project Manager for review and approval. The summary document must contain, at a minimum, the following:

Cover letter;

Table of Contents with a brief description of the content of each section;

Anticipated number of pages; and

Identification of appendices/exhibits.

5.6.2.2 The summary document must contain an approval/rejection section that can be completed by the State. The summary document will be returned to the contractor within a mutually agreed upon time frame.

5.6.2.3 Deliverables must be developed by the contractor according to the approved format and content of the summary document for each specific deliverable.

5.6.2.4 At a mutually agreed to meeting, on or before the time of delivery to the State, the contractor must provide a walkthrough of each deliverable.

5.6.2.5 Deliverables must be submitted no later than 5:00 PM, per the approved contract deliverable schedule and must be accompanied by a deliverable sign-off form ***(refer to Attachment G)*** with the appropriate sections completed by the contractor.

5.6.3 Deliverable Review

5.6.3.1 General

A. The State's review time begins on the next working day following receipt of the deliverable.

The State's review time will be determined by the approved and accepted detailed project plan and the approved contract.

The State has up to five (5) working days to determine if a deliverable is complete and ready for review. Unless otherwise negotiated, this is part of the State's review time.

Any subsequent deliverable dependent upon the State's acceptance of a prior deliverable will not be accepted for review until all issues related to the previous deliverable have been resolved.

Deliverables determined to be incomplete and/or unacceptable for review will be rejected, not considered delivered and returned to the contractor.

After review of a deliverable, the State will return to the contractor the project deliverable sign-off form with the deliverable submission and review history section completed.

5.6.3.2 Accepted

A. If the deliverable is accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the contractor.

Once the contractor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable ***(refer to Section 8, Financial).***

5.6.3.3 Comments/Revisions Requested by the State

If the State has comments and/or revisions to a deliverable, the following will be provided to the contractor:

A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.

Attached to the deliverable sign-off form will be a detailed explanation of the revisions to be made and/or a marked up copy of the deliverable.

The State's first review and return with comments will be completed within the times specified in the contract.

The contractor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance and/or rejection of the State's comments.

A meeting to resolve outstanding issues must be completed within three (3) working days after completion of the contractor's review or a mutually agreed upon time frame.

Agreements made during meetings to resolve issues must be documented separately.

Once an agreement is reached regarding changes, the contractor must incorporate them into the deliverable for resubmission to the State.

All changes must be easily identifiable by the State.

Resubmission of the deliverable must occur within five (5) working days or a mutually agreed upon time frame of the resolution of any outstanding issues.

The resubmitted deliverable must be accompanied by the original deliverable sign-off form.

This review process continues until all issues have been resolved within a mutually agreed upon time frame.

During the re-review process, the State may only comment on the original exceptions noted.

All other items not originally commented on are considered to be accepted by the State.

Once all revisions have been accepted, the original deliverable sign-off form signed by the appropriate State representatives will be returned to the contractor.

The contractor must provide one (1) updated and complete master paper copy of each deliverable after approval and acceptance by the State.

Once the contractor receives the original deliverable sign-off form, the State can then be invoiced for the deliverable ***(refer to Section 8, Financial)***.

5.6.3.4 Rejected, Not Considered Delivered

If the State considers a deliverable not ready for review, the following will be returned to the contractor:

A. The original deliverable sign-off form with an updated entry to the deliverable submission and review history section.

The original deliverable and all copies with a written explanation as to why the deliverable is being rejected, not considered delivered.

The contractor will have five (5) working days, unless otherwise mutually agreed to, for review, acceptance and/or rejection of the State's comments.

A meeting to discuss the State's position regarding the rejection of the deliverable must be completed within three (3) working days after completion of the contractor's review or a mutually agreed upon time frame.

Resubmission of the deliverable must occur within a mutually agreed upon time frame.

The resubmitted deliverable must be accompanied by the original deliverable sign-off form.

Upon resubmission of the completed deliverable, the State will follow the steps outlined in ***Section 5.6.3.2, Accepted,*** or ***Section 5.6.3.3, Comments/Revisions Requested by the State***.

inLumon understands and agrees to meet the requirements stated above in Section 5.6.

Based on the our review of the State's RFP requirements, along with our experience with Licensing/Permitting System implementations, we are prepared to effectively execute the project and submit quality deliverables. Given our demonstrated experience with the State of Nevada as well as other states, we are confident that our preliminary project plan will meet your timeline objectives, enable structured feedback, and account for the TA's schedule and board stakeholder requirements. We will work with the TA to refine and finalize the project plan upon project initiation.

The State and inLumon have a history of successfully collaborating together on projects. The table below includes some of the features and benefits of our deliverable submission and review process.

Features	*Benefits*
The State's deliverable review process is known to us.	***We understand your high expectations for quality and have successful experience producing high-quality deliverables within projects in Nevada and other states and in meeting the requirements for on-time deliverables outlined in the RFP.*** ***You can rely on us to expedite a high-quality; low-risk, on-time deliverables process.***
Our structured walk-through of deliverables.	***Reduces review and feedback iterations and ambiguity; and expedites the approval process.***

Table: Deliverable Submission & Review Process Features and Benefits

5.7 PROJECT KICK OFF MEETING

A project kick off meeting will be held with representatives from the State and the contractor after contract approval and prior to work performed. Items to be covered in the kick off meeting will include, but not be limited to:

5.7.1 Deliverable review process;

5.7.2 Determining format and protocol for project status meetings;

5.7.3 Determining format for project status reports;

5.7.4 Setting the schedule for meetings between representatives from the State and the contractor to develop the detailed project plan;

5.7.5 Defining lines of communication and reporting relationships;

5.7.6 Reviewing the project mission;

5.7.7 Pinpointing high-risk or problem areas; and

5.7.8 Issue resolution process.

inLumon understands and agrees to meet the requirements stated above in Section 5.7.

The project kick off meeting provides a forum for team members to meet, to communicate, and to agree upon consistent project goals, objectives and processes. This meeting focuses on the goals, scope, approach, timeline, and expected outcomes of the project. The inLumon team works collaboratively with the State Project Manager to setup the meeting and identify stakeholders.

Successful projects begin with a detailed project definition that is understood and accepted by all Stakeholders. At the onset of the TA engagement, the inLumon Team will execute Project Initiation activities following the start of Mobilization and Implementation activities. Project Initiation will begin within the first ten business days after the contract is awarded. The Mobilization phase includes the planning and preparation for the mobilization of the project components. The Project Initiation phase includes the following processes/tasks:

- ***Prepare for the Project – The InLumon project team begins to occupy the work site during completion of the Project Mobilization tasks. As the team begins the project initiation tasks the project organization chart is reviewed with the TA team to ensure that it is current and that the TA has a clear understanding of the project structure, functions and responsibilities and the confidence that the organization is viewed in a dynamic context where major activities and emphasis will shift during the course of the project.***

- ***Define Cost, Scope, Schedules and Quality (CSSQ) – The Project Manager along with the Project Team reviews the project scope, budget, schedule and quality standards.***

- ***Perform Risk Identification – begin to identify and document any issues, concerns and risks associated with the project.***

- ***Refine Project Management Plan – The Project Management Plan is the management tool that sets forth the approach to manage and control the project. There are many components to this plan including risk management, issues and the communication plan. During the initiation phase of the project the inLumon team will work closely with the TA to refine and finalize the project plan.***

- ***Project Orientation Participation – Development of the Project Charter is a pivotal starting point for the entire project, establishing the project definition that will serve as the foundation for all future efforts. Since the TA has already identified the objectives and charter for the TA RSM project, inLumon will participate in orientation sessions conducted by the TA team in order to review and understand this charter and other project related items.***

- ***Kick off Meetings – The inLumon Team begins all of its projects with a kick-off meeting recognizing it as a critical success factor. The project team kick-off is the first meeting with the project team members to discuss the project and the work that will be completed. The kick-off meeting will allow the State and inLumon to:***
    - ✓ ***Conduct introductions of TA team and InLumon Team***

- ✓ ***Introduce the Project's Mission, its objectives and goals***
- ✓ ***Define State Commitment to the Project***
- ✓ ***Verbalize inLumon's Commitment to the Project***
- ✓ ***Define the Business and Technical Objectives***
- ✓ ***Discuss at a High Level the Approach to Project Governance***
  - ***Project Management Plan***
  - ***Implementation Plan***
  - ***Project Status and Reporting Plan***
  - ***Communication Plan***
  - ***Issue Management Plan***
  - ***Risk Management Plan***
  - ***Configuration Management Plan***
  - ***Quality Management Plan***
- ✓ ***Identify and Represent Key Project Leadership***
- ✓ ***Publish High Level Project Schedule***
- ✓ ***Agree on Project Approach to meet the outcome of TA RMS***
- ✓ ***Highlight Requirements Engineering and JAD Approach***
- ✓ ***Emphasize the Solution Approach Overview – An implementation accelerator with reduced risk***
- ✓ ***Agree on the Tools to be used***

Formally the above activities benefits the TA to:

- ***Recognize the start of the project***
- ***Define the project, its purpose, and expected goals and deliverable***
- ***Identify the tools, technology, processes to be used/followed on the project***
- ***Introduce the project members and briefly discuss roles and responsibilities***
- ***Establish a timeline, Communication & Issue Resolution roadmap***
- ***Delineate the key success factors including key risks and problems to be managed***

The project kick-off also allows stakeholders the opportunity to communicate commitment to the project's outcomes. It ensures that all team members are familiar with and share a common understanding of the approved project plan and that they are aware of critical next step. Including Stakeholders in this meeting builds communication and coordination, making the project success more likely.

The figure below classifies typical Kick Off Meeting attendees:

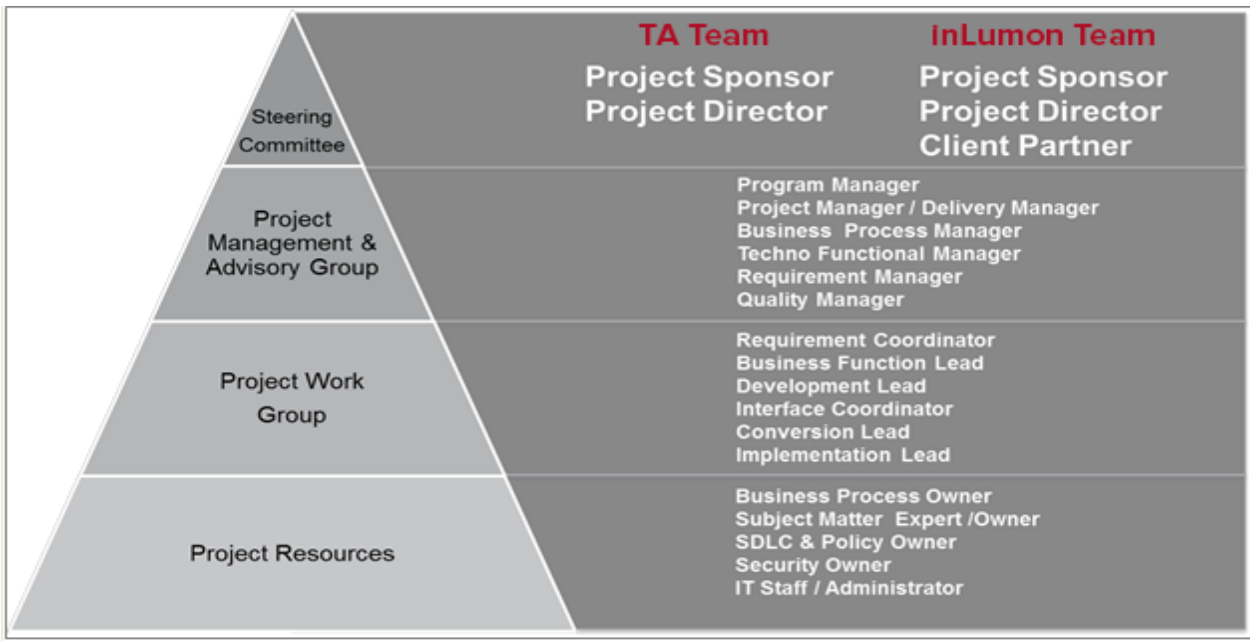


Figure: Kick off Meetings

5.8 PLANNING AND ADMINISTRATION

5.8.1 Objective

The objective of this task is to ensure that adequate planning and project management are dedicated to this project.

At inLumon, we believe exemplary performance on projects like the TA RMS will come from our willingness to demonstrate commitment, diligence, and expertise. Our success comes as much from these characteristics as it does from our ability to build trusting and open relationships with our customers. As we engage with the TA, the users, the technical staff and other stakeholders on this project, inLumon will focus on building this trust through our actions by:

- ***Taking the time to understand the needs of the agency, agency objectives, and agency goals for this project. We will establish open lines of communication through outreach and frequent face-to-face meetings, and working with the TA in a collaborative and respectful manner.***
- ***Engaging the TA, users, and technical resources early in the project to ensure that we fulfill agency expectations. What we do in the first month of the project is critical to establishing the relationships and trust needed to fulfill the project requirements.***
- ***On-boarding a high-caliber team for smooth, high quality delivery***
- ***Building quality into every project aspect of the project. This is done by establishing detailed quality assurance standards and practices that focus on requirements traceability, meeting user requirements, application usability, and the ultimate achievement of program goals.***
- ***Managing risks throughout the project. Our focus is to ensure that nothing derails this critical project, and to protect what we will build together with the TA to achieve the TA's common goals.***

Our guiding principle for the Planning and Administration processes is:
"Simplicity by employing the right Project Management tools at the right time ensuring that each task is measurable and auditable in real-time, while our unique COTS solution architecture enables us to

enhance every sub-task in a recursive fashion until the stated objectives are achieved, and finally all tasks are fully tested and delivered."
Our Planning and administration team will rely both on standard Project Management methodologies as defined in PMBOK and the Agile method of Software Development to ensure successful deployment of the solution.
inLumon is uniquely qualified to meet the requirements and objectives of the TA system modernization program. inLumon brings relevant experience designing, developing, and implementing similar large systems across the globe, and we have the strongest capability in terms of experienced resources to commit to this project.

5.8.2 Activities

The awarded vendor must:

5.8.2.1 Work with the State to provide a detailed project plan with fixed deadlines that take into consideration the State holiday schedule provided in Section 2.1, State Observed Holidays to include, but not be limited to:

A. Project schedule including tasks, activities, activity duration, sequencing and dependencies;

B. Project work plan for each deliverable, including a work breakdown structure;

C. Completion date of each task;

D. Project milestones;

E. Entrance and exit criteria for specific project milestones; and

F. Project organization including a resource plan defining roles and responsibilities for the awarded vendor, subcontractors (if applicable) and State.

inLumon understands and agrees to meet the requirements stated above in Section 5.8.2.

During the initial planning phase of the project, inLumon will work with the TA project team to develop and agree to the detailed work plan and project schedule. The project schedule will include tasks, activities, durations, sequencing, dependencies, a work breakdown structure, expected completion dates, milestones, and resource assignments. Project milestone entrance and exit criteria will be included in the deliverable acceptance documentation.
The inLumon Team will use Enterprise Class Project management tools such as Microsoft Project to create a Master Project Schedules and track project progress throughout the engagement.

During the planning phase for each subproject, the project team will work with the TA project team to develop and agree to the project schedule that takes State and Federal holidays into consideration among others. The project schedule will include tasks, activities, durations, sequencing, dependencies, a work breakdown structure, completion dates, milestones, and resource assignments. Project milestone entrance and exit criteria will be included in the deliverable acceptance documentation. The Go-Live dates and duration of the parallel run of the new and old systems for all the subprojects will be discussed and agreed upon based on the priority and dependencies of the deliverables. The

development life cycle methodology followed by the inLumon Team for all the subprojects is Agile Scrum methodology. The inLumon Team uses Microsoft Project for tracking all the Subprojects. However, the inLumon Team is amiable to adopt any other Agile methodology based on the TA's suggestions and preferences.

inLumon has prepared an initial, comprehensive phased project schedule to implement the RMS system. The project schedule identifies in detail all major tasks and subtasks required to successfully complete the project. We have also included for each identified task/subtask the resource assignments, milestone, key dates and deliverables. inLumon will refine this project schedule further, in collaboration with the State, during the planning stage of the project.
inLumon has prepared project implementation strategy that will achieve the goal of managing "the risks of implementing and operating the new TA environment while improving system, security and data integrity."

All this will be done by our expert team in the most efficient manner using our existing assets, artifacts, best practices and experience to implement similar systems for other customers.
Our past experience with other Licensing/Permitting implementation projects has given us the unique ability to quickly ascertain the impact of these factors and devise a strategy that would best suit the TA overall needs while allowing us to prepare a final project plan that is achievable and will accomplish a low- risk, aggressive delivery of the solution to the Agency's full satisfaction.

To provide a low-risk implementation and high return on investment, inLumon applies proven best practices and lessons learned to a realistic, achievable schedule.
By selecting the inLumon Team, the Agency receives a design and implementation partner with a deep understanding of the Licensing/Permitting business and technology based on proven technology. In turn, we fully comprehend how to implement the solution and tailor each area of delivery to the Project's scope to achieve the TA's objective of going live in phases.

5.8.2.2 Attend and participate in all project related meetings requested by the State at a location to be determined by the State. Attendance may be in person or via teleconferencing, as mutually agreed to by the project team. These meetings shall follow an agenda mutually developed by the awarded vendor and the State. The awarded vendor shall prepare materials or briefings for these meetings as requested by the State. Minutes will be taken and distributed by State staff within five (5) working days after the meeting. Minutes may be distributed via facsimile or email.

The agenda may include, but not be limited to:

A. Review and approval of previous meeting minutes;
B. Contractor project status;
C. State project status;
D. Contract status and issues, including resolutions;
E. Quality Assurance status;
F. New action items;
G. Outstanding action items, including resolutions;
H. Setting of next meeting date; and
I. Other business.

inLumon understands and agrees to meet the requirements stated above in Section 5.8.2.2.

The Meeting Minutes (MoM) document serves as a record of meetings held during the development and implementation phases of the project and is an important artifact of the project.
The InLumon Team uses a standard meeting minute's template that records among other items date, time & place for the meeting, the meeting facilitator, the agenda for the meeting, the list of the attendees and the manner in which they participated, topics discussed, and action items agreed upon by all parties. In addition, the meeting minutes includes agenda items for the next meeting or for any unresolved items. If and when appropriate, we will comply with Chapter 241 of the Nevada State code. The inLumon Team uses SharePoint to automate certain aspects of meeting management such as assignment of action items and emailing of the meeting minutes to the attendees. This way we can track action items assigned to project team members. The action items are displayed and alarms are generated for overdue actions, ensuring project issues are resolved quickly, thus boosting accountability as well as traceability of all action items. SharePoint supports the functionality of attaching relevant files to Meeting Minutes. A copy of meeting minutes report is kept in the SharePoint which serves as a collaboration repository for all document deliverables.

Meeting Minutes Protocol	***Notes***
Meeting Minutes are to serve as a record of the meeting	***Minutes will include:*** ***Date, time, place, initiator, agenda, action items, topics & attendees***
Meeting Minutes should inform the reader of matters discussed	***Minutes will include:*** ***A record of status, progress, delays and updates***
Meeting Minutes should assist in the resolution of project issues	***Minutes will include:*** ***Action items and alarms for overdue items***
Meeting Minutes will be kept as a digital record	***Minutes will be recorded in:*** ***Primavera and SharePoint***

Table: Meeting Minutes Protocol and Notes

5.8.2.3 Provide written semi-monthly project status reports delivered to State project management by the third (3rd) working day following the end of each reporting period. The format must be approved by the State prior to issuance of the first semi-monthly project status report. The first semi-monthly report covers the reporting period from the 1st through the 15th of each month; and the second semi-monthly report covers the reporting period from the 16th through the end of the month. The status reports must include, but not be limited to the following:

A. Overall completion status of the project in terms of the State approved project work plan and deliverable schedule;

B. Accomplishments during the period, including State staff/stakeholders interviewed, meetings held, JAD sessions and conclusions/decisions determined;

C. Problems encountered and proposed/actual resolutions;

D. What is to be accomplished during the next reporting period;

E. Issues that need to be addressed, including contractual;

F. Quality Assurance status;

G. Updated MS Project time line showing percentage completed, tasks assigned, completed and remaining;

H. Identification of schedule slippage and strategy for resolution;

I. Contractor staff assigned and their location/schedule;

J. State resources required for activities during the next time period; and

K. Resource allocation percentages including planned versus actual by project milestone.

inLumon understands and agrees to meet the requirements stated above in Section 5.8.2.3.

The inLumon Team Project Manager will provide the State Project Manager and upper management with the semi-monthly overall status/progress reports described herein for the TA RSM project and weekly status/progress reports for each sub-project for the duration of the contract.
The inLumon Team methodology requires regular and consistent communication with TA project personnel and stakeholders. This interaction is a key to the success and health of a project and provides transparency into the project. The Communications Plan developed by the inLumon Team and approved by the TA will contain details of program and project level meetings, reports, and report distribution, which includes semi-monthly overall project and weekly sub-project status reports. Status reports will consist of upcoming tasks towards the completion of deliverables, variances, activities completed, activities to be completed, and will keep team members clearly informed about risks and their potential impact to assist in analyzing the execution of requirements and identifying areas of improvement, while also confirming expectations. Since status reports and regularly scheduled meetings are critically important to not only communicate progress but also escalate risks/issues and obtain guidance as well as decisions in order to properly facilitate schedule management and mitigation strategy, the inLumon Team expects the appropriate TA personnel to review the status reports in a timely manner and be present at meetings and we will gather feedback from the department staff in order to refine the format, content and timing of these reports.

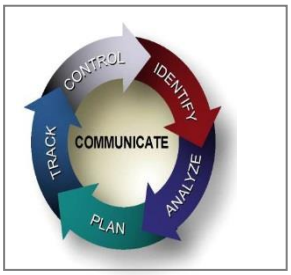
5.8.2.4 Develop a comprehensive approach for handling communications with both internal and external audiences. Effective communication is critical to the development of productive relationships with concerned stakeholders. The communication plan must include, but not be limited to: a plan for generation, documentation, storage, transmission and disposal of all project information.

inLumon understands and agrees to meet the requirements stated above in Section 5.8.2.4.
Project management will be successful only if a strong commitment is made to establishing and maintaining an open communication channel between the Stakeholders and inLumon's project team. inLumon will address this through a comprehensive communication plan that provides multiple channels of communication between the TA and inLumon. A robust communication plan will ensure that all stakeholders and constituencies are duly informed and consulted on all matters related to the project. inLumon will communicate openly and in a timely manner with the TA, remaining consistent with our strategic partnership and shared risk approach.
Additionally, open channels of communication will be established between the project teams and the end users so that the users' voice and input is instrumental in crafting the way the modernized system will look, feel and function.

The inLumon communication plan will bring transparency to every facet of the project, and make visible to the TA management the status of each activity and key task within all of them. With project stakeholders located in different locations across the state, communication will occur through a variety of media including the Internet, e-mail and paper (hard copy) to ensure the stakeholders stay informed. Communication will include regular structured status reports, and communications that provide meaningful information on project metrics, clearly indicating the progress on the project, as well as less formal communications among the project management team. The key benefit of this approach is to ensure that all of the needs are understood and that all of the expectations are being met, and to proactively identify and mitigate risks and issues that develop before they impact the project. The Communication tools and method that we will leverage would be SharePoint Portal for all project related document storage, retrieval and where appropriate, secure disposal.

5.8.2.5 Develop a risk management plan to ensure that risks are identified, planned for, analyzed, communicated and acted upon effectively.

The inLumon team has read and understands this requirement. The proposed solution by the inLumon team fully complies with this requirement as described below.



The Project Manager will also address project risk management as one of the key activities in the planning process. Risk Management involves identifying, analyzing, and responding to project risks that could result in cost and schedule overruns and/or project failure. Risk Management will begin with the development of a Risk Management Plan during the initial phases of the project. The plan, at minimum, will address the assessment of the environmental, operational, and technical risks prior to the establishment of the RMS Program. This will enable the inLumon and State project management teams to proactively address project risks and take timely action to avoid project impacts.

The Risk Management Plan forms a section of the project management plan. It is documented at the stage of Project Planning. Risk Management is formulated at the time of contract review and the plan prepared at this stage is used as an input while planning for Risk Management of the project. The Risk Management Plans from other projects available in inLumon's Project Knowledge Base will also be used as an input for this planning.

Whenever the project plan is modified, the risks are re-assessed and the Risk Management Plan is revised, if required. Whenever risks occur in the project, the project plan and/or the project schedule is revised, if necessary. Similarly, when new risks are identified during project execution, the Risk Management Plan is revised.

The Risk Management Plan consists of:

- ***Overall Risk / Risk Criticality***
- ***Risk Mitigation Plan***
- ***Risk Handling Plan***

A set of possible risks for the project including those identified at the Contract Review stage are analyzed for the Overall Risk they attribute to (High/Medium/Low). Each risk is also classified into the following buckets:

- ***Probability***
- ***Impact***
- ***Overall Risk / Risk Criticality***

Probability
The probability of the occurrence of each risk is categorized as very low, low, medium, high, very high on a scale of 1 to 5.

Impact
The impact of the occurrence of each risk is assessed as very low, low, medium, high, very high on a scale of 1 to 5.

The impact of each risk to the project is assessed in terms of Technical, Schedule, Cost, Quality, Other Resources.

Overall Risk Criticality
For each of the risks identified, based on the probability and impact the risk criticality is calculated

Planning for Risk Management
Planning is done for both mitigating and handling each of the risks. The plan is documented in the Risk Management Plan section of the project plan.

Monitoring the Project for Risks
The project is monitored for the symptoms of occurrences of any of the risks that are identified and also for the occurrence of new risks. The potential risks and the risk mitigation plan are discussed in the Project Status meetings and risk management plan is revised when necessary. Open communication in the team is cultivated to obtain relevant information on potential risks. The steps that are being taken to mitigate the risks are communicated as a part of the status report to all concerned. Where necessary, transparency is maintained with the customer on potential risks to obtain guidance as well as support in mitigating/handling the risks.

Risk Management Tool
inLumon has an in-house tool for managing all the project risks. We can use the inLumon tool or any other tool recommended by the State.

A few examples of typical risks in a project are listed below:

- ***Availability of SME resources***
- ***Development and Implementation of bridging programs in a Phased Implementation approach***
- ***Dependency on 3rd party and other external systems in interface development***
- ***Performance of the critical transactions***
- ***Timing of legislative changes from an implementation perspective***

5.8.2.6 Develop a quality assurance plan including, but not limited to, the methodology for maintaining quality of the code, workmanship, project schedules and subcontractor(s) activities.

The inLumon team has read and understands this requirement. The proposed solution by the inLumon team fully complies with this requirement as described below.

The Quality Assurance Plan is aimed at ensuring quality of deliverables within the budget, effort and schedule. The Project manager identifies the measures required to be analyzed during the project execution and analyses the measures and take corrective and preventive actions at a predetermined frequency. The techniques used to monitor these identified measures include monitoring the effectiveness of defect prevention, monitoring of project process, internal audits and configuration audits.

Quality Assurance (QA) Process
inLumon implements a Continuous Quality Management (CQM) approach on all of its projects. CQM requires that quality management occurs throughout the project life cycle and that quality is monitored continuously so that corrective action can be taken as soon as deviations are identified from the project quality benchmarks. Quality Management processes are built into our project management and control methodologies and tailored to accommodate the specific needs of each project. Specifically, during the planning phase of the TA RMS Program, we will work with the State Project Manager to develop a quality management plan that outlines the quality standards and benchmarks for the project. Once the quality targets are established, a performance metrics plan is developed that identifies key quality metrics to ensure that the agreed upon TA project quality standards are being met. From a quality management perspective, the focus of the project management team will be two-fold: first, to ensure that the appropriate processes are instituted and are adequate to support the quality levels that TA expect, and second, that these processes can be institutionalized within the project as best practices.

inLumon places strong emphasis on quality management, incorporating it up front into the planning process and ensuring that it is an integral part of the deliverable production process with multiple measurement points. There are several activities that are essential to the quality management (QM) process:

- ***A master QM plan (as part of the Project Management Plan or a separate document) is developed during the planning phase of the TA RMS Program and is submitted to the project management team for review and sign-off.***
- ***All QM activities subsequent to the sign-off of the QM Plan will be performed in accordance to the QM Plan.***
- ***The QA team will participate in the preparation and the review of the TA RMS Program development plan, implementing standards on the project and installing procedures on the project.***
- ***The QA team will be responsible for performing audits of the software engineering activities to verify compliance with the standards and the guidelines set forth in the QA plan.***
- ***The QA team will be responsible for auditing designated work products to verify compliance with the standards and the guidelines set forth in the QA plan***
- ***Results from the software audits will be presented to the project management team for review and action.***
- ***Deviations from the set standards and guidelines found during the audit process will be documented and reported on.***

The QM Plan has three components: Quality Planning, Quality Assurance, and Quality Control, as shown in the figure below:

Figure: Quality Management

Quality Planning (QP) – The initial step is the development of a QM Plan for the project. In this step, project quality standards and guidelines for each phase and deliverable of the project are developed.

Quality Assurance (QA) – inLumon will conduct regular internal quality assessments and audits in the form of process reviews on ongoing work efforts to ensure that the overall project is on track and the project is satisfying predefined quality standards. This is completed with the on-site project management team.

Quality Control (QC) – inLumon continuously monitors specific project metrics and identifies ways to reduce and/or eliminate unsatisfactory results in future work efforts. Quality checkpoints are incorporated into the QM Plan. inLumon conducts code walkthroughs, work product inspections, and reviews against the standards documented for each deliverable.

Quality Management Planning

The QM Plan that is developed in the initial planning of the project will set the quality standards for each project deliverable against how quality will be reviewed, analyzed, measured, and reported.

Quality Metrics

Measuring performance is a key condition for ensuring effective project management control. inLumon's project management approach is designed and implemented in such a way that our Project Managers, PMO, and senior leadership resources can track the rollout of the organization's strategic goals and objectives through a balanced series of metrics.

In the case of project performance, we have established standard metrics that are used for monitoring critical tasks, observing trends within projects, and revealing variances from baselines.

Examples of metrics that our Project Managers typically track include input indicators, such as the number of person-hours; process-oriented indicators, such as number of milestones achieved. Similarly, other groupings of metrics focus on project management processes and resources, such as variance from initial budget, or on the technical process leading to a product, such as forecast utilization rate for software development.

Figure: Project Performance Metrics

At inLumon, Project Performance Measurement involves progress monitoring, which has two processes. The first part of the process is to look at actual performance data as it is compiled. This view is looking backwards at where the project has been and the outcome is historical data. The second part of the process involves looking forward and projecting where the project is going in terms of compliance with accepted project plans developed by the leadership team and accepted by our customers.

A key benefit of the project performance measurement plan is that it provides timely information for decision-making and detecting the necessary corrective measures. Reporting the outcomes of the performance measurements involve collecting and disseminating these metrics using reports, such as status reporting, progress reporting, and forecasting. The status report describes where the project stands now. The progress report describes what the project team has accomplished. The forecast report predicts future project status and progress. At a minimum, inLumon proposes the following project performance metrics for the project:

- ***Estimate to complete by task***
- ***Schedule progress***
- ***Deliverables progress (percent complete)***
- ***Deliverable acceptance metrics (accepted, rejected, and the number of iterations)***
- ***Issue list (number of days the issue is open)***
- ***Risk list (number of high and medium items and the number of days open)***
- ***Change orders (number proposed, accepted, and rejected)***

inLumon implements quality assurance methods as preventive steps taken to eliminate any variances from the defined quality targets of the deliverables. Typical management techniques are used to ensure that quality deliverables are built into inLumon's project management approach.

5.8.2.7 Develop a Change Management Plan and Control Procedures and present it to the State for acceptance. This plan will be used by the vendor and the State in the design, specification, construction, implementation and support of the system.

The inLumon team has read and understands this requirement. The proposed solution by inLumon team fully complies with this requirement as described below.
The Change Management Process is an integral part of managing a large and complex system implementation. In the event there is a change of scope at any stage of the project, inLumon and State Project teams will identify the change and assess the impact of such change on the project schedule and cost. The documented Change Request (CR) will be analyzed by the State and inLumon and finally approved by the Change Control Board.
This process is broken down into the following activities:

Description	Status	Responsibilities
Raise CR	-	State or inLumon
Record CR	Logged	State or inLumon
Validate CR	Dropped/ Validated	State and inLumon
Prioritize CR	Open/ Deferred	State and inLumon
Perform impact analysis (effort and Cost)	Analyzed	inLumon
Decision	Dropped/ Deferred/ Batched	State
Schedule CR else drop or defer the CR	Scheduled/ Dropped/ Deferred	inLumon and State
Incorporate CR and release for testing	Fixed	inLumon
Close CR	Closed/ Re-scheduled	inLumon and State

Table : inLumon Change Management Process

inLumon's Change Management process addresses the controlled implementation of Change Request (CR) to the TA's project scope creep. inLumon has a well-defined configuration management process to address change management requirements.

In a large and complex project like the TA RMS Project, there could be multiple points for Change Management. We would like to propose a phased Change Management approach. The main objective of the Change Management is to encourage keeping the focus on the project in order to ensure on time and on budget project delivery. The preceding deliverable forms the basis of change management. During the Design phase, the signed off requirement document forms the basis to discuss deviation in scope. In our experience the primary areas for Change Management would be related to Legislative changes. We understand this need and will work with TA in managing these changes during the lifecycle of the project. The legislative changes will be an example of the CR.

5.8.2.8 Develop a Knowledge Transfer Plan, present the plan to the State, execute the plan and obtain State acceptance before and after the plan is executed. The plan must include sufficient time and resources to accomplish a full transfer of knowledge to assure that the State can operate the system independently and obtain timely and effective support from the vendor.

InLumon provides Technical Training to ensure knowledge transfer occurs throughout the project as system components are deployed on the following topics:

- ***Engineered System Components***
- ***System design and schema***

- ***System administration and maintenance***
- ***System configuration***
- ***System usage***
- ***System procedures***
- ***Application and tools development***
- ***Report generation***

A Knowledge Transfer Plan describes the approach used to train technical personnel to be able to take over from the InLumon Technical Team and effectively monitor and support the new TA solution.

At the onset of the Master Project, InLumon's Training and project team leads identify the required training needed and provides the training schedule to the TA staff. The actual Knowledge Transfer is a task under each sub project. At the onset of each sub project, the Sub Project Manager is responsible to make sure that designated TA staff have either completed the training or are registered to complete the training accordingly. After completion of the pre-requisites, the TA designated staff will receive customized documentation as well as hands-on training from inLumon's development team. Where applicable, User Productivity Packs will provide On-Demand training for things such as configurable tasks that involve many steps.

The Knowledge Transfer process continues as inLumon's Development team continues to support TA staff after the module has been handed over to the State. The duration of hands-on training and support varies based on the module delivered and will be provided in the overall Knowledge Transfer plan.

5.8.2.9 The State will perform a Post Implementation Evaluation Review (PIER) approximately six (6) months after full implementation and State acceptance of all deliverables. The awarded vendor's Project Manager will be required to participate on site for a period of not to exceed three (3) days.

A post-implementation audit is standard in our implementation process.
First line support will record and track any and all issues during implementation. This data will be continually evaluated during the course of implementation to ensure compliance with the TA SLA's. A Secondary level will be a post implementation survey to identified contact and stakeholders at TA. This is normally accomplished via web and email, but telephone coverage can be added for non-connected employees. his data will then be analyzed and shared entirely with designated TA personnel for discussion and improvement planning.

5.9 REVIEW AND VALIDATE REQUIREMENTS AND GAP/FIT ANALYSIS

5.9.1 Objective:

5.9.1.1 To ensure the vendor has a clear understanding of the TA's requirements, "map" the requirements to their system, identify gaps and identify options to address the gaps. If the vendor proposes a custom solution, this task will focus on the system design.

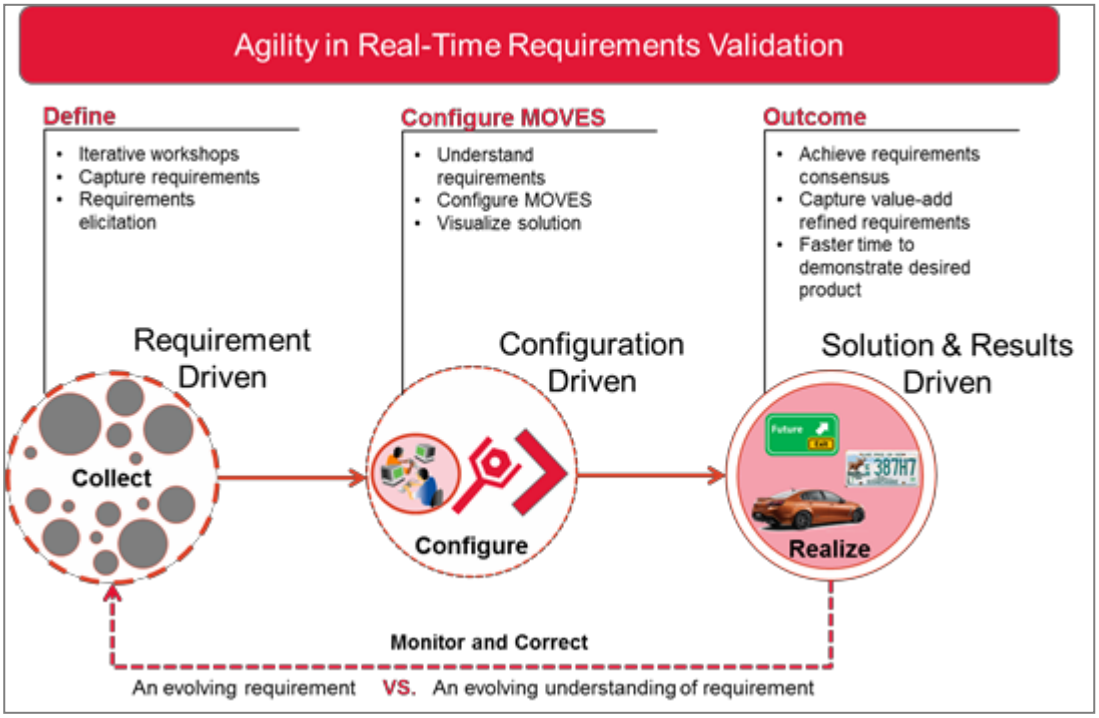
5.9.2 Activities:

5.9.2.1 The vendor will review relevant TA artifacts (e.g. documentation, forms, reports, etc.) and interview key TA staff to fully understand the TA's operation and system requirements.

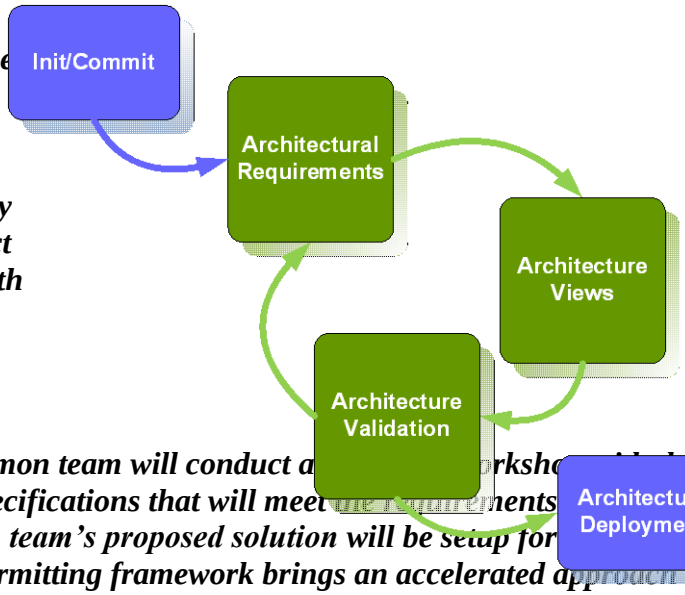
5.9.2.2 The vendor will document the gaps between TA's needs and what their software supports. They will also document options (including cost estimates) to address the gaps, including: custom development, process work-arounds, and utilization of 3rd party projects.

5.9.2.3 The vendor will perform a thorough walk-through demonstration of their system showing how it supports the TA's business processes, and explaining the various options to address the gaps in software functionality. Based on the results of the review, the TA, working with the vendor will make decisions on how the gaps will be addressed. The agreed upon implementation scope will then formally documented.

inLumon has a well-established process to conduct user-driven requirements gathering sessions for different user groups. During the requirement phase of the project, TA can identify these groups – it may be TA Staff from the main office or field offices, dealers, Insurance providers, partners and other 3rd party partners. Based on the requirements collection from all these user groups using JAD techniques, we prepare the final High Level Design document (HLD) for the TA to sign-off. The solution is also configured for these requirements that allow jurisdiction's JAD participants to experience how the final solution will look and behave. This allows to sometimes suggest more changes refine/modify the requirements. This unique approach of real-time requirement management (along with demos of the solution) will provide a solution that will be well accepted by TA. Following is a graphic that defines the process at a high level:



The solution architecture provides a high-level view of the system from various perspectives. It typically starts out describing the requirements and then continues on with defining various architectural components.
The solution architecture also shows how these components interact with each other to meet the requirements of the system.
The focal deliverable of the architecture definition process is the technical architecture document, which motivates and describes the structure of the system through various views. This will make it easy for technical members of the project team to effectively communicate with business and other non- technical users how the system design will meet all the requirements.



During the JAD sessions, the inLumon team will conduct a [illegible] rksho[illegible] TA team to design and deliver architectural specifications that will meet [illegible] ments [illegible] is RFP. During the JAD sessions, inLumon team's proposed solution will be setup for [illegible] l-time experience. inLumon Licensing/Permitting framework brings an accelerated a[illegible] amework built over COTS to reduce the risk of architecture specifications failure. The solution has been designed from ground up to be a Customer Centric Solution. The solution provides TA a complete view of the customer's relationship including Driver Permit, Vehicles and all the activity that has been carried out by TA for a customer. The Solution also includes Portal for different stakeholders. The 360 degree view has been extended to the portal allowing the drivers to see all the information quickly and easily and transact business with TA efficiently. During the architecture discussion and finalization, inLumon team will use the licensing/Permitting architecture framework which capitalizes

on the underlying COTS applications and its metadata based application development capability. The inLumon Business architecture, built based on metadata, will allow building the entire solution with various technology platforms and allow for changing key components quickly.

The Architecture phase is an important stage of the project that validates the foundation, on which the application will be configured. The success of the project will depend on a solid architecture foundation that performs well and is scalable to address TA's business/technical requirements. inLumon has implemented similar architectures for other customers including motor vehicle jurisdictions and, based on this experience, we believe that there are several critical success factors that we need to be cognizant of to design a successful architecture.

We also need to be cognizant that the phased implementation brings few challenges where the new system is in operations for certain functions while legacy system is being used for remaining functions. This requires bi-directional bridging of data between the new system and the old system. In addition, the legacy system will need modifications to prevent users from updating the data records, which are now under the control of the new system. Maintaining a clean set of consistent data between the legacy system and the new system requires special attention and care. Planning all this takes extensive experience and lessons learned and a solution and approach that is proven; that's the value inLumon brings to the project which will reduce the risk and implement the project more efficiently.

inLumon is recommending a systematic approach to implementing the solution. The system architecture is broken down into subsystems and the integration points will be defined per subsystem. The architecture definition will also consider phased implementation as one of the key aspects.
inLumon's Requirements and Design approach leverages the best practices described below:

<u>Develop Software Iteratively</u>
inLumon understands that it is nearly impossible to design, develop and implement a system as large as TA using a waterfall approach. An iterative approach is required that allows an increasing understanding of the functional and non-functional requirements refinements, and to incrementally grow an effective solution over multiple iterations. inLumon's approach supports an iterative approach to development that addresses the highest risk items early in the lifecycle, significantly reducing a project's risk profile. This iterative approach helps mitigate risk through demonstrable progress providing frequent, executable releases that enable continuous end user involvement and feedback. Because each iteration ends with an executable release, the development team stays focused on producing results, and frequent status checks help ensure that the project stays on schedule.

<u>Manage Requirements Collaboratively</u>
Understanding how the system must operate is fundamental to being able to design, develop and implement a system. inLumon's approach describes how to elicit, organize, and document required functionality and constraints; track and document tradeoffs and decisions; and easily capture and communicate business requirements. The concept of High Level Design utilizing use-case scenarios have proven to be excellent ways to capture functional requirements for our previous TA customers. This helps ensure that these drive the configuration, and

testing of software, so the final system fulfillls the end user needs. They provide coherent and

traceable threads through the development of the system.

<u>Quickly configure the solution to show prototypes of business transactions</u>
This practice will allow the inLumon Team to quickly configure the solution and show it to Nevada team thereby helping our Business Analysts, Designers and Developers to communicate different aspects of the solution to the State quickly and get valuable feedback; see how the elements of the system fit together; make sure that the building blocks are consistent with the functional requirements; make sure the workflows and screens capture the functional requirements.

5.10 SYSTEM DESIGN/IMPLEMENTATION CONFIGURATION

5.10.1 Objective:

5.10.1.1 The objective of this task is to develop a design document that describes the system architecture, the software and hardware components. The design documentation should be to a level of detail that all project stakeholders can understand what will be developed/implemented. Note: For COTS solutions, this does not need to be an extensive document.

5.10.2 Activities:

5.10.2.1 Based on requirements and gap analysis, the vendor will develop system design specifications. This includes, but not limited to:

A. Overall system architecture, including technology that will be used (hardware & software), including any third-party products that will be used;

B. Configuration parameters, including, but not limited to: lookup values, event triggers, key data fields, user roles, user interface and screen navigation, list of key reports and description on how they will be developed, etc. ;

C. Description of administrative functions (technical and non-technical) the TA will need to perform for the ongoing support of the system; and

D. Description of security and backup and recovery methods and technology.

inLumon understands the requirement mentioned in the RFP and are proposing a COTS solution that is built on inLumon's Licensing framework, tailored to meet the needs of the Nevada Taxicab Authority. inLumon Team compared the main business application functionality of our COTS framework with the requirements in the RFP and concluded that there is very good fit between our framework and the functionality envisioned for this project in Section 2 of the RFP. inLumon also understands that there are components and functionalities that will need to be integrated and/or developed. inLumon has planned one month for discovery phase to identify functionalities that will need to be designed, developed/customized and integrated. inLumon has also planned for two Work Cycles over 8 months to complete the design and development of the functionalities identified in the discovery phase and also to complete the development and deployment of mobile application.

5.11 SETUP AND CONFIGURE/BUILD SYSTEM

5.11.1 Objective:

5.11.1.1 The objective of this task is to configure/customize/develop, test, and deliver a fully functional system that meets the TA's requirements. Throughout this task, the vendor must work closely with TA staff to verify the system will meet their requirements in an intuitive and efficient manner.

5.11.2 Activities:

5.11.2.1 Establish System Environments

A. Setup development & test environment;
B. Setup UAT/training environment; and
C. Setup production environment.

5.11.2.2 Configure/Customize/Develop System

A. Configure/develop system components according to specifications.

B. Perform structured demonstrations/pilots/walk-throughs of system components to users at various stages this task to ensure the end product is on target. Prior to UAT, users need to see how the system will provide end-to-end support for all their business processes.

C. Adjust/modify system based on user feedback. If necessary, re-demonstrate system after making the changes.

D. The vendor will conduct thorough quality assurance testing of system and correct defects prior to delivering it for User Acceptance Testing (UAT) and production. The vendor will also ensure the system meets appropriate performance and throughput requirements.

E. Conduct walkthrough of entire system with users prior to UAT.

F. Deliver fully functional system that has been thoroughly tested by the vendor (ready for the TA UAT team to test)

inLumon has read and understood the requirement.
<u>Quickly configure the solution to show prototypes of business transactions</u>
This practice will allow inLumon to quickly configure the solution and show it to TA team thereby helping our Business Analysts, Designers and Developers to communicate different aspects of the solution to the State quickly and get valuable feedback; see how the elements of the system fit together; make sure that the building blocks are consistent with the functional requirements; make sure the workflows and screens capture the functional requirements.

Tab VIII - Section 6 - Company Background and References

6. COMPANY BACKGROUND AND REFERENCES

6.1 VENDOR INFORMATION

6.1.1 Vendors must provide a company profile in the table format below.

Question	Response
Company name:	***Eduloka Limited DBA inLumon***
Ownership (sole proprietor, partnership, etc.):	***LLC***
State of incorporation:	***Nevada***
Date of incorporation:	***01/29/2010***
# of years in business:	***7.4 years***
List of top officers:	***Kavitharaj Basavaraj***
Location of company headquarters:	***9645 Gateway Drive, Suite A Reno, NV 89521***
Location(s) of the company offices:	***9645 Gateway Drive, Suite A Reno, NV 89521***
Location(s) of the office that will provide the services described in this RFP:	***The Reno office, which is inLumon headquarter will provide the services described in this RFP.***
Number of employees locally with the expertise to support the requirements identified in this RFP:	***4 locally with the expertise to support the requirements identified in this RFP***
Number of employees nationally with the expertise to support the requirements identified in this RFP:	***14 (including subcontractors) nationally with the expertise to support the requirements identified in this RFP***
Location(s) from which employees will be assigned for this project:	***9645 Gateway Drive, Suite A Reno, NV 89521***

6.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.

6.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://nvsos.gov.

Question	Response
Nevada Business License Number:	***NV20101126878***
Legal Entity Name:	***Eduloka Limited***

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes		No	X

If "No", provide explanation.

The Legal Entity Name is Eduloka Limited. inLumon is a DBA of Eduloka Limited and is registered with the Washoe County as DBA for Eduloka Limited.

6.1.3 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

inLumon confirms the consideration of licensing requirements in this proposal

6.1.4 Has the vendor ever been engaged under contract by any State of Nevada agency?

Yes	X	No	

inLumon has successfully collaborated with State Boards and Agencies within Nevada

If "Yes," complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Question	Response
Name of State agency:	***Department of Education***
State agency contact name:	***Jason Dietrich***
Dates when services were performed:	***May 2017 - Current***
Type of duties performed:	***Teacher Licensure System Modernization Project***
Total dollar value of the contract:	***$611,000.00***

Question	Response
Name of State agency:	***Nevada Board of Professional Engineers and Land Surveyors***
State agency contact name:	***Patty Mamola***
Dates when services were performed:	***June 2013 - Current***
Type of duties performed:	***Re-write of customer's legacy licensing application to make it web enabled and add features in the application for online renewal and payment***
Total dollar value of the contract:	***$42,500.00 + Ongoing enhancements and maintenance***

Question	Response
Name of State agency:	***Nevada State Board of Massage Therapist***
State agency contact name:	***Sandy Anderson***
Dates when services were performed:	***August 2014 - Current***
Type of duties performed:	***Re-write of customer's legacy licensing application to make it web enabled and add features in the application for online renewal and payment***
Total dollar value of the contract:	***$47,500.00***

Question	Response
Name of State agency:	***Nevada Transportation Authority***
State agency contact name:	***Ron Delgado***
Dates when services were performed:	***July 2016 - Current***
Type of duties performed:	***Replacement of Permit Database***
Total dollar value of the contract:	***$23 500.00 + Ongoing maintenance***

Question	Response
Name of State agency:	***Nevada State Board of Cosmetology***
State agency contact name:	***Adam Higginbotham***
Dates when services were performed:	***June 2015 - Current***
Type of duties performed:	***Inspection App and online renewal***
Total dollar value of the contract:	***Ongoing - Fixed/ Time and Material contract***

Question	Response
Name of State agency:	***Nevada State Board of Dental Examiners'***
State agency contact name:	***Sandy Anderson***
Dates when services were performed:	***March 2017 - Current***
Type of duties performed:	***Implementation of licensing application with online renewal and online new application***
Total dollar value of the contract:	***$42,500.00 + ongoing maintenance***

Question	Response
Name of State agency:	***Nevada State Board of Nursing***

Question	Response
State agency contact name:	***Rhoda Hernandez***
Dates when services were performed:	***March 2016 - Current***
Type of duties performed:	***Maintenance of database and Implementation of online renewal***
Total dollar value of the contract:	***Time and Material Contract***

Question	Response
Name of State agency:	***Nevada State Board of Dispensing Opticians***
State agency contact name:	***Corinne Sedran***
Dates when services were performed:	***November 2016 - Current***
Type of duties performed:	***Implementation of licensing application with online renewal and online new application***
Total dollar value of the contract:	***$42,500.00 + ongoing maintenance***

6.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	X

If "Yes", please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

6.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

Yes		No	X

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Question	Response	
Date of alleged contract failure or breach:		
Parties involved:		
Description of the contract failure, contract breach, litigation, or investigation, including the products or services involved:		
Amount in controversy:		
Resolution or current status of the dispute:		
If the matter has resulted in a court case:	Court	Case Number
Status of the litigation:		

6.1.8 Vendors must review the insurance requirements specified in ***Attachment E, Insurance Schedule for RFP 3422.*** Does your organization currently have or will your organization be able to provide the insurance requirements as specified in ***Attachment E.***

Yes	X	No	

Upon contract award, the successful vendor must ***provide the Certificate of Insurance identifying the coverages as specified in*** Attachment E, Insurance Schedule for RFP 3422.

6.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

The Nevada Taxicab Authority (TA) is about to undertake a huge modernization effort. As this critical endeavor commences, it is critically important that TA partners with an implementation vendor that has the capability and capacity to ensure that the goals of the project are achieved and the system is successfully implemented.

Headquartered in Reno, NV, inLumon delivers technology services and accelerates growth for clients by solving complex business challenges with breakthrough technical innovations by providing an easy to use, integrated, scalable and customizable solution. inLumon provides certainty and reliability to its clients as their IT services, consulting and business solutions partner. inLumon offer an effective blend of revolutionary spirit, technical expertise; incisive business perspectives and creative skill sets that help ascertain the value of Information Technology.

Our clients include several State of Nevada Boards and Agencies. In addition, inLumon has long served private sector clients ranging from startups to those with multi-million dollar in revenue.

inLumon has a long-standing commitment to the Nevada marketplace and has significant relevant experience and knowledge that it can bring to Nevada Department of Education. inLumon is growing and adding more staff in our Reno office. inLumon has a strong commitment in supporting the local

communities in which our professionals live and work. We have invested in Nevada through community leadership in various business, civic, and charitable organizations.

The Nevada Taxicab Authority can meet its goal and timeline with inLumon efficient, low risk, and proven solution and implementation approach. With our deep understanding of and hands-on experience with Licensing/Permitting and Enforcement System, we are the vendor best able to hit the ground running on day one. Our proposed team has successful local experience with the State of Nevada implementing similar systems. That local experience positions us uniquely to help implement the requirement of this RFP. We are confident that inLumon is the lowest risk and the most qualified vendor. After all, experience and industry knowledge make a difference in interpreting and meeting requirements, and inLumon experience delivering Licensing/Permitting and Enforcement System with requirements similar to yours has enabled many of our clients to effectively implement their Licensing/Permitting, Enforcement and Cash Management Database.

"We have experienced up to 75% in workflow reduction…maybe more."

Noni Johnson, Executive Director
Nevada Board of Professional Engineers and Land Surveyors

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inLumon always focuses on your business first and assesses the long-term implications of the technology we design, develop, and implement. We deliver technology that enables your business to succeed as opposed to simply looking for technology solutions that fit.

We are confident that our proposal presents the best functional and technical solution, the most qualified and experienced team, and the best overall value for the Nevada Taxicab Authority (TA). Supporting this claim are the inLumon Team's distinguishing traits that will enable us to keep our promise to the TA for a successful engagement:

- ***inLumon thoroughly understands the requirement mentioned in the RFP for the implementation of a fully integrated, comprehensive, automated license, enforcement and cash management system that meets all the federal, state and NDE requirements to replace the current system.***
- ***inLumon understands and knows how to integrate the many program features to form a complete vision of TA.***
- ***Our unique team of industry experts understands the government licensing, enforcement and cash management system and is cognizant of the applicant and members request for a system that provides multiple channels through which they can request services from the TA.***
- ***inLumon has successfully implemented and currently implementing Licensing/Permitting, Enforcement and Cash Management System for Nevada State Boards that has provided significant improvements in customer service and workflow.***
- ***We are technologists and architects with hands-on experience designing, customizing, developing and implementing the components that will comprise the solution.***
- ***inLumon has a fully developed Licensing/Permitting framework that provides a secure Licensing/Permitting, Enforcement, Cash Management functionality that includes Document***

Management, Workflow Management, Online Services, Task Management, Audit trails, Interface Management.

- ***Using the Licensing/Permitting framework, inLumon Team will be able to implement the requirements as mentioned in the RFP with a higher degree of quality and significantly less risk than any other implementation contractor.***
- ***inLumon brings the resource base and delivery capability to implement the project for the TA.***
- ***We surpass client expectations consistently and believe in Integrity and Transparency. We set standards in our business and transactions and are an example for the industry and ourselves.***
- ***We strive relentlessly; constantly improve ourselves, our teams, our services and products to become the best.***
- ***inLumon has excellent support team available to assist you with all kinds of technical problems.***

6.1.9 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

inLumon has been working with the State of Nevada on a continuous basis since 2013. inLumon has been providing technology services to private sector clients since 2010. Every single resource proposed by inLumon has extensive experience with Licensing/Permitting System and many years of providing high levels of program management, development and support activities to public and private sector clients.

The table below lists the Entities that we have successfully served or working with over the last several years.

Client	*Project*
Nevada State Board of Professional Engineers and Land Surveyors	*Replacement of Licensing and Enforcement Database Implementation of Online Application*
Nevada Transportation Authority	*Implementation of Driver Permit Application*
Nevada State Board of Massage Therapists	*Replacement of Licensing, Enforcement and Cash Management Application*
California Massage Therapy Council	*Replacement of Licensing, Investigation and Legal Application*
Nevada State Board of Cosmetology	*Online License Renewal, Inspection Application*
Nevada State Board of Dispensing Opticians	*Implementation of Licensing Application*
Wyoming Board of Professional Engineers	*Implementation of Licensing Application*
Nevada State Board of Nursing	*Maintenance and Online Renewal impelemation*

In summary, we have the tenure and experience to help Taxicab Authority implement a complex project.

6.1.11 Financial information and documentation to be included in ***Part III, Confidential Financial Information*** of vendor's response in accordance with ***Section 12.5, Part III – Confidential Financial***.

6.1.11.1 Dun and Bradstreet Number

6.1.11.2 Federal Tax Identification Number

6.1.11.3 The last two (2) years and current year interim:

A. Profit and Loss Statement
B. Balance Statement

The financial information has been provided as a separate file under Part III - Confidential Information.

6.2 SUBCONTRACTOR INFORMATION

6.2.1 Does this proposal include the use of subcontractors?

Yes		No	X

6.3 BUSINESS REFERENCES

6.3.1 Vendors should provide a minimum of five (5) business references from similar projects performed for private, state and/or large local government clients within the last five (5) years.

6.3.2 Business references must show a proven ability of:

6.3.2.1 Developing, designing, implementing and/or transferring a large scale application with public and/or private sectors;

6.3.2.2 Implementing systems that support business functions similar to those performed by the TA;

6.3.2.3 Developing and executing a comprehensive application test plan;

6.3.2.4 Developing and implementing a comprehensive training plan;

6.3.2.5 Experience with comprehensive project management;

6.3.2.6 Experience with user training and organizational change management;

6.3.2.7 Experience with data migration;

6.3.2.8 Experience maintaining effective backup and recovery infrastructure;

6.3.2.9 Experience with managing subcontractors; and

6.3.2.10 Development and execution of a comprehensive project management plan.

inLumon team has read and understood the requirement. The references provided in this section by inLumon team fully complies with this requirement.
inLumon Team has presented its qualifications and references in support of our assertion that we are the organization with the capability, commitment and experienced resources to work for TA RMS Project to meet TA goals. TA Team's success is unmatched in the industry, and our clients willingly vouch to our capability, integrity, and professionalism. We have been involved and committed to complex technology projects for over 7 years, providing consulting and system integration services either as prime contractor to large scale, multi-year public sector projects.

6.3.3 Vendors must provide the following information for ***every*** business reference provided by the vendor and/or subcontractor:

The "Company Name" must be the name of the proposing vendor or the vendor's proposed subcontractor.

Reference #:	***1***		
Company Name:	***California Massage Therapy Council***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	***Replacement of Licensing and Enforcement Database***		
Primary Contact Information			
Name:	***Sheryl LaFlamme***		
Street Address:	***One Capitol Mall, Suite 800***		
City, State, Zip:	***Sacramento, CA 95814***		
Phone, including area code:	***916-410-6836***		
Facsimile, including area code:			
Email address:	***theflammes@yahoo.com***		
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	***Re-write of customer's legacy licensing application to make it web enabled and add features in the application for online renewal, new application and payment***		
Original Project/Contract Start	***Sep 2015***		

Date:	
Original Project/Contract End Date:	***Current***
Original Project/Contract Value:	***$265,000.00 + $32,000.00 + $42, 875.00 + Ongoing enhancements and maintenance***
Final Project/Contract Date:	
Was project/contract completed in time originally allotted, and if not, why not?	***The original contract Phase 1 is in production. Currently working on enhancements and other requirements.***
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	***The original contract Phase 1 was completed within budget.***

Reference #:	***2***		
Company Name:	***Nevada Board of Professional Engineers and Land Surveyors***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	***Replacement of Licensing and Enforcement Database***		
Primary Contact Information			
Name:	***Patty Mamola***		
Street Address:	***1755 E. Plumb Lane, Suite 135***		
City, State, Zip:	***Reno, NV 89502***		
Phone, including area code:	***775-688-1231***		
Facsimile, including area code:	***775-688-2991***		
Email address:	***pmamola@boe.state.nv.us***		
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	***Re-write of customer's legacy licensing application to make it web enabled and add features in the application for online renewal and payment***		
Original Project/Contract Start Date:	***June 2013***		
Original Project/Contract End Date:	***Feb 2014***		
Original Project/Contract Value:	***$42,500.00 + Ongoing enhancements and maintenance***		
Final Project/Contract Date:	***Feb 2014 / Phase II and maintenance in progress***		
Was project/contract completed in time originally allotted, and if	***The original contract was completed in time. The implementation of all the modules from the original***		

not, why not?	***contract was completed in February 2014. The Phase II, which is the enhancement to the system developed as part of the initial contract is in progress.***
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	***The original contract was completed within budget.***

Reference #:	***3***		
Company Name:	***Nevada State Board of Dental Examiners***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	Replacement of Licensing and Enforcement Database		
Primary Contact Information			
Name:	***Deborah Shaffer***		
Street Address:			
City, State, Zip:	***Las Vegas NV***		
Phone, including area code:	***702-486-7044***		
Facsimile, including area code:			
Email address:	***Ddashaffer@nsbde.nv.gov***		
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	***Re-write of customer's legacy licensing application to make it web enabled and add features in the application for online renewal and payment***		
Original Project/Contract Start Date:	***January 2017***		
Original Project/Contract End Date:	***Current***		
Original Project/Contract Value:	***$42,500.00 + Ongoing enhancements and maintenance***		
Final Project/Contract Date:	***Ongoing***		
Was project/contract completed in time originally allotted, and if not, why not?	***Current***		
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?			

Reference #:	***4***		
Company Name:	***Nevada Transportation Authority***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	Replacement of Licensing and Enforcement Database		
Primary Contact Information			
Name:	***Ron Delgado***		
Street Address:			
City, State, Zip:	***Las Vegas NV***		
Phone, including area code:	***702-486-6528***		
Facsimile, including area code:			
Email address:	***rdelgado@nta.nv.gov***		
Alternate Contact Information			
Name:			
Street Address:			
City, State, Zip:			
Phone, including area code:			
Facsimile, including area code:			
Email address:			
Project Information			
Brief description of the project/contract and description of services performed:	***Implementation of Permit Application***		
Original Project/Contract Start Date:	***July 2016***		
Original Project/Contract End Date:	***Current***		
Original Project/Contract Value:	***$23 500.00 + Ongoing enhancements and maintenance***		
Final Project/Contract Date:	***August 2015 / Maintenance in progress***		
Was project/contract completed in time originally allotted, and if not, why not?	***The original contract was completed in time.***		
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	***The original contract was completed within budget.***		

Reference #:	***5***		
Company Name:	***Nevada State Board of Cosmetology***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	Inspection Application and Online Renewal		

Primary Contact Information	
Name:	***Adam Higginbotham***
Street Address:	***1785 E. Sahara Suite 255***
City, State, Zip:	***Las Vegas, NV***
Phone, including area code:	***702-486-4128***
Facsimile, including area code:	
Email address:	***adam@nvcosmo.com***
Alternate Contact Information	
Name:	
Street Address:	
City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed:	***Implementation of Inspection App and Online Renewal***
Original Project/Contract Start Date:	***June 2015***
Original Project/Contract End Date:	***Current***
Original Project/Contract Value:	***Ongoing - Fixed and Time and Material***
Final Project/Contract Date:	***Online Renewal completed and Inspection App ongoing***
Was project/contract completed in time originally allotted, and if not, why not?	***The original contract was completed in time.***
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	***The original contract was completed within budget.***

Reference #:	***6***		
Company Name:	***Wyoming Board of Professional Engineers and Land Surveyors***		
Identify role company will have for this RFP project (Check appropriate role below):			
	VENDOR	***X***	***SUBCONTRACTOR***
Project Name:	Inspection Application and Online Renewal		
Primary Contact Information			
Name:	***Shannon Stanfill***		
Street Address:	***6920 Yellowtail Rd***		
City, State, Zip:	***Cheyenne WY***		
Phone, including area code:	***307-777-6158***		
Facsimile, including area code:			
Email address:	***Shannon.stanfill@wyo.gov***		

Alternate Contact Information	
Name:	
Street Address:	
City, State, Zip:	
Phone, including area code:	
Facsimile, including area code:	
Email address:	
Project Information	
Brief description of the project/contract and description of services performed:	***Implementation of Licensing Application***
Original Project/Contract Start Date:	***Jan 2017***
Original Project/Contract End Date:	***Current***
Original Project/Contract Value:	***$43,500.00 + maintenance***
Final Project/Contract Date:	
Was project/contract completed in time originally allotted, and if not, why not?	***Current***
Was project/contract completed within or under the original budget / cost proposal, and if not, why not?	

6.4 VENDOR STAFF SKILLS AND EXPERIENCE REQUIRED

The vendor shall provide qualified personnel to perform the work necessary to accomplish the tasks defined in the Scope of Work. The State must approve all awarded vendor resources. The State reserves the right to require the removal of any member of the awarded vendor's staff from the project.

At inLumon, we understand that just having the required tools, frameworks, methodologies and so on in itself cannot translate to a successful project - we need a capable and experienced Licensing/Permitting project delivery team too.

inLumon commits to TA that we will meet all of the requirements as stated in Section 6.4.

- ***Only after the State approval, a resource will be join the project***
- ***If the State requests the removal of a resource, we will find a replacement within 2 weeks***
- ***All of the resources on the project will be proficient in English and will communicate, speak and read in English***
- ***We will perform background check on all resources assigned to the project and share the report with the State. At the State discretion, we will remove a resource if the individual does not meet the security requirements.***
- ***We will ensure that all the resources will adhere to TA User data confidentiality agreement and sign a copy of the agreement.***

- ***All key personnel staff will be approved by TA. If for unforeseen circumstance we have to replace a key staff, it will be discussed with TA and only after receiving the approval, we will initiate the replacement.***

<u>Our Approach to Staffing and Project Organization:</u>
We believe that to ensure success in implementing Licensing systems, starts with focus on the market. It is very difficult for any vendor to view it as just another systems integration project. It is very important that the company creates a focused Licensing practice. At inLumon we realized this early on and hence created a dedicated Licensing project. We hired the best from the industry to lead this practice. This team has successfully created the human resource organization structure which is most essential to deliver the successful modernization case study.

We have partnered with world class companies to augment the skills we have to deliver a best in class solution for the State of Nevada. Also inLumon Team has a deep bench of qualified staff with extensive relevant domain and technical knowledge and capabilities that will be leveraged throughout the term of the project as when situation arise.

We have brought together a capable leadership team that has the skills and experience to make the project a success for the TA's stakeholders. Leveraging best practices and lessons learned from previous Licensing system implementations and other large, enterprise wide system implementation projects, the inLumon leadership team's focus is on delivering project to the TA's specifications. The proposed individuals are proven leaders; each experienced in delivering large solutions using the technologies and tools prescribed in the RFP. Individually, the members of our team are highly qualified for their assigned roles; collectively, their expertise provides the skills, knowledge, and proven performance needed to deliver the project on

Consider the following highlights of the inLumon Team:
- ***Strong Project Management and Program Governance – is key for Project Success, and hence inLumon has proposed to use a Strong Project Manager to manage Project Tracking, Planning, Communication and Customer Satisfaction.***
- ***Solution Management Team to be led by Industry veteran***
- ***Our Executive Management promises to pay frequent visits to the Agency to ensure the project is tracked at the highest level. This project is as important to inLumon as it is important to TA***
- ***Dedicated Advisors – Solution Vision Lead and Technical Vision Lead to cater best of the breed business transformation roadmap to the Agency***
- ***The key staff named in this proposal brings more than many person years of domain, relevant technologies, business process consulting, solution conceptualization, system development and implementation and Integration experience.***
- ***Staff members proposed for key roles for the implementation have worked on similar successful Licensing implementation projects.***
- ***Our proposed technical and functional resources have extensive experience working with the prescribed financial aid business processes, Oracle technology and tools.***

We are very confident that the person selected for each role meets and exceeds the staffing qualifications as highlighted in Section 6.4.

6.5 VENDOR STAFF RESUMES

The resumes of key resources are provided in Tab IX - Attachment I.

6.6 PRELIMINARY PROJECT PLAN

6.6.1 Vendors must submit a preliminary project plan as part of the proposal, including, but not limited to:

The preliminary project plan is provided in Tab X - Preliminary Project Plan.

6.7 PROJECT MANAGEMENT

Vendors must describe the project management methodology and processes utilized for:

On the Taxicab Authority Records Management Modernization Project (RMS), inLumon commits to following our project management processes rooted in PMI's PMBOK® (Project Management Body of Knowledge) to ensure all elements of the project are properly coordinated. Our project management processes were developed based on the collective, cross-industry experiences of our certified Project Management Professionals (PMPs).

This Project Management focus at inLumon, as illustrated in the figure below, is central to Integration Management, which includes:

- ***Scope Management***
- ***Time Management***
- ***Cost Management***
- ***Quality Management***
- ***Human Resource Management***
- ***Communication Management***
- ***Risk Management***
- ***and Procurement Management (not required for the RMS)***

The Project Management Focus

6.7.1 Project integration to ensure that the various elements of the project are properly coordinated;

<u>Project Integration</u>—defined process necessary to ensure that the all elements of the projects are coordinated effectively. This sometimes means making trade-offs among competing priorities and initiating alternatives to meet or exceed stakeholder expectations.

<u>inLumon approach</u>—to ensure proper project integration, inLumon's Project Managers always work directly with our clients to monitor and direct all aspects of the project and strive to complete the project on time, within budget and within scope.

<u>inLumon commitment</u>—our Project Manager and Director of Technology commit to working with the Taxicab Authority Team to monitor and effectively manage all inLumon resources to ensure we meet or exceed the Taxicab Authority expectations on the RMS.

6.7.2 Project scope to ensure that the project includes all the work required and only the work required to complete the project successfully;

<u>Scope Management</u>—defined process that help to ensure that a project's scope is clearly defined and upheld during the life of the project. That is, our Scope Management processes allow our staff assigned to the taxicab project to allocate the right amount of work necessary to complete the defined scope of work successfully. Those processes focus on controlling what is and what is not part of the project's scope.

<u>inLumon approach</u>—to ensure proper scope management, inLumon's Project Managers always work directly with our clients to document requirements and perform requirements traceability throughout the life of the engagement to ensure work performed is specific to the project and within scope.

<u>inLumon commitment</u>—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to ensure project development activities performed by development staff are within scope or the RMS.

6.7.3 Time management to ensure timely completion of the project. Include defining activities, estimating activity duration, developing and controlling the project schedule;

<u>Time Management</u>—defined process of organizing and planning how time is allocated between specific activities on various projects. Through years of experience, inLumon understands that failure to manage time on a project can damage our effectiveness, productivity and risk success on a project, as well as damage our overall reputation.

<u>inLumon approach</u>—to ensure proper time management, inLumon's Project Managers always work directly with our clients to carefully define project activities, sequence or order those activities based on project dependencies, estimate how long each activity should take and based on that information, prepare and maintain a project schedule. That project schedule is then used to manage project activities throughout the engagement.

<u>inLumon commitment</u>—our Project Manager and Director of Technology will work with the Taxicab Authority Team to collaboratively develop a realistic project schedule that all parties can commit to, and then closely coordinate all project development activities performed by development staff to ensure they remain focused on assigned RMS project activities and complete them on time.

6.7.4 Management of contractor and/or subcontractor issues and resolution process;

Manage Sub/Contractor Issues/Resolution Process—defined process to manage and resolve issues related to contractors and subcontractors. This can include a number of issues related to contract disputes, working conditions, travel, etc.

inLumon approach—to ensure proper subcontractor issue and resolution management, inLumon's Project Manager always work directly with our clients and our resourcing team to clearly define scope of work, defined deliverables, period of performance, hourly rates, timesheet requirements, payment schedules, working conditions, expectations, travel, dispute resolution and escalation in our subcontracting agreements with our subcontractors. We also partner with other firms who have a long-term relationship with inLumon and have vetted experienced individuals that inLumon proposes on engagements when we are unable to provide the necessary resource from within inLumon.

inLumon commitment—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team and our resourcing team to address any subcontractor issues promptly and take agreed upon appropriate actions immediately.

6.7.5 Responding to and covering requested changes in the project time frames;

Changes to Project Timeline—changes to defined project schedules are a given, thus the importance in managing the schedule change. We have found that the ability to manage and control changes to a project schedule is a key factor in project success.

inLumon approach—to ensure effective handling of requested changes in the project time frame, inLumon's Project Managers always work directly with our clients to collaborate on all changes to the project time frames and project schedule. Many of these factors are due to changes outside the control of the project team such as changes in the organization, changes in priorities, changes in management or staff, changes in the law, or changes in the market place. Our approach is to take it in strike and to collaboratively decide how this affects the overall project schedule, including project activities and resources.

inLumon commitment—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to respond to all changes to the project time frames and to plan and implement changes to the Project Schedule, project activities and resources.

6.7.6 Responding to State generated issues;

State Generated Issues—like changes to project time frames, State generated issues can happen on any State project. When these happen, it is best to deal with them directly, promptly, effectively and not to take it personally.

inLumon approach—to ensure proper management of State generated issues, inLumon's Project Manager always work directly with our State clients to clearly identify the State generated issue, determine what if any impact it has on the project, and plan for and implement to appropriate course of action.

inLumon commitment—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to clearly identify any State generated issue, determine the impact to the RMS project, plan for and implement to appropriate response action.

6.7.7 Cost management to ensure that the project is completed within the approved budget. Include resource planning, cost estimating, cost budgeting and cost control;

***Cost Management*—defined process of planning and controlling the project budget. This includes resource planning, cost estimating, cost budgeting and cost control. This is a form of management accounting allowing a project to anticipate and carefully manage project expenditures thereby mitigating or reducing the chance of going over budget.**

***inLumon approach*—to ensure proper cost management, inLumon's Project Managers always work directly with our clients to plan when project resources are required based on defined project activities, carefully review and estimate costs based on specific time periods, coordinate budget needs based on projected project activities for a given time period, and work diligently to keep costs within or under budget during the engagement.**

***inLumon commitment*—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to plan required resources, perform required cost estimating, budgeting and control as well as manage project resources to ensure we are within the RMS budget during the engagement.**

6.7.8 Resource management to ensure the most effective use of people involved in the project including subcontractors;

***Human Resource Management*—defined process for managing people assigned to a project. The focus of this is to maximize the productivity of a project by optimizing the effectiveness of the project staff.**

***inLumon approach*—inLumon constantly seeks out the best, the brightest and those with relevant experiences for each project we undertake. For example, on the RMS, to propose team members who have implemented this system for other clients, thus knowing when to repeat successful project activities and when to avoid the less than successful ones.**

***inLumon commitment*—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team and our resourcing team to make sure that only staff or subcontractors with the right qualifications and experience are proposed on the RMS and for only the time needed to complete the specific tasks. In addition, at inLumon, each Project Manager is responsible for their own project profitability and are evaluated annually on their performance as well as client satisfaction, thus motivating each Project Manager to strive to meet client expectations without over allocating project resources.**

6.7.9 Communications management to ensure effective information generation, documentation, storage, transmission and disposal of project information; and

***Communication Management*—defined process to ensure project sponsor's, executive management's and staff (i.e., stakeholders) communications needs are met. In addition, it can sometimes be expanded to include project documentation, as well as the security, method and frequency of storage, transmission and even disposal of project information. This means determining and practicing the best form(s) of communication throughout the course of the project. This includes periodic project updates, meeting minutes, status of deliverables, coordinating activities with staff, etc.**

***inLumon approach*—to ensure proper communication management, inLumon's Project Managers always work directly with our clients to determine the best form(s) or communication, who will provide those communications to project stakeholders, management and staff, as well as the security, method and frequency of storage, transmission and disposal of project information, if required.**

***inLumon commitment*—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to identify who will receive which project communications, who will be responsible to deliver and respond to project communication, the form, method and frequency for project communications to be delivered, as well as securing and disposing of sensitive or confidential project information.**

6.7.10 Risk management to ensure that risks are identified, planned for, analyzed, communicated and acted upon effectively.

***Risk Management*—defined process to continuously identify, analyze, assess, control and take actions to avoid, minimize, or eliminate potential risks to a project.**

***inLumon approach*—to ensure proper risk management, inLumon's Project Managers always work directly with our clients to continuously monitor the project and track all issues, concerns and risks. While some organizations categories these as 'low risk', 'medium risk' and 'high risk', or varying degrees of that, our experience is that the term 'risk' in and of itself can cause undue alarm and unwarranted executive scrutiny on a project. We have found a much more effective approach is to simply label high risk items as 'risks', thereby enabling the project team to manage the issues (low risk) and concerns (medium risks) directly at the project level.**

***inLumon commitment*—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to use the TA's terminology for risks/issues and continuously monitor the project, as well as analyze, plan the appropriate action(s), communicate, and decisively take action on all project issues, concerns and risks during the RMS engagement.**

6.8 QUALITY ASSURANCE

Vendors must describe the quality assurance methodology and processes utilized to ensure that the project will satisfy State requirements as outlined in ***Section 5, Scope of Work*** of this RFP.

***Quality Management*—defined process of determining and practicing quality policies through means such as quality planning, quality assurance and quality control.**

***inLumon approach*—to ensure quality assurance on every project, inLumon's Project Managers always work directly with our clients to demonstrate our Continuous Quality Management (CQM) for continuous process improvement: we build quality into our products and ensure we are following those processes on every project. As we learn new, improved technologies for better performance, customer configurability or system maintainability, we implement those for all future development projects. In this manner, our products evolve into more mature systems that are more stable and more customer centric.**

***inLumon commitment*—our Project Manager and Director of Technology will work closely with the Taxicab Authority Team to develop a Quality Assurance Plan which includes our methodology for managing all project schedules, monitoring and controlling subcontractor activities on the project, as well as maintaining quality, workmanship, pride and ownership in the development of the code used in the RMS.**

The software quality assurance procedures that will be employed are incremental and built on the success of prior processes. This reduces the complexity of finding problems with the software and ensures that problems are identified as soon as possible in the development life cycle. Testing will start with the lowest level of testing, the unit test, and progressively add more system components to the testing until the entire system has been tested. The major tests that will be conducted are:

- *Unit testing*
- *System Testing*
- *Integration testing*
- *Performance testing*
- *Regression testing*
- *User Acceptance test*
- *Security Review test*
- *Interfaces Testing, AAMVA structured Testing*
-
- *"Day in the Life" testing*
- *Pilot Testing*

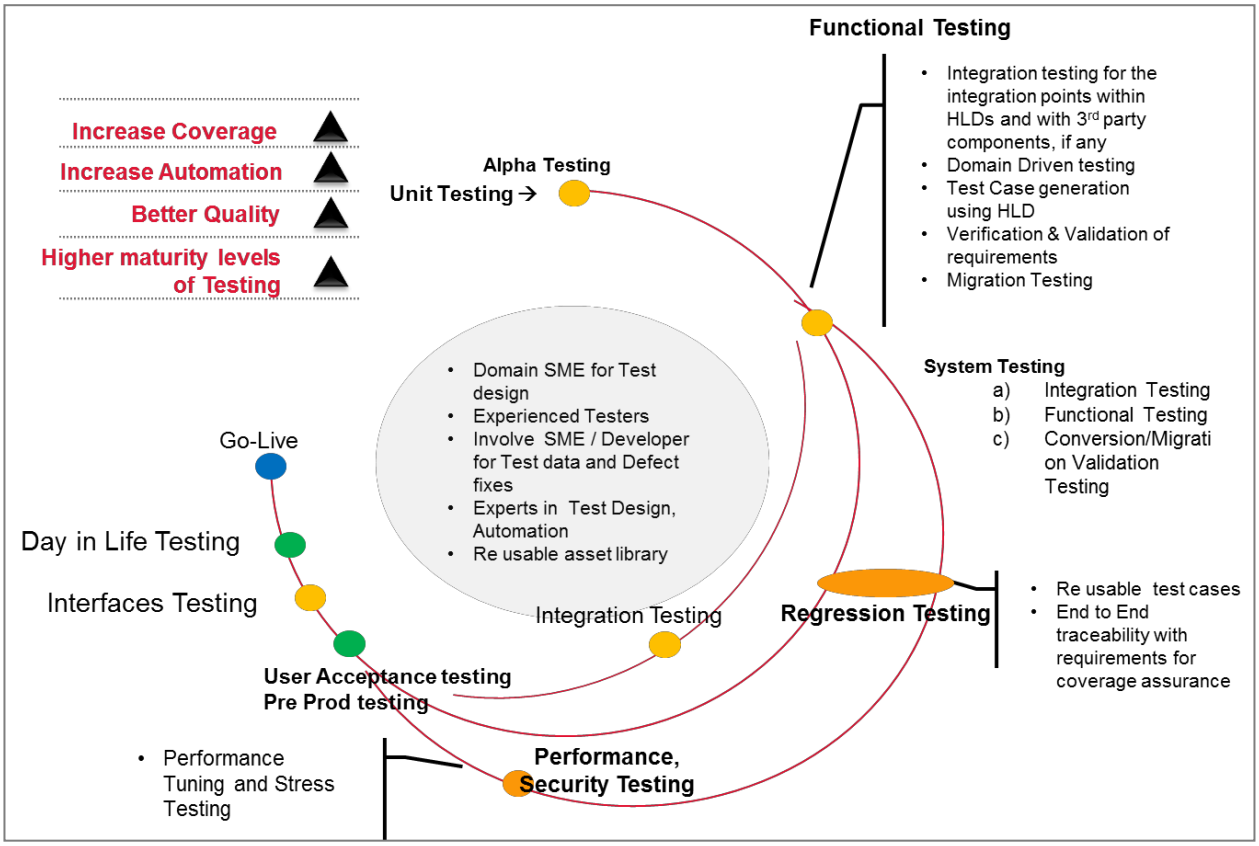


Figure: QA Procedures

Internal Quality Assurance

- *Management and Project team will review Program Charter*
- *Project Team and Project Management will review Business design*
- *Change Management approach and progress will be reviewed by Project Management and Senior Management*
- *Status of deliverables will be reviewed regularly by Senior Management and Project Management*
- *User Documentation will be reviewed by the Project Team, Project Management and Identified key user community*
- *Training plan – review by Project team, Project Manager*
- *Test plan and test strategy – review by Project team, Project Manager*

- ***Acceptance test plan – review by Project team, Project Manager***
- ***Where technical specifications are involved; peer reviews will always be conducted***

6.9 METRICS MANAGEMENT

Vendors must describe the metrics management methodology and processes utilized to satisfy State requirements as outlined in ***Section 5, Scope of Work*** of this RFP. The methodology must include the metrics captured and how they are tracked and measured.

Measuring performance is a key condition for ensuring effective project management control. TA's project management approach is designed and implemented in such a way that our project managers, and senior leadership resources can track the rollout of theorganization's strategic goals and objectives through a balanced series of metrics.

In the case of project performance, we have established standard metrics that are used for monitoring critical tasks, observing trends within projects, and revealing variances from baselines.

Examples of metrics that our Project Managers typically track include input indicators, such as the number of person-hours; process-oriented indicators, such as number of milestones achieved. Similarly, other groupings of metrics focus on project management processes and resources, such as variance from initial budget, or on the technical process leading to a product, such as forecast utilization rate for software development.

Metrics Management—defined process of monitoring and reporting project metrics to a client on a project. This includes reporting project activities yet to start, those completed, as well as reporting if those activities were started on time, ahead or behind schedule.

inLumon approach—to ensure effective metrics management, inLumon's Project Managers always work directly with our clients to report these metrics in numbers as well as graphics, using traffic light colors as project indicators. That is, Green=Good, Yellow=Caution, and Red=Bad. We have found that regardless the client, their management understands and appreciates this straight-forward technique.

inLumon commitment—our Project Manager and Director of Technology will work closely with and train the Taxicab Authority Team to monitor and report project activities using this simple yet effective technique for reporting the status of RMS project activities.

A key benefit of the project performance measurement plan is that it provides timely information for decision-making and detecting the necessary corrective measures. Reporting the outcomes of the performance measurements involve collecting and disseminating these metrics using reports, such as status reporting, progress reporting, and forecasting. The status report describes where the project stands now. The progress report describes what the project team has accomplished. The forecast report predicts future project status and progress. At a minimum, inLumon proposes the following project performance metrics for the project:

- ***Estimate to complete by task***
- ***Schedule progress***

- ***Deliverables progress (percent complete)***
- ***Deliverable acceptance metrics (accepted, rejected, and the number of iterations)***
- ***Issue list (number of days the issue is open)***
- ***Risk list (number of high and medium items and the number of days open)***
- ***Change orders (number proposed, accepted, and rejected)***

6.10 DESIGN AND DEVELOPMENT PROCESSES

Vendors must describe the methodology, processes and tools utilized for:

6.10.1 Analyzing potential solutions, including identifying alternatives for evaluation in addition to those suggested by the State;

6.10.2 Developing a detailed operational concept of the interaction of the system, the user and the environment that satisfies the operational need;

6.10.3 Identifying the key design issues that must be resolved to support successful development of the system; and

6.10.4 Integrating the disciplines that are essential to system functional requirements definition.

This project will use an adapted agile methodology. In general, the adapted agile methodology will deliver an updated build (code) every three to four months. Builds will involve the team working through the full software development life cycle including planning, requirements, design, development, unit and system testing, and acceptance testing.

The methodology will emphasize face-to-face communication and stakeholder feedback over extensive requirements gathering. It is expected that there will be three releases during the execution phase of the project. The Application will be released into production following the completion of all iterations and a comprehensive User Acceptance Test (UAT).

The approach involves three work cycles. inLumon will identify any variance and develop necessary project plans, which are spread across two work cycles.

The development work cycles will include post-UAT bug fix phases, with 30-day sprints. Upon group agreement on changes, the next phase shall begin.

Approach to Elaborating Requirements

Elaborating Requirements through an Iterative and Incremental Approach: By implementing in an iterative and incremental manner, inLumon is able to ensure that business functions and requirements are reflected completely in the final product. We will design based on feedback from the NDE user community and stakeholders.

Approach to Design, Development and Implementation

At inLumon we believe that successful implementations are dependent on three critical components:

- ***The right resources with the experience, capabilities, technology skills, and the "get it done attitude". inLumon proposes its "A" team for the implementation, leveraging resources that have multiple licensing application implementation experience, current technology capabilities and skills and have a reputation for "getting it done".***
- ***The appropriate processes to ensure that there is diligence, quality, and control on the project. inLumon follows industry accepted best practices for project management, utilizing the Project Management Institutes (PMI) practices as well as our own internal processes based on our experience implementing other licensing applications.***
- ***Leverage the right software development approach and tools to fit the work at hand. inLumon's prefers iterative and incremental agile software development.***

inLumon takes pride in building strategic long-term customer relationships.

6.11 CONFIGURATION MANAGEMENT

Vendors must describe the methodology, processes and tools utilized for:

6.11.1 Control of changes to requirements, design and code;

6.11.2 Control of interface changes;

6.11.3 Traceability of requirements, design and code;

6.11.4 Tools to help control versions and builds;

6.11.5 Parameters established for regression testing;

6.11.6 Baselines established for tools, change log and modules;

6.11.7 Documentation of the change request process including check in/out, review and regular testing;

6.11.8 Documentation of the change control board and change proposal process; and

6.11.9 Change log that tracks open/closed change requests.

Effective configuration management (CM) involves the practice of processing system changes systematically with the primary intent of updating the system while maintaining system integrity. To meet this goal, a good CM program implements detailed policies, procedures, and techniques while employing the proper CM tools necessary to manage revisions, track revision status, and document and verify each step throughout the process. A successful and effective CM program will result in:
- ***Improved performance***
- ***System compliance with established specifications and guidelines***
- ***Lowered probability of errors***
- ***Enhanced online availability***

inLumon's Change Management process addresses the controlled implementation of Change Request (CR) to the TA RMS project scope creep. inLumon has a well-defined configuration management process to address change management requirements.

In a large and complex project like the TA RMS there could be multiple points for Change Management. We would like to propose a phased Change Management approach. The main objective of the Change Management is to encourage keeping the focus on the project in order to ensure on time and on budget project delivery. The preceding deliverable forms the basis of change management. During the Design phase, the signed off requirement document forms the basis to discuss deviation in scope.

Source Control & Configuration Management
Regardless of your preference - centralized or decentralized – TFS gives you the tools to let your team efficiently manage your codebase.
inLumon leverages the Team Foundation Version Control (TFVC) to have the control and features needed to centrally manage all the application code. Using this, we can support thousands of developers inside a single repository with advanced branching, merging and visualization capabilities, manage permissions at any level of our codebase, and fully support any regulatory compliance that needs to support auditing at any level.
Build

inLumon uses TFS to build the application using the integrated build system so that TA team can ensure quality gates are met and see what requirements have been fulfilled in each build. The flexibility to control what gets released in what version of the build is available in TFS, thus ensuring that only completed items are pushed and incomplete items remain in the development team's bucket. This also aids in planning the builds such that the functionality releases can be estimated to the minutest details.

Deployment and Release
The faster your software is deployed, the quicker you can get feedback. With release management in TFS, inLumon can configure, approve and deploy your applications for any environment. We can use inLumon to create automated deployment orchestrations for each environment no matter how complex the configuration. Delivering the application software more frequently and easily to an environment allows TA testers to get to work validating the system and keeps the stakeholders involved in giving feedback.

Requirements Gathering and Technical Specifications Gathering
To effectively track requirements throughout the system development life cycle (SDLC) and fulfill the need for complete requirements traceability at all levels, inLumon will use the TFS tool to maintain system requirements and serve as the repository to map the requirements during successive phases of the project lifecycle. With the requirements repository, inLumon will have the capability to provide the current state of the Requirements Validation/Mapping effort, a Requirements Traceability Matrix (RTM), to create links to the development artefacts created during development, making sure the requirements can be traced to the code that supports their implementation., and also will allow for traceability to functional tests executed during System Test, ultimately allowing for traceability from Requirements through System Test to be maintained in a single tool.

6.12 PEER REVIEW MANAGEMENT

Vendors must describe the methodology, processes and tools utilized for:

6.12.1 Peer reviews conducted for design, code and test cases;

6.12.2 Number of types of people normally involved in peer reviews;

6.12.3 Types of procedures and checklists utilized;

6.12.4 Types of statistics compiled on the type, severity and location of errors; and

6.12.5 How errors are tracked to closure.

The peer review is conducted as a formal meeting, more formalized than a walk-through, and typically consists of 1-3 people including the test lead, project lead and a facilitator (to make notes). The subject of the review is typically a code block, release, or feature, or document. The purpose of the review is to find problems and see what is missing, not to fix anything. The result of the meeting is documented in a written report. Attendees prepare for review by reading through documents, before the meeting starts; most problems are found during this preparation. Anything found in review is logged in the bug tracking system and assigned.

6.13 PROJECT SOFTWARE TOOLS

6.13.1 Vendors must describe any software tools and equipment resources to be utilized during the course of the project including minimum hardware requirements and compatibility with existing computing resources as described in ***Section 3.4, Current Computing Environment***.

6.13.2 Costs and training associated with the project software tools identified must be included in Attachment J, Project Costs.

The following is the listing of software used in licensing/permitting solution:

Windows Server 2012 R2 for Server Operating System	Microsoft .Net Framework 4.5
Windows 7 & 8 for Developer PC Operating System	Microsoft Visual Studio 2015/2016
Microsoft Hyper-V for Server Virtualization	Microsoft SQL Server 2014/2016
Microsoft SQL Server Reporting Services	Microsoft SQL Server Integration Services 2014
Microsoft SQL Analysis Services	Microsoft Team Foundation Server
PDFTechLib	J2EE Java for Android App development
JavaScript	JQuery
HTML	XML
Crystal Reports	Eclipse IDE for Java
Android SDK	Microsoft Project

Mantis for defect tracking	Tumbleweed for Secure File Transfer
Microsoft Internet Information Services (IIS) for the Web Server	Microsoft Office for Documentation
iOS Xcode and Swift for iOS App development	Visual Test Manager
LoadUI for performance testing	MySQL
AngularJS	inLumon framework for Document Management

Tab IX - Attachment I - Proposed Staff Resume(s)

Tuhin Verma Resume: Project Manager

COMPANY NAME:	***inLumon***		
Contractor		**Subcontractor**	
Name:	*Tuhin Verma*		☑ **Key Personnel**
Classification:	*Project Manager*	**# of Years in Classification:**	***15***
Brief Summary of Experience:	• ***Strong problem-solver, Solutions-oriented and Results-driven Information Technology professional with more than twenty years of experience in IT industry, managing and delivering projects of different size and complexity using multiple technologies.*** • ***Experience building interaction and collaboration in a highly cross-functional environment; advocating organizational ideas and positions effectively; influencing and negotiating successfully across organizational boundaries including: peers, team members, executive management*** • ***Proven success acquiring and retaining talent needed to reach goals; providing stretch assignments, coaching and feedback to reports to enhance their effectiveness and potential. Imparted strong quality orientation, responsibility and accountability to the development team*** • ***Experience managing and leading teams with full-time staff, contractors, off-shore teams and external partners with diverse technical background from requirements-gathering through to implementation and support*** • ***Strong problem-solver with solid background in managing and architecting projects to implement business and technology solutions using Client-Server, Web and Service Oriented Architecture*** • ***Experience with Agile development methodologies, Scrum project management techniques and Software Development Lifecycle methodologies*** • ***Experience developing and creating training, test plans, roll out plan and policy and procedures*** • ***Experience representing the State agencies at the Board of Examiners meeting, at the Budget hearings, meeting with the LCB Analyst, meeting with the US Department of Education representatives*** • ***Current PMI certification (PMP Credential earned in Jan 2007) with experience in applying the PMBOK. Experience and knowledge of the PMBOK Project Management Process Group and Knowledge Areas*** • ***Experience using Microsoft productivity tools like MS Project for developing detailed project timeline, Visio, Word, Excel, SharePoint, PowerPoint***		

# of Years with Firm:	
RELEVANT PROFESSIONAL EXPERIENCE	
Required Information: ***MMYYYY to Present: 03/2013 to Present*** ***Vendor Name: Through MSA Vendor Genuent & Chandra Tech*** ***Client Name: Nevada Department of Education*** ***Client Contact Name: Glenn Meyer*** ***Client Address: 700 E. Fifth Street, Carson City, NV 89701*** ***Client Phone Number: 775-687-9126*** ***Client Email: gmeyer@doe.nv.gov*** ***Role in Project: Project Manager*** ***Details and Duration of Project: 03/2013 to 12/2015*** ***Software/hardware used in engagement: SQL Server DB, Microsoft Dynamics CRM, C#, Oracle OBIEE, Oracle DB, Microsoft .Net, Web Services, IIS, Microsoft SharePoint, SSIS, SSRS, Data Ladder (data matching tool), Umbraco, Logi Adhoc, MS Project. MS Office, MS Visio, Windows Server 2008/2012, TFS, Intel***	• ***Overall project management, business requirement gathering and documentation of the Statewide Longitudinal Data Systems (SLDS) implementation for the Nevada Department of Education (NDE) in collaboration with the Nevada System of Higher Education (NSHE) and the Department of Employment Training and Rehabilitation (DETR). The project implementation is currently ahead of schedule and under budget*** • ***Management of multiple State agencies and Vendors and coordination between the State agencies, project team and the Vendor*** • ***Applied PMBOK methodology to the project. Knowledge and experience with the State of Nevada policies, procedures, standards, budgeting process and PMBOK Project Management Process Group and Knowledge Areas*** • ***Developed Technology Investment Request (TIR), Request for Information (RFI), and Request for Proposal (RFP). Worked with the State Purchasing on the RFP and the Contracting process*** • ***Developed detailed project plans with timelines, resource allocation, activity sequencing, critical path and cost allocation. Management of the project plan to track project schedule and cost to completion*** • ***Worked with the System Analyst on the Feasibility Study Report to include Cost Benefit and Return on Investment to the partner agencies and also to the public*** • ***Represented the State agencies at the Board of Examiners meeting, at the Budget hearings, meeting with the LCB Analyst, meeting with the US Department of Education representatives, meeting with the P-20W Council coordinator*** • ***Organized and coordinated meetings with vendors, stakeholders, business and technology groups, leadership team, external entities, partner agencies, project team and other entities as required. Documented and followed up on the meeting minutes, questions, issues, and risks*** • ***Worked with the State and Vendor on defining, developing and aligning deliverables as per the State requirements and review of the deliverables as per the contract. Secured acceptance of the deliverables from the Stakeholders responsible for approving deliverables***

	• *Worked on the Test Plan and Test Scripts for the User Acceptance Testing (UAT) and Load Testing. Participated in the UAT with the partner agencies staff to ensure the product works as per the requirement*
Required Information: *Vendor Name: Through MSA Vendor QAT Global* *Client Name: Nevada Division of Public and Behavioral Health, Department of Health and Human Services* *Client Contact Name: Leticia Metherell* *Client Address: 727 Fairview Dr, Suite E, Carson City, NV 89701* *Client Phone Number: 775-684-1045* *Client Email: lmetherell@health.nv.gov* *Role in Project: Project Manager* *Details and Duration of Project: 12/2012 to 03/2013* *Software/hardware used in engagement: SQL Server DB, Microsoft .Net, C#, ASP .Net MVC, Web Services, IIS, SSIS, SSRS, MS Project. MS Office, MS Visio, Windows Server 2008, Crystal Reports, Intel based servers (Dell), PCs*	• *Worked as a Project Manager on Background Check Website project* • *Worked on the project plan with project's management analyst, federal contractor and other stakeholders* • *Worked on gap analysis and requirements document* • *Create and coordinate with all State, federal and private stakeholders task related to the project* • *Worked on the Test plan, Test Cases Rollout plan and training plan for the end user* • *Responsible for initiating, planning, coordinating activities and securing any required agreements that may be needed for integration of other State agency registries and Department of Public Safety functions into the background check website*
Required Information: *Vendor Name: Through MSA Vendor i3Tech Data Solutions (inLumon)* *Client Name: Nevada Department of Motor Vehicles* *Client Contact Name: Mark Froese* *Client Address: 555 Wright Way, Carson City, NV 89711* *Client Phone Number: 775-684-4578* *Client Email: mfroese@dmv.nv.gov* *Role in Project: Consultant* *Details and Duration of Project: 03/2012 to 12/2012* *Software/hardware used in engagement: COBOL, CICS, DB2, JCL, VSAM, MVS, IBM Mainframe, PowerBuilder, MS Project, MS Office, MS Visio*	• *Worked as a Consultant to DMV, NV on the CDLIS Modernization project. Responsible for the technical delivery of the interface. Interface involves exchanging data with Law Enforcement and a federal agency* • *Worked with the team in Las Vegas and in Carson City from requirements-gathering through to development and testing* • *Created Requirement document and technical documentation. Provided high-level consultation and training to the team* • *Managed the development task and testing coordination with different Federal agencies and State of Nevada agencies for exchanging information* • *Worked closely with different stakeholders to plan, define, and scope the requirement* • *Implemented improved procedures and standards to significantly reduce the data validation error rate and improved the data quality when exchanging information* • *Evaluated and documented current operation of data exchange and suggested approach to reduce the rejection rate* • *Worked with the stakeholders to prioritize the deliverables*

	• *Conducted team meetings and participated in meeting to update status to stakeholders* • *Technical programming, testing of the application and coordinating the work with the development and business team* • *Provided high-level consultation, training and knowledge transfer to the team*
Required Information: *Vendor Name: Hewlett Packard* *Client Name: New Jersey Motor Vehicles Commission* *Client Contact Name: Ted Atogwe* *Client Address: 120 S Stockton St, Trenton, NJ 08611* *Client Phone Number: 609-292-6500* *Client Email:* *Role in Project: Interface Manager* *Details and Duration of Project: 01/2009 to 03/2012* *ofttware/hardware used in engagement: JAVA, Oracle DB, XML, ClearCase, ClearQuest, IBM FileNet, Apache, IBM MQ, Message Broker, IBM Business Process Manager, Business Objects, Informatics, Web Services, Windows Server 2008, Linux, AIX, Intel based servers (HP), Sun Solaris, Rational Rose product, Microsoft .Net, SQL Server DB, COBOL, CICS, JCL, VSAM, IBM Mainframe, MS* *Project, MS Office, MS Visio*	• *Managed delivery of 60 interfaces (internal and external) for exchanging data with different external entities, state agencies and federal agencies as part of NJ MVC modernization project.* • *Managed the Data Bridging effort, reverse flow of data to legacy system and forward flow of data from the legacy to the system being developed.* • *Worked with the Database team on the data architecture and data modeling.* • *Worked on individual matching and address matching systems with the data architecture team* • *Interface architecture and design using Microsoft, Oracle and JAVA technology* • *Managed the deployment of the application in system test mode* • *Worked with the Vehicle Registration and Driver License team as a functional analyst* • *Responsibilities includes Business requirement gathering and documentation, System architecture design, research and evaluation of various alternatives, overall project management, encompassing estimation and planning, working with various business units, interacting with users for defining the project requirements, managing relationship with external entities and third-parties, defining project deliverables, risk management, quality management, execution, technical review, progress monitoring, program documentation, user training and ensuring seamless delivery of the software solution as per the requirements* • *Recruited, developed and managed a strong development team with extensive experience in JAVA, Oracle and Microsoft technologies* • *Managed cross functional team of internal and external partners, dependencies & stakeholder expectations, relationship with external entities and*

Required Information:
 	
Vendor Name:
Client Name: Nevada Department of Motor Vehicles
Client Contact Name: Mark Froese
Client Address: 555 Wright Way, Carson City, NV 89711
Client Phone Number: 775-684-4578
Client Email: mfroese@dmv.nv.gov
Role in Project: Programmer Analyst/Project Lead/Manager (Designation as Information Technology Professional)
Details and Duration of Project: 10/2001 to 12/2008
Software/hardware used in engagement: COBOL, CICS, DB2, JCL, VSAM, MVS, IBM Mainframe, MS Project, MS Office, MS Visio, Microsoft .Net, PowerBuilder, IIS, SQL Server DB, Windows Server, PCs, Intel based servers (Dell)
	• ***Managed the different Interfaces for exchanging data with external entities***
	• ***Involved in Business requirement gathering and documentation***
	• ***Conducted extensive usability analysis to generate user feedback. Prioritized feedback and incorporated changes to continuously improve the user experience and productivity***
	• ***Worked on establishing Software Development Lifecycle methodologies in the Interface track***
	• ***Initiated project to develop framework for developing and deploying business applications on the web and spearheaded an effort to improve the project and technical documentation***
	• ***Improved project data collection for Interface projects by leveraging Microsoft Project. Developed detailed project plan based on the collected project data for management readouts, tracking project execution, improving time estimates, and establishing historical project metrics***
	• ***Managed cross functional team of internal and external partners, dependencies & stakeholder expectations, relationship with external entities and third-parties***
	• ***Performed technical programming and carried out testing plans. Provided high-level consultation and training to the team***
	• ***Responsibilities included research and evaluation of various alternatives, overall project management, encompassing estimation and planning, working with various business units, interacting with users for defining the project requirements, managing relationship with external entities and third-parties, defining project deliverables, risk management, quality management, execution, technical review, progress monitoring, program documentation, user training and ensuring seamless delivery of the software solution as per the requirements***
	• ***Below are few of the projects that I worked on for DMV, NV:***
	  ○ ***Managed Interfaces for exchanging data with external entities including state and federal agencies***
	  ○ ***Web based Motor Fuel Tax Reporting Application – Fuel suppliers in State of Nevada use this application to transmit and pay fuel taxes electronically to the Department. Through this application DMV collects approximately $500 million per year***

	○ *Web-based Nevada Commercial Online Registration Application (NCORS). This application consists of 100% NV Registration and International Registration Plan (IRP) modules* ○ *ePayment module – This module is used for receiving electronic payments from both the web and client-server applications. This includes implementation of Pin-pads for debit cards*
Required Information: *Vendor Name: Concio Corp* *Client Name: eProsper Inc. (Capitalization Management)* *Client Contact Name: Peter Dickstein* *Client Address: Redwood City, CA* *Client Phone Number:* *Client Email:* *Role in Project: Programmer Analyst/Module Lead* *Details and Duration of Project: 01/2000 to 09/2001* *Software/hardware used in engagement: ASP, Visual Basic, Crystal Reports, SQL Server, MS Access, MS Office, VC ++, XML, HTML, Oracle 8i, Windows Server, PCs, Intel based servers (Dell)*	• *Involved in Effort estimation* • *Interaction/Discussions with client for collecting system requirements* • *Analysis and design of the Web pages and the Report layout* • *Preparation of High Level Design, Low Level Design* • *Preparation of Unit Test cases and System test cases* • *Issue management and timely delivery* • *Coding of Web Interface module using Visual Basic 6.0(COM component), Active Server Pages (ASP), HTML, JavaScript, and Crystal Report* • *Writing Stored Procedure in PL/SQL* • *Responsible for system testing and module testing* • *Sign off from client at various stages of project life cycle*
Required Information: *Vendor Name: Concio Corp (Deloitte & Touche Consulting)* *Client Name: Nevada Department of Motor Vehicles & Public Safety* *Client Contact Name: Chuck Conner* *Client Address: Carson City, CA* *Client Phone Number:* *Client Email:* *Role in Project: Programmer Analyst* *Details and Duration of Project: 01/1999 to 01/2000* *Software/hardware used in engagement: COBOL, CICS, DB2, JCL, MVS, IBM Mainframe*	• *Developed and implemented LEMS (Law Enforcement Message Switch) and PDPS/CDLIS/SSOLV applications* • *Coding and testing of the COBOL & DB2 programs, which use RPC (Remote Procedural Call) for interacting with the front-end (Power Builder)* • *Coding and testing of the Batch programs using COBOL, DB2*

Required Information: ***Vendor Name:*** ***Client Name: BL Software Limited*** ***Client Contact Name:*** ***Client Address: Bangalore, India*** ***Client Phone Number:*** ***Client Email:*** ***Role in Project: Programmer Analyst*** ***Details and Duration of Project: 08/1998 to 01/1999*** ***Software/hardware used in engagement: COBOL, CICS, DB2, JCL, VSAM, MVS, IBM Mainframe***	• ***Analysis and Study of the different Euro Conversion methodology and development and testing of Payroll System using Euro conversion methodology***
Required Information: ***Vendor Name:*** ***Client Name: CGI Information Systems & Management Consultants*** ***Client Contact Name:*** ***Client Address: Bangalore, India*** ***Client Phone Number:*** ***Client Email:*** ***Role in Project: Programmer Analyst/Quality Controller*** ***Details and Duration of Project: 10/1996 to 06/1998*** ***Software/hardware used in engagement: COBOL, CICS, DB2, JCL, MVS, IBM Mainframe***	• ***Designed and developed an integrated Financial Accounting, Inventory Management and Sales Order Processing package.*** • ***Worked as Quality Controller***

EDUCATION	
Institution Name:	***Bangalore University***
City:	***Bangalore***
State:	***Karnataka***
Degree/Achievement:	***Bachelor of Engineering (Mechanical Engineering)***
Certifications:	***PMP, Nevada Certified Public Manager***

HARDWARE/SOFTWARE SUMMARY (Be Specific)		
Description		***# of Year's Experience***
Environments:	***Windows 20xx Server / UNIX / LINUX***	***18***
Hardware:	***Intel based servers, PCs, Windows, Sun, IBM servers***	***18***
Software:	***Microsoft Technology (ASP .Net, C#, VB .Net)***	***12***
Software:	***COBOL, JCL, VSAM, CICS***	***14***
Software:	***JAVA, Microsoft Dynamics***	***3***
Tools:	***Microsoft Visio, Microsoft Project, Microsoft Office***	***15***
Tools:	***Message Broker, IBM Business Process Manager***	***3***
Tools:	***Team Foundation Server (TFS), Visual Source Safe (VSS) Rational Rose***	***10***
Databases:	***DB2***	***12***

Databases:	***SQL Server 2000/2005/2008/2012/2014, MySQL***	***15***
Databases:	***Oracle 8i/9i/10g/11g/12c***	***7***

REFERENCES	
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Name: ***Glenn Meyer*** Title: ***IT Director*** Organization: ***Nevada Department of Education*** Phone Number: (***775) 687-9126*** Fax Number: Email Address: ***gmeyer@doe.nv.gov***
	Name: ***Will Goldschmidt*** Title: ***Program Manager*** Organization: ***DB Driven Inc*** Phone Number: ***(540) 419-5922*** Fax Number: Email Address: ***will@dbdriven.net***
	Name: ***Mary Harmon*** Title: ***Chief IT Manager*** Organization: ***Nevada Department of Employment, Training and Rehabilitation*** Phone Number: ***(775) 684-3943*** Fax Number: Email Address: ***mwharmon@nvdetr.org***
	Name: ***Leticia Metherell*** Title: ***Health Facilities Inspection Manager*** Organization: ***Nevada Division of Public and Behavioral Health, Department of Health and Human Services*** Phone Number: ***(775) 684-1045*** Fax Number: Email Address: ***lmetherell@health.nv.gov***

Prashanth Vankalapati Resume: Technical Architect and Lead

COMPANY NAME:	***inLumon***		
Contractor		**Subcontractor**	
Name:	*Prashanth Vankalapati*		☑ **Key Personnel**
Classification:	*Technical Architect*	**# of Years in Classification:**	*15*
Brief Summary of Experience:	• ***Solutions-oriented and results-driven Information Technology professional with more than 15 years of experience spanning multiple domains.*** • ***Unique competency in translating business issues into technical solutions, including technical leadership and coordination, and ensuring customer needs are met.*** • ***Managed and directed distributed teams with full-time staff, contractors, off-shore teams and external partners with diverse technical background from requirements-gathering through to implementation and support.*** • ***Delivered on key initiatives for the business while improving the technology platforms with key focus on bottom line profitability and customer satisfaction by ensuring optimal utilization of resources and ability to bridge technology and business goals to provide productive solutions.*** • ***Leveraged strong technology background to mitigate technology risks, manage dependencies and drive complex technology trade-off decisions balancing the short-term vs. long-term business needs.*** • ***Experience establishing Agile development methodologies and Scrum project management techniques.*** • ***Managing multiple projects with multiple stakeholders. Balanced the needs and expectations of the key stakeholders.*** • ***Hands-on development experience in multiple technologies and quick learner that rapidly adapts to emerging technologies and business process.*** • ***Strong problem-solver with solid background in directing and architecting projects to implement business and technology solutions using SQL Server, DB2, Mainframe, .NET, Client-Server, Oracle, Web and Service Oriented Architecture.***		
# of Years with Firm:			
RELEVANT PROFESSIONAL EXPERIENCE			

Required Information: ***MMYYYY to Present: 05/2012 to Present:*** ***Vendor Name:*** ***Client Name:*** Universal Health Services Inc. ***Client Contact Name:*** ***Role in Project:*** Data Architect / Technical Lead ***Details and Duration of Project:*** ***Software/hardware used in engagement:*** SQL Server ,QNXT, HSII, .NET, TFS, Web Services, VB.NET, SharePoint, Redgate ;Hyperbac, Informatica, Qlik, Oracle	• ***Performs a key management and thought leadership role in the areas of advanced data techniques, including data conversion, data modeling, data access, data integration, data visualization, text mining, data discovery, statistical methods, database design and implementation.*** • ***Defines roadmap for the enterprise; including data modeling, legacy data conversion, implementation enterprise data warehouse solutions.*** • ***Provides leadership in establishing analytic environments required for structured, semi-structured and unstructured data. Proven track record to drive rapid prototyping and design for new projects and analytic R&D environments.*** • ***Ability to translate broader business initiatives into clear team objectives and concrete individual goals, aligning appropriately with other groups for efficient, coordinated action.*** • ***Draws conclusions and effectively communicates findings with both technical and non-technical team members.*** • ***Works with users to understand the business requirements and business processes, and define extract-translate-load ("ETL")*** • ***Participates in various Business Intelligence projects, and works with analytical group and IT to ensure implementation using both Agile and Waterfall methods.*** • ***Develop custom products and solutions in the Healthcare IT***

Required Information: ***MMYYYY to MMYYYY: 10/2001 to 05/2012*** ***Vendor Name:*** ***Client Name: Nevada Department of Motor Vehicles*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project: Multiple Positions (IT Director /ITP/ISS)*** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Project, MS Visio, MS Office, Visual Source Safe (VSS),.Net, ASP.NET, VB.Net, COBOL, CICS, VSAM, Fault Analyzer, QTP, Remedy, LCM, JCL, Web Services, XML, DB2, SQL Server***	• ***Responsible for project/program planning, deliverables, vendor/client interaction and staffing requirements.*** • ***Providing co-leadership to the State IT Committee in planning, developing, and implementing technology initiatives at the state and agency level.*** • ***Approved, prioritized, and controlled projects as they related to the selection, acquisition, development and installation of major information technology projects.*** • ***Leads the IT Department in the recruitment, retention, development, supervision, and evaluation of IT technical and support staff*** • ***Creates disaster recovery, back up and business continuity plans.*** • ***Provides leadership for program planning, change control, project management, fiscal and personnel management, system architecture, budget development, and financial forecasting*** • ***Participating in RFP evaluations, Department consolidations/mergers and contracts negotiations.*** • ***Management of cross functional team to meet the goals of internal and external partners, stakeholder expectations, and also improve business relationship with external entities and third-parties*** • ***Directs and manages the IT functions for the agency IT division with direct authority for budgets for operations and maintenance in excess of $8M.*** • ***Conduct user JADS, Gap Analysis, Build/Release Management functions*** • ***Involved in Mainframe data migration, disaster recovery, data clean up, database design, framework development, data archival, data analysis and data retention activities*** • ***Supervise team of 64 information technology professionals*** • ***Provide time estimates, created schedules, and status progress of assigned projects to the Director of the Department.*** • ***Write functional, High Level, Low Level, Use Cases, Activity Diagrams, WBS and technical specification documents*** • ***Code, Test and change application programming modules in Mainframe and .NET technologies***

Required Information: ***MMYYYY to MMYYYY:*** **06/2001 – 09/2001** ***Vendor Name:*** ***Client Name:*** **eProsper Inc., Redwood City, CA** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** **Sr. Consultant** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Visual Basic, Oracle, Data Junction, ASP.NET, Crystal Reports***	***Responsibilities:*** • ***Using data junction (ETL tool), built an ETL transaction to transfer/migrate data from legacy sources to oracle database*** • ***Configured ETL transaction for rollback, failure notification, and email alerts*** • ***Added custom logic to remove duplicate records based on non-indexed business keys*** • ***Trained internal staff on functional work flow, use cases and activity diagrams*** • ***Worked on stock split module data mart and database design*** • ***Developed crystal reports to pull the data from ESPP data mart*** • ***Work with offshore team on task assignment, testing and issue resolution*** • ***Go live support***
Required Information: ***MMYYYY to MMYYYY: 10/2000 – 05/2001*** ***Vendor Name:*** ***Client Name: Healthwest*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project: Sr. Consultant*** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Visual Basic, Identity Biometric Plug-in, SQL Server, Windows Server***	***Responsibilities:*** • ***Integrated Identity finger print solution into CHW application*** • ***Implemented solution to allow Doctors to login using their fingerprint instead of password*** • ***Wrote custom VB.NET module to access the Windows Login Token*** • ***Worked on building custom encryption logic to store Password*** • ***Worked on unit, and system integration testing*** • ***Completed system and technical documentation*** • ***Wrote test cases***
Required Information: ***MMYYYY to MMYYYY: 01/1999 – 03/ 2000*** ***Vendor Name:*** ***Client Name: Nevada Department of Motor Vehicles*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project: Consultant*** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Mainframe, COBOL, DB2, Power Builder, JCL, VSAM, xPeditor, & Visual Basic***	***Worked on system integration and framework development and DMV modernization projects*** • ***Documented user requirements*** • ***Involved in regression testing*** • ***Code, Test COBOL programs*** • ***Developed common functions/ modules for Driver License functionality*** • ***Involved in writing backend program supporting online DL web renewal transaction*** • ***Production support*** • ***Go live support***

EDUCATION	
Institution Name:	***Jawaharlal Nehru National College of Engineering***
City:	***Chennai***

State:	***Karnataka***	
Degree/Achievement:	***Bachelor of Engineering (Electronics and Communication)***	
Certifications:	***PMP, Nevada Certified Public Manager***	
HARDWARE/SOFTWARE SUMMARY (Be Specific)		
Description		***# of Year's Experience***
Environments:		
Hardware:	***Windows, Linux***	***10***
Software:	***SSIS, SSRS, Informatica, Data Junction, .NET, COBOL, JCL, VSAM, CICS, HTML, CSS***	***15***
Tools:	***Visio, Microsoft Project, Excel, Access, Word, Power Point***	***15***
Databases:		

REFERENCES	
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Name: ***Bruce Breslow*** Title: Director Organization: ***Nevada Dept. Business and Industry*** Phone Number: ***(775) 684-2999*** Fax Number: Email Address: ***biinfo@business.nv.gov***
	Name: ***Art Rempp*** Title: Vice ***President of Technology*** Pervious Job Title at UHS: ***Director of Technology*** Organization: ***Nevada Health Centers*** Phone Number: ***775.888.6645*** Fax Number: Email Address:
	Name: ***Catherine Krause*** Title: ***Chief IT Manager*** Organization: ***State of Nevada*** Phone Number: ***775-684-4726*** Fax Number: Email Address:

Chris M.: Senior Business Analyst & Implementation Lead

COMPANY NAME:	inLumon		
Contractor		**Subcontractor**	
Name:	Chris M.		☐ **Key Personnel**
Classification:	Senior Business Analyst	**# of Years in Classification:**	18
Brief Summary of Experience:	Successfully managed numerous State and private industry projects in CA and NV; certified PMP®; 40+ years in all aspects of Information Technology		
# of Years with Firm:	11		

RELEVANT PROFESSIONAL EXPERIENCE	
Required Information: ***MMYYYY to Present:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	05/2015—present Pacific Project Management, Inc. California Massage Therapy Council (CAMTC) Sheryl LaFlamme, One Capitol Mall, suite 800 (916) 251-6647 slaflamme@syncgroup1.com Operations Manager Provided Project Management services for private, non-profit client during a system development and implementation project; assisted with requirements gathering and traceability during the life of the project; website redesign project

Required Information: ***MMYYYY to MMYYYY:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	01/1999 to 06/2014 Northrop Grumman IT and Pacific Project Management, Inc. State of California, Office of Statewide Health Planning and Development (OSHPD) Mary McDonald 400 R St. (916) 326-3951 Mary.MacDonald@oshpd.ca.gov Roles identified by OSHPD project below: 01/99-06/02; Project Manager (PM); MIRCal IV&V—provided oversight during the vendor selection and implementation of DD&I effort for new medical information reporting system for California. 10/06-10/08; PM; MIRCal Upgrade Project—provided direction and maintained project schedule and plan during significant hardware/software upgrade to MIRCal system. 06/07-05/09; PM; Management Transition of PMO—provided guidance and support in the management transition for the OSHPD Project Management Office. 03/08-08/08; PM; Feasibility Study Report (FSR)/Clearinghouse project—created detailed FSR and Information Technology Procurement Plan (ITPP) for new Clearinghouse system. 10/08-06/10; PM; CORC System development project—provided project direction, planning and scheduling for the new medical data collection and reporting system (CORC). 05/10-12/10; PM; ICD-10 Readiness & Impact Analysis project—conducted a detailed, office-wide study of where ICD-9 codes were used through the enterprise and determined the readiness of the staff and systems to support the new national ICD-10 implementation. 03/11-06/14; PM; SAS Enterprise Business Intelligence (EBI) project—provided client support during the implementation of the new SAS EBI project; facilitated meetings; provided technical support, defined new formal organizational processes as well as conducted several in-house training workshops. 02/12-07/14; PM; CORC Upgrade Testing project—provided direction and hands-on testing due to innate familiarity with the CORC system during a series of enhancements and data format updates to the initial system. Software: MS Office 2000-2010 (Word, Excel, Access & PowerPoint) as well as Project and Visio; SQL Server Management Studio (2008 & 2012); MS Server O/S (2003, 2008, 2008 R2, 2012); SAS Enterprise Guide, Query Report Studio; Stored Processes; MS SSRS; MS Windows (2000, XP, 7, 8, 8.1 & 10). Hardware: HP, Compaq and Dell desktops, laptops and servers.

EDUCATION	
Institution Name:	California State University, Sacramento
City:	Sacramento
State:	California
Degree/Achievement:	BS Business Administration/Management Information Systems concentration
Certifications:	PMP (continuously since 8/1999—8/2018)

HARDWARE/SOFTWARE SUMMARY (Be Specific)		
Description		***# of Year's Experience***
Environments:	IBM Mainframes & Mid-range; Compag, HP & Dell servers; business office computers	40+ years
Hardware:	IBM 370-138, 4331, 4341 & 4381; IBM System 38 & AS/400; Compaq, HP & Dell desktops, PC, tower and rack mounted servers.	40+ years
Software:	IBM DOS/VSE, MVS and VM/SP; OS/400; MS Server (2003, 2008, 2008 R2, 2012 & 2012 R2); MS Windows (3.1, 95, 98, NT, 2000, XP, Vista, 7, 8, 8.1 & 10);	40+ years
Tools:	MS Office 98—2016 (Word, Excel, PowerPoint, Access) and Publisher, Project and Visio; SQL Server Management Studio (2008 & 2012); SAS Enterprise Guide, Query Report Studio; Stored Processes; MS SSRS; various desktop utilities	20+ years
Databases:	VSAM, proprietary, Natural, IBM DB2, Oracle & SQL	40+ years

REFERENCES	
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Sheryl LaFlamme, *President*, Synchronicity Consulting Group, Inc., (916) 251-6647, (530) 363-7102, slaflamme@syncgroup1.com Jeff Boone, *Managing Director and CEO*, California Statewide Credit Development Corporation, (530) 297-2140, (no FAX), jeff@cscdc.org Kary Houston, *President*, Certified Testers, LLC, (916) 752-9069, (no FAX), certifiedtesters@gmail.com

Hon-Wai Kong Resume: Senior DBA & Report Developer

COMPANY NAME:	inLumon		
Contractor		**Subcontractor**	
Name:	Hon-Wai Kong		☐ **Key Personnel**
Classification:	Senior DBA & Report Developer	**# of Years in Classification:**	15
Brief Summary of Experience:	Highly qualified database specialist, using various tools to view, manage and report on SQL and Oracle databases; Taught in-house SQL and SSRS classes.		
# of Years with Firm:			

RELEVANT PROFESSIONAL EXPERIENCE

Required Information: ***MMYYYY to Present:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	06/2002—12/2016 State of California, Office of Statewide Health Planning and Development (OSHPD) Bounkhong Keophiphat, Systems Software Specialist I 800 R St., Sacramento, CA 95811 (916) 326-3938 Bounkhong.Keophiphat@oshpd.ca.gov Systems Software Specialist Supervisor Responsible for multiple projects including roles as data integration, database(s) administrator, system(s) software support, report(s) development, statistical reporting, data modeling and in-house trainer; functioned in this position for 14 years SAS, Tableau, MS SQL and Oracle Databases; application programming in C#, C, .Net and MS utilities /all hardware was based on Dell servers running locally or at State Data Centers; various versions of Microsoft Server O/S (2003, 2008, 2008 R2, 2012 and 2012 R2); responsible for R&D on new hardware used by OSHPD as well as databases and secure interfaces with 50+ State data management and reporting system databases.
Required Information: ***MMYYYY to MMYYYY:*** ***Vendor Name:*** ***Client Name:*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** ***Details and Duration of Project:*** ***Software/hardware used in engagement:***	04/1992—05/2002 Autozone Inc. (contact no longer available) IT Business Development Manager Managed the business application development and researched the new business opportunities for the new products from the engineering division Data Visualization specializing in Crystal Reports, Microsoft Report Builder and SSIS package, application programming in C#, C, .Net and MS utilities/all hardware was on Compaq, HP or Dell servers running the latest MS Server O/S

EDUCATION

Institution Name:	California State University, Stanislaus
City:	Turlock

State:	California
Degree/Achievement:	BS in Mathematics
Certifications:	(none)

HARDWARE/SOFTWARE SUMMARY (Be Specific)		
	Description	***# of Year's Experience***
Environments:	State and private industry; multi-tiered server and IBM mainframe environments	20+ years
Hardware:	HP/Compaq and Dell Servers; high-end systems with maximum number of & fastest processors, maximum RAM configuration and NAS; local and remote systems via multi-layered security protocols	20+ years
Software:	Microsoft O/S (2003, 2008, 2008 R2, 2012 & 2012 R2); Windows 98, 2000, XP, 7, 8 & 10; SAS; Tableau; SQL; Oracle; Crystal Reports; MS Office 2000-2016 including: Word, Excel, Access and PowerPoint, as well as MS Visio and Project	20+ years
Tools:	SAS Enterprise Guide 4-7.4; SAS Query Report Builder; Tableau; Microsoft SQL Server Management Studio 8, 10 & 12; SSRS and Report Builder 3.0	14 years
Databases:	VSAM, proprietary, SQL, My SQL and Oracle	20+ years

REFERENCES	
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Bounkhong Keophiphat, *Systems Software Specialist I*, State of California, Office of Statewide Health Planning and Development (OSHPD), (916) 326-3938, (no FAX), Bounkhong.Keophiphat@oshpd.ca.gov James Ly, *System Enterprise Architect*, independent contractor, (916) 662-6256, (no FAX), jamesly916@gmail.com

Hetal Kapadia Resume: Senior Developer

COMPANY NAME:	***inLumon***		
Contractor		**Subcontractor**	
Name:	***Hetal Kapadia***	☑ **Key Personnel**	
Classification:	***Senior Developer***	**# of Years in Classification:**	***14+***
Brief Summary of Experience:	• 14+ years of professional experience in all phases of software development life cycle (SDLC) including analysis, design, documentation, development, testing, and implementation of client server, web-based applications with N-Tier and Win Forms architecture. • Experience with creating sites, document library, custom list, announcements, custom web parts, groups and users in SharePoint site utilizing Microsoft Office SharePoint Server (MOSS), Windows SharePoint Services (WSS). • Extensive experience with Object Oriented concepts developing C#.NET, VB.NET, ASP.NET, AJAX, LINQ to XML, WCF. • Web service based experience involved with XML, XSD, XSLT, Web Services, WCF, SOAP and UDDI. • Worked with SQL Server Integration Services (SSIS) and data transformation services (DTS) including loading data from text or excel file in to SQL Server. • Worked experience with databases like MS-SQL Server and Oracle. • Skilful designing and creating reports experience utilizing Crystal Reports and MS-SQL Server Reporting Services (SSRS). • Designed rich user interface and responsive screens with Telerik RAD controls. • Expertise working in Cascading Style Sheet (CSS) for rich UI and Java Script for client side validation. • Strong experience in SDLC, agile and scrum methodology which includes meeting, daily task sheet, and project execution in an iterative manner. • Flexible team member who thrives in environments requiring ability to effectively prioritize and working with multiple concurrent projects.		
RELEVANT PROFESSIONAL EXPERIENCE			

Required Information: ***MMYYYY to Present: 09/2001 to Present:*** ***Vendor Name:*** ***Client Name:*** Scotia Bank. ***Client Contact Name:*** ***Role in Project:*** Sr. Consultant ***Details and Duration of Project:*** ***Software/hardware used in engagement:*** SQL Server , .NET, TFS, Web Services, VB.NET, SharePoint,	• ***Worked in the SharePoint site development for customer support application for credit card group.*** • ***Worked in the .Net application for Fulfilment UI project to manage any files for data transfer.*** • ***Involved in support and discussion with team.***
Required Information: ***MMYYYY to Present: 07/12 to 10/13:*** ***Vendor Name:*** ***Client Name:*** Nevada Dept of Education ***Client Contact Name:*** ***Role in Project:*** Sr. SharePoint/Dot Net Developer ***Details and Duration of Project:*** ***Software/hardware used in engagement:*** SQL Server , .NET, TFS, Web Services, VB.NET, SharePoint,	• ***Worked for the Nevada department of education (DOE) on SharePoint applications like Striving Readers Comprehensive Program, Gearup Application, CTE (Career and Technical Education), and Forms Base Authentication (FBA) management.*** • ***Developed custom web parts using ASP.Net and C#.Net as well as custom user controls and web pages.*** • ***Used Telerik RAD controls to make UI for rich look and interactivity.*** • ***Worked with SQL server to create queries, stored procedures and also created reports using SQL Server Reporting Services (SSRS) and deployed in SharePoint environment.*** • ***Worked on SQL Server Integration Packages (SSIS) for PreID application.*** • ***Analysing test results and recommending modifications to the applications to meet project specifications.*** • ***Documenting modifications and enhancements made to the applications as required by the project.*** • ***Created sites, created users, and granted permission according to assigned roles.*** • ***Analysing user requirements and designing functional specifications and software requirement specification (SRS) documents and implementation.*** • ***Installed and Integrated TFS (Team Foundation Server) environment and added all applications, documents, reports and packages in TFS environment***

Required Information: ***MMYYYY to MMYYYY: 12/03 to 08/31*** ***Vendor Name:*** ***Client Name: Bell Media*** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project: Multiple Positions (IT Director /ITP/ISS)*** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Project, MS Visio, MS Office, Visual Source Safe (VSS),.Net, ASP.NET, VB.Net, COBOL, SharePoint, Web Services, XML, SQL Server***	• ***Worked for the SharePoint site development and amalgamation of SharePoint server using PowerShell commands to migrate sites from one server to another server.*** • ***I have been working on ECS/Delta software to convert SQL data in to XML file for media transformation.*** • ***Involved in everyday activity like changes in Delta maps based on the requirement come from different affiliates and troubleshooting ECS server or XML metadata.*** • ***Worked in Contest Application Template (CAT) to customize and generate Microsoft Word document with side panel displayed on the screen.*** • ***modules in Mainframe and .NET technologies***
Required Information: ***MMYYYY to MMYYYY:*** **06/2001 – 09/2001** ***Vendor Name:*** ***Client Name:*** **eProsper Inc., Redwood City, CA** ***Client Contact Name:*** ***Client Address, Phone Number, Email:*** ***Role in Project:*** **Sr. Consultant** ***Details and Duration of Project:*** ***Software/hardware used in engagement: Visual Basic, Oracle, Data Junction, ASP.NET, Crystal Reports***	***Responsibilities:*** • ***Using data junction (ETL tool), built an ETL transaction to transfer/migrate data from legacy sources to oracle database*** • ***Configured ETL transaction for rollback, failure notification, and email alerts*** • ***Added custom logic to remove duplicate records based on non-indexed business keys*** • ***Trained internal staff on functional work flow, use cases and activity diagrams*** • ***Worked on stock split module data mart and database design*** • ***Developed crystal reports to pull the data from ESPP data mart*** • ***Work with offshore team on task assignment, testing and issue resolution*** • ***Go live support***

EDUCATION	
Institution Name:	
City:	***Baroda***

State:	***Gujarat***	
Degree/Achievement:	***Master in Computer Science***	
Certifications:		
HARDWARE/SOFTWARE SUMMARY (Be Specific)		
Description		***# of Year's Experience***
Environments:		
Hardware:	***Windows, Linux***	***14***
Software:	Microsoft .NET Framework 4.0/3.5, ASP.NET 4.0/3.5, ASP 3.0 (Classic ASP), AJAX, Java, C#.NET, VB.NET, XMLScript, VB Script, XHTML, HTML, Cascading Style Sheet (CSS)	***14***
Tools:	***Visio, Microsoft Project, Excel, Access, Word, Power Point***	***8***
Databases:		

REFERENCES		
Minimum of three (3) required, including name, title, organization, phone number, fax number and email address	Name: ***Avery Day*** Title: ***ITP IV*** Organization: ***Nevada Dept. of Education*** Phone Number: ***(775) 6847-9154*** Fax Number: Email Address: *aday@doe.nv.gov*	
	Name: ***Jittima Walker***	
	Title: Vice ***ITP III***	
	Organization: ***Nevada Dept. of Education***	
	Phone Number: ***775.687-9200***	
	Email Address: ***jwalker@doe.nv.gov***	

Tab X - Preliminary Project Plan

Task Name	Duration	Start	Finish	Resource Names
Task Name	Duration	Start	Finish	
TAXICAB AUTHORITY RECORDS MANAGEMENT MODERNIZATION PROJECT (RMS)	**934 days**	**Tue 1/3/17**	**Fri 7/31/20**	
Project Kick-Off	1 day	Thu 11/2/17	Thu 11/2/17	inLumon Team,TA PM,inLumon PM,TA Team
Project Schedule Review for all three phases	2 days	Fri 11/3/17	Mon 11/6/17	TA PM,inLumon Team,inLumon PM,TA Team
Phase 1 - Permitting	**98 days**	**Thu 1/12/17**	**Mon 5/29/17**	
Phase 1 Kick-Off	1 day	Mon 11/6/17	Mon 11/6/17	TA PM,inLumon Team,inLumon PM,TA Team
Planning and Administration Deliverable	**142 days**	**Thu 11/2/17**	**Fri 5/18/18**	
Detailed Project Plan	4 days	Tue 11/7/17	Fri 11/10/17	inLumon PM,TA PM
Attendance at all scheduled meetings	142 days	Thu 11/2/17	Fri 5/18/18	TA PM,inLumon Team,inLumon PM,TA Team
Written Semi-Monthly Project Status Report	142 days	Thu 11/2/17	Fri 5/18/18	inLumon PM,TA PM
Communication Plan	16 days	Mon 11/13/17	Sat 12/2/17	inLumon PM,TA PM
Risk Management Plan	16 days	Mon 11/13/17	Sat 12/2/17	inLumon PM,TA PM
Quality Assurance Plan	16 days	Mon 11/13/17	Sat 12/2/17	inLumon PM,TA PM
Change Management Plan	16 days	Mon 11/20/17	Mon 12/11/17	inLumon PM,TA PM
Knowledge Transfer Plan	16 days	Mon 11/20/17	Mon 12/11/17	inLumon PM,TA PM
Post Implementation Evaluation Review	16 days	Mon 11/20/17	Mon 12/11/17	inLumon PM,TA PM
Review and Validate Requirements & Gap/Fit Analysis	**41 days**	**Tue 11/14/17**	**Tue 1/9/18**	
Gap Analysis and Gap Analysis Report	**24 days**	**Tue 11/14/17**	**Fri 12/15/17**	
Permits (Back Office & Front Counter)	**24 days**	**Tue 11/14/17**	**Fri 12/15/17**	
Drivers/Lessees	24 days	Tue 11/14/17	Fri 12/15/17	TA PM,inLumon Team,inLumon PM,inLumon Business Analyst
Taxicab Companies	24 days	Tue 11/14/17	Fri 12/15/17	TA PM,inLumon Team,inLumon PM,inLumon Business Analyst
Portal for Driver Permits	24 days	Tue 11/14/17	Fri 12/15/17	TA PM,inLumon Team,inLumon PM,inLumon Business Analyst
Medallions	24 days	Tue 11/14/17	Fri 12/15/17	TA PM,inLumon Team,inLumon PM,inLumon Business Analyst
Payment Processing and Accounts Receivable	24 days	Tue 11/14/17	Fri 12/15/17	TA PM,inLumon Team,inLumon PM,inLumon Business Analyst
Implementation Scope Document	17 days	Mon 12/18/17	Tue 1/9/18	TA PM,inLumon Team,inLumon PM,TA Team
System Design/Implementation Configuration	**4 days**	**Fri 1/13/17**	**Wed 1/18/17**	
System Design/Implementation Configuration	17 days	Mon 12/18/17	Tue 1/9/18	TA PM,inLumon Team,inLumon PM,TA Team
Setup and Configure/Build System				
Establish Environments	**1 day?**	**Tue 11/22/16**	**Tue 11/22/16**	
Establish Development Environment	4 days	Tue 11/7/17	Fri 11/10/17	inLumon Team
Establish Test Environment	5 days	Mon 11/13/17	Fri 11/17/17	inLumon Team
Establish UAT Environment	5 days	Mon 11/13/17	Fri 11/17/17	inLumon Team

Establish Prod Environment	7 days	Tue 2/20/18	Wed 2/28/18	inLumon Team
Configure/Develop working system	**301 days**	**Fri 1/20/17**	**Fri 3/16/18**	
Permits (Back Office & Front Counter)	**75 days**	**Mon 12/4/17**	**Fri 3/16/18**	
Drivers/Lessees	75 days	Mon 12/4/17	Fri 3/16/18	inLumon Team
Taxicab Companies	35 days	Mon 12/4/17	Fri 1/19/18	inLumon Team
Portal for Driver Permits	42 days	Mon 12/4/17	Tue 1/30/18	inLumon Team
Medallions	268 days	Fri 1/20/17	Tue 1/30/18	inLumon Team
Payment Processing and Accounts Receivable	35 days	Mon 12/4/17	Fri 1/19/18	inLumon Team
Demonstration and walk throughs during the configuration and development stage	65 days	Mon 12/18/17	Fri 3/16/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Walk-through of the entire system prior to UAT	6 days	Tue 3/20/18	Tue 3/27/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Data Migration				
Develop comprehensive data migration plan	55 days	Mon 11/13/17	Fri 1/26/18	inLumon DBA
Define test cases for validating converted data	32 days	Mon 12/4/17	Tue 1/16/18	inLumon Business Analyst
Migrate data to test environment - Databases required for Phase 1 only	8 days	Wed 2/1/17	Fri 2/10/17	inLumon DBA
Migrate data to production environment - Databases required for Phase 1 only	2 days	Sat 5/12/18	Mon 5/14/18	inLumon DBA
User Acceptance Testing	**40 days**	**Mon 3/5/18**	**Fri 4/27/18**	
Provide test environment and fully functioning system, including test data - Time also includes for UAT Testing	31 days	Fri 3/16/18	Fri 4/27/18	inLumon Team
Provide training of TA UAT team	4 days	Tue 3/27/18	Fri 3/30/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Review of TA's UAT plan and cases	16 days	Mon 3/5/18	Mon 3/26/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Documentation	**10 days**	**Tue 2/27/18**	**Mon 3/12/18**	
Develop user manual for system users.	10 days	Tue 2/27/18	Mon 3/12/18	inLumon Team
Provide online help functionality and content	10 days	Tue 2/27/18	Mon 3/12/18	inLumon Team
Develop system administration/operations guide	10 days	Tue 2/27/18	Mon 3/12/18	inLumon Team
Training	**54 days**	**Tue 2/27/18**	**Fri 5/11/18**	
Develop training plan, and training materials	10 days	Tue 2/27/18	Mon 3/12/18	inLumon Team
Provide a fully functional training environment with data	5 days	Mon 4/30/18	Fri 5/4/18	inLumon Team
Conduct user training	5 days	Mon 5/7/18	Fri 5/11/18	inLumon Team
Phase 1 Go Live	2 days	Fri 5/11/18	Mon 5/14/18	inLumon PM,inLumon Team,TA PM,TA Team
Transition to Production	**24 days**	**Mon 5/14/18**	**Thu 6/14/18**	
Provide technical support after go-live for at least four weeks	24 days	Mon 5/14/18	Thu 6/14/18	inLumon Team
Post Implementation Review	**15 days**	**Mon 4/30/18**	**Fri 5/18/18**	
Develop a Post Implementation Review Plan	5 days	Mon 4/30/18	Fri 5/4/18	inLumon PM,inLumon Team
Resolution of system and vendor operational issues	5 days	Mon 5/14/18	Fri 5/18/18	inLumon PM,inLumon Team,TA PM,TA Team
Lesson Learned and Stakeholder Review/Feedback - Phase 1	1 day	Fri 5/18/18	Fri 5/18/18	inLumon PM,inLumon Team,TA PM,TA Team
Refine Project Schedule	1 day	Fri 5/18/18	Fri 5/18/18	inLumon PM,inLumon Team
Phase 1 Completion Milestone and Implementation Closure	1 day	Fri 5/18/18	Fri 5/18/18	inLumon Team,TA PM,inLumon PM
Phase 2 - Enforcement and Mobile Integration	**98 days**	**Thu 1/12/17**	**Mon 5/29/17**	
Phase 2 Kick-Off	1 day	Mon 5/21/18	Mon 5/21/18	TA PM,inLumon Team,inLumon PM,TA Team
Planning and Administration Deliverable	**86 days**	**Mon 5/21/18**	**Mon 9/17/18**	

Detailed Project Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Attendance at all scheduled meetings	86 days	Mon 5/21/18	Mon 9/17/18	TA PM,inLumon Team,inLumon PM,TA Team
Written Semi-Monthly Project Status Report	86 days	Mon 5/21/18	Mon 9/17/18	inLumon PM,TA PM
Communication Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Risk Management Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Quality Assurance Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Change Management Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Knowledge Transfer Plan	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Post Implementation Evaluation Review	5 days	Mon 5/21/18	Fri 5/25/18	inLumon PM,TA PM
Review and Validate Requirements & Gap/Fit Analysis	**34 days**	**Tue 5/22/18**	**Fri 7/6/18**	
Gap Analysis and Gap Analysis Report	**24 days**	**Tue 5/22/18**	**Fri 6/22/18**	
Vehicle Inspections	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Track Taxicab Companies	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Enforcement & Citations	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Disptach	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Court/Trials	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Fine Payment Portal	24 days	Tue 5/22/18	Fri 6/22/18	TA PM,inLumon Team,inLumon PM,TA Team
Implementation Scope Document	29 days	Tue 5/29/18	Fri 7/6/18	TA PM,inLumon Team,inLumon PM,TA Team
System Design/Implementation Configuration	**4 days**	**Fri 1/13/17**	**Wed 1/18/17**	
System Design/Implementation Configuration	29 days	Tue 5/29/18	Fri 7/6/18	TA PM,inLumon Team,inLumon PM,TA Team
Setup and Configure/Build System				
Establish Environments	**38 days**	**Tue 5/22/18**	**Thu 7/12/18**	
Establish Development Environment	2 days	Tue 5/22/18	Wed 5/23/18	inLumon Team
Establish Test Environment	4 days	Tue 5/22/18	Fri 5/25/18	inLumon Team
Establish UAT Environment	4 days	Tue 5/22/18	Fri 5/25/18	inLumon Team
Establish Prod Environment	4 days	Mon 7/9/18	Thu 7/12/18	inLumon Team
Configure/Develop working system	**47 days**	**Mon 5/28/18**	**Tue 7/31/18**	
Vehicle Inspections	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Track Taxicab Companies	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Enforcement & Citations	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Disptach	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Court/Trials	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Fine Payment Portal	47 days	Mon 5/28/18	Tue 7/31/18	inLumon Team
Demonstration and walk throughs during the configuration and development stage	31 days	Tue 6/19/18	Tue 7/31/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Walk-through of the entire system prior to UAT	7 days	Wed 8/1/18	Thu 8/9/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Data Migration	**70 days**	**Mon 6/4/18**	**Sun 9/9/18**	
Develop comprehensive data migration plan	21 days	Mon 6/4/18	Sat 6/30/18	inLumon DBA
Define test cases for validating converted data	25 days	Mon 6/11/18	Fri 7/13/18	inLumon Business Analyst
Migrate data to test environment - Databases required for Phase 2 only	9 days	Mon 7/9/18	Thu 7/19/18	inLumon DBA
Migrate data to production environment - Databases required for Phase 2 only	2 days	Fri 9/7/18	Sun 9/9/18	inLumon DBA
User Acceptance Testing	**24 days**	**Tue 7/31/18**	**Fri 8/31/18**	

Provide test environment and fully functioning system, including test data - Time also includes for UAT Testing	20 days	Mon 8/6/18	Fri 8/31/18	inLumon Team
Provide training of TA UAT team	4 days	Tue 8/7/18	Fri 8/10/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Review of TA's UAT plan and cases	5 days	Tue 7/31/18	Mon 8/6/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Documentation	**9 days**	**Mon 7/9/18**	**Thu 7/19/18**	
Develop user manual for system users.	9 days	Mon 7/9/18	Thu 7/19/18	inLumon Team
Provide online help functionality and content	9 days	Mon 7/9/18	Thu 7/19/18	inLumon Team
Develop system administration/operations guide	9 days	Mon 7/9/18	Thu 7/19/18	inLumon Team
Training	**45 days**	**Mon 7/9/18**	**Fri 9/7/18**	
Develop training plan, and training materials	9 days	Mon 7/9/18	Thu 7/19/18	inLumon Team
Provide a fully functional training environment with data	9 days	Mon 7/9/18	Thu 7/19/18	inLumon Team
Conduct user training	5 days	Mon 9/3/18	Fri 9/7/18	inLumon Team
Phase 2 Go Live	2 days	Fri 9/7/18	Mon 9/10/18	inLumon PM,inLumon Team,TA PM,TA Team
Transition to Production	**23 days**	**Mon 9/10/18**	**Wed 10/10/18**	
Provide technical support after go-live for at least four weeks	23 days	Mon 9/10/18	Wed 10/10/18	inLumon Team
Post Implementation Review	**11 days**	**Mon 9/3/18**	**Mon 9/17/18**	
Develop a Post Implementation Review Plan	5 days	Mon 9/3/18	Fri 9/7/18	inLumon PM,inLumon Team
Resolution of system and vendor operational issues	4 days	Wed 9/12/18	Mon 9/17/18	inLumon PM,inLumon Team,TA PM,TA Team
Lesson Learned and Stakeholder Review/Feedback - Phase 2	1 day	Mon 9/17/18	Mon 9/17/18	inLumon PM,inLumon Team,TA PM,TA Team
Refine Project Schedule	1 day	Mon 9/17/18	Mon 9/17/18	inLumon PM,inLumon Team
Phase 2 Completion Milestone and Implementation Closure	4 days	Wed 9/12/18	Mon 9/17/18	inLumon Team,TA PM,inLumon PM
Phase 3 - Taxicab Company Portal	**98 days**	**Thu 1/12/17**	**Mon 5/29/17**	
Phase 3 Kick-Off	1 day	Mon 9/17/18	Mon 9/17/18	TA PM,inLumon Team,inLumon PM,TA Team
Planning and Administration Deliverable	**5 days**	**Mon 9/17/18**	**Fri 9/21/18**	
Detailed Project Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Attendance at all scheduled meetings		Mon 9/17/18		TA PM,inLumon Team,inLumon PM,TA Team
Written Semi-Monthly Project Status Report		Mon 9/17/18		inLumon PM,TA PM
Communication Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Risk Management Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Quality Assurance Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Change Management Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Knowledge Transfer Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Post Implementation Evaluation Review	5 days	Mon 9/17/18	Fri 9/21/18	inLumon PM,TA PM
Review and Validate Requirements & Gap/Fit Analysis	**20 days**	**Mon 9/17/18**	**Fri 10/12/18**	
Gap Analysis and Gap Analysis Report	**15 days**	**Mon 9/17/18**	**Fri 10/5/18**	
Taxicab Company Portal	15 days	Mon 9/17/18	Fri 10/5/18	TA PM,inLumon Team,inLumon PM,TA Team
Implementation Scope Document	16 days	Fri 9/21/18	Fri 10/12/18	TA PM,inLumon Team,inLumon PM,TA Team
System Design/Implementation Configuration	**16 days**	**Fri 9/21/18**	**Fri 10/12/18**	
System Design/Implementation Configuration	16 days	Fri 9/21/18	Fri 10/12/18	TA PM,inLumon Team,inLumon PM,TA Team

Setup and Configure/Build System				TA PM,inLumon Team,inLumon PM
Establish Environments	**13 days**	**Mon 9/17/18**	**Wed 10/3/18**	
Establish Development Environment	2 days	Mon 9/17/18	Tue 9/18/18	inLumon Team
Establish Test Environment	2 days	Mon 9/17/18	Tue 9/18/18	inLumon Team
Establish UAT Environment	2 days	Mon 9/17/18	Tue 9/18/18	inLumon Team
Establish Prod Environment	3 days	Mon 10/1/18	Wed 10/3/18	inLumon Team
Configure/Develop working system	**20 days**	**Mon 9/24/18**	**Fri 10/19/18**	
Taxicab Company Portal	20 days	Mon 9/24/18	Fri 10/19/18	inLumon Team
Demonstration and walk throughs during the configuration and development stage	14 days	Tue 10/2/18	Fri 10/19/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Walk-through of the entire system prior to UAT	3 days	Mon 10/22/18	Wed 10/24/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
User Acceptance Testing	**14 days**	**Tue 10/16/18**	**Fri 11/2/18**	
Provide test environment and fully functioning system, including test data - Time also includes for UAT Testing	8 days	Wed 10/24/18	Fri 11/2/18	inLumon DBA
Provide training of TA UAT team	3 days	Wed 10/24/18	Fri 10/26/18	inLumon Business Analyst
Review of TA's UAT plan and cases	7 days	Tue 10/16/18	Wed 10/24/18	inLumon DBA
Documentation	**5 days**	**Mon 9/17/18**	**Fri 9/21/18**	inLumon DBA
Develop user manual for system users.	5 days	Mon 9/17/18	Fri 9/21/18	
Provide online help functionality and content	5 days	Mon 9/17/18	Fri 9/21/18	inLumon Team
Develop system administration/operations guide	5 days	Mon 9/17/18	Fri 9/21/18	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Training	**5 days**	**Mon 9/17/18**	**Fri 9/21/18**	inLumon Business Analyst,inLumon PM,inLumon Team,TA PM
Develop training plan, and training materials	5 days	Mon 9/17/18	Fri 9/21/18	
Provide a fully functional training environment with data	5 days	Mon 9/17/18	Fri 9/21/18	inLumon Team
Conduct user training	5 days	Mon 9/17/18	Fri 9/21/18	inLumon Team
Phase 3 Go Live	1 day	Mon 11/5/18	Mon 11/5/18	inLumon Team
Transition to Production	**23 days**	**Mon 11/5/18**	**Wed 12/5/18**	
Provide technical support after go-live for at least four weeks	23 days	Mon 11/5/18	Wed 12/5/18	inLumon Team
Post Implementation Review	**40 days**	**Mon 9/17/18**	**Fri 11/9/18**	inLumon Team
Develop a Post Implementation Review Plan	5 days	Mon 9/17/18	Fri 9/21/18	inLumon Team
Resolution of system and vendor operational issues	5 days	Mon 11/5/18	Fri 11/9/18	inLumon PM,inLumon Team,TA PM,TA Team
Lesson Learned and Stakeholder Review/Feedback - Phase 3	1 day	Fri 11/9/18	Fri 11/9/18	inLumon PM,inLumon Team,TA PM,TA Team
Refine Project Schedule	1 day	Fri 11/9/18	Fri 11/9/18	inLumon Team
Phase 3 Completion Milestone and Implementation Closure	1 day	Fri 11/9/18	Fri 11/9/18	
TA RMS Project Implementation Closure	1 day	Fri 11/9/18	Fri 11/9/18	inLumon PM,inLumon Team,TA PM,TA Team

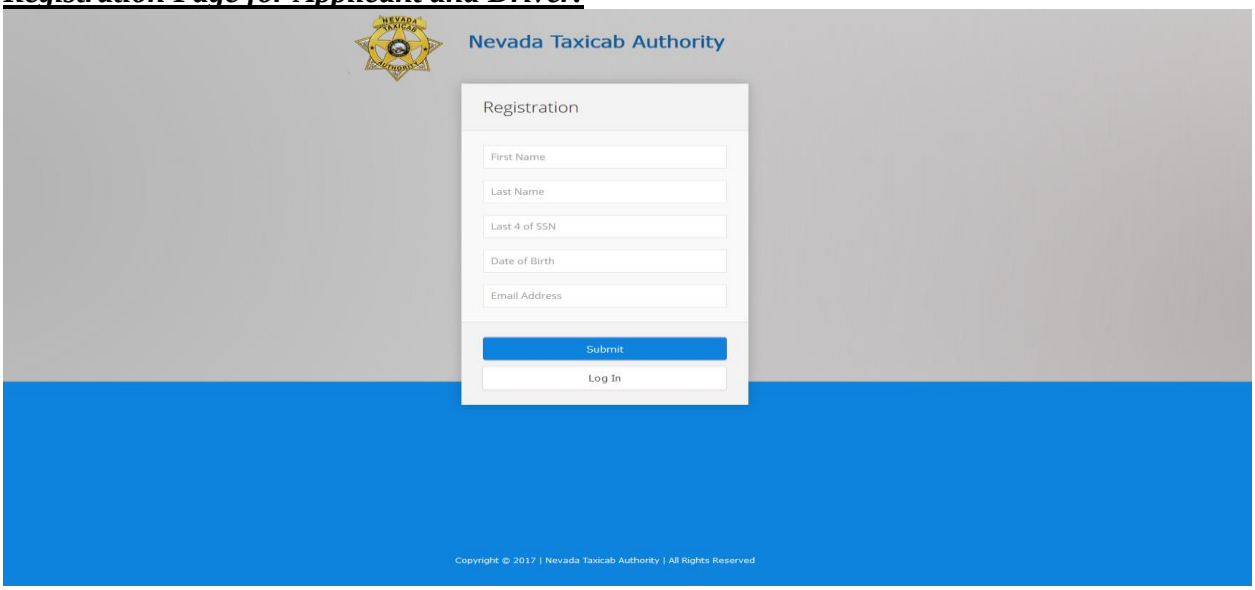
Tab XI - Attachment K - Requirements Matrix

Included as a separate excel file

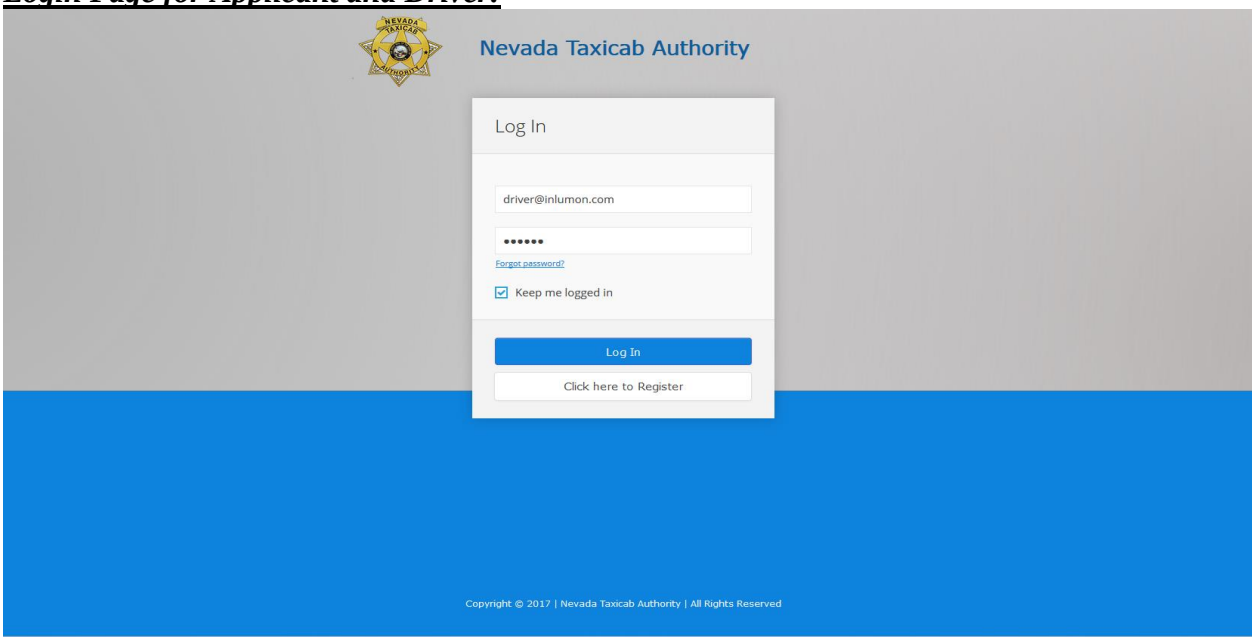
Tab XII - Other Informational Material

Below are few screenshots of inLumon Permitting Application and mobile application for Inspection and Driver and Passenger. The User Interface provided below may not have all the fields that you will need in the RMS. The User Interface provided here is to give an idea of Permitting Application User Interface. The Permitting browser and mobile application are highly configurable and many changes can be made in the application by system configuration.

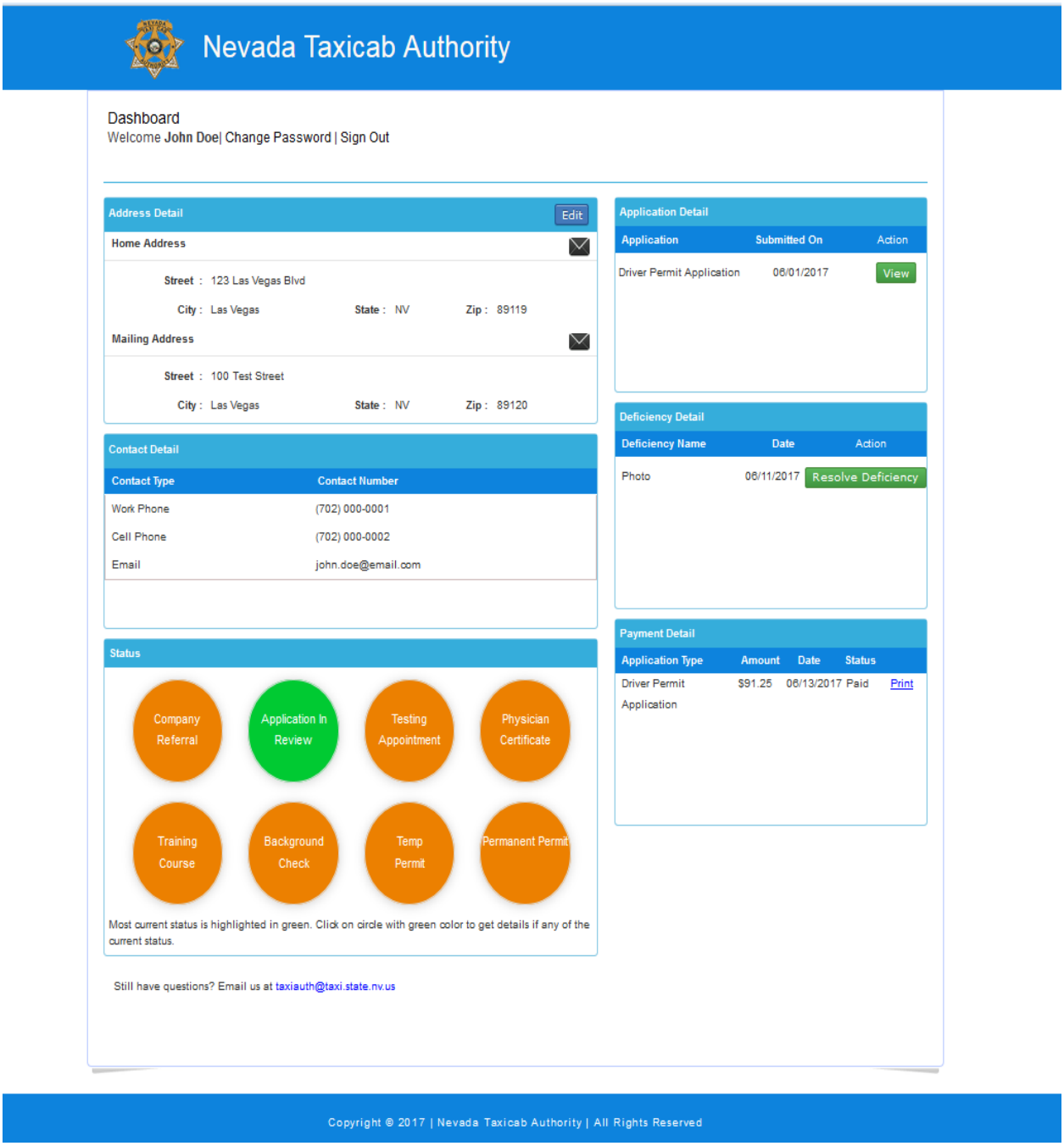
<u>Registration Page for Applicant and Driver:</u>



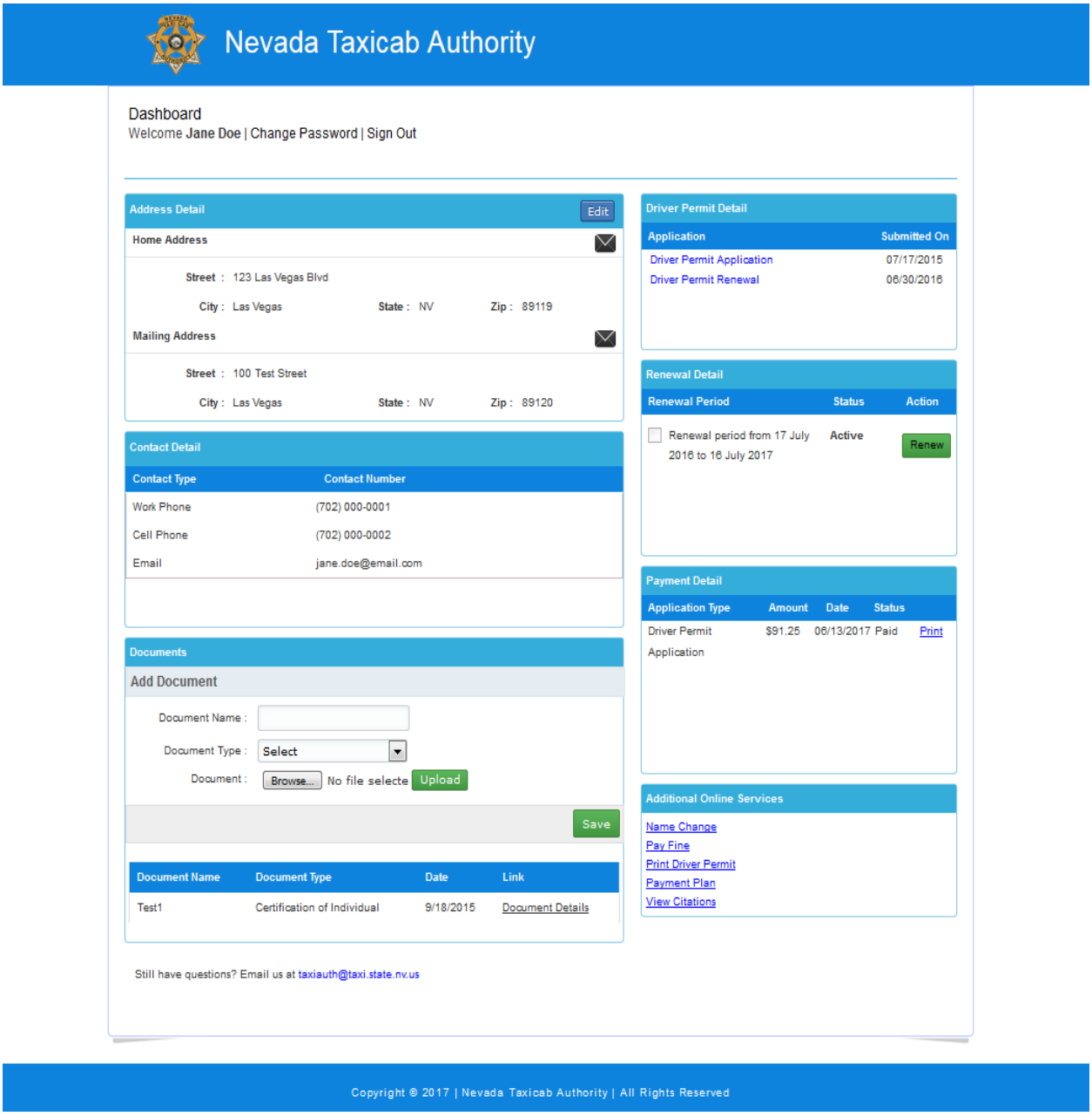
<u>Login Page for Applicant and Driver:</u>



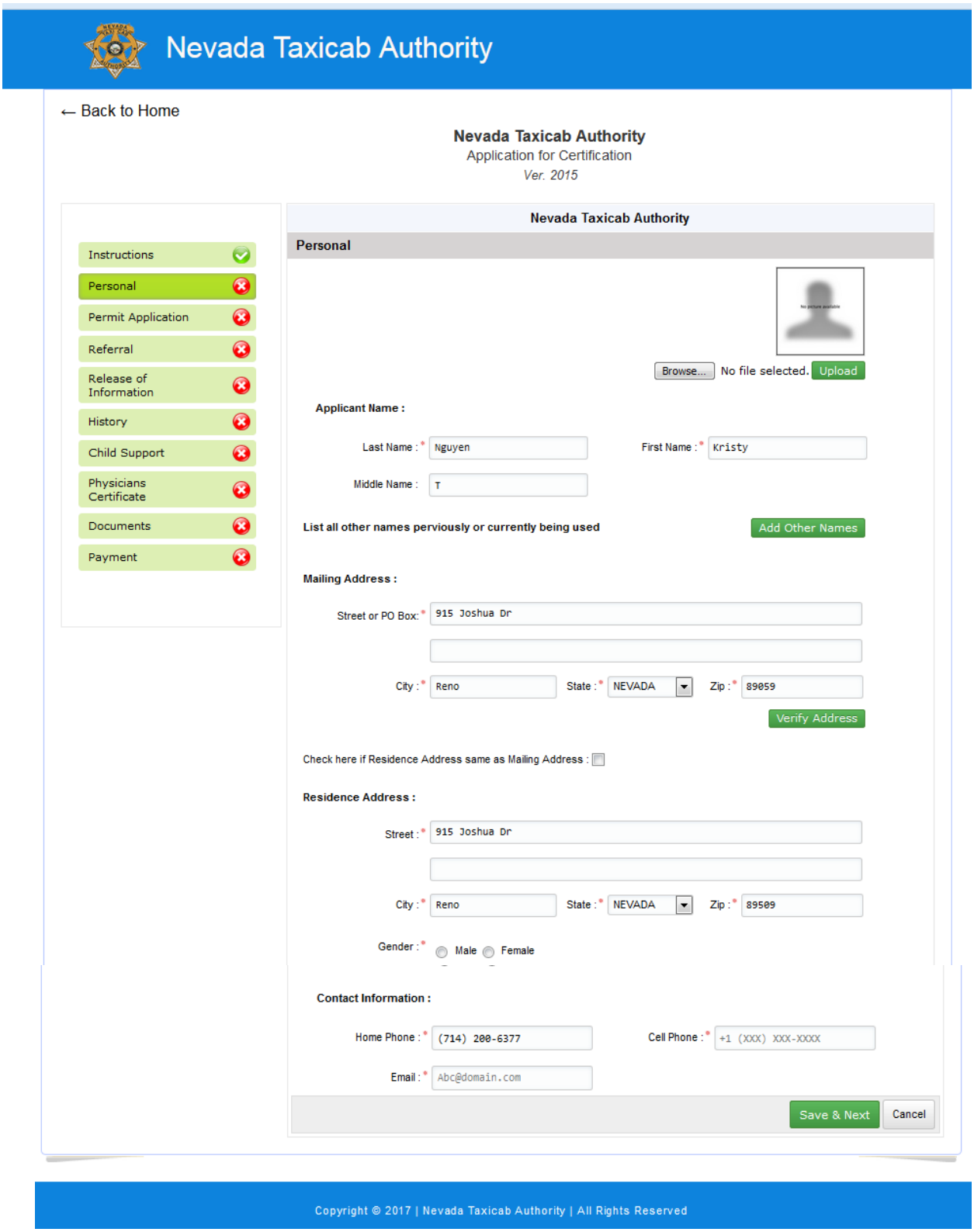
Applicant Dashboard



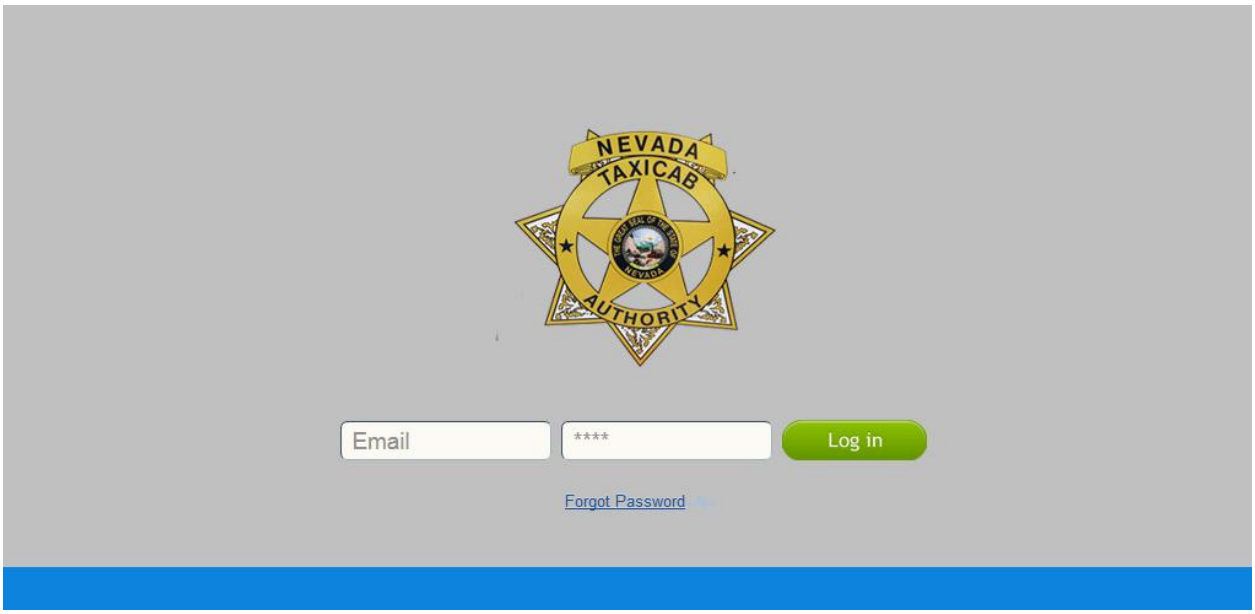
Driver Dashboard



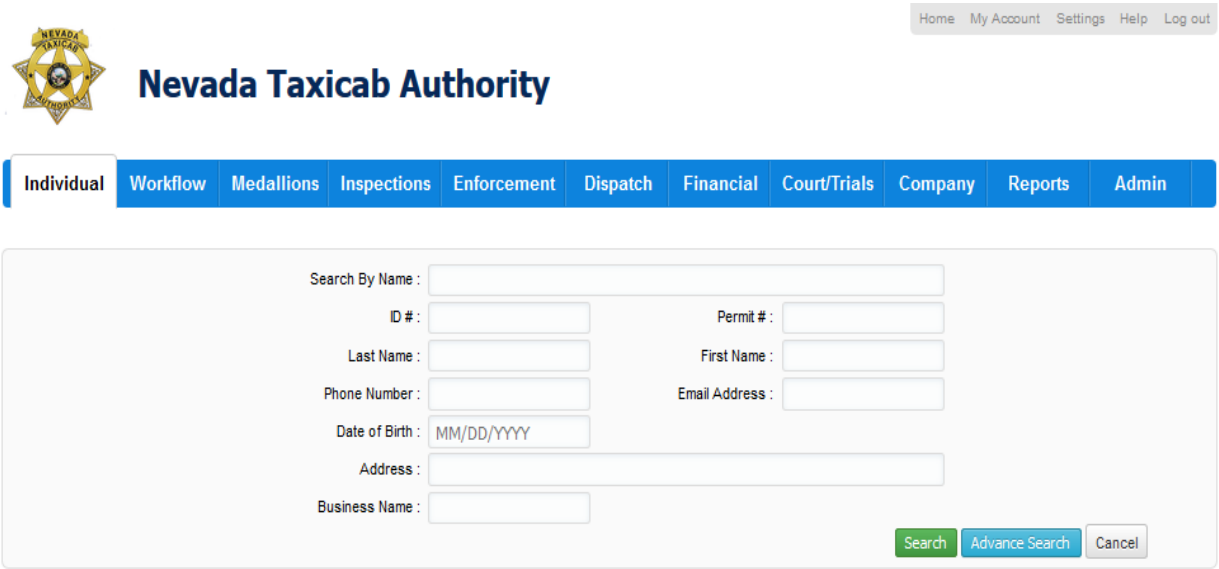
Driver Permit Application



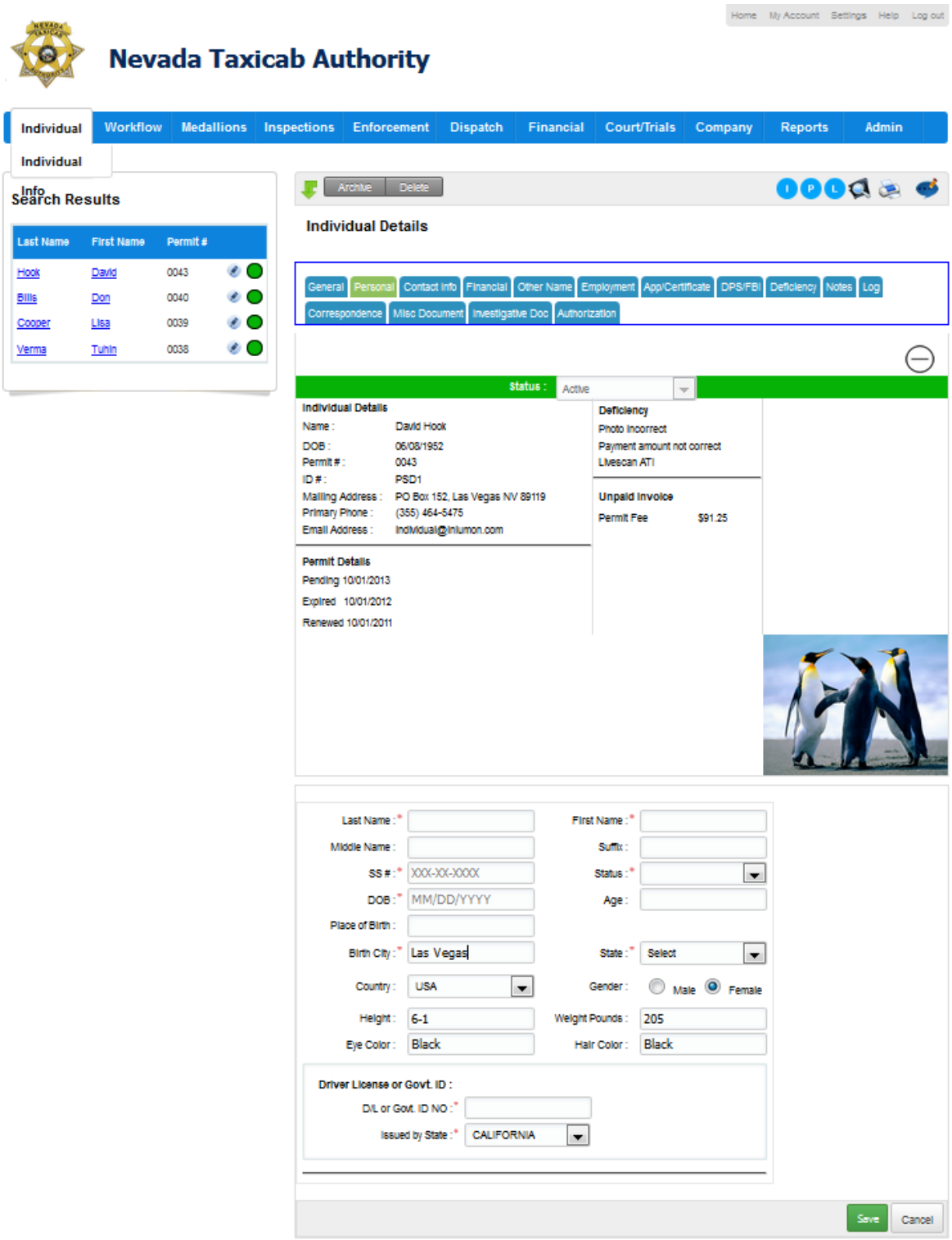
TA Staff Portal - Login



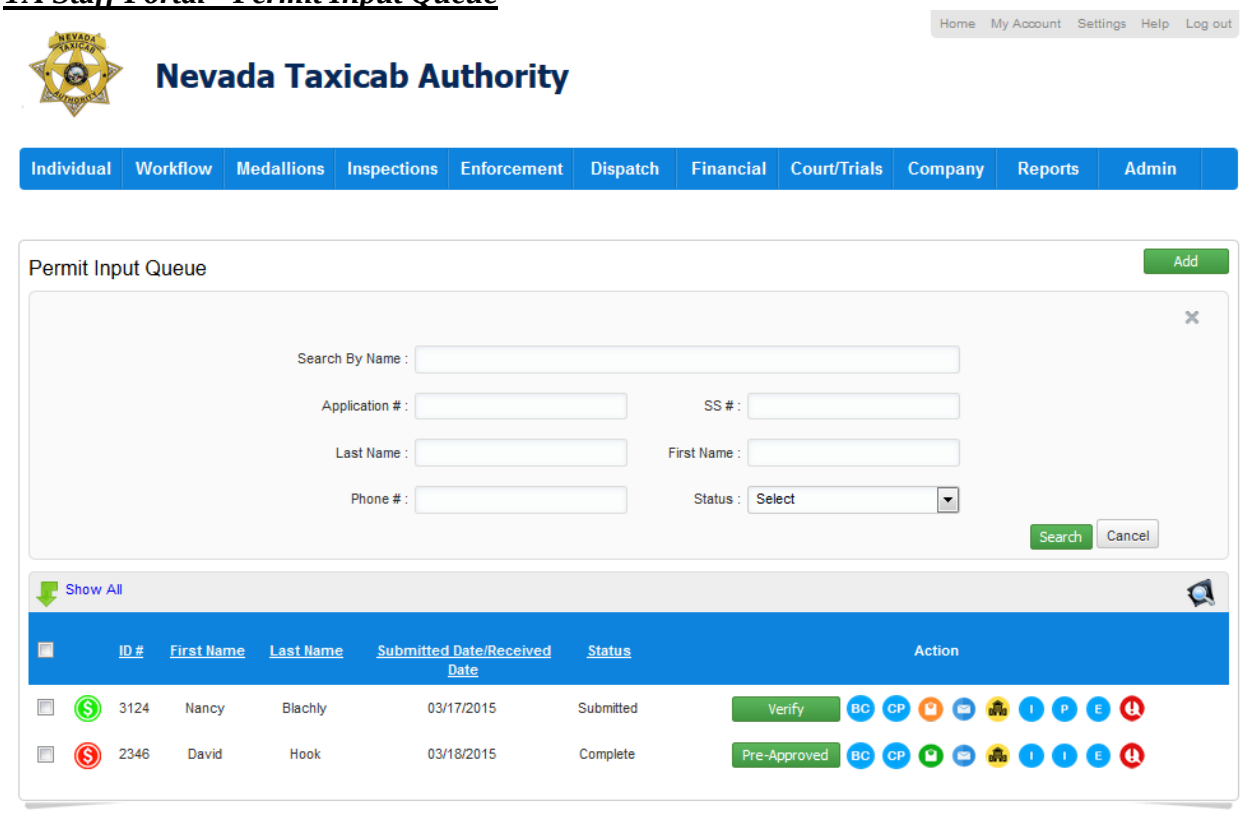
TA Staff Portal - Individual Basic Search



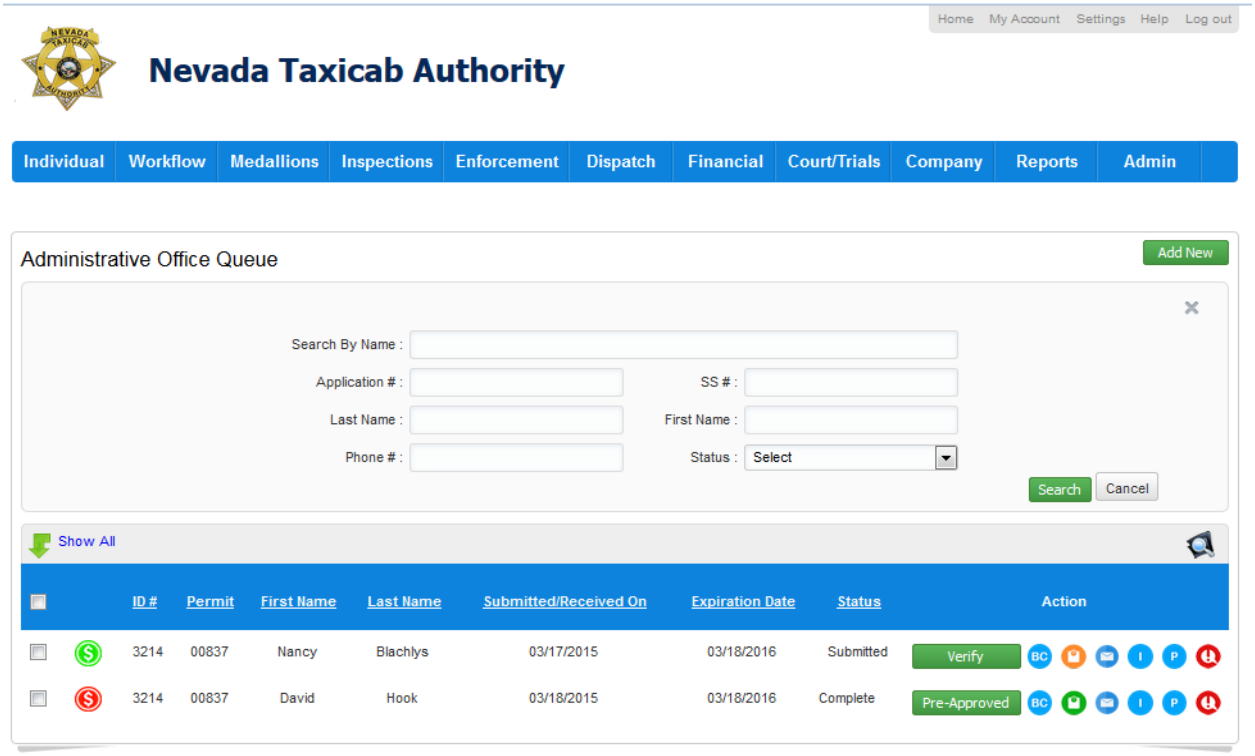
TA Staff Portal - Individual Search Result



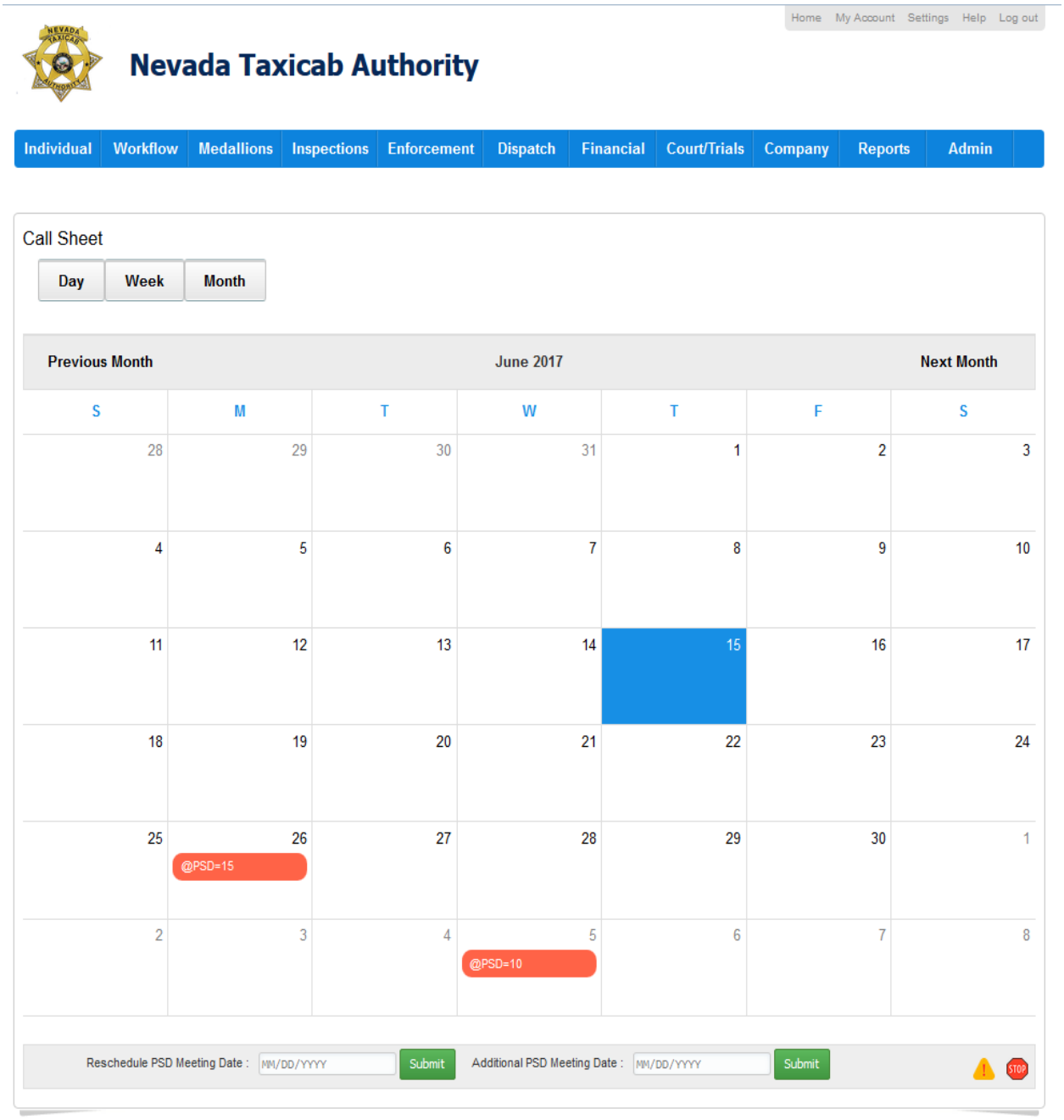
TA Staff Portal - Permit Input Queue



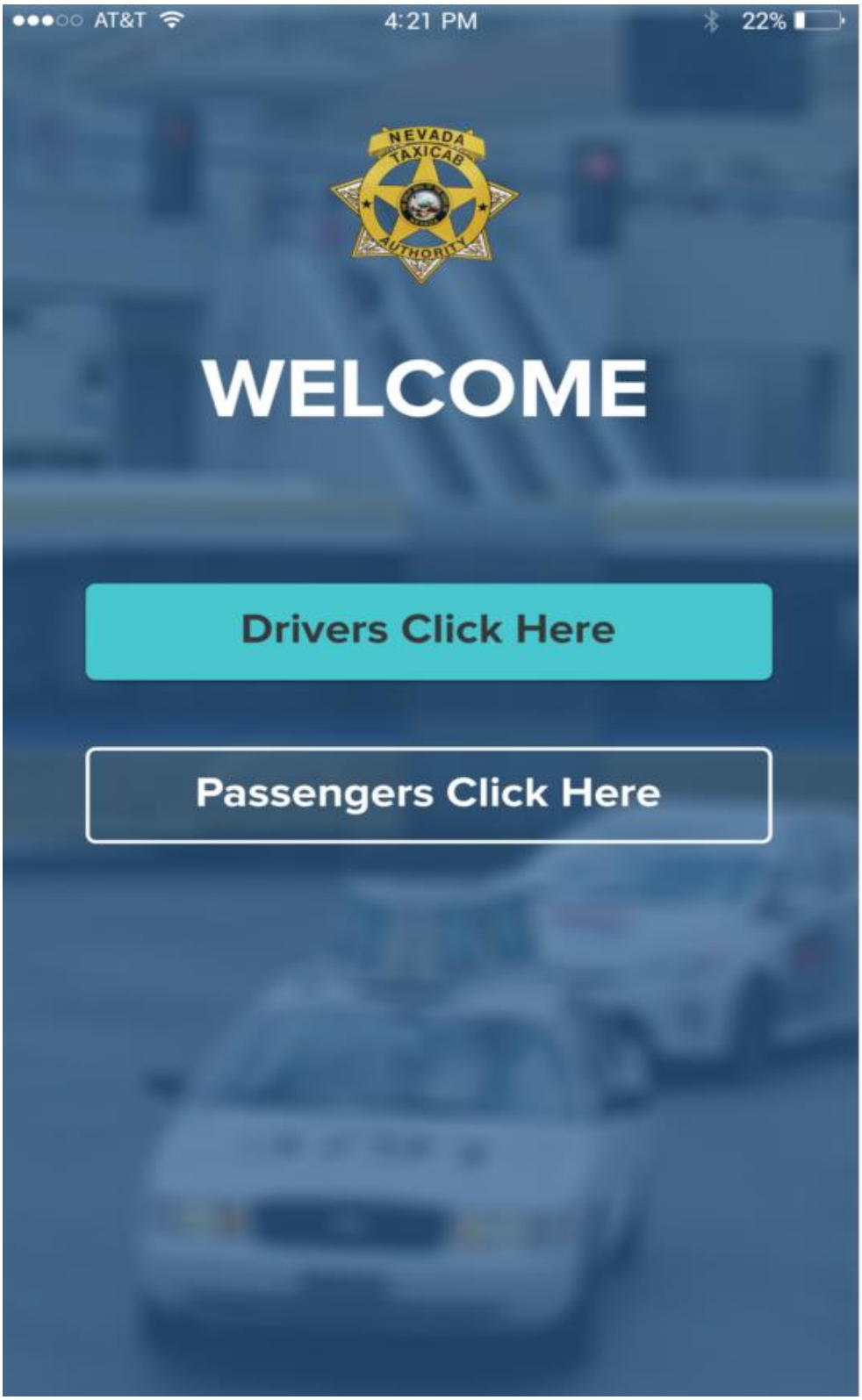
TA Staff Portal - Administrative Office Queue



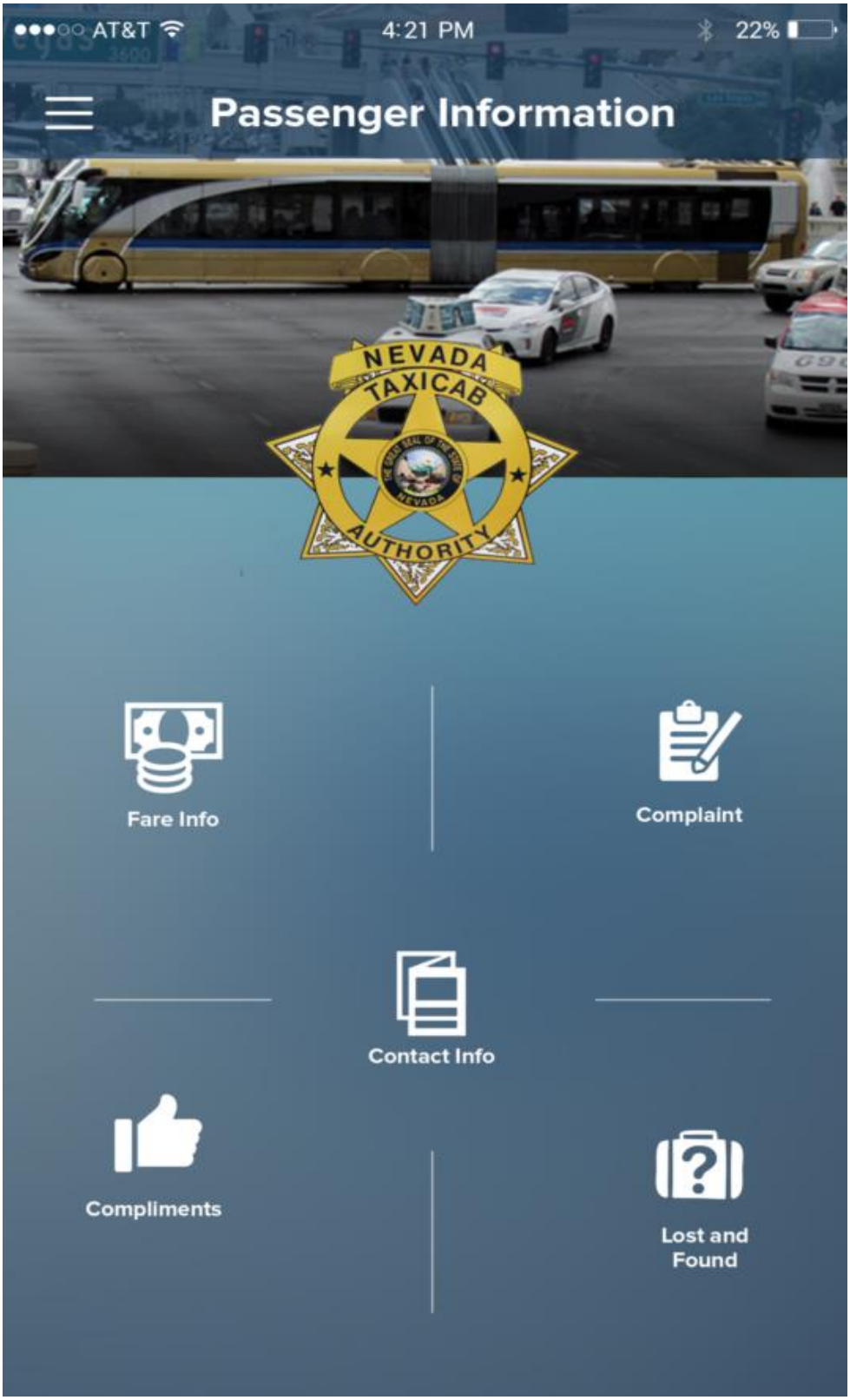
TA Staff Portal - Calendar for Shceduling Hearing



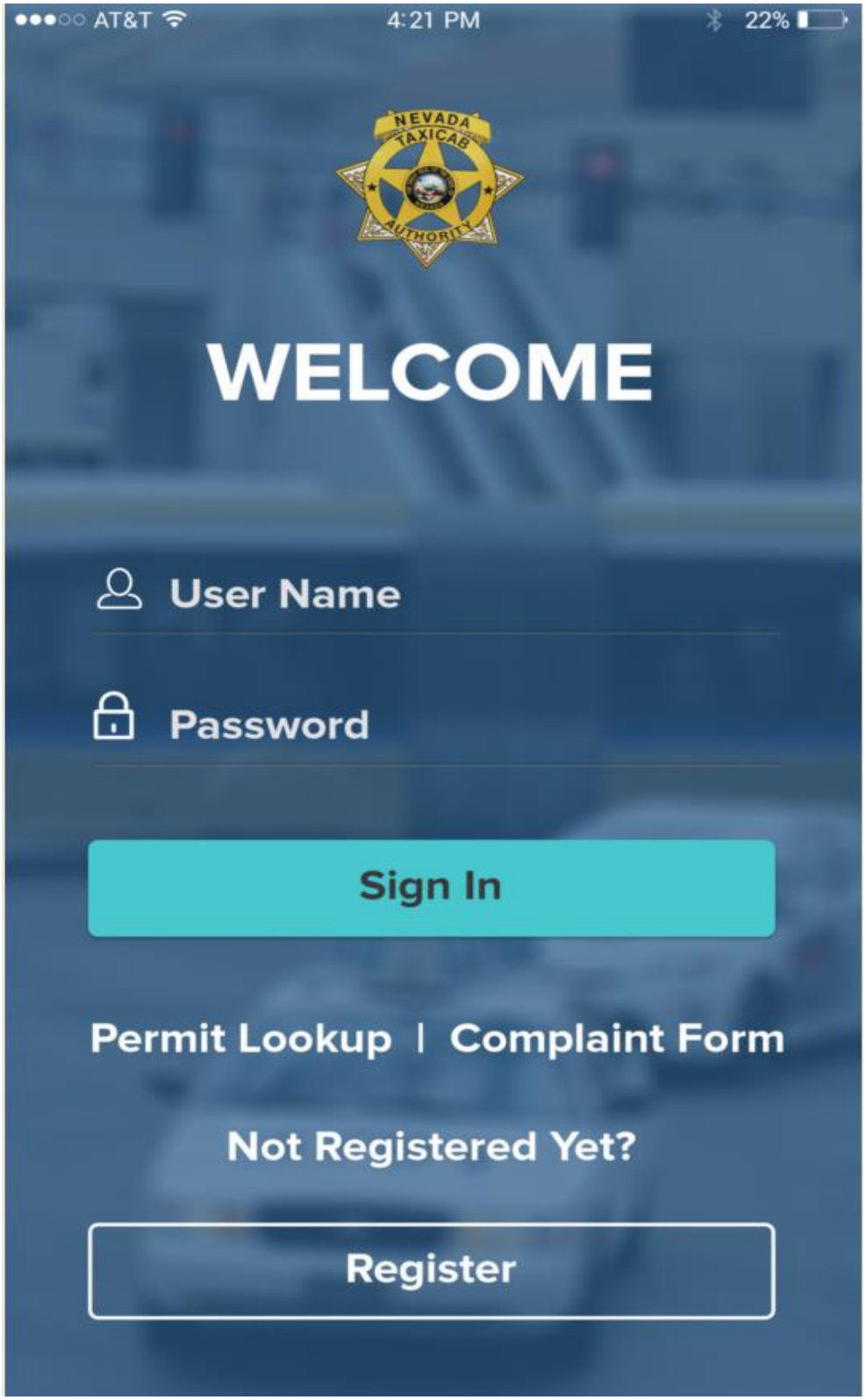
Mobile Application Landing Page for Passenger and Driver



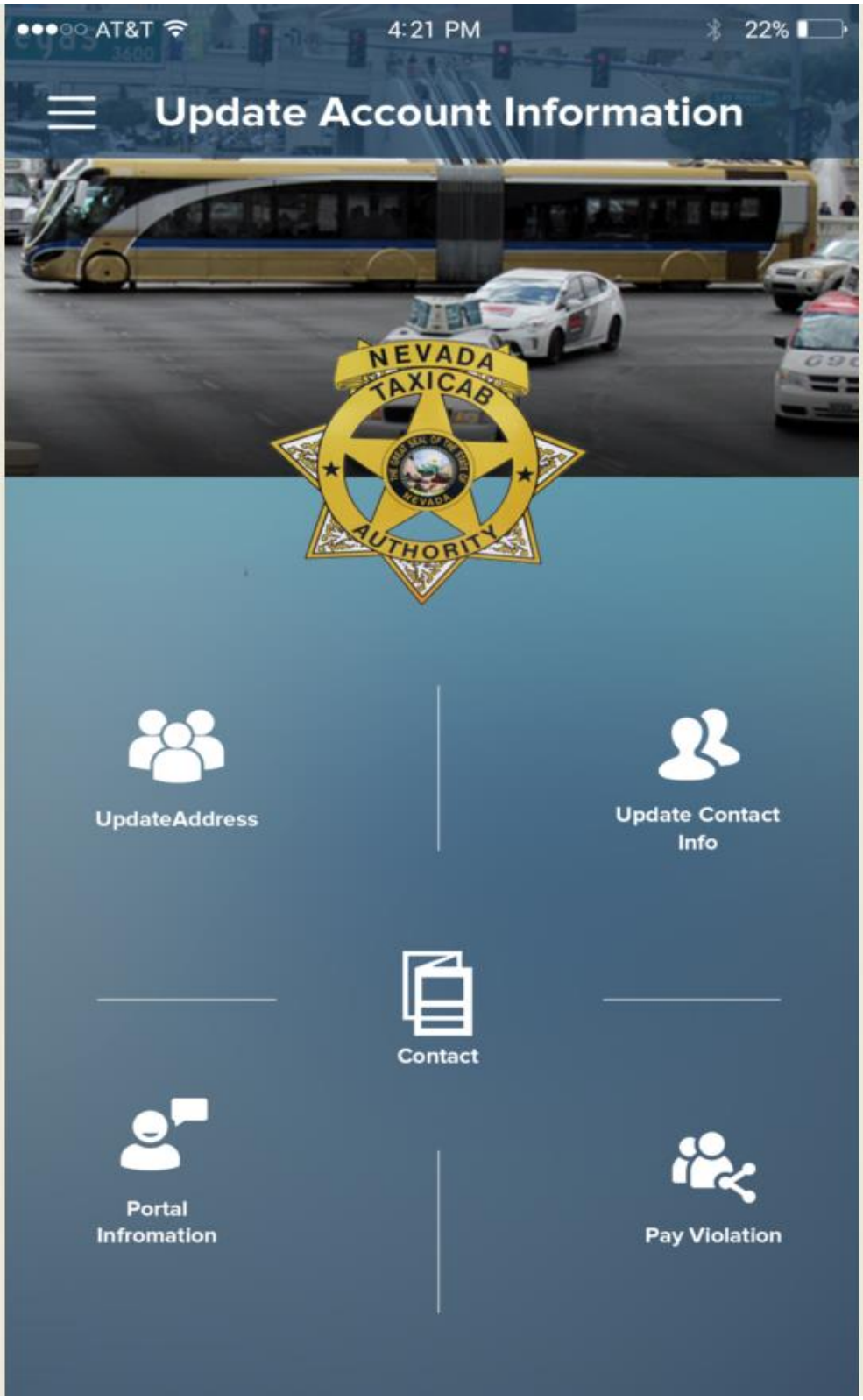
Mobile Application Landing Page for Passenger



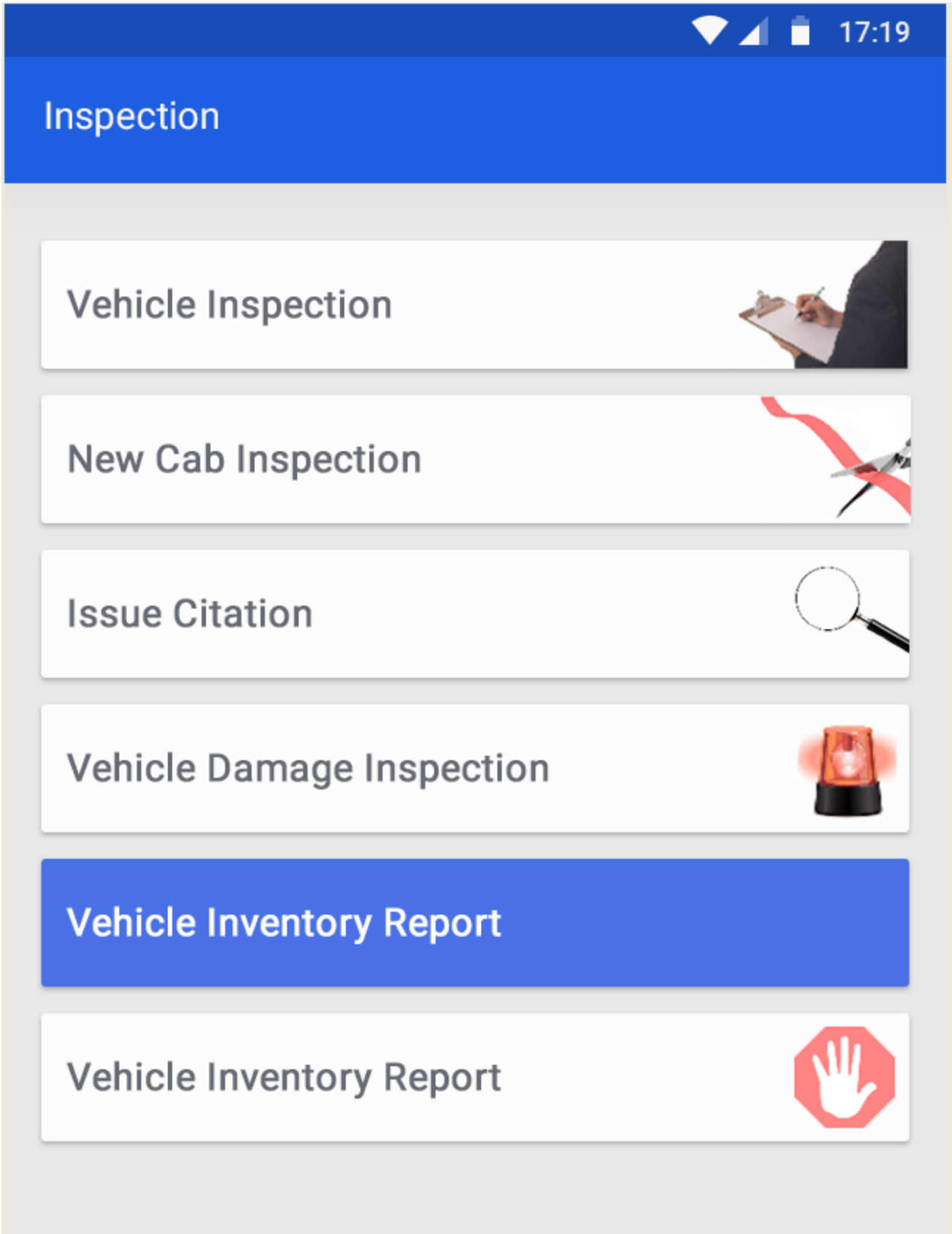
Mobile Application Login Scren for Driver



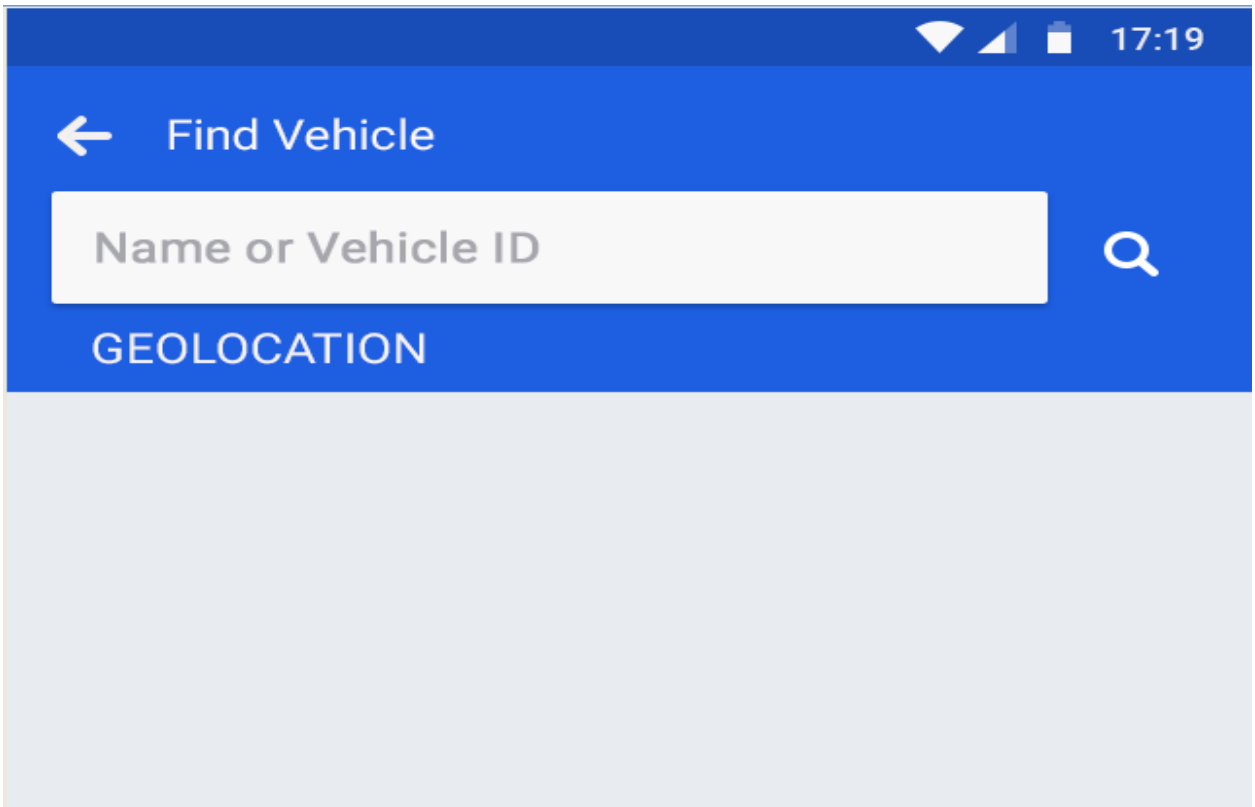
Mobile App Update Account Page for Driver



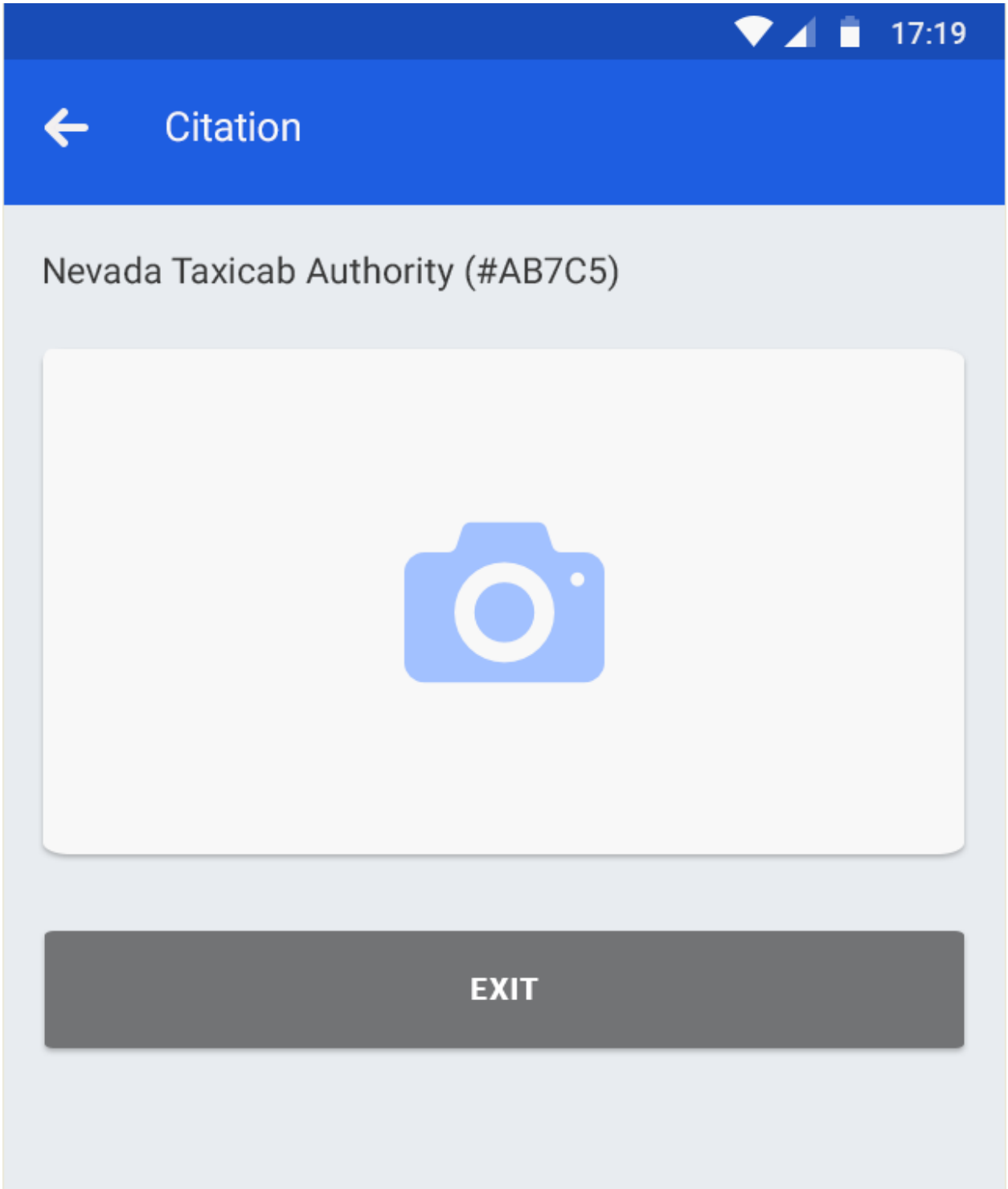
Inspection App Menu Selection Page



Inspection App Search Page



Inspection App Camera Page



Inspection App Signature Page