Response to Section V: Project Description and Scope of Work

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V. PROJECT DESCRIPTION AND SCOPE OF WORK

The Department of Health and Human Services (DHHS) provides important health services to Nebraskans. The mission of DHHS, "Helping people live better lives," provides the motivation to effectively provide these services and make a difference in the lives of hundreds of thousands of people. DHHS is Nebraska's largest State agency, responsible for nearly one-third of State government in terms of employees and budget. Agency-wide values guide employees in achieving this mission and effectively implementing the State and Federally-mandated programs and services that assist Nebraskans. These values include: constant commitment to excellence, high personal standard of integrity, positive and constructive attitudes and actions, openness to new learning, and dedication to the success of others.

The mission of the Licensure Unit of the DHHS, Division of Public Health, is "Protection of the public's safety and well-being through regulation of health care professions, facilities, and programs." The Licensure Unit determines initial and continuing eligibility for licensure, investigates complaints, and inspects establishments for regulatory compliance. The Licensure Unit issues and monitors licenses to individuals and establishments that provide health-related services in order to ensure that providers meet statutory requirements and comply with regulations designed to ensure public health. Those who do not have a license may not practice a profession or operate an establishment for which a license is required. Licensees are Individuals, as well as Establishments, such as child care programs, businesses, and health care facilities and services. The Nebraska Legislature establishes statutory requirements for Nebraska licensees. Licensure regulations are established by DHHS, in cooperation with the State Board of Health and multiple boards for individual license types. The Licensure Unit also enforces Federal certification regulations and investigates complaints for the Centers for Medicare and Medicaid Services (CMS) for health care facilities and services that wish to participate in Medicare or Medicaid.

V.0 GCOM is the Right Partner For The Nebraska Licensure Information System

GCOM brings the right mix of business and technical expertise to the design and implementation of large-scale health and human services licensing solutions. GCOM has designed, built, run, and maintained systems that help health and human services agencies in New York State, New York City, Pennsylvania, and Maryland protect and empower the most vulnerable members of our communities. For New York City, we implemented an enterprise licensing system for the Department of Health and Mental Hygiene using the Accela Civic Platform. For New York State, GCOM and Accela implemented hundreds of professional and business entity licenses using the Accela Civic Platform. GCOM is experienced and proven in delivering health and human services systems while adhering to our clients' requirements and the security, privacy, and confidentiality protocols associated with personal health and human services data.

V.1. GCOM's Solution: The Accela Civic Platform

The DHHS Licensure Unit is seeking an interactive, web-based Licensure Information System (LIS) that will provide real-time updates and meet the requirements as outlined in the Attachment Two - Business Requirements Traceability Matrix and Attachment Three - Technical Requirements Traceability Matrix. The system must enable the DHHS Licensure Unit to maintain an integrated electronic licensure management system, including initial licensure, renewals, accounting, inspections, compliance monitoring, investigations, and discipline. It must have electronic capability that will allow for online licensure application and renewal, as well as an online licensure verification system. Applicant and licensee

information submitted online must be imported into the database and sent to a staff work queue for processing and approval.

1. ***The system must provide, but not be limited to, the following:***

   a. *Web-based system*

   b. *Role-based security*

   c. *Integrated document management system and data hosting*

   d. *Complaint, investigation, discipline, and compliance tracking and reporting*

   e. *Online capability for initial licensing, renewals, certifications, complaints, and reviewing related documents, inspections, and disciplinary action*

   f. *Separate work queues for processing initial license applications, renewals, inspections, and complaints, with workflows to transfer work to other staff queues*

   g. *Ad-hoc report writing capability for all data fields requested on the applications and stored in the database*

   h. *Audit capabilities for data entry*

   i. *Document management program that will sync with the database*

GCOM will deliver the Nebraska Licensure Information System (LIS) on the Accela Civic Platform. The Accela Civic Platform is the leading commercial off the shelf (COTS) enterprise regulatory solution. Accela provides a technology platform that supports simple and complex regulatory processes for over 3,000 different credential types offered by 2,200 agencies worldwide.

Accela is preferred by more than 50 of the top 100 largest US, state, and local agencies because the Accela Civic Platform offers the highest level of configurability, flexibility, and scalability to manage diverse licensing and enforcement processes in a single system. GCOM and Accela routinely deploy the Accela Civic Platform technology together to automate and standardize core regulatory processes for large and complex agency clients. GCOM's proposed NE LIS solution is not just about a technical solution; we are offering our deep and relevant experience configuring and extending the Accela Civic Platform to support delivery of 1) an exceptional customer experience, 2) streamlined and automated DHHS business processes for both Nebraska Facility and Professional Licensing Requirements, and 3) a training and user adoption program to help get DHHS users ready to adopt and reap the benefits of the new system.

The Accela Civic Platform will provide DHHS staff with a combination of productivity and collaboration tools, visual work management queues, rules-based work management, task assignment facilities, and a next generation mobile productivity package for your field workers. The Accela Civic Platform business and technical platform services are illustrated below.

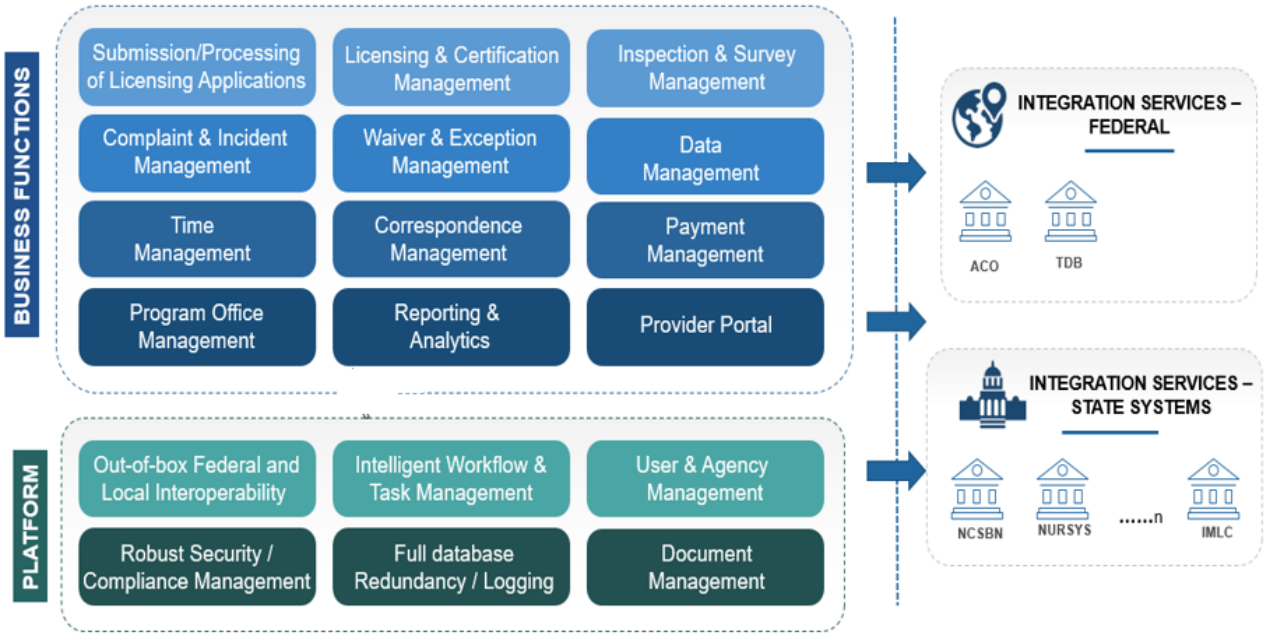


Figure 1 Accela Civic Platform business and technical platform services

GCOM will configure the Accela Civic Platform to meet Nebraska's facility licensure and professional licensure requirements. Accela offers a modern, efficient user experience for both public Nebraska Licensure Information System Users and Nebraska DHHS office and field workers. In the table below, we highlight how the Accela Civic Platform will deliver the functionality to meet or exceed the following requirements:

Table 1 The Accela Civic Platform will deliver the functionality to meet or exceed NE's requirements

NE LIS Requirement	How Accela Meets or Exceeds the Requirement
Web-based system	**Exceeds.** Accela is a 100% web-based system for both public and department users. Accela delivers an optimized role-based user experience. User experience has been and will continue to be Accela's top priority in their product enhancement efforts. Accela's solution user interface for both public and back office users is built on HTML 5 technology, emphasizing superior usability and scalability. With Accela being a true thin client, DHHS need not deploy any software other than a supported browser to provide end users with access to Accela solutions. There are no restrictions on screen resolutions to display our solution's user interface.
Role-based security	**Exceeds.** Accela provides a multi-level security system in which a user with System Administrators have full management and control of user access rights and privileges via the User Management module. This control of user access is granted based on a single user logon ID and grants that user specific rights and privileges to the system. Accela allows System Administrators to set up groups or roles and set security such as Read Only, Update, or No Access based on those groups and roles. Additionally, Accela security goes beyond this setup to the functional level, allowing System Administrators to set security down to a specified function. User group and role-

NE LIS Requirement	How Accela Meets or Exceeds the Requirement
	based security configuration are both coarse and fine grained. Configuration settings include: ▪ Each user group has specific, Agency-configured access to functionality according to Functional ID (no access, full access, read only access). ▪ There are hundreds of Functional IDs that are separately configurable for each user group. ▪ User groups can be created to be very general and include many people and can also be created to be very specific and include a small number of people (even one person). ▪ Console display and other user interface elements are configurable so that users are not presented with data or functionality to which they are not entitled access. ▪ Field level configurability is available at the Agency, department, solution, user, and field levels for Agency-defined custom fields. ▪ Other more subtle user group security configurations include: Form Access, Field Access, Record Type Access, Document Attachment Category Access, Report Access Security, and Workflow Task Security These rights and privileges can be extended to internal users, other departments, outside agencies, and even public users and applicants to safeguard the sanctity of system information. Individuals as well as groups can have one or more distinct security rights, and system administrators can have universal rights and privileges, or they can assign such rights to other designated and duly authorized users. Administrators can set up password time-out durations at the individual user level. If the password time-out is blank, the system will default to 90 days.
Integrated document management system and metadata hosting	**Exceeds.** Accela provides both an out-of-the-box Electronic Document Management Module as well as supported APIs that allow for seamless integration of Enterprise Document Management Systems (EDMS) such as OnBase, SharePoint, FileNet, and other COTS EDMS platforms. GCOM has included implementation and hosting of the Accela Document Management (ADM) Module to meet the EDMS requirements. GCOM can also use the Nebraska OnBase implementation to meet DHHS's EDMS requirements. Regardless of whether ADM or a third party EDMS is used, document management is seamlessly integrated with the Accela Citizen and Worker Portal. Authorized users can upload, view and/or download documents related to specific NE LIS transactions as part of the Accela Role Based User Portal. Our solution also provides configurable tools to create email and letter notifications and alerts. These notifications can be triggered as part of a workflow process or scheduled job.
Complaint, investigation,	**Exceeds.** Accela provides robust complaint, investigation, discipline, compliance tracking and reporting that can be easily configured to meet NE LIS requirements.

NE LIS Requirement	How Accela Meets or Exceeds the Requirement
discipline, and compliance tracking and reporting	In Accela, complaints are configured to facilitate intake, duplicate detection, trigger investigations, technical evaluations, inspections, and violations. Violations can trigger fees or administrative action up to license suspension. Complaint, investigation, discipline, and compliance workflows and statuses can be viewed in the Accela Public and Worker Portals and the Accela Mobile Inspection Application. At each workflow step, the appropriate notifications, alerts, correspondences, and fees are generated based on the business process need and associated workflow configuration.
Online capability for initial licensing, renewals, certifications, complaints, and reviewing related documents, inspections, and disciplinary action	**Exceeds.** The Accela permitting module automates the business process for Permit / License / Certification applications, registration, and renewals. The solution tracks the fees, invoices, payment, exams, continuing education, and approvals associated with each license type. GCOM will configure the licensing application, administrative and technical review processes, renewals, change amendments, and certification tracking for all in-scope facility and professional licensing records. Additionally, we will configure fee schedules, related inspections, and disciplinary actions for each in-scope facility and professional license.
Separate work queues for processing initial license applications, renewals, inspections, and complaints, with workflows to transfer work to other staff queues	**Exceeds.** Accela provides role-based dashboard and work queues for DHHS office and field workers. Each workflow task is represented as a milestone to be done sequentially, concurrently, or ad hoc based on the business requirements of the NE LIS solution. This includes task-specific status dispositions, custom data collection, time tracking, and workflow metrics management that help ensure the NE LIS system is capturing the right information at the right time. Workflow automation, including generating internal and external communication via email, SMS and alerts, generating applicable documents / forms, routing work tasks to other stakeholders, and automatically creating related records such as permits, licenses, etc., are all managed “under the hood” through Accela’s workflow design tool, thus keeping the end user experience streamlined and efficient. Each set of workflow tasks (Completed, In Progress, and Up Next), can be collapsed to help the user focus on a specific task or set of tasks. The Completed and Up Next tasks are collapsed by default. Users can quickly expand collapsed task sets and then expand the individual tasks that are most pertinent to their jobs. This puts important information at the user’s fingertips without presenting an overly detailed and distracting view of the entire workflow process. Ad Hoc tasks are displayed in the same manner, with Completed and In Progress tasks grouped together so they can be collapsed or expanded.

NE LIS Requirement	How Accela Meets or Exceeds the Requirement

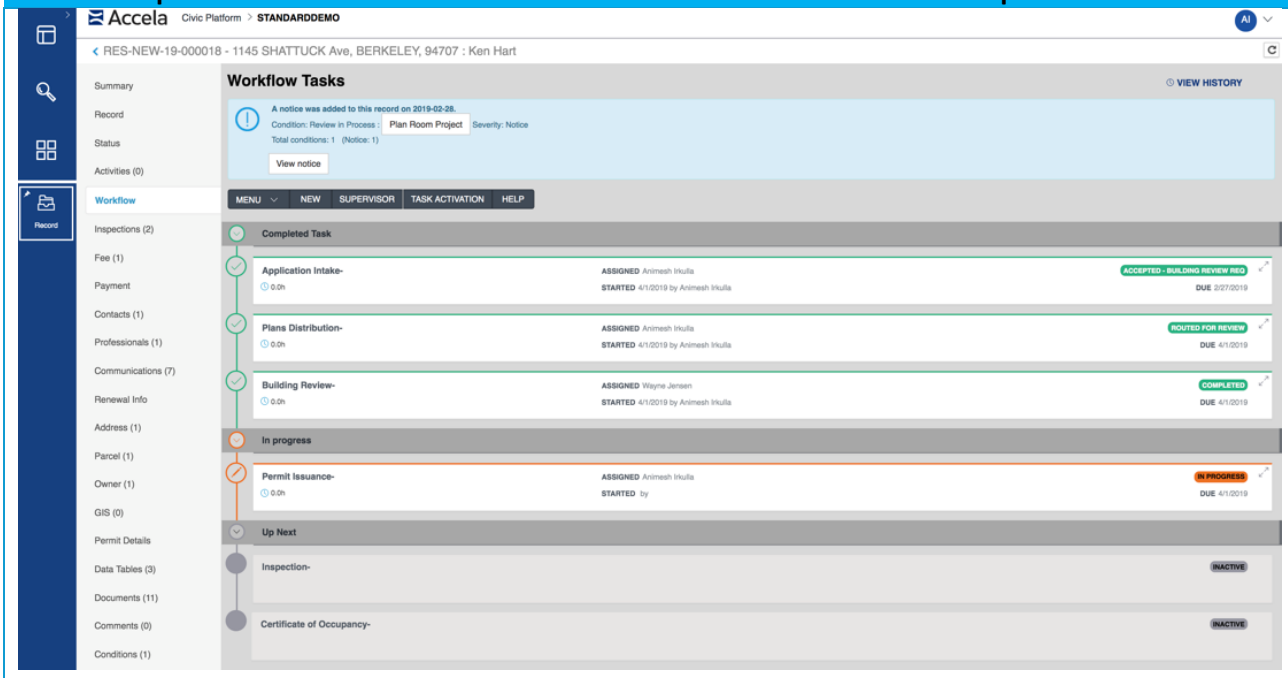


Figure 2 Clean lines, color-coded and icon-based status indicators and an HTML5 responsive design allows your agency to quickly move applications through the unique business processes to take them from intake to approval.

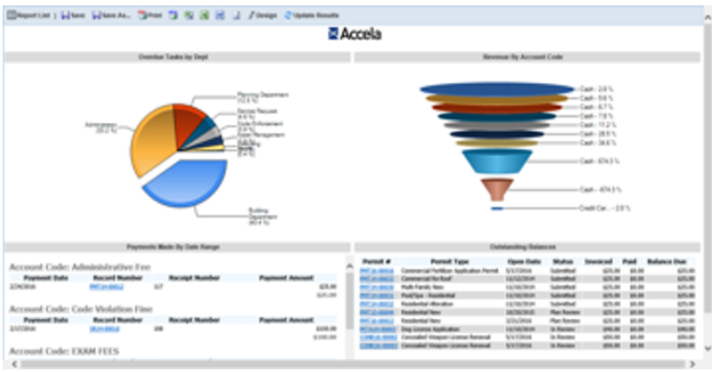
	The key components of the Workflow Designer include Workflow Tasks, Task Statuses, Application Status, and Task Specific Information. This lets Administrators assign each task to an individual that works for DHHS. Administrators can add sub-tasks, also known as activities, to each task. Sub-tasks help create a more detailed workflow process or outline the steps involved in each main level task. Administrators can also associate any type of document with a sub-task. Documents can give further instructions about a sub-task or record the results of the sub-task: for example, users can attach a report of the results of the plan review or upload the actual plans. A workflow process represents all the tasks that an agency is responsible for in relation to the given application type. Users can determine the view, assignment, and search settings for workflow tasks for their My Tasks user screen. Every step in the Workflow Process is recorded in Workflow History so that any user with assigned rights can view the history and assess the progression of the workflow for any given work order. Task assignments and due dates are automatically viewed through the system's My Task feature. Individual users view their specific assignments and due dates through a Task portal; and supervisors can view assignments and due dates across the entire department. As part of NE LIS implementation, each facility's type(s) of permit, license, or certification will be created as a record (Application record) and the submission process will be managed by configuring the Accela workflow process for those records.

NE LIS Requirement	How Accela Meets or Exceeds the Requirement
	Workflows are configured with the Accela Workflow Designer. Accela's Workflow Designer can mimic DHHS's simple or complex process flows and allows every aspect of each key business process to be configured in our solution. This tool efficiently guides each process from task to task, from initialization to completion, and also: ▪ Facilitates key task assignments ▪ Allows the definition of duration for each of the tasks ▪ Automatically sets due dates based on task durations ▪ Tracks tasks: Who is assigned to handle the task, task status, location of pertinent data about the completion of the task Accela's Workflow Designer is an expanded graphic design tool for workflow configuration that includes the following major features: ▪ Allow administrators to drag and drop widgets onto the canvas to visually build or edit a workflow process. The widgets may be process start and end points, forks, joins, flow lines, and tasks (including sub-processes). ▪ Allow administrators to design workflow processes, and define tasks in processes, including setting task basics, associating task specific-information groups, setting task status, and sending proximity alerts, and e-mail notifications.
Ad hoc report writing capability for all data fields requested on the applications and stored in the database	**Exceeds.** Accela's ad hoc Report Writer provides an easy, point-and-click user interface and user-friendly views of solutions data, offering the DHHS the ability to design, deploy and manage its own dashboards, reports, and documents (i.e., form letters) without requiring any third-party reporting tools. Due to its ease of use, report writers do not need specialized report-writing skills or an in-depth knowledge of our solutions data schema. A basic tabular report can be written in 15 minutes or less. In addition to Accela's built-in ad hoc Report Writer tool, our solution also supports reports developed in the major report authoring tools on the market including MS SQL Server Reporting Services (SSRS) and Crystal Reports. GCOM recommends using MS SSRS to develop canned reports.

NE LIS Requirement	How Accela Meets or Exceeds the Requirement

Reporting & Analytics

- ✓ Solution offers powerful reporting & analysis tools:
  - 100+ standard reports available out of the box – generated dynamically using most current data
  - Ad hoc report writer – easy point & click user interface and user-friendly views of ELS data allows users to design, deploy and manage dashboards, reports and documents rapidly
  - Power BI access empowers end users with data visualizations at their fingertips



  - Report Manager allows users to create, save, organize and maintain an unlimited number of reports. Other key features include printing, csv export, filters and global searches, charts.
- ✓ Ability to deploy reports virtually anywhere within the system and make them available for execution manually, automatically or only when specific milestones have been met.
- ✓ Granular security provides ability to restrict access to report functions based on user roles, etc

Figure 3 Reporting and Analytics Features of Accela Solution

Audit capabilities for data entry	**Meets.** Accela audits edits. Audit logs can be enabled for each data component. Accela audits critical changes to areas like record or case status, workflow status, fees, payments, and other areas such as conditions, record deletions, and custom data fields to provide transparency and accountability to the operations of DHHS. Accela will not allow information once saved in these areas to be deleted or removed but will allow an authorized user to update the information with new data. To adhere to the audit trail's capabilities, the original data as well as the changed data will track who did what and when. Accela's audit trail functionality natively logs the information listed below when records are created, modified, deleted, or voided and does not allow any user to alter the audit log regardless of administrative privileges within the system: ▪ Field: This is the field name affected by user / system action ▪ Value: This is the value to which that field was updated (the 'from' value can be compared to this by filtering the audit log by Field) ▪ Log Action: This classifies the change with labels such as Added, Updated, Deleted, etc. ▪ Operator: This is the username of the person that enacted the change ▪ Log Time: This is the date / time stamp down to the millisecond for when the change took place ▪ Product: This indicates within which product the change was initiated such as Accela Mobile, Citizen Access, or the back-office system. ▪ Audit Sub-Type: This further classifies this audit log entry based on where the attribute lives within the record such as Record, Workflow,

NE LIS Requirement	How Accela Meets or Exceeds the Requirement
	Attachment, Conditions, Inspections, etc. ▪ Alternate ID: This is the record number (i.e., Permit Number, Inspection Number, etc.) of the record in question
Document management program that will sync with the database	**Exceeds.** The Accela Civic Platform includes an out-of-the-box document management with the Accela Document Management System (ADS). DHHS users, as well as those on the Customer/Provider Portal, can attach any document in an electronic format or file to a given record. Authorized end users will then be able to open these documents / files in their native formats. Documents of any pre-specified format and size may be uploaded to the application at one or more times, governed by business rules. Accela Document Service (ADS) is an internal system feature that allows for the collection, naming, and organization of any type of electronically formatted document in its native format. Our solution can use either the built in Accela document management system or we can use DHHS's OnBase as the LIS document management system. GCOM already has an OnBase adapter to store all documents generated from our solution. Our recommendation is to use OnBase as the EDMS for our LIS solution. Our OnBase adapter integration allows seamless integration so that all documents will be available for add, view, or delete within the system while the actual document remains in OnBase. We will finalize our EDMS solution during initial technology analysis within the first month of project start. Uploading documents is a seamless component of all aspects of our solution, including through Citizen Access, back office, and the Accela mobile app. Documents are easily captured, organized by Group and Type, and clearly displayed in interactive lists. Our solution does not place any limitations on the types of documents and / or the size of documents uploaded into the system, yet it does allow DHHS to define limitations in these areas as well as role rights for back-office and online public users to see, download, and / or delete applicable documents individually or by categorized Group and Type. Accela Civic Platform allows documents to be attached to virtually anything in the solution including properties (address, parcel and GIS features), people (contacts and professionals), meetings, hearings, records, and inspections. The NE LIS solution also allows for bulk document upload (i.e. multi-select files), bulk printing, and bulk downloading.

V.2. How GCOM Will Assist in Meeting Nebraska's Critical Success Factors

2. *Critical success factors for the DHHS LIS are:*

   a. *Accuracy – Accurate and efficient entry and retrieval of licensing information*

   b. *Speed of Reporting – Efficient work management by staff for applicants to receive prompt approval or denial of licensing*

c. *Communication – Multi-level communication among staff and with the public regarding status of all inquiries*

d. *Flexibility – Reliable, easy-to-use, flexible, and allows staff configuration, modification, and expansion*

e. *Affordability*

GCOM will implement and configure the Accela Civic Platform to help DHHS achieve its critical success factors for the Licensure Information System. The Accela Civic Platform can efficiently and effectively meet both the professional licensing and facility requirements through configuration.

What does this mean for Nebraska?

Accuracy – Facility and professional licensing records will be managed in a single database with common master data standards. Accela increases agency collaboration and efficiency delivering a unified public user experience. Accela can integrate multiple departments or facilities into a single workflow, enabling them to share cases and information. Accela also provides tools to manage master data like contacts, business entity names and addresses in a single master data repository for the NE LIS. DHHS workers will be able to manage licensure business processes in a single tool with workflows and dashboards configured to maximize customer service and process efficiency.

The combination of a single repository and cross department workflow and collaboration with result in more timely, accurate, and actionable licensure data.

Speed of Reporting - As a record-based system, the licensure lifecycle will be tracked and managed by both license and customer. Accela includes an ad-hoc reporting tool and out-of-the-box adapters to Crystal Reports and Microsoft SSRS. Authorized DHHS workers can access reports through the Accela Report Manager from within the Worker Portal. The ad hoc Reporting tool enables DHHS business users to create reports and dashboards from within the Accela Worker Portal; most of which can be created within 15 minutes.

The Accela Platform provides access to information through its reporting facilities to authorized users in real time. And with the Accela Ad-Hoc tool, DHHS LIS users can quickly create and publish new reports quickly.

Communication - GCOM will configure the Accela platform's flexible deployment options and civic engagement software to help remove friction between residents, providers, and DHHS. The Accela platform is built specifically for community development and regulation, whereas some competitors use generic platforms to build custom solutions. Accela includes tools to create notices, alerts, correspondences, and reports. These communications can be triggered manually, triggered as part of a workflow process, or scheduled as part of a batch process. There are no limits to the number of communications that can be configured in the platform. Also, as Nebraska and Federal regulations change, the related communications templates can simply be updated and implemented into the LIS without need of customization.

Flexibility – The Accela Civic Platform brings the flexibility to support both facility and professional licensure requirements on a unified, configurable platform. Accela provides out-of-the-box configuration tools to implement Nebraska's Data, Business Process, Business Rules, and Reports requirements.

The Accela Civic Platform business and technical services will make the LIS interoperable with other internal and external systems. Accela integration services support modern real time and file-based integration design patterns. Accela includes over 1400 web services and 350 documented APIs that are ready to use. GCOM

brings extensive experience integrating the Accela Civic Platform to Statewide Financial Systems, Third Party Certification Providers, Geographic Information Systems, Centralized Fulfillment and Scanning Solutions and Services, and Enterprise Document Management Systems. We have performed these integrations on past engagements with the New York City Department of Health and Mental Hygiene, New York State eLicensing Program, and the City of San Antonio. Accela offers proven, flexibility interoperability and integration options.

Accela includes the Accela Document Management (ADM) Module. GCOM will deliver the electronic document management requirements either with the ADM or with a Nebraska provided Enterprise Document Management System such as the Hyland OnBase EDMS Platform. Accela provides flexibility in the choice of Enterprise Document Management Products, which means if the DHHS Enterprise Document Management System (EDMS) strategies changes, Accela will be able to be integrated with future DHHS EDMS components.

Accela can be hosted in the cloud or on premise. For the Nebraska DHHS, GCOM is proposing to host the LIS in the Microsoft Azure Cloud. With Accela, DHHS always has the option and flexibility to host on premise or in the cloud.

The flexibility of the Accela Civic Platform is proven. Accela provides a technology platform that supports simple and complex regulatory processes for over 3,000 different credential types offered by 2,200 agencies worldwide. Accela is preferred by more than 50 of the top 100 largest US, state, and local agencies because the Accela Civic Platform offers the highest level of configurability, flexibility, and scalability to manage diverse licensing and enforcement processes in a single system. GCOM and Accela routinely deploy the Accela Civic Platform technology together to automate and standardize core regulatory processes for large and complex agency clients.

Affordability – GCOM has proposed implementation, hosting and managed services to support the LIS. With GCOM and Accela, there is no hardware and no software to buy in addition to our proposed LIS Solution. As the LIS will result in the consolidation of several existing Nebraska systems, the State will realize both IT savings and productivity improvements with our Accela Civic Platform Solution. The flexible, configurable, and extensible Accela Civic Platform will enable an efficient and a cost-effective migration of facility and professional licensing transactions to the new LIS during the design, development, and implementation period of performance. During the post-Production support period of performance, the Accela Configuration Tools will enable the LIS facility and professional license records to be updated by authorized business users. Accela configuration tools enable faster and more economical updates, without the need for technical resources and an expensive deployment process such as are required to update custom built systems.

GCOM expects our proposed Accela based LIS to result in cost reductions compared to the total ownership cost of the current system; and reduced costs realized in faster and more complete LIS maintenance and enhancement releases. Accela is affordable.

V.3. DHHS Licensure Unit has Four Goals for A Successful Project:

Goal	Objectives
1. Improve initial, renewal, and reinstatement license issuance process.	a. Consolidate information for all individuals and establishments licensed by the DHHS Licensure Unit into a single database. b. Capture license/renewal/reinstatement application data as soon as the application is submitted, and track status until application is approved, renewed, or denied. c. Prepare and document all correspondence within database. d. Track fees received/refunded. e. Maintain audit trails of all transactions.
2. Improve public access to licensee information through the website.	a. Allow licensees to pay fees online. b. Provide direct access to application, license, and transaction status online. c. Provide public information online regarding licensed individuals and establishments, including related documents such as disciplinary action, inspections, citations, ownership, etc.
3. Maximize staff productivity for core licensing activities.	a. Reduce staff workload for license issuance and maintenance. b. Capture data entered online, and eliminate redundant data entry. c. Provide flexible search options to access license information. d. Track and report staff workload and productivity.
4. Improve computer system for licensing information.	a. Allow addition of new professions or statutory requirement changes to the system without the need for Contractor or State IT staff input. b. Provide performance and storage capacity to support Licensure Unit functions as projected for the next five years, with three optional two year renewals. c. Provide reliability and scalability to maintain performance and meet current and future functional needs of Licensure Unit. d. Ensure timely responses to system malfunctions as set forth in Attachment Five – Liquidated Damages.

The Accela Civic Platform is the industry's leading regulatory management platform and will enable Nebraska to exceed LIS Licensure's Process Management, Public Access, and Productivity goals.

- Improve initial, renewal, and reinstatement license issuance process – Accela provides a configurable platform to deliver client-specific licenses, certification, permits, inspection, complaint, enforcement, and investigation workflows. Accela's out-of-the box modules include application intake, application administrative and technical reviews, application processing, and approval approvals. Each module can be configured with data, forms, workflows, business rules, notifications, and correspondences per Nebraska's requirements.

  The Accela public and DHHS staff portals enable documents to be uploaded and attached to any record in the system. Multiple document types can be added to a license record in Accela. NE LIS will enjoy a single user interface to upload and access documents attached to NE LIS Licensure

Records from within the Accela User Portals. Security and Audit trails are maintained in Accela with each change to a license record.

In our pricing estimation, GCOM has included the effort needed for us to configure the facilities and professional license types and related compliance activities per Nebraska's requirements.

- Improve public access to licensee information through the website – The Accela public Customer / Professional Portal provides public facility and professional license users to create an NE LIS Account Profile, initiate Licensure Application, and submit a Complaint Request. The public portal enables users to view the status of their licensure related service requests, pay fees, request inspections, and view/respond to administrative complaint inquiries.

  The portal can also be configured to provide public anonymous users with access to a list of professionals and facilities with licenses in good standing as well as complaint and disciplinary actions logged against license holders.

  In our pricing estimation, GCOM has included the effort needed for us to configure the Accela Public and DHHS Staff Portals to meet NE LIS Requirements.

- Maximize staff productivity for core licensing activities – Accela includes a robust workflow engine. The workflow engine provides a visual design to configure complex workflows by record type, task, and sub-task. The workflow engine can also provide document-centric workflows to facilitate document reviews associated with a specific licensure record workflow. Dashboards are provided in both the public and the worker Accela Portals.

  The worker portal includes both list and card views of assigned tasks. The view can be customized with the information most helpful to the user to complete the assigned licensure task(s).

  GCOM configures workflows in Accela with fields in a manner such that process performance metrics can be easily captured, measured, and reported on.

  The combination of Accela out-of-the-box workflow engine capabilities, role-based user portals, and personalized work queue dashboards will help the DHHS improve quality and productivity of the licensure process. Workflow metrics will be configured into the workflow process so that DHHS has a way of measuring and subsequentially improving workflow processes.

GCOM Managed Services and Accela Operations will deliver a NE LIS that meets Nebraska’s goal providing an interactive, web-based LIS that will provide real-time updates and meet the requirements laid out in the Business and Technical Requirements Traceability Matrices. Keys to the GCOM and Accela proposed solution that will help to meet this goal are:

- The solution allows for adding or enhancing new licensure records without coding is a core functionality of the Accela Civic Platform. In fact, this is the core purpose of the Accela Civic Platform – to provide a fast, accurate and efficient means for Accela clients to update their licensure records and processes.

GCOM and Accela has sized our hosting solution to scale to meet Nebraska's storage requirements for the duration of this contract. Accela provides a modern solution built on future ready technologies. Our Accela based NE LIS Solution will be hosted on the Microsoft Azure Platform – one of the leading virtual cloud hosting platforms that is continuously being monitored, maintained, and refreshed. With the GCOM and Accela Solution, Nebraska can be confident that the solution will have a very long-life span. Nebraska can also be confident that the software and hosted solution will be refreshed so that Nebraska always using a current and high-performance solution. Our hosted NE LIS Solution is scalable to meet Nebraska's operational requirements – today and tomorrow.

- Production support services that ensure timely responses to system malfunctions as set forth in Attachment 5.

  During the pre-implementation period of performance, GCOM will work with the DHHS LIS Project Team to thoroughly test the NE LIS prior to Production deployments. GCOM also agrees to deliver training materials in a timely manner and no less than 15 days prior to train the trainer and end user training sessions. GCOM will also provide and support SIT, UAT, and Training environments in advance if testing and training activities.

  During the Production support period of performance, GCOM will provide support for both "out of business" and "time sensitive" system incidents in accordance with the agreed service level agreements. Please see section V.E.2.d. OPERATIONS & MAINTENANCE PHASE below for details regarding GCOM's Production support services and the processes we employ to ensure timely responses that meet the agreed upon SLAs.

V.A. PROJECT OVERVIEW

The system will be utilized for licensure of Individuals and Establishments. In order to meet these varying requirements, the Contractor shall customize the configuration of the system for each license type. The system must have been developed and utilized in a similarly complex licensure environment.

V.A.1. COMPLIANCE WITH FEDERAL HEALTH INSURANCE AND PORTABILITY AND ACCOUNTABILITY ACT (HIPAA), HI-TECH, AND STATE OF NEBRASKA CONFIDENTIALITY LAWS

The Contractor shall comply with all requirements of the Federal HIPAA, 42 U.S.C. § 1320d et seq. and implementing regulations including 45 CFR Parts 160 and 164. The Contractor also shall comply with all State of Nebraska privacy and data breach laws.

The Contractor shall maintain the privacy and security of all individually identifiable health information acquired by or provided to it as a part of the performance of this contract. The Contractor shall follow Federal and State of Nebraska law relating to privacy and security of individually identifiable health information as applicable, including HIPAA and its federal regulations.

The Contractor shall comply with the requirements set forth in the Attachment Four - Business Associate Agreement.

GCOM has read, understands, and will comply with this requirement. GCOM and Accela will host the NE LIS in a Microsoft Azure Environment that meets HIPAA and HI-TECH Requirements.

All GCOM and Accela staff that will support the implementation, hosting, and Production support of the NE LIS will participate in both start of assignment and annual HIPAA and HI-TECH privacy and confidentiality training.

GCOM will prepare a Security Plan deliverable at the start of the engagement. This deliverable will be reviewed and approved by the GCOM Chief Information Security Officer (CISO) prior to submission to Nebraska. On a quarterly basis, the GCOM CISO will perform a review of the GCOM NE LIS security plan to audit that the plan is being followed and will implement course corrections with the GCOM NE LIS project team.

On the NE LIS Application Configuration Architecture, GCOM will configure the NE LIS role-based access using the least needed privilege principle. The least needed privilege principle dictates that users receive access to only the organization structure, system functionality, and documents required to perform their assigned functions.

GCOM has invested in our security and compliance programs with the purpose of providing our clients with secure system design, development, integration, hosting and maintenance engagements. GCOM is committed to meeting the Nebraska, HIPAA, and HI-TECH security requirements.

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V.A.4. DHHS PROJECT LEADER

DHHS will designate a Project Leader to be the main point of contact with the Contractor.

We understand and recognize that DHHS will designate a Project Leader to be the main point of contact with GCOM. The GCOM Engagement Manager and Project Manager will be the primary collaboration channels with the NLS Project Leader. Our Project Manager, Jennifer Saunders will provide status reports, status briefings and other project execution and quality management related reports to the NLS Project Leader. Our Engagement Manager, Viren Alvekar PMP will provide GCOM executive oversight. In this role, the Engagement Manager will be responsible and accountable for ensuring the success of the engagement.

Both Viren and Jennifer are certified PMI Project Management Professionals. Their certifications are provided in the screen shot below.

Figure 15 Our proposed engagement manager and project manager are PMI Certified Professionals. Jennifer Saunders, our proposed Project Manager is also an Agile Alliance Certified Scrum Master

V.B. PROJECT ENVIRONMENT

V.B.1. CURRENT SYSTEM

a. *DHHS Licensure Unit currently uses Aspen Central Office (ACO) for licensure, certification, inspection of health care facilities and services, and to export data on a daily basis. CMS is converting ACO (stand-alone local server maintained by CMS) to Internet Quality Improvement and Evaluation System (iQIES) (cloud based). DHHS Licensure Unit also uses System Automation's License 2000 ver. 3.64 (L2K) and MyLicense eGov for licensure and inspection of businesses and individuals. L2K (Oracle ver. 11.2.0.1.0) currently contains approximately 655 tables and 50 million records. DHHS also has approximately twelve (12) Access/Excel databases.*

GCOM's NE LIS Solution provides a modernization path to re-platform the DHHS healthcare facility and professional licensure, certification, and inspection systems on the industry leading, commercially supported Accela Civic Platform (Accela). Accela is used by more than 1400 state and local agencies across North America.

As part of our implementation plan, GCOM includes the effort and services needed to migrate master and transaction data from each of the follow source systems:

1) Aspen Central Office (ACO)
2) System Automation's License 2000 L2K and MyLicense eGOV
3) approximately Access/Excel databases.

GCOM has also included services to implement ten standard interfaces. This will include an interface with the CMS Internet Quality Improvement and Evaluation System (iQIES).

b. *The technical systems environment is developed, managed, and maintained by a combination of two organizations: DHHS Information Systems and Technology (IS&T) and the Office of the Chief Information Officer (OCIO). IS&T administers DHHS computer resources and provides support in such areas as system design and development, system maintenance, computer operations, and system project management. IS&T maintains the DHHS Help Desk and desktop support, Outlook email, and warehousing. IS&T is also responsible for DHHS's application support. The OCIO administers the State's data center and telecommunications network.*

L2K does not connect to other internal State systems. Data is exported daily to the State's website provider, Nebraska Interactive, LLC. ACO is a federal database that all states use. Specific data fields must link to LIS via a real-time connection.

Several Access databases currently use Open Database Connectivity (ODBC) connections to L2K and ACO.

The ACO Access database is used to manage state licensure of healthcare facilities. The ACO Access licensure data will need to be integrated into the new system.

Integration between systems is currently point-to-point.

GCOM will work with the DHHS IS&T and the DHHS OCIO to implement and support the NE LIS over the contract period of performance. Our proposed Accela Civic Platform Services offer future ready integration services that will streamline data exchange and interoperability with external systems. Accela integration services support web services and file base integrations. Additionally, Accela provides the CONSTRUCT API,

which includes over 1000 Application Programming Interfaces (API) that allow authorization to external applications to securely query, present, and execute transactions in the Accela Application Business Services layer without directly accessing the Accela Database. Accela integration services will provide Nebraska the flexibility to offer innovative, efficient, and delightful user experiences to Nebraska LIS Healthcare Facility and Professional License and Certification users anywhere and on any device. Additionally, these same integration and interoperability services will enable DHHS to provide highly tailored worker experiences both in the office and in the field. This results in DHHS staff who have access to more actionable and timely information, which will result in higher levels of customer service for all licensure activities and more efficient and effective regulatory compliance and inspection services to protect the public.

c. The following list provides what is included in the current environment setup:

i. Server OS – Windows 2012 or later

ii. Domain – Microsoft Active Directory 2008 R2

iii. Citrix environment – Citrix XenApp 6.5

iv. Application Delivery\ Asset & software inventory – Microsoft System Center Configuration Manager 2012

v. Data Backup – CommVault

vi. Server Hardware – Dell

vii. Hardware Chassis – rack mount

viii. Virtualization –VMWare

ix. Storage environment – ISCSI SAN, DASD, SMB 3.0

x. DHHS Database - Microsoft SQL 2016-2019

xi. Workstation environment:

a) Workstation hardware - Dell OptiPlex (business line) Small and Desktop form factor workstations dual monitors

b) Operating systems- Windows 10 enterprise (64 bit). Supported Browser – Microsoft Internet Explorer 11 (default browser), Chrome 78.0.3904.97, Firefox 60.5.2. All settings controlled by AD Group Policy

GCOM is proposing to provide hosting services in the Azure Cloud. GCOM will be responsible for procuring and configuring the hardware and software infrastructure for the LIS. During Production operations, GCOM will be responsible for applying infrastructure hardware and software patches as well as periodically refreshing the LIS environments. What this means is there is no additional hardware, software, or databases to buy and support with the GCOM NE LIS Solution.

Accela is a browser-based application that is compatible with HTML 5 Internet Browsers including the currently supported DHHS supported Microsoft Internet Explorer 11 (default browser), Chrome 78.0.3904.97, Firefox 60.5.2 browsers. Additionally, Accela can be integrated to use a single sign-on via Active Directory.

V.B.2. CURRENT SYSTEM USAGE

See Attachment One, Type and Number of Licensees, for current license counts by license type.

a. The number of new license applications for the following years are:

i. *2017: 31,110*

ii. *2018: 29,251*

iii. *2019: 27,470*

Most individuals renew every two (2) years and most establishments renew every year. Transactions include initial, renewal, and reinstatement applications; inspections; investigations; disciplinary actions; and accounting.

The number of logins to complete a new application is unknown, as applicants do not currently log in to complete applications. With the new system, DHHS estimates approximately four (4) logins for completing a new license application, submitting required documents not originally included, checking status of their application, and printing the issued license online.

GCOM and Accela will certify that our proposed hosted and managed Accela Civic Platform Solution will support the new license and renewal license public user peak loads. The number of renewals for the following years are:

i. *2015: 43,530*

ii. *2016: 82,828*

iii. *2017: 44,864*

iv. *2018: 85,018*

v. *2019: 43,832*

Renewals vary per license type; some renew annually, and most renew every two (2) years. DHHS envisions one (1) login per licensee to renew related licenses due at the same time.

GCOM and Accela acknowledge this and will certify that our proposed hosted and managed Accela Civic Platform Solution will support the new license and renewal license public user peak loads.

The number of external users from the general public, examination companies, schools, compacts, and other interested parties is unknown.

GCOM and Accela acknowledge this and will certify that our proposed hosted and managed Accela Civic Platform Solution will support the new license and renewal license public user peak loads.

V.C. BUSINESS REQUIREMENTS

1. *Bidder must submit Attachment Two - Business Requirements Traceability Matrix.*

GCOM has completed Attachment Two - Business Requirements Traceability Matrix, which is attached as a separate document.

2. *The system must comply with State and Federal requirements throughout the life of the contract. Changes in State and Federal requirements are included in the contract scope, and the State will not agree to any additional charges for minor changes (i.e. additional license types, adding a license requirement to an existing license type, etc.).*

GCOM cannot agree to this requirement as it could be interpreted as obligating GCOM to unlimited configuration changes over the life of the contract. This is not commercially viable for GCOM or Nebraska.

We have proposed an approach that we believe delivers more value and cost effectiveness to Nebraska. Our approach to support future regulatory requirements is summarized below:

- GCOM will apply patches and updates to the Accela Civic Platform within 6 months of release (by Accela). This will keep the NE LIS up to date with the latest Accela features, security, and operation system patches.
- GCOM will provide break-fix support against implemented requirements in accordance with the service levels during the contract period of performance.
- GCOM and DHHS will implement a change and configuration management process to prioritize, authorize, and implement minor and major changes to the NE LIS configuration. This will include additional license types, changes to an existing license type, etc.
- GCOM will work with Accela to ensure NE LIS enhancement requests to support State and Federal regulatory changes in the Accela Civic Platform are reviewed and scheduled for implementation in the Accela Civic Platform.

3. *The Contractor's system must comply with the American Recovery and Reinvestment Act of 2009 (ARRA) including the Health Information Technology for Economic and Clinical Health (HITECH) Act, related Meaningful Use of Health Information Technology (HIT), and other applicable Federal requirements.*

GCOM will configure Accela to support ARRA-2009 and HITECH security and privacy requirements as they are currently documented during the requirement analysis phase. GCOM will maintain a security and privacy plan and conduct audits to ensure plan compliance of GCOM staff.

The NE LIS Solution will be hosted by Accela Operations in Microsoft Azure Cloud. Both Accela Operations and Microsoft Azure Operations teams have privacy and confidentiality plans that are maintained for physical, data, and cyber security. Additionally, Accela and Microsoft staff receive security, privacy, and confidentiality training on no less than a quarterly basis.

V.D. TECHNICAL REQUIREMENTS

V.D.1. Submission of Attachment Three - Technical Requirements Traceability Matrix

1. *Bidder must submit Attachment Three - Technical Requirements Traceability Matrix.*

Please refer to 'Attachment Three - Technical Requirements Traceability Matrix.pdf' for all technical requirement document.

V.D.2. Number of Users

2. *The system must allow for a minimum of 1,000 users, including DHHS, IS&T, and financial services staff across the State, to access the system. Currently there are approximately 300 DHHS staff users and 260 Board Members, and the system will also need to accommodate additional online users. An approximate minimum of one-third of the total number of concurrent users should be able to be in the system at any given time, without negatively impacting performance.*

Based on the vendor Question and Answer response from the State, GCOM has considered 560 internal users. Our solution will treat applicants, licensees, and other entities such as schools and compacts, as public users and they will have access through the Customer / Provider portal. Our license model is based on the 560 internal users and 50,000 public users. Our will be hosted in Azure and the solution will be able to easily allow for a minimum of 1,000 users, including DHHS, IS&T, and financial services staff across the State and perform without negatively impacting performance during the requested concurrent users count.

V.D.3. Hardware and Software

3. *HARDWARE AND SOFTWARE*

DHHS requires a system where all hardware and software are hosted and maintained through the Contractor. The Contractor will, during the entire contract, maintain any and all third-party software products necessary at their most current version, or no more than two (2) versions back from the most current version, at no additional cost to the State. All security patches for the software must be applied and kept up to date.

GCOM's Accela hosted solution provides hosting and application management services to the agreed service levels. We will, during the entire contract, maintain third-party software products necessary at their most current version, or no more than two (2) versions back from the most current version, at no additional cost to the State. All security patches for the software will be applied and kept up to date. Our post-Production managed hosting services include:

- Service Desk and Help Desk Operations
- Scheduled upgrades to the Accela Civic Platform Environments
- Corresponding updates to end user manuals and training materials (product specific)
- Account Management, Enhancement Planning, and Service Level Reporting
- System Monitoring, Incident and Problem Management

Anytime Accela enhances its product either for what may be deemed a single customer at the time, or for the benefit of all, it is a company policy to make the enhancement (customized code) available to all of their customers through a scheduled upgrade or point release. Under this approach, the Accela source code is not "customized" for a single customer, though it may begin that way, but rather updates to the source code become part of the supported product for all customers moving forward. The benefit of this approach is clear – neither Accela nor its customers have a string of code that is not generally supported. Instead, Accela's engineering team confirms that the Accela solutions are wholly supported and align with the original product specifications throughout its lifetime. Under this design, Accela does not build any product "enhancement" that does not map to the product direction and overall company approach to solution building.

Accela typically provides a major software release twice per year, but this may vary as requirements dictate. Service packs are used to correct an identified problem with a software program or an operating system that requires immediate action. These are issued each month. For simplicity, they use seasonal terminology for their releases (e.g., Spring 20XX, Fall 20XX). These major releases include enhancements to Accela's solutions, Citizen Access, GIS, Mobile, and pre-configured Civic Applications.

For SaaS customers, Accela manages the upgrade process. We recommend that DHHS review the corresponding release notes and third-party software versions to ensure compatibility with an upcoming Accela release (browsers, local ArcGIS Server, ePayment providers, etc.). Steps include (GCOM will assist with these):

a. Download Accela software.

b. Consider other non-Accela software when preparing the environment. This includes reporting services (SSRS, Crystal), GIS services, LDAP integration, SMTP integration, EDMS integration, ePayment integration, cash drawers, credit card swipers, other interfaces, etc.

c. Follow the installation steps in the published release notes.

V.D.4. Record Retention

4. RECORD RETENTION

The system must be consistent with DHHS's current records retention requirements. For the current requirements, see: http://www.sos.ne.gov/records-management/150_schedule.html.

GCOM acknowledges and will adhere to all DHHS Record Retention requirements.

The Accela Civic Platform was purposely built to store data in perpetuity without the need to archive or off-load this data. Historic data like inspections, permits, and complaints can be key in responding to incidents, so ensuring that this data is readily available is paramount to GCOM's proposed solution.

GCOM's NE LIS solution offers a range of functionality that can be configured and employed in support of the DHHS records management policies and schedules, including the ability to publish data sets for archiving records based on retention schedules, and communication of pending archival via summary reports, emails, or SMS messages.

DHHS has specific data retention policies that dictate that data, such as past inspection results or inactive records, cannot reside in the system beyond a certain time period. In our proposed solution, DHHS can simply choose to set these records to an inactive status, thus removing them from view. They would still be in the

system for research and retrieval should the need arise. This negates the need to archive and then retrieve these inactive records from the archive.

Additionally, our proposed DHHS LIS solution provides the ability to delete records from the system if data retention policies dictate that this be done. This can be handled by system administrators with specific deletion rights or by batch request (automatic or manual) to remove data. Additionally, an interface to a designated document management system will be implemented to manage all aspects of document retention requirements.

GCOM's solution provides an archival process that will be based on the agreed upon and documented data retention and purge rules. Accordingly, the solution is designed to allow authorized users to assign new statuses (ad-hoc or in bulk based on Agency defined retention policies) to data and documents that should be separated from active records. Accomplishing this task retains the archived documents that can continue to be used for research and reporting purposes. The system will also allow authorized users to delete (purge) documents from the system, however, all such documents will remain part of the System Audit Trail for complete accountability and transparency to DHHS's operations. A batch process can purge the data and documents. Authorized staff can remove documents that are not defined by the retention and purge rules using the document portlet in the Accela system. The system will allow authorized staff to save defined documents outside of the archival process. This can be done via configuration of specific document types that will then be ignored by the archival process.

V.E. SCOPE OF WORK

[redacted]

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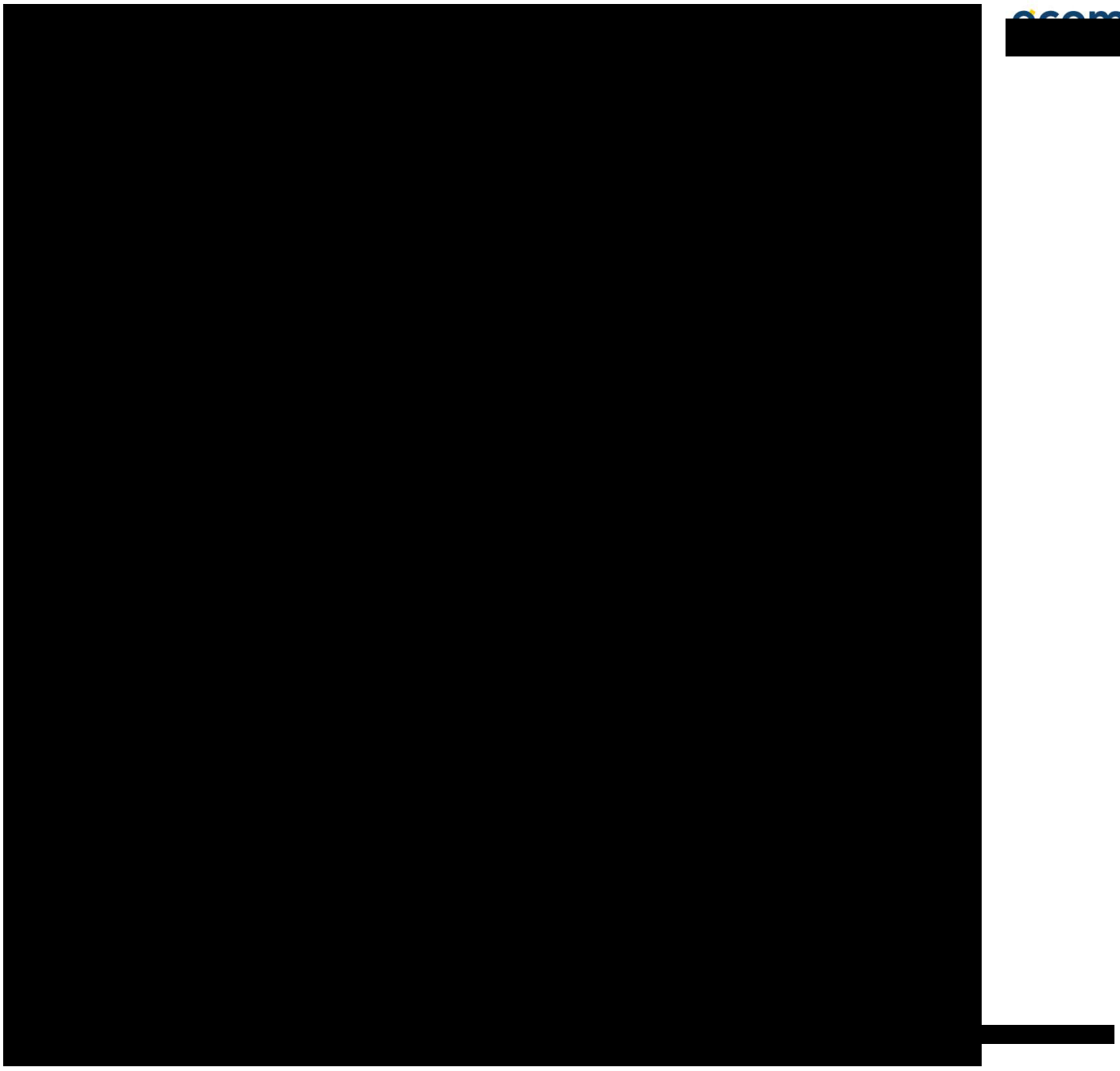


V.E.2. PROJECT PHASES

The State requires that the Contractor has established project management processes and has integrated them into projects of similar scope and size. Proven methodologies and standards, used to control all project activities, are crucial to the success of this project. The State prefers that the Contractor use an approach that has been successful in the past.

GCOM is a system integrator that has implemented enterprise / statewide regulatory management systems in New York State, New York City, Massachusetts, and the City of San Antonio since 2009. Our enterprise licensing experience spans professional licensing, facility licensing, health and human services agencies, municipal land development systems and state environmental agencies. GCOM's integrated approach to implementing enterprise class regulatory management systems is embodied on our GCOM Execution Methodology (GEM). GEM draws from the following industry people, process, and technology industry standard methodologies:

- **Project Management Institute (PMI**) informs our project management program and project planning, execution, and status processes, tracking tools and communication approach. Our proposed NE LIS project management plan includes a GCOM Project Management Office to support the NE LIS Project Lead, the GCOM Project Director and Project Manager throughout the Phase 1 and Phase 2 design, configuration, and implementation.
- **Prosci ADKAR® Model provides a goal-oriented change management model** that guides individual and organizational change. We have supported our enterprise regulatory management client set up multiagency governance models, change champion networks, change communication and workforce transition plans and end user training plans. Our NE LIS proposed plan includes supporting the NE Project Lead and the Organization Change Management (OCM) Lead to develop an OCM Plan for the NE LIS over the first six months of the project.
- **Our instructional designers and training developers use the ADDIE Model.** ADDIE (Analysis, Design, Development, Implementation, and Evaluation) is an industry standard adult learning model used on software system implementation projects.
- We align our **software development lifecycle activities to the iterative Rational Unified Process (RUP) and the Scrum Alliance Agile Method.** Our NE LIS project plan includes two production releases. Release 1 consists of five 90-day iterations, with each iteration resulting in configured facility and professional license records that are demonstrated and tested. Enterprise service interfaces such as finance, document management and payment gateway are also designed and delivered in Release 1. Release 2 consists of three 90-day iterations, with each iteration resulting in configured facility and professional license records that are demonstrated and tested. Our software development lifecycle method as presented in this section and the attached exhibits have been used successfully on our last four enterprise license system implementations that were configured on the Accela Civic Platform.

GCOM has used GEM on each of the enterprise regulatory management projects below:

Table 3 Enterprise regulatory management projects on which GEM has been utilized

State / Local Accela Implementation Project	Size of Population	Cost and Duration	GCOM Client Requirements Similar to NE DHHS Requirements
NYS: eLicensing and Department of Conversation	19 Million	November 2014 – January 2016 Total Contract Value: $40 MM	New York State desired a unified platform for businesses and individuals to apply for and ultimately manage the 2.5 M active business, professional, recreational, and occupational licenses across different State agencies. GCOM delivered a holistic system with the Accela product. Given the tremendous success of the State-wide licensing system, GCOM was later contracted by the NYS Department of Conservation to implement a similar system for their multi-agency licensing processes.
City of San Antonio	2 Million	September 2017 – Present Total Contract Value: $5 MM	The City of San Antonio was looking for an enterprise platform that would allow them to consolidate application, permitting, inspection, and electronic plan reviews into a single system. GCOM delivered this system using the

State / Local Accela Implementation Project	Size of Population	Cost and Duration	GCOM Client Requirements Similar to NE DHHS Requirements
			Accela Civic Platform after the first vendor failed to deliver and is now working with COSA on Release 2 for expansion of the system and on-going support.
NYC: Department of Health and Mental Hygiene (DOHMH)	8 Million	November 2012 – September 2013 Total Contract Value: $1.8 MM	NYC DOHMH wanted to consolidate the licensing functions of multiple agencies within one system. Using Accela, GCOM delivered an online system improving customer usability and employee efficiency.
MA: Executive Office of Energy and Environmental Affairs	6 Million	August 2015 – August 2017 Total Contract Value: $2.8 MM	MA EEA wanted to automate many of the licensing functions within its jurisdiction and upgrade their Accela platform. GCOM has been awarded 3 phases of this project to implement, upgrade and expand, and support the Accela platform.

Our GEM Method is proven on enterprise regulatory management projects of similar size and scale to the NE LIS.

In the remainder of this section, we describe our NE LIS project plan and the methods we use to deliver successfully on time, on budget and with quality. We submit this proposal understanding that Nebraska expects to start the implementation on approximately August 1st, 2020, 60 days from the date of submission for this proposal. To accommodate this requirement, GCOM has taken the following steps to ensure that we are ready to start delivering the NE LIS on August 1st, 2020:

1. GCOM is prepared to assemble one of our most senior delivery leadership teams to produce the NE LIS. Key staff planned for the NE LIS project includes:

   Virendra Alvekar, Senior Account Executive. Viren has over 20 years of experience in managing systems and technology projects that deliver and transform services in enterprise environments. He has a successful record of accomplishment in delivering IT Projects for public sector clients that serve a variety of functional areas such as banking, healthcare, finance, legal, and accounting. Viren was engaged to lead Accela's New York City Enterprise Licensing Program services for 4 different City agencies. Viren brings creative and analytical thinking to the team with strong technical acumen and passion for impacting business outcomes.

   Jennifer Saunders, PMP – Senior Project Manager. Jennifer is a Senior Manager over 20 years providing services in the government and social services sectors. Jenifer has eight years' experience managing and coordinating software implementation projects with recognized strengths in account management, risk analysis and mitigation strategies, budget, and schedule management, planning and documentation, and execution. Jennifer has led a number COTS case management implementation on platforms like the Accela Civic Platform. Jennifer is also supporting GCOM San Antonio Accela Civic Platform implementation today. **Jennifer Is available to lead the Nebraska Licensure System in a full-time capacity starting July 15th, 2020.**

Riyaz Ladkhan, Solution Architect. Riyaz has almost 20 years of experience in the IT industry with in-depth expertise in a variety of leading information technology platforms including Microsoft, Oracle, JAVA, Salesforce, Accela, and numerous commercial off the shelf technology platforms. Riyaz has experience managing large, diverse information technology projects that include application development, re-engineering, analysis and design, and systems design and implementation of various solutions in domains such as health care, licensing, and case management. As solution architect he was involved in the implementation of systems which ranged between $.5m to $30m. Primary domains include licensing and permitting, government financial system and public health. Riyaz personally led the solutioning of GCOM's City of San Antonio Accela Enterprise Implementations.

Rahul Bhosle, GCOM Accela Civic Platform Senior Architect. Rahul has over 20 years of experience, out of which the last 10 years include working as a Solution Architect for Ace. As solution architect he was involved in the implementation of systems which ranged between $.5m to $18m. Primary domains include licensing and permitting, government financial system and public health. Rahul personally led the solutioning of GCOM's New York City and Massachusetts Accela Enterprise Implementations.

Synergy Team. The Synergy Team is composed of executive level resources, who are utilized to provide company wide support to the project. This Synergy Team will include Heidi Green, GCOM Chief Operations Officer; and David Butter, GCOM Managing Director. David was engaged to lead Accela's $40 million New York State Enterprise Licensing Program services for 6 different state agencies.

Additionally, the project will be supported from the GCOM Mid-West Regional Office in Kansas City, Kansas. Our office is approximately 120 miles from Lincoln. Jennifer Saunders is a resident of Kansas City. Our PMO staff will be located either in Lincoln, Nebraska or within commuting range of our Kansas City Office. GCOM is determined to deliver this project as a locally lead project team.

2. GCOM is prepared to offer multiple delivery location models based on the current health environment. Our preference is to have onsite project management and scrum teams located in Lincoln to work shoulder to shoulder with DHHS SMEs and Product Owners at either DHHS facilities or a GCOM project office we will establish in Lincoln, Nebraska. We are also prepared to deliver the project use web and video conferencing tools. Our enterprise licensing implementation for the City of San Antonio (COSA), also an enterprise Accela Civic Platform implementation, switched from our preferred on-site model to a remote web / conferencing model due to the COVID-19 nationwide social distancing response. With strong cooperation by the GCOM and COSA core project teams, we remain on schedule and the joint project team has not missed a single project meeting to date since the start of the crisis.
3. GCOM has prepared a detailed, resource loaded project plan using MS Project. The project plan includes the following features:
    a. 2000+ tasks, activities and deliverables structured in our planned work breakdown structure.
    b. Is aligned to our planned Release Phase and iteration plan, presented in **GCOM Exhibit 2 – Detailed Project Work Plan** which slots DHHS professional and license transactions to both a Release and an Iteration.
    c. Includes GCOM and NE core team assignments.
    d. Includes all deliverables submission and review cycles.

    Our project plan is ready to review and collaborate with the NE LIS Project Lead on the first day of the project. We will confirm DHHS program stakeholders are available for our Iteration 1 plan and make adjusted the initial iteration scope as needed. In short, our project plan is ready to go based on our past enterprise delivery experience.

4. As part of this proposal, GCOM has submitted not only the required project plans with this RFP, but we have also submitted additional project plans that will be needed to quickly mobilize and efficiently engage NE LIS stakeholders and core project team members at the start of the project. Our submitted project plans describe our proven and well-thought-out approach to delivering the NE LIS. Preliminary projects plans submitted with our proposal and our approach to the NE LIS project phases are detailed below:

V.E.2.a PROJECT PLANNING AND ANALYSIS PHASE

This phase encompasses Project Planning, Requirements Analysis, and any additional analysis needed prior to the system design activities.

The following table contains the list of requirements and due dates for the Planning and Analysis phase of the project. Details for these requirements follow in the text after the table.

Phase		Requirements	Due Date
		Draft Project Management Plan for Phases 1-9	Due with proposal
		Testing Methodology	Due with proposal
1.0 Project Planning	1.1	Detailed Project Work Plan	Due 15 calendar days after Contract Start Date
	1.2	Project Control Documents (Risk Management and Resolution Plans, Issue Management and Resolution Plan, Organizational Change Management Plan, Work Management Plan, Change Control Documents)	Due 15 calendar days after Contract Start Date
	1.3	Status Reporting Plan	Due 15 calendar days after Contract Start Date
	1.4	Electronic Project Library (EPL)	Due 15 calendar days after Contract Start Date
	1.5	Security Plan	Due 15 calendar days after Contract Start Date
	1.6	Business Continuity Plan/Disaster Recovery Plan	Due 15 calendar days after Contract Start Date
2.0 Requirements Analysis	2.1	Fit/Gap Analysis	Due dates to be determined in the Detailed Work Plan

During the project planning and analysis phase, GCOM executes a series of activities that lay the foundation for a successful project. These include facilitating project plan deliverable review and approvals during the first 30 days of the project, as well as executing joint project team Accela Civic Platform orientation and requirement validation activities during the first 60 days of the project.

GCOM has submitted the project planning, security and business continuity deliverables with the RFP Submission. The table below presents the draft final deliverables submitted with the RFP and maps each deliverable to the project planning requirements:

Deliverable	Description	Delivery Time Frame	Meets or Exceed RFP Requirement
GCOM Exhibit 2: Detailed Project Work Plan	Detailed Project WBS and Schedule, resource loaded. This deliverable is delivered in MS Project Format.	Submitted with Proposal.	Meets
GCOM Exhibit 1: Project Management Plan – Project Control Procedures	This draft plan includes the processes and procedures for the following project control requirements: 1.2 Project Control Documents (Risk Management and Resolution Plans, Issue Management and Resolution Plan, Organizational Change Management Plan, Work Management Plan, Change Control Documents) 1.3 Status Reporting Plan 1.4 Electronic Project Library (EPL) This deliverable is delivered in MS Work Format.	Submitted with Proposal.	Exceeds; we are delivering this draft final 15 days early.
GCOM Exhibit 14 – GCOM Security Plan Template and **GCOM Exhibit 16 – Accela Service Availability and Security Policy**	1.5 Security Plan	The pertinent Accela SaaS Hosting and GCOM Security Plan is submitted with the Proposal.	Exceeds; we are delivering this draft final 15 days early
GCOM Exhibit 13 – Accela Business Continuity and Disaster Recovery Plan	1.6 Business Continuity Plan/Disaster Recovery Plan	The pertinent Accela SaaS Hosting and GCOM Corporate Business Continuity Plan/Disaster Recovery Plans are submitted with the Proposal.	Exceeds; we are delivering this draft final 15 days early

Table 4 Draft final deliverables submitted with the RFP and maps each deliverable to the project planning requirements

GCOM's goal is to earn approval on the project planning, security, and co-op plan deliverables in the first month of the project.

As the GCOM PMO and Security Team are finalizing plans, GCOM and DHHS core project team validate system level requirements during the first 60 days of the project. To validate requirements, GCOM and DHHS core LIS team members execute the following activities:

- Participate in a live or virtual orientation training on the Accela Civic Platform with a focus on configuring license application and inspection transaction.
- Jointly review RTM requirements by demonstrating how Accela Civic Platform meets key requirements. Where we confirm gaps, we validate GCOM proposed solutions to extend Accela to meet Nebraska DHHS requirements.
- Conduct service design workshops across representative DHHS programs to normalize on how Accela will be configured to manage master applicant and business contacts data such as business names, address data, and delegate access. We will also define and begin to standardize where possible application, inspection, compliant, investigation, renewal, and payment workflows, performance metrics and reusable reporting requirements.

In the sections below, we summarize how we will deliver the work products and deliverables during the planning and analysis phase. In cases where we have provided a draft project plan deliverable, we provide reference to exhibit where the plan is located.

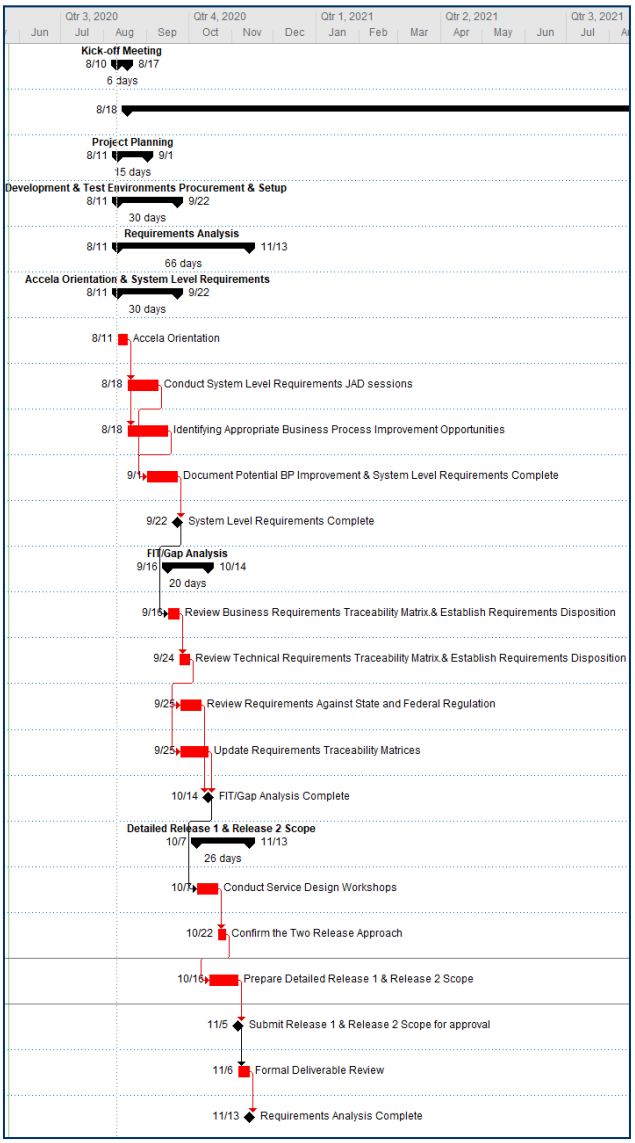
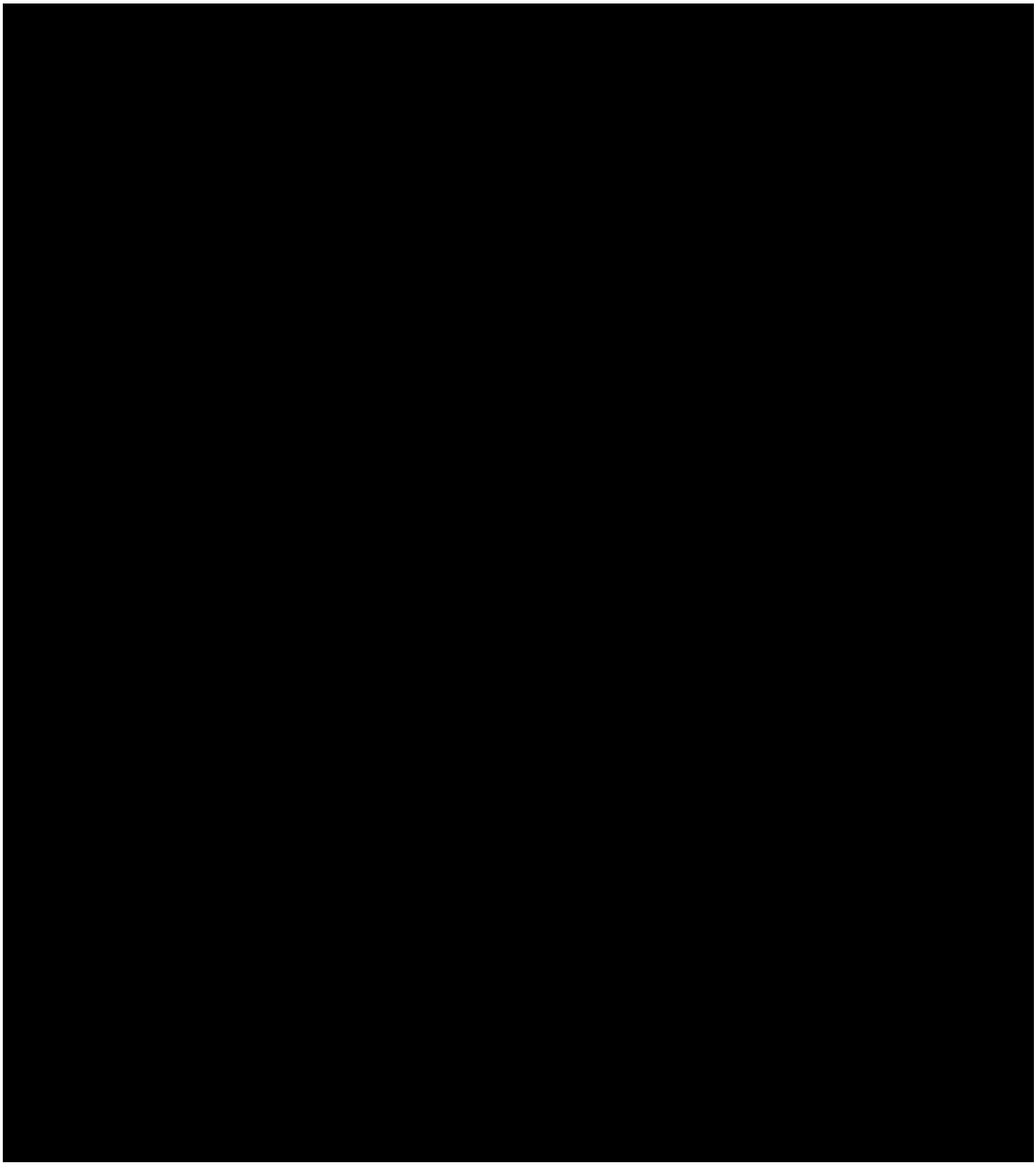


Figure 29 Planning and Analysis Phase Work Packages from the ***GCOM Exhibit 2 - Detailed Project Work Plan***



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V.E.2.a.v. Status Reporting Plan (Phase 1.3)

Status report plan is the protocol for submittal of Status Reports, including the format and media for submittal and the procedure(s) for submittal. Key information for these reports includes: summary of recent accomplishments; identification of, resolution plans, and documentation for critical issues and risks (from issue and risk management tools); activities planned for the next reporting period; and a summary of the project's progress according to the schedule, budget, and task list. Schedule monitoring will include identification of any project schedule variance that has occurred.

a. The Contractor shall submit a formal month-end Status Report in a format approved by DHHS.

b. Project and Status Meetings Protocol

This is the protocol for project Status Meetings. Status Meetings will be scheduled every week. The Contractor's project management team, DHHS's Project Lead, and other key staff will attend the Status Meetings. Meetings will follow a standard pre-set agenda jointly prepared by the Contractor and the DHHS Project Lead. The meeting agenda will be distributed twenty-four (24) hours before the scheduled meeting. The agenda should be flexible to allow discussion of other issues or concerns. The Contractor must create written meeting records, in an agreed format, for the DHHS Project Lead. All meeting records and related documents will be stored in electronic format within the Electronic Project Library (EPL) (to include an index of meeting records)

Status reporting serves as the focal point for project communications and as the integration point for the Project Management disciplines and processes. GCOM outlines the Project Status Reporting Process in Section 12 of **GCOM Exhibit 1 – Draft Project Management Plan**. The Licensure Information System Project will use a formal process for status reporting to communicate individual and team project status vertically through the project hierarchy. The Status Reporting process has been developed to give Executive Management, Project Management, and the Workstreams a view of the progress and status of the Licensure Information System Project Summary of recent accomplishments; identification of, resolution plans, and documentation for critical issues and risks (from issue and risk management tools); activities planned for the next reporting period; and a summary of the project's progress according to the schedule, budget, and task list. Schedule monitoring will include identification of any project schedule variance that has occurred. Status reporting is utilized over the course of the Licensure Information System Project lifecycle to monitor and report the health of the Project on a weekly basis. Project level status meetings are conducted weekly. Executive level status meetings are conducted monthly. The weekly Project Status meetings will follow a standard agenda and will be distributed in advance of the meeting. GCOM will document and store the weekly Project Status Meeting minutes on the Electronic Public Library. The Licensure Information System Project's primary recurring status management output is the Project Status Report. The Project Status Report template includes the standard report sections for the project which represent key discipline areas of project management.

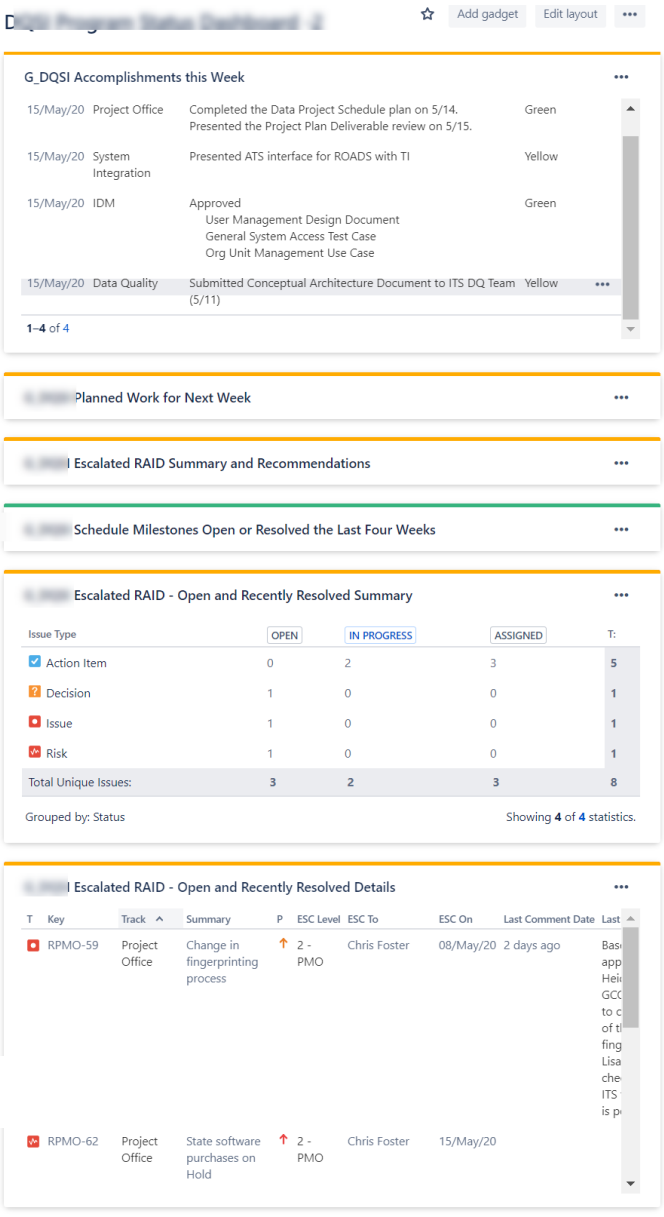

Figure 42: Example GCOM JIRA Project Status Report Dashboard

Figure 41: JIRA Project Status Report Dashboard

Real time Status Report Dashboard will be available from JIRA. GCOM PMO will use the various project management logs maintained in JIRA to memorialize the weekly and monthly project status report. The figure above illustrates a JIRA Project Status Dashboard from a current GCOM Enterprise Project that is similar in size and scale to NE LIS.

V.E.2.a.vi. EPL (Phase 1.4)

The Contractor shall provide a method for an EPL for documenting Contractor's efforts on this project, and also acts as a repository to retain, share, and track critical project information. The EPL will include both current and historical versions of the Detailed Project Work Plan as well as all other project documents. The EPL will be maintained and remain accessible to both DHHS and the Contractor's project teams throughout the life of the contract including all renewals and extensions. All project staff will be given appropriate folder-level and file-level access and restrictions according to standards agreed upon between the Contractor and DHHS. The Contractor will provide a description of the security measures that will be put in place to ensure that only authorized personnel have access to the EPL. As appropriate, all materials in the EPL will be indexed for easy retrieval. Contractor's designated documents and files will be maintained as part of the EPL.

The project will use a DHHS Licensure Information System Project SharePoint site (also known as an Electronic Project Library). GCOM describes the Project Document Management Strategy in Section 19.4 Document Management Strategy **GCOM Exhibit 1 – Draft Project Management Plan**. SharePoint helps to organize large, complex information sources and to manage documents with multiple authors and approvers. SharePoint provides for version tracking, check-in and check-out to ensure that only one person works on a document at a time, controlled document access based on user roles, and automated routing of documents to reviewers. SharePoint also provides a collaboration feature that will support document review by multiple concurrent users. The approach and the document naming standards have been defined and will be adhered to for documents that will be submitted to DHHS. Backup and Retention of documents will be managed by established SharePoint procedures. As relevant project documentation, including hard copy documents (i.e., charts, graphs, and other supporting documents) are gathered, to the extent practical and as determined appropriate, documents will be scanned and stored in SharePoint following standards and processes defined and agreed upon between DHHS and GCOM.

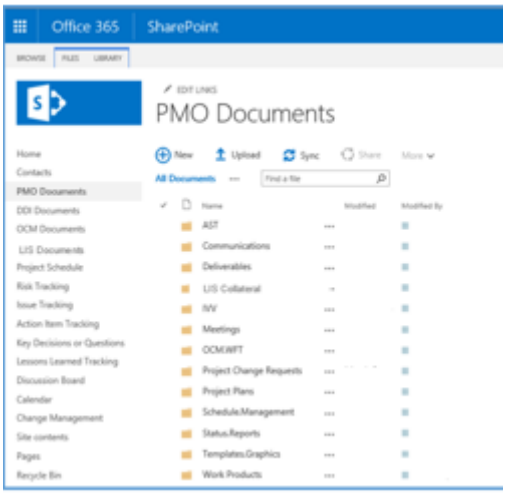

Figure 43 GCOM uses SharePoint for electronic project documentation repository on nearly all GCOM Engagements.

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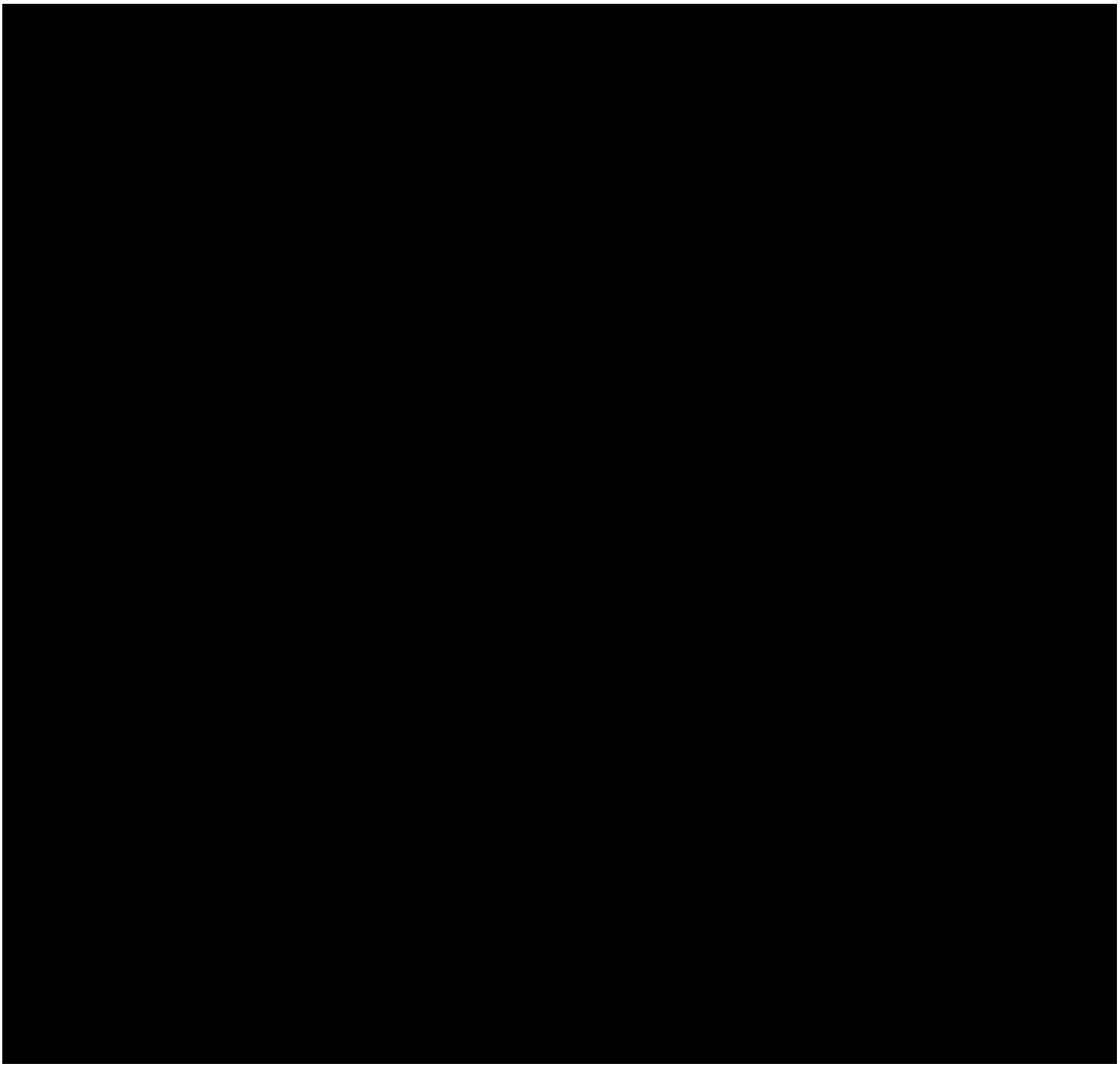


V.E.2.b. DESIGN, DEVELOPMENT, AND IMPLEMENTATION (DDI) PHASE

The following table contains the requirements for the Contractor in the Design, Development, and Implementation (DDI) phase of the project. The due dates for each phase will be determined in the Detailed Work Plan.

Phase		Requirements
3.0 Design	3.1	Detailed System Design Document (DSDD)
	3.2	Testing Plan

Phase		Requirements
4.0 Development, Interfaces, Integration	4.1	Software Development Plan
	4.2	Construction Summary Report(s) (as requested)
	4.3	Code Management Plan
	4.4	Master schedule of interface development efforts
	4.5	Interface Design/Test Environment/Testing
5.0 Data Conversion	5.1	Data Conversion Plan
	5.2	Conversion Guide
	5.3	Conversion Results Report
6.0 Testing	6.1	System Integration Testing
	6.2	User Acceptance Testing Plan
	6.3	Test scripts, test conditions, expected results, actual results
	6.4	Testing Results Weekly Report
	6.5	System Testing Results Report, with an updated Requirements Traceability Matrix
7.0 Training	7.1	Training Plan
	7.2	Onsite Train-the-Trainer session(s) (including classroom materials, leave-behind materials, and limited on-going advice for trainer group)
	7.3	Online Training Materials
	7.4	Administrative and User Reference Materials
8.0 *i. Implementation*	8.1	System Implementation Plan
	8.2	Approved Final Readiness Assessment
	8.3	User documentation and help files
	8.4	Hardware and software product documentation
	8.5	System Go-Live
	8.6	System error documentation
9.0 Burn-In Period	9.0	Issue resolution

GCOM acknowledges the required deliverables in the table above and will work with DHHS to determine and agree upon due dates for each phase and ensure that they are included and managed in the Detailed Work Plan. Proposed due dates for each deliverable can be found in our **GCOM Exhibit 2 - Detailed Project Work Plan**. GCOM will deliver the NE LIS in two production release phases over eight iterations. Each iteration results in configured, demonstrated, and tested professional license and facility records in Accela. With each iteration, we provide the following incremental work products and deliverables for DHHS review and approval as part of the monthly iteration sprint report deliverable, based on the agreed scope of the iteration.

3.2 Testing Plan
4.2 Construction Summary Report(s)
6.3 Test scripts, test conditions, expected results, actual results
6.4 Testing Result Weekly Report
5.2 Conversion Guide

5.3 Conversion Results Report
7.3 Online Training Materials
8.3 User documentation and help files

By delivering the above work products and deliverables progressively with each monthly sprint, we avoid large end of release phase reviews and drive quality into the configured Accela records earlier in the release cycle.

The remainder of the work products and deliverables are delivered once as part of Phase 1 and then updated as needed in Phase 2.

In our proposed project plan, we include the proposed deliverable schedule, due dates and DHHS deliverable review approval cycles.

[redacted]

V.E.2.b.ii. Detailed System Design Document (DSDD) (Phase 3.1)

The DSDD must be approved by DHHS and shall conform to generally accepted industry practices. The DSDD must be updated to reflect changes identified through the DDI phase. Updated sections must be provided to DHHS for review and written approval within ten (10) business days of a system change.

The overarching detailed design will be created during the Requirements Analysis phase. Considering the implementation of the system requirements will be done in 2 phases, a rolling wave approach will be taken to expand the design to include the target system level requirements in the concerned phase. This will be done without altering the base architecture. The detailed design will be done with 3 objectives:

- Design Custom Configuration
- Design Application Programming Interfaces (APIs)
- Define Data Conversion Approach

The GCOM team will analyze target system requirements, identify the gaps by comparing these system requirements to the capabilities available out-of-the-box(OOTB) from the proposed platform. The team will then come up with solution options, OOTB as well as custom, and work with the DHHS SMEs to arrive at the optimum option. The 4 principles that will drive fulfillment of above 3 objectives are as below.
Traceability to the requirements of the software item

- Consistency with architecture
- Feasibility of testing
- Feasibility of operation and maintenance
- Data quality as per industry standard

For details on the overall approach encompassing the types of sessions, team structure and responsibilities, and the output of this phase, please refer to the Design section in the **GCOM Exhibit 1 - Draft Project Management Plan**.

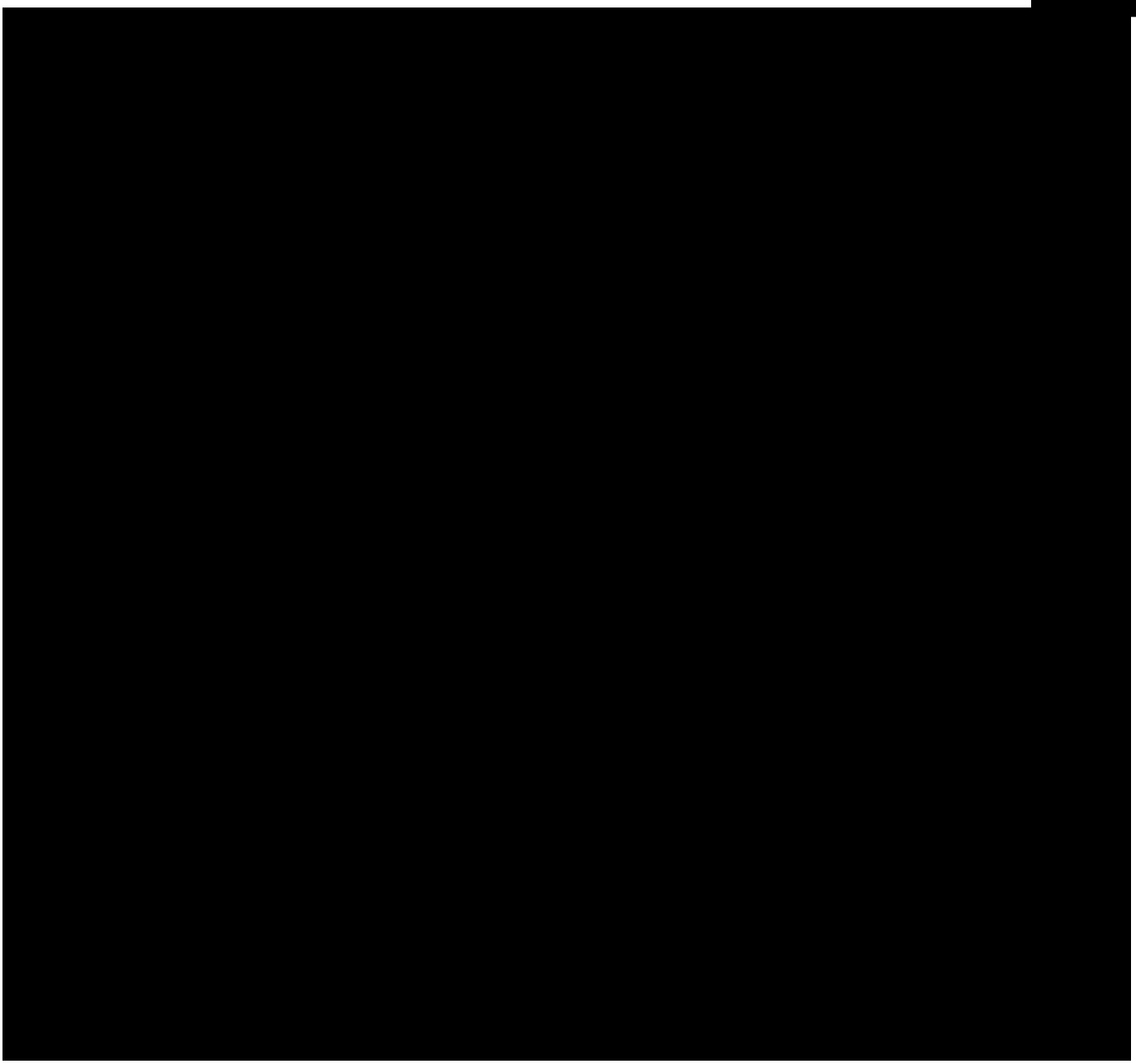
[redacted]

V.E.2.b.iv. Development, Interfaces, and Integration (Phase 4.0)

Contractor shall conform to software engineering best practices defined in the industry for development of system components.

Section 5.1 in **GCOM Exhibit 8 - Software Development Plan** presents how the configuration and development activities involving Accela will be executed to quality, traceability, and ease of maintenance post go-live. DEI.1.1 Interface Approach in **GCOM Exhibit 9 - Data Exchange and Integration Requirement** addresses the guiding principles using which the interfaces will be designed and developed. Adequate error handling will be

done as narrated in Section DEI.1.2.3.4 Error Handling in **GCOM Exhibit 9 -Data Exchange and Integration Requirement** to facilitate smooth trouble shooting. The overall data conversion approach will follow a 6-stage highly tool driven process as narrated in Section DAC.1.2 Data Conversion Approach in **GCOM Exhibit 9 - Data Exchange and Integration Requirement**. The key highlight of this process will be the testing involving 3 mock data conversions as elaborated in Section DAC.1.2.5 Testing in **GCOM Exhibit 9 - Data Exchange and Integration Requirement** to validate the data conversion.



V.E.2.b.vi. Construction Summary Report (Phase 4.2)

Contractor shall provide to DHHS a Construction Summary Report during the Development work as requested. The report must contain, at a minimum:

a. Major products developed, delivered, or updated

b. Identification of all issues that have arisen and resolutions (identification of issues/risks that may impact the next phase)

c. Assurance of walkthrough and transfer of knowledge

GCOM generates a construction summary report with each iteration release, test release and production release. The report includes configuration items released in each environment, defects addressed, and any COTS product software patches applied. With each iteration, configured software is demonstrated for the DHHS core product team and subject matter experts. The goal of these sprint demonstrations / walkthroughs is to confirm the sprint scope is meant and to provide incremental previews of the LIS. GCOM collects demonstration comments from DHHS LIS Core Team Members and those comments are then addressed in the configuration. By doing this, our joint team keeps the configuration by building confidence in the LIS configuration, one sprint at a time. In other words, end of release surprises are avoided because the DHHS team is seeing, and in some cases, test driving the LIS with each iteration.

Section 8.1 in the **GCOM Exhibit 8 - Software Development Plan** addresses the content and the frequency at which the Construction Summary Report will be generated: This report will be generated using JIRA.

V.E.2.b.vii. Code Management Plan (Phase 4.3)

Contractor shall provide to DHHS a Code Management Plan for any customization included in the proposal.

As described in Section 4 of **GCOM Exhibit 8 - Software Development Plan**, COTS system repositories and Subversion Application (SVN) will be used as the 2 primary tools for version management. COTS system repositories will be used for managing the versioning of configurations done using Accela platform. SVN will be used for managing the versioning of code and /or scripts and also provide a collaboration platform. The configuration and code version will be tagged on their respective repositories to identify the target releases. As mentioned in Section 3 in **GCOM Exhibit 8 - Software Development Plan**, JIRA will be used to manage the tasks related to configuration and development. Section 8.1 and 8.2 in the **GCOM Exhibit 8 - Software Development Plan** address how the Construction Summary Report and the Code Management Report will be extracted from JIRA and how RTM will be used to trace the system requirements to relevant code / configuration.

V.E.2.b.viii. Master Schedule of Interface Development Efforts (Phase 4.4)

At a minimum, the system must interface with the following:

a. *ACO, the CMS software for health care facilities and services, for a daily import of data.*

b. *Licensure compact organizations, including the National Council of State Boards of Nursing (NCSBN), Physical Therapy Compact, and the Interstate Medical Licensure Compact (IMLC), for daily imports and exports of data.*

c. *Schools, facilities, and individuals, to submit/upload data.*

The System must also support functionality to export data files in standard file formats (i.e. .xls, .csv, .txt, etc.).

Contractor shall be responsible for developing all interfaces needed. This includes interface design, development, validation, testing, and documentation. DHHS will coordinate any required interactions with other parties who will need to modify their systems to use these inbound and outbound interface datasets.

Contractor shall be responsible for developing interface standards for specific parties interfacing with the system. The Contractor shall also assist the parties interfacing with the system by providing consulting support and assistance with testing at no additional cost. For example, the system should automatically export and import disciplinary data with NURSYS on a daily basis; automatically import establishment license and certification data from the federally-owned ACO software to update the database on a daily basis; allow other state entities to upload and populate data, such as Step Up To Quality ratings for child care programs and fingerprint-based background searches; and allow third parties, such as schools, exam providers, and employers, to upload and overwrite data.

Contractor shall develop a master schedule of interface development efforts that is integrated with the Detailed Project Work Plan.

GCOM provides a proposed approach for design, development, validation, testing, and documentation of the Data Exchange and Interface Requirements Plan. This includes the various integration strategies to be used in our solution.

For all the interfaces in which data is exchanged between NE LIS and other systems, the participating data sources will be either of relational databases, XML files, or flat files. Based on the specific interface integration use case and its technical requirement, each of the interfaces will employ one of the following interface types:

1. GCOM eXtend Common Data Hub Interface / GCOM Accela Integration Adapter

2. Inbound or Outbound Batch / Database Interface
3. Web service Interface, using Accela Web Services or Accela EMSE Scripts

The interface approach will include the following technical considerations:

4. A phase wise implementation plan, with incremental builds
5. Evaluation of each interface in terms of business and operational needs to finalize the right integration service
6. Multiple data exchange protocol support
7. Intermediate data storage management during data movement from the data source to the data target (i.e. Accela Platform)
8. Concurrent real time data processing (synchronous and asynchronous)
9. Graceful end user notification in the event of service unavailability
10. Secure source to target data transmission

For the development and configuration, the overall interfaces of the NE LIS will be segregated across 2 Phases. Each Phase will undergo a development in multiple iterations. Each Phase will target developing multiple interfaces. The 2 Phases will target development of both the Enterprise Interfaces and the Programming Interfaces.

All the interfaces will be built in the project schedule and be aligned to the iteration scope, and the release and iteration plan. This will be done during the detailed planning at the beginning of the project. We expect to start the interface work in the Iteration 1 for some of the enterprise level interfaces such as the Payment Gateway, the EDMS Adapter, etc. Some of these interfaces will be standard interfaces that are designed to allow our training partners to adapt to our format, e.g. Certification Boards, Schools.

In the NE LIS, an integration of a total of 10 interfaces are assumed for implementation and included in the workplan. Any additional interface integration(s) will be managed through the project change and configuration management control process.

The table below lists the various systems participating in an interface with the NE LIS.

Interface System Name	Interface Type / Activity
ACO (Aspen Central Office), the CMS software for health care facilities and services	Daily imports of data
National Council of State Boards of Nursing (NCSBN)	Daily import and export of data
Physical Therapy Compact	Daily imports and export of data
Interstate Medical Licensure Compact (IMLC)	Daily import and export of data
Payment Gateway interface (Elavon)	Enterprise Interface - Web Services
NURSYS	Daily export and import disciplinary data
Electronic Document Management System (EDMS) adapter – Onbase (Optional) Interface to manage documents associated with licenses. It is used to connect to the Accela system's document repository, making all documents searchable and accessible from within Accela	Enterprise Interface - Web Services

Interface System Name	Interface Type / Activity
Schools rating upload	Daily import
Exam providers	Daily import

Table 6 Various systems participating in an interface with the NE LIS

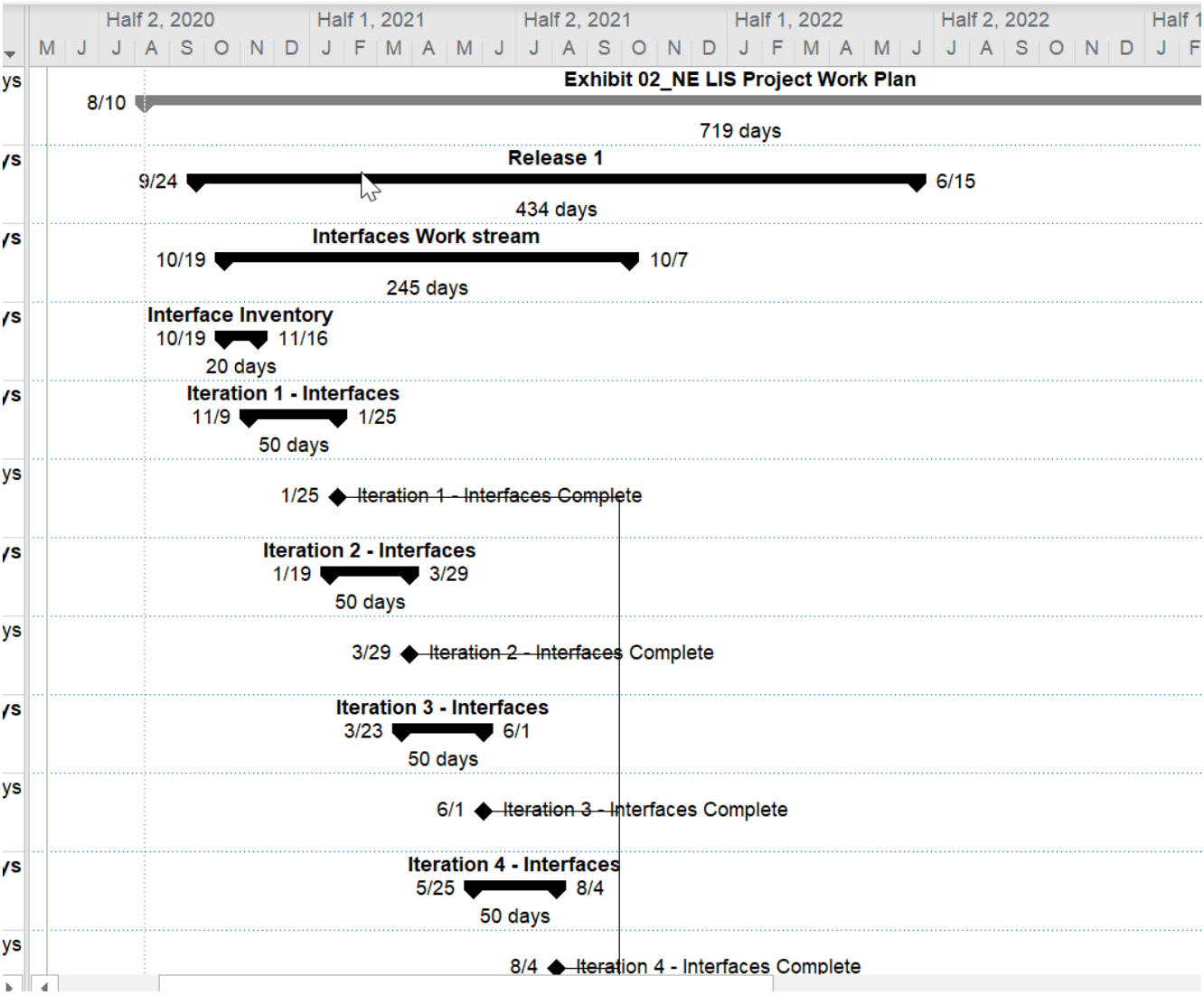


Figure 50 Interface Master Schedule

The above Figure shows the master schedule for the Interfaces development efforts. Please review **GCOM Exhibit 2 – Detailed Project Work Plan** for the same.

TABLE OF CONTENTS

Figure 51 Table of Contents for Interfaces Requirements

The Figure above shows the Table of Contents of the **GCOM Exhibit 9 - Data Exchange and Integration Requirements**, attached as a separate document which provides details of the complete Data Exchange and Interface approach / testing for our solution.

V.E.2.b.ix. Interface Design/Test Environment/Testing (Phase 4.5)

The Contractor shall ensure that a stable and accessible interface testing environment is available by an agreed-upon date and demonstrate successful interface testing.

GCOM provides an overview of the Unit Testing, and integration testing strategy, for the various data exchanges and interfaces for the new enterprise system. We also provide a proposed approach for interface testing and the various environments that GCOM will be providing during the interface design, development, and implementation period, which will be used for interface testing.

The testing lifecycle will include the following:

- Conduct the Unit test execution in local development environment, to achieve the desired output as documented in the design.
- Use manual tests for custom code components and all interface types, including both flat file and Web Service interfaces.
- Use proper testing tools with required configuration.

- Benchmark the testing by predefined set of Entry and Exit criteria.
- Conduct end-to-end system integration testing, using automated test scripts.
- Fulfill critical data quality components like data accuracy, response times, authorization checks, appropriate error code / error messages return on any errors.

The figure below shows the various environments that GCOM will provide during the interface design, development, and implementation period, each of which will be used for interface testing.

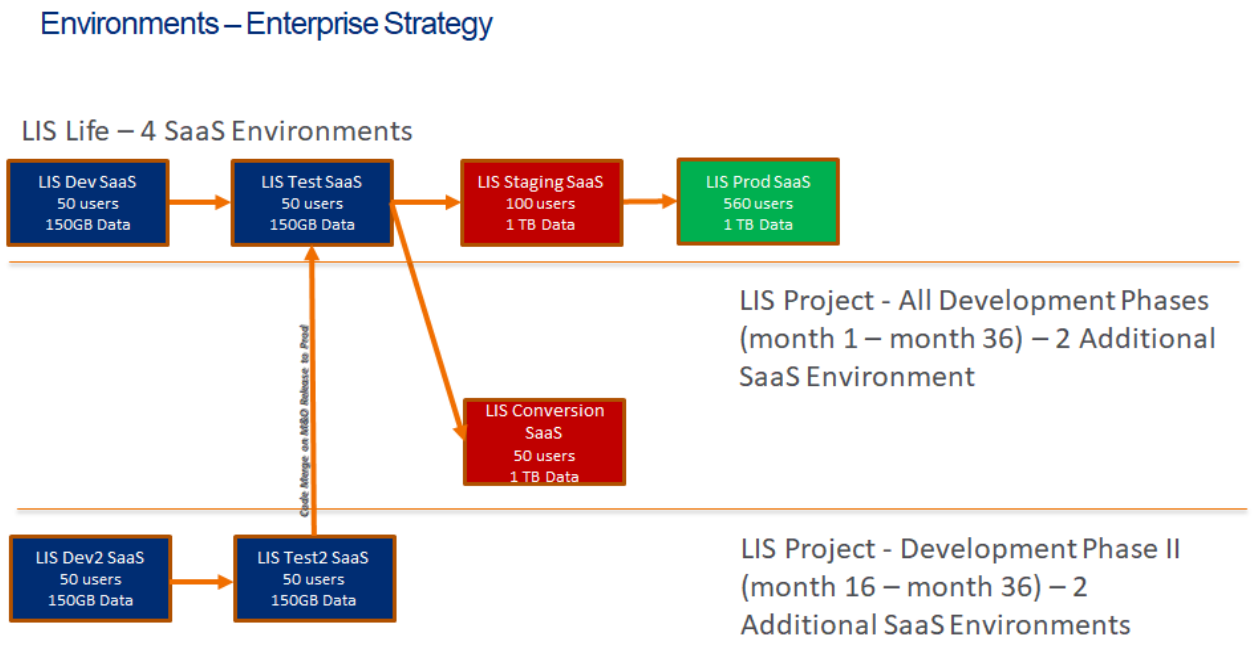


Figure 52 Test Environments

- Development Environment - the first environment used to conduct Unit testing.
- Test Environment - will be used to conduct Unit testing, and Integration testing.
- Staging Environment – this simulates the Production environment and will be used for User Acceptance Testing.

Please review the Section 2 'Interface Testing' from **GCOM Exhibit 9 - Data Exchange and Integration Requirements.** The document is attached as a separate document which provides details of the complete Data Exchange and Interface approach / testing for our solution.

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V.E.2.b.xi. Data Conversion Plan (Phase 5.1)

Contractor shall lead interactive conversion strategy sessions with DHHS and other stakeholders to develop a Data Conversion Plan that addresses all components of the data conversion phases.

GCOM's Data Conversion Plan deliverable will detail the methods and processes for executing the required data conversions from the legacy systems to the LIS system. This will include the identification of all legacy applications for a Release, all master data elements, and the data governance approach to be employed.

One of the preliminary activities in the Data conversion process is the data conversion requirements gathering and validation. For this, GCOM will work with DHHS LIS data migration leads and business owners to develop a Data Conversion Plan. The Plan will elaborate:

- Conversion goals and scope
- High level conversion requirements
- Roles and responsibilities of various stakeholders for the conversion
- Processes and tools engaged
- Anticipated risks, constraints, assumptions, and dependencies
- Mock Conversion and testing plan along with failover and risk mitigation plan
- Entry and exit criteria for the Production conversion

A well thought out data conversion plan has a significant impact on the likelihood of a seamless and successful data conversion. It involves thorough evaluation and understanding of how data will be impacted when converting from one data type to another. Data conversion is planned and executed throughout the project lifecycle. Following are the key data conversion activities during each phase:

- **Planning** - includes requirements gathering and validation, wherein GCOM will work with NE LIS data migration leads and business owners to develop a Data Conversion Plan.
- **Analysis** - includes analysis of the legacy system(s) to identify the data elements required to populate the target database, i.e. Accela Automation database. The Data Analysis process requires the GCOM and DHHS LIS teams to confirm the source systems for conversion. The GCOM Conversion team will meet with the SMEs for each of the systems (identified by DHHS LIS), to gather the data related to Licensing, Inspection etc. On this engagement, GCOM will identify the data requiring cleansing to achieve conversion success. As such, Team GCOM will complete the data quality assessment and document all the data quality findings, issues, and recommendations into a comprehensive Data Quality Assessment report to share and review the results of the data quality assessment with the DHHS LIS technical and business team members.
- **Design** - includes the new system data model advanced design post the Data Conversion Plan approval. The GCOM and NE LIS conversion team will collaborate over JAD sessions to resume the source to target data mapping process.
- **Development** - post source to target mapping completion, this includes the client team resuming developing the data extracts for legacy data. They will share the same in the mutually agreed file formats or a transient conversion schema. Simultaneously, GCOM will develop ETL programs to migrate data from the Legacy Staging database to the new system.
- **Testing** - includes three iterative mock data conversion runs performed to test the data migration ETL programs and procedures. With this, the Team will complete testing of end-to-end migration routines and subsequent defect management. The Figure below explains the conversion data

mapping process. Team GCOM will generate the Conversion data mapping document for the legacy staging database, using the conversion data mapping format shown in the Figure below. In addition, the GCOM team will work closely with the DHHS LIS team and the SMEs to complete the mapping document, validate the data, identify any and all needed data transformation and / or standardization, and determine what data cleansing is required. The SMEs will decide which fields need to be mapped. The resulting validated data mapping document will then be distributed for review and approval by the DHHS LIS team.

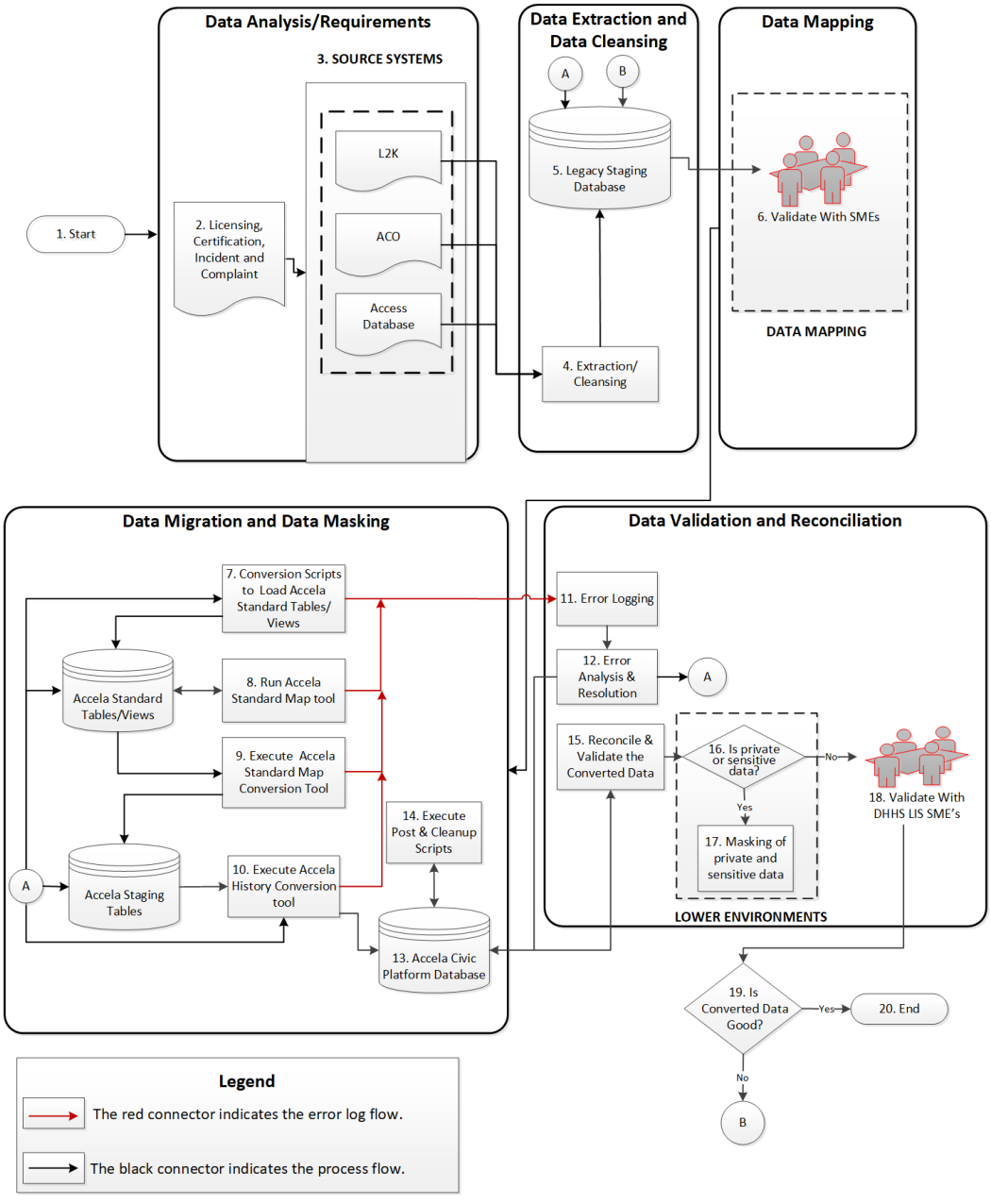

Figure 55: GCOM Data Migration Approach for Accela Projects. GCOM has develop accelerators that promote data quality.

Success of data conversion depends on multiple factors, such as:

- Accuracy, completeness of the data mapping of old to new data elements (transformation)
- Identifying critical data
- Determining the way to perform conversion
- Determining effective data cleansing techniques
- Mapping out the expected schedule of the conversion
- Developing conversion process business rules

GCOM will work with the infrastructure team to assess and design the conversion environment. Based on all the above, we chart out a conversion project plan with timeline, dependencies, resources, and sequence of process steps from initiation to closure in discussion with the DHHS LIS stakeholders.

Please review the **GCOM Exhibit 9 - Data Conversion and Validation Requirements** attached as a separate document which provides an elaborate data conversion plan for our solution.

V.E.2.b.xii. Conversion Guide (Phase 5.2)

Contractor shall develop a conversion rules and processes guide which includes data element mapping crosswalks, data cleansing, data synchronization for initial and interim conversion activities leading up to the final data conversion, and frequency of interim conversion events and final conversion execution.

Contractor will convert all licensure/certification/inspection data, including document templates and a daily import of ACO data.

The data conversion implementation approach will follow the Phases as well as development and configuration sprints. The DHHS LIS does have development sprints, which will be followed by Production releases. The data conversion team will follow the development sprints to analyze the system and keep ready for conversion. The legacy systems that will be analyzed, profiled, cleaned, converted, and loaded into the Accela Civic Platform system prior to each Production release are identified in the approved Implementation Plan.

In preparing the RFP response, GCOM did some initial analysis and found that multiple systems or databases are being used for licensing, certification within the same facility type.

GCOM is assuming that professional, provider, client information, and other common primary data may be in use across multiple systems but stored separately in each system. Also, all these primary data may not be in sync or tied to a single source and therefore become duplicates. Team GCOM will coordinate with the DHHS LIS team to identify any such system, database, or entity to understand and identify the best source of primary data (system of record) with some link or reference to other systems, sub-systems, or databases.

Below are the main activities of the data conversion process.

Data Extraction and Data Cleansing
In the Data Extraction step the legacy data will be extracted from the source databases. This extracted data will be profiled and cleansed and imported into the Legacy Staging database. The Legacy Staging database will be used as the source for the conversion process. Data extraction will be done by restoring the backup of the legacy databases or developing data transfer routines. In the Data Extraction step for documents / images, the

legacy documents / images will be imported into a shared file system and the metadata into a legacy file metadata database.

Team GCOM will use the Legacy Staging database to begin the analysis and quality assessment, and to determine what data cleansing is required. During quality assessment Team GCOM will document all the data quality findings, issues, and recommendations into a comprehensive Data Quality Assessment Report to share with the DHHS LIS IT team. This report will include issues such as missing information (e.g., missing fee / payment information or record type identifier) as well as field value formats (e.g., date field format). The DHHS LIS database team will extract and cleanse the data of any character length issues, data type discrepancies, duplicates, or corruption and then share a cleansed version of the legacy database dump in MS-SQL Server format. GCOM will restore the dump and use the Legacy Staging as the source database for data conversion development.

The Legacy Staging database will be a standalone database not connected with any live system and must remain static until a complete cycle of the conversion process is finished. This will help in reconciliation, validation, and testing to ensure that the converted data matches the source data in the Legacy Staging database. The data in the Legacy Staging database will be refreshed on an as-needed basis after a conversion execution cycle is completed. Team GCOM will work with the DHHS LIS IT and Business teams to refresh the data.

Documents, associated images, and metadata (file type, file name, and file location) will be extracted, transformed, and loaded into the Legacy File Meta Data database and Accela Staging table. The Accela Document Conversion tool will read metadata from the Accela Staging table including extracted files to update the key table to tie from Accela license records with the documents / images in the Accela Document Services (ADS).

Data Mapping

Once the data has been extracted, cleansed, and loaded into the Legacy Staging database, data mapping will be performed to the Accela Staging tables. The Accela Standard History Conversion tool will move the data from the Accela Staging tables to the Accela Civic Platform database.

The Conversion Data Mapping document will contain the mapping between the Legacy Staging source database and the Standard Map schema of Accela, and then to the Accela Civic Platform database (data element crossing crosswalk). Specific business rules will be captured that are required to be applied during conversion. The Conversion Data Mapping document will define the specifications for the records to be converted. A set of minimum required fields, which are defined by the Accela Civic Platform database and / or Accela configuration settings, must be converted from the source database to the Accela Civic Platform. For example, the License Number and License Type fields are required fields for a license record. If any of the minimum required fields are missing, the conversion process will halt and not proceed until the issue is addressed.

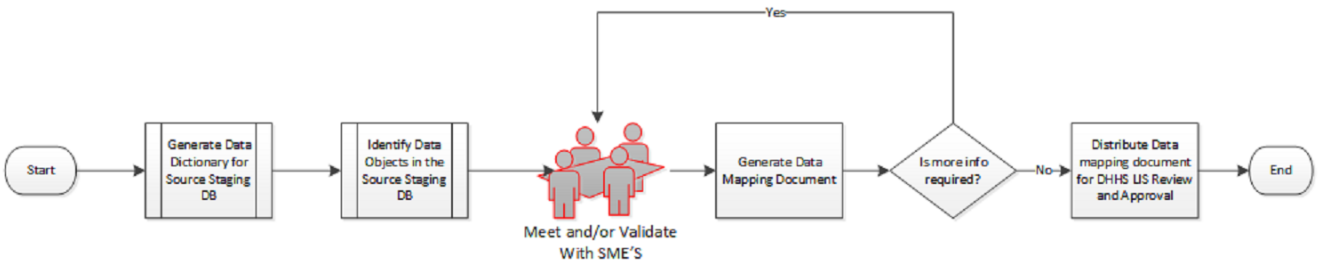

Figure 56 Conversion Data Mapping Process

Above Figure explains the conversion data mapping process. Team GCOM will generate the Conversion data Mapping document for the Legacy Staging database (as shown in below Figure) using the conversion data mapping format therein. In addition, the GCOM team will work closely with the DHHS LIS team and SMEs to complete the mapping document, validate the data, identify any and all needed data transformation and/or standardization, and determine what data cleansing is required. The SMEs will decide which fields are to be mapped. The resulting validated data mapping document will then be distributed for review and approval by the DHHS LIS team.

Legacy Staging Database						Accela Standard Map Database						Accela Civic Platform Database						Business Rules	Transformation Rule	Constraint
Table Definiti	Table Name	Column Name	Column Datatyp	Column Length	Column Descriptic	Table Definiti	Table Name	Column Name	Column Datatyp	Column Length	Column Descriptic	Table Definitio	Table Name	Column Name	Column Datatyp	Column Length	Column Description			
License Details	LICENSE_TBL	LIC_CERT_ID	VARCHAR2	30	License or Certificate Number	License base table	AATABLE_PERMIT_HISTORY	PERMITNUM	VARCAHR2	30	License Number	Application or license record base table	B1PERMIT	B1_ALT_ID	VARCHAR2	30	Accela Unique Record ID		Convert the legacy license# in original format	
License Details	LICENSE_TBL	LIC_STATUS	VARCHAR2	30	License or Certificate Status	License base table	AATABLE_PERMIT_HISTORY	TT_STATUS	VARCAHR2	30	License Status	Application or license record base table	B1PERMIT	B1_APPL_STATUS	VARCHAR2	30	License Status	If LIC_STATUS = "In Review" then "Under Review"		
License Details	LICENSE_TBL	LIC_EXP_DATE	DATE		License or Certificate Expiration Date	License base table	AATABLE_PERMIT_HISTORY	LIC_EXPIRATION_DATE	DATE		License Expiration Date	License Expiration Details	B1_EXPIRATION	B1_EXPIRATION_DATE	DATE		License Expiration Date			Bring only those licenses which are not expired.

Figure 57 Sample Conversion Data Mapping Document

Above Figure shows a sample of the Conversion Data Mapping document format. The format will be an Excel spread sheet that displays the fields and the tables from the legacy staging database that will be mapped, the Accela standard map fields to which legacy fields from staging are mapped, and the mapping rules that are applied. Team GCOM will lead the data mapping effort, validate the data, and perform any data transformation and or standardization.

Data Validation & Reconciliation

During the Data Validation and Reconciliation phase of the conversion process the Reconciliation Report will be compiled. This report will track the conversion of records from the legacy systems into Accela Civic Platform, and will consist of counts from the various phases, details of errors, and rejections generated during these phases. For example, if there are 1,000 address records to be converted, the Reconciliation Report will show how many address records are processed in each step of the conversion process.

Testing

There are three types of testing – manual testing, automated testing, and mock runs. All issues identified during data conversion testing will be logged, reviewed, analyzed, and rectified. Manual data conversion testing includes unit testing, visually validating data fields to confirm the data converted correctly, and end-user testing using the converted data. Team GCOM will perform unit testing during the conversion steps to

validate the data mapping by verifying that all the fields are populated, as per the Data Mapping document. In addition to the GCOM Conversion Team conducting unit testing, the DHHS LIS business users / SMEs will also be involved in testing and validating the results of the conversion, given that business users are familiar with the data and what to expect. The SMEs and / or business users are required to validate the converted data.

There are two main components of the data conversion automated validation approach. Firstly, the Conversion team will develop programs / queries that will generate record counts at each step of the conversion process. These counts will be used to validate the converted data. The record counts will be compared with the previous step and any difference in the counts will be reviewed and analyzed. Secondly, the Accela Data Conversion Tool will log any issues that arise during the conversion process. These issues will be analyzed to find the root cause.

A minimum of three mock conversion runs are scheduled for each release and environment (Dev, Test, UAT). Team GCOM and the DHHS LIS IT team will participate in conversion mock run tests to validate the data conversion effort and will identify / address data conversion issues in a timely manner. Team GCOM will lead the mock runs while the DHHS LIS team will provide support as needed, and DHHS LIS SMEs / business users will participate in validating the conversion test results.

The table below lists the known legacy data sources and the document sources that will be part of the LIS data conversion scope.

Legacy Database Systems	Business Objects
Licensure 2000 (L2K)	Provider Application and certification, stored data for facilities, fees, inspection etc. Record Incident and Complaint etc.
Federal government's Aspen Central Office (ACO)	Import licensure data on daily basis
Apprx. 12 Access Databases	Licensing Information
94 microfilm rolls with up to1500 pages of 94 microfilm roles with up to 1500 pages of records (Optional service)	Document Migration
25000 pages of Board meeting minutes and associated files (Optional service)	Document Migration

Table 7 Known legacy data sources and the document sources that would be part of the LIS data conversion scope.

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Figure 58 Table of Contents for Data Conversion

Above Figure shows the Table of Contents of the **GCOM Exhibit 9 - Data Conversion and Validation Requirements**, attached as a separate document which provides elaboration of the data conversion process for our solution.

Also review the **GCOM Exhibit 2 – Detailed Project Work Plan**, attached as a separate document which provides details of the data conversion project plan for our solution.

V.E.2.b.xiii. Conversion Results Report (Phase 5.3)

Contractor shall execute the data conversion activities according to the Data Conversion Plan. The final step of the data conversion process is the Conversion Results Report.

GCOM will generate the results of the data conversion activity executed according to the data conversion plan in the form of reports. These will serve as the deliverables summarizing the output of the overall data conversion process. Production level conversion will be achieved through a minimum of 3 intermediate mock conversion runs. These intermediate runs will generate interim reports like the individual mock conversion report which will indicate the data conversion success progression. The Production Conversion report will summarize the results of the final data conversion.

The table below describes the various reports / deliverables related to data conversion:

Work Product/Deliverable/Report	Description
Data and Document Conversion and Validation Plan	The Data Conversion Plan describes the roles and responsibilities, key data conversion planning, design,

Work Product/Deliverable/Report	Description
	development, testing and validation activities, and tool sets to be used for data conversion. The plan will define all conversion implementation and validation tasks and steps as well as the process for maintaining the Plan itself.
Data Quality Assessment Report	Results summary of the data quality assessment. This will contain details regarding the exceptions and failed data records, if any.
Data Cleansing Report	Results summary of the data cleansing assessment. This will contain details regarding the data records exceptions, resolutions, and fixes, if any.
Source to Target Mappings	This will be the final source to target data mappings document.
Data Conversion Mock 1 Report	Result summary of the initial data migration mock run. This will contain details regarding the timing, exceptions, and failed data records, if any, along with the overall status of conversion. Both GCOM and DHHS LIS teams execute data conversion testing of this mock run.
Data Conversion Mock 2 Report	Result summary of the second data migration mock run. This will contain details regarding the timing, exceptions, and failed data records, if any, along with the overall status of conversion. Both GCOM and DHHS LIS teams execute data conversion testing of this mock run.
Data Conversion Mock 3 Report	Result summary of the final data migration mock run. This will contain details regarding the timing, exceptions, and failed data records, if any, along with the overall status of conversion. Both GCOM and DHHS LIS teams execute data conversion testing of this mock run.
Production Conversion Report	Result summary for the final data conversion. This will contain details regarding the exceptions and failed data records, if any, along with the overall status of conversion.

Table 8 Various reports/deliverables related to data conversion

Please review the **GCOM Exhibit 9 - Data Conversion and Validation Requirements**, Section '1.4 Deliverables and Work Products' for deliverables related to data conversion.

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V.E.2.b.xv. System Integration Testing (Phase 6.1)

Contractor shall develop and perform System Integration Testing (SIT).

System Integration Testing is conducted by the GCOM project team. This testing is performed when design and development of system modules are completed. Each system module is tested against the approved requirements and related use cases. System Integration Testing focuses on how system module configuration and customization meets the requirements.

The system and integration test planning consists of analyzing the functional and technical design and determining which Test Scenarios and Test Cycles should be created to confirm that Licensure Information System (LIS) meets all requirements and is operating as expected. The primary output at this stage is the System and Integration Test Reports and an updated Requirements Traceability Validation Matrix (RTVM). The test cycles will group similar scenarios based on when the functionality will be available for testing purposes. GCOM has a systematic test approach which includes Planning, Preparation, and Execution of Test scripts.

As part of System Test, GCOM performs the following activities:

- Author and facilitate joint reviews of test scenarios, cases, and data condition sets utilizing the JIRA Test Management Tool.
- Create the System Test execution plan, which defines the test cycles, test case to cycle assignments, roles and responsibilities, and time frames for System Test execution.
- Trace test case to requirements and use cases utilizing the JIRA Test Management Tool.
- Execute the System Test suite with the goal of 100% execution of planned test cases.
- Capture and mitigate defects recorded as part of System Test execution.
- Publish weekly (or other agreed to frequency) System Test execution reports, typically using JIRA Dashboards and Extracts. Reports will identify various test metrics such as test velocity, defect density, pass rates, execution plan variances.

System Testing builds on product preview demonstrations and component Unit Testing by executing a suite of the end -to -end test cases designed to confirm those specific requirements and use cases are working as expected.
On many projects, GCOM conducts System Testing in parallel with Quality Assurance and Integration Testing. The combination of System, Quality Assurance, and Integration Testing are referred to as System Integration Testing in GCOM's test methodology.

System Integration testing shall mainly consist of the following, but not be limited to:

- Verifying links between internal and external application components.
- Focusing on complete end-to-end processing of programs, threads, and transactions.

- Boundary value analysis (testing modules by supplying input values within, at, and beyond the specified boundaries).
- Cause-effect testing (supplying input values to cause all possible output values to occur).
- Comparison testing (comparing the output of the system under test with another reference system).
- Security functionality.
- Ensuring traceability to requirements, use cases, user interface (UI) design, and test objectives.
- Testing each business function end-to-end through the application, including positive and negative tests.

Please review the **GCOM Exhibit 3 – Master Test Plan**, attached as a separate document which provides more details about System Integration Testing.

V.E.2.b.xvi. User Acceptance Testing (Phase 6.2)

Contractor shall develop the initial User Acceptance Testing (UAT) test scenarios.

The objective of User Acceptance Testing (UAT) is to allow the client to confirm the functional completeness of the system. This will allow DHHS stakeholders to validate the system meets requirements and determine if specific expectations have been met before the system is deployed to production.

User Acceptance Testing (UAT) will be planned and performed by DHHS, with the support and facilitation of GCOM. GCOM will work with DHHS to prioritize SIT Test Scripts for UAT. Prioritized test scripts can be modified or enhanced by DHHS for UAT purposes. GCOM will support UAT testers as they follow provided scripts and validate that the system functionality matches the expected results of script execution. GCOM fixes necessary defects prior to exiting UAT as defined in the UAT exit criteria, based on defect severity and business priority. GCOM will prioritize test scripts that are end- to- end business processes to allow for more efficient UAT Execution.

GCOM provides representation from its people and processes workstream teams to support user acceptance testers. All defects will be entered by user acceptance testers with supporting details in the JIRA Tool. Prior to proceeding to the Deploy Phase, UAT Test Phase exit criteria, such as signoff of the User Acceptance Test tasks, must be met.

GCOM clients typically leverage a subset of GCOM SIT test cases and scripts to execute UAT or build a derivative set of test cases based on the GCOM's SIT test cases and scripts.

To support UAT, GCOM will:

- Support development of the UAT Test Plan, test scenarios, and test cases. GCOM will shortlist SIT test scenarios and test cases and present prioritization recommendations to DHHS. Test cases will be detailed into step by step instructions (test steps), organized into test suites, and loaded into JIRA.
- Develop and deliver System and UAT Process Training. The training will include test execution and best practices in reporting defects using the DHHS program test management process and tools.

- Prior to the start of UAT, GCOM will perform reference transaction tests and a performance test in the UAT environment to validate that the UAT environment demonstrates consistent performance and will make a good impression on future end users.
- A UAT cycle includes testing by end users, defect triage, classification and mitigation, and lessons learned / re-planning for the next cycle or test phase. Prior to the start of each UAT cycle, GCOM validates readiness of the test environment using the following methods: 1) functional smoke test of each release prior to the start of testing, 2) readiness of test plans and test case assignments in JIRA, and 3) publication of release notes describing defects that have been fixed in prior UAT testing cycles.

Regarding UAT planning and execution, GCOM anticipates that DHHS will be responsible for the following:

- Schedule and provide all testing facilities and test computer workstations. The testing facility test computer workstations will be imaged with the recommended desktop computer, operating system, and browser settings. The test facility will have adequate network facilities and capacity to support peak UAT staff requirements.
- Authoring test cases and test data conditions to cover the breadth and depth of the system for each Release. GCOM will support this.
- Scheduling of adequate staff to maintain the project and UAT test cycle schedules.
- Participating in the daily defect triage meetings, providing defect severity and priority based on the DHHS approved defect rating guidelines.
- Requiring all testers to execute test plans and test cases using JIRA. Additionally, all defects once approved by the DHHS test lead should be entered in JIRA daily.
- Supporting a positive and collaborative environment that fosters a team approach to meeting UAT productivity targets and schedules as well as identifying, classifying, and retesting defects.

GCOM will provide representatives from the GCOM business, training and testing team to support UAT. Our supports include:

- Pre-UAT training for DHHS testers
- In-room over the shoulder support by GCOM team members
- Daily triage meetings
- Analysis and mitigation of defects
- Retesting of the defect to confirm defect mitigation prior to releasing the defect back to the DHHS tester for validation

Additional details on our UAT approach can be found in the **GCOM Exhibit 3 - Master Test Plan**.

V.E.2.b.xvii. Test Scripts, Test Conditions, Expected Results, Actual Results (Phase 6.3)

Contractor shall build detailed testing scripts, determining expected results, establishing testing procedures and protocols, etc. DHHS must approve in writing all test scenarios prior to testing. Acceptance testing will include testing by users of all system functions, including but not limited to, proper functioning of software, hardware and network components, as well as both data content, output, and connectivity components. It also offers the opportunity to test documentation, procedures, and business processes.

The comprehensive Test Strategy(s) will include all the test scripts, test cases and test scenarios executed in each test phase. Test cases / test scenarios are developed to perform positive and negative tests. The positive

tests ensure the solution provides functionality and behaves as expected with its expected input. A negative test checks if the solution behaves as expected with bad input. In this case, tests are designed in such a way they are destructive in both their nature and focus. That is, they are crafted to try to break the system and cause or find defects, rather than to simply prove that the system works as designed. As such, negative test cases / test scenarios (e.g., tests using bad data, meant to test error handling, simulating user error, or bad data entry) are included. These test scenarios, test cases, test scripts will be shared with DHHS and get them approved before actual execution to ensure test documentation, procedures, and business processes are aligned with the GCOM testing approach.

Each test case / test scenario is entered into JIRA and includes the following.
Categorize test based on:

- Facility Process—for example, Application, Inspection, Renewal, Amendment, etc.
- Complaint — Complaint or Incident submission, Complaint closer, etc.
- Any required test setup or pre-requisites (including data setup, test cases, etc.).
- The person responsible for executing the test.
- The test run or test cycle in which the test will be executed (as appropriate).
- The steps required to execute the test.
- The requirements that will be validated by the test.
- The expected results of the test (success criteria).
- The business user is responsible for the approval of the test results.

Once each test case / test scenario has been executed, the following is entered into JIRA:

- Date the test was executed.
- Actual results of the test.
- Whether the test passed or failed.
- If failed, the defect is entered into the JIRA tool and referenced in the failed test cases.
- Any appropriate screen prints or test output.

Detailed documentation will be designed for the User Acceptance Testing (UAT), the goal of UAT is to allow the client to confirm the functional completeness of the system which includes proper functioning of the software, hardware and network components, as well as both data content, output, and connectivity components . This will allow DHHS stakeholders to validate the system meets requirements and determine if specific expectations have been met before the system is deployed to production.
Please review the **GCOM Exhibit 3 - Master Test Plan**, attached as a separate document which provides details about Test Scripts, Test Conditions, Expected Results, Actual Results, and SDLC.

V.E.2.b.xviii. Testing Results Weekly Report (Phase 6.4)

Contractor shall manage the testing effort and other related events and communicating this ongoing information with the DHHS Project Leader via a weekly report in the EPL. DHHS will designate members of the State testing team, and will notify Contractor of team additions or revisions.

GCOM has a tightly linked reporting process with each of the test stages (Unit Test, In-Sprint Test, System Integration Test, UAT, Performance Test, Regression Test, Conversion Test and Security Test).
It is necessary for a QA team to create or generate reports that will reflect the integrity and credibility of the tests they make, and most especially, the significance and value of its results. Typically, a test status report is

something to do on a daily / weekly basis by the QA team to the developers and other stakeholders, during daily / weekly sync-up meetings.

A QA daily / weekly status report accounts for the team's activities for the day / week that includes both test case and defect information. Aside from the development team, recipients of this report may include business analysis, environment support, or project teams.
Test execution sheets or link to the test management tool is also attached to the report to support the results presented and to serve as a reference if the recipient of the report needs one.
The GCOM Test Team will be responsible for configuring additional reports if the preconfigured reports and dashboards are not sufficient for status reporting purposes.

Work Product or Deliverable	Description
Testing Methodology	The Testing Methodology deliverables include the overall test strategy, a description of the objectives, entrance and exit criteria for each test phase, test staff roles and responsibilities for each test phase, defect severity and prioritization criteria, defect lifecycle management process and appendices providing training materials for DOE user acceptance testers on how to use the JIRA test management tools.
System Test Case	For each test phase, GCOM generates a set of test scripts which are a set of instructions performed on the system to test the system functions as expected. Test scripts include the following coverage: ▪ modular functional units ▪ end-to-end transaction testing ▪ report and other output quality ▪ boundary test cases ▪ interface transaction and batch output quality ▪ role based access control testing ▪ performance and load scenarios to test system capacity ▪ security vulnerability test ▪ system regressions and post-Production deployment validation scripts Test scripts are developed in MS Excel or MS Word format, and then loaded to JIRA. JIRA provides a test planning and execution lab that assists end users with executing step by step test cases and, as needed, capturing, documenting and linking defects to the test cases, and test steps accurately and efficiently.
System Test Results and Mitigation Plan	Includes a report, typically in MS Excel, and sourced from the GCOM JIRA test management tool providing: ▪ A list and description of defects found and current disposition. ▪ A subset list of defects which are not closed, mitigation plan, and forecasted release of resolution. ▪ A traceability report connects defects to test cases and impacted functional area. Test reports are produced at the end of system and integration testing, user acceptance testing, and pilot testing.
In-Sprint Test Results	For each Sprint testing, GCOM generates reports sourced from the GCOM JIRA test management tool providing: ▪ Sprint completion report ▪ Status report using JIRA Test Execution and Defect Status data

Work Product or Deliverable	Description
UAT Test Results and Mitigation Plan	Includes a report, typically in MS Excel, and sourced from the GCOM JIRA test management tool providing: ▪ A list and description of defects found and current disposition. ▪ A subset list of defects which are not closed, mitigation plan, and forecasted release of resolution. ▪ A traceability report connects defects to test cases and impacted functional area. Test reports are produced at the end of system and integration testing, user acceptance testing, and pilot testing.
Non-Functional Test Report and Mitigation Plan	Includes a report, typically in MS Excel, and sourced from the GCOM JIRA test management tool providing: ▪ A list and description of defects found and current disposition. ▪ A subset list of defects which are not closed, mitigation plan, and forecasted release of resolution. ▪ A traceability report connects defects to test cases and impacted functional area. Test reports are produced at the end of system and integration testing, user acceptance testing, and pilot testing.

Table 9 Descriptions of each Work Product or Deliverable

Please review the **GCOM Exhibit 3 – Master Test Plan**, attached as a separate document which provides details about reporting at different stages.

V.E.2.b.xix. System Testing Results Report with an Updated Requirements Traceability Matrix (Phase 6.5)

Contractor must provide DHHS with all test results to include the tracking and correction of deficiencies. DHHS will not procure testing tools for this project, and any testing tools proposed shall be provided and licensed by the Contractor for use by its staff and the applicable DHHS staff for the project at the testing site. Contractor shall provide any required training on the proposed testing tools to all State staff that will be required to use the proposed testing tools at no cost to the State. At the end of the testing period, testing artifacts will be transferred to DHHS. The Contractor shall also provide any needed testing infrastructure (desktops, servers, etc.) and/or licensing to support any Contractor-provided testing tools.

GCOM has included JIRA as part of its GEM Test Management and defect management toolset. JIRA access is provided to both GCOM and DHHS test team members and is usually deployed as a cloud application. JIRA will be used for our joint project and task order teams. It provides configuration test management and status reports and dashboards that deliver near real time test coverage and status information. GCOM intends to use X-ray / Zephyr JIRA plugin for Test Management.

GCOM will be using JIRA to log, track, and resolve defects for In-Sprint Test, System and Integration Test and User Acceptance Test. JIRA will be used to capture, manage and trace test defects and reporting tools for the Unit, SIT, Regression, Smoke and UAT test phases. This tool will also provide test-stage status reporting to accurately indicate the completeness of each testing stage. In addition to defect tracking, JIRA will allow test-case authoring and execution management. JIRA provides test execution, defect tracking and requirements traceability (RTM) to track test coverage across the application requirements. JIRA will also be used to indicate

the severity and priority of a defect. The administration of the JIRA testing tools will remain the responsibility of GCOM. The GCOM Test Lead will be responsible for configuring additional reports if the preconfigured reports and dashboards are not enough for test reporting purposes.

GCOM uses JIRA to maintain Licensure Information System (LIS) traceability data. These dashboards will be used to present traceability data in a more user-friendly format that can be provided from a JIRA dashboard. GCOM will be using X-ray / Zephyr test management software that is integrated with, and accessed from, JIRA. It is a fully featured test management and test execution toolkit, integrated into JIRA with the same look-and-feel.

The primary traceability pattern for functional requirements is illustrated below:

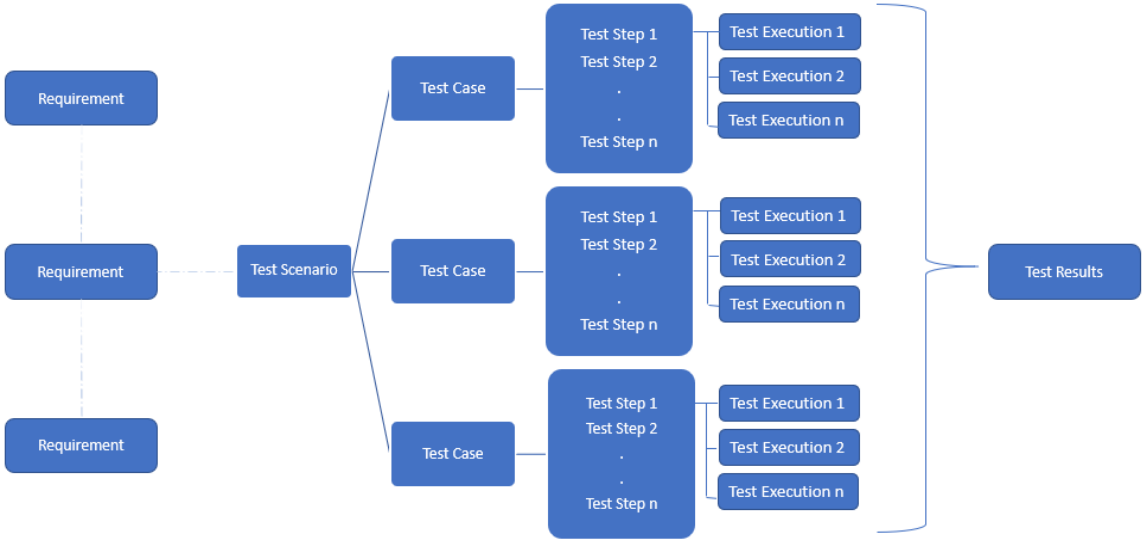

Figure 61 Traceability Hierarchy for Functional Requirements

In addition to providing traceability reports that trace defects from defect to requirement, defect density reports by test stage, Licensure Information System (LIS) module, Licensure Information System (LIS) component, and work stream will be provided. Non-functional test cases will be traced directly to requirements.

The following image illustrates the configured JIRA workflow for defect management during the In-Sprint and SIT test stages.

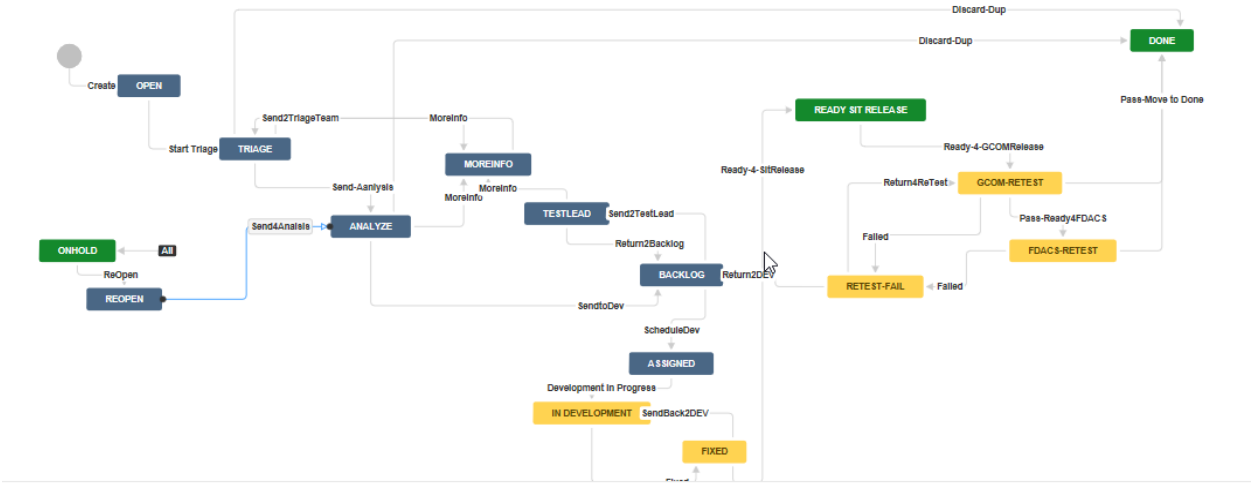

Figure 62 JIRA workflow for defect management during the In-Sprint and SIT test stages.

The JIRA Data Model will also support Test Case Execution reports by test stage, test cycle, Licensure Information System (LIS) module, Licensure Information System (LIS) component, and work stream.
These dashboards will be used to provide point-in-time test status and traceability reports. End-of-test stage traceability reports will be provided in Microsoft Excel format. A spreadsheet (external to JIRA), will be used to track cumulative test case execution and defect trends. This spreadsheet will be maintained by the Joint Licensure Information System (LIS) PMO and will capture cumulative defect and test case execution data on a weekly basis.

GCOM defines a Deficiency as a deviation from a stated requirement, quality, or a planned test outcome. GCOM will work on identifying, responding to, resolving, logging, and reporting on Deficiencies.
The following dashboards are for representative purposes only. At the time of submission of this deliverable, there is not any test, test execution, or test cycle data in JIRA to generate Licensure Information System (LIS) JIRA specific test management and defect management dashboards.
The Licensure Information System (LIS) JIRA test management and defect management dashboards will be like the following two images:

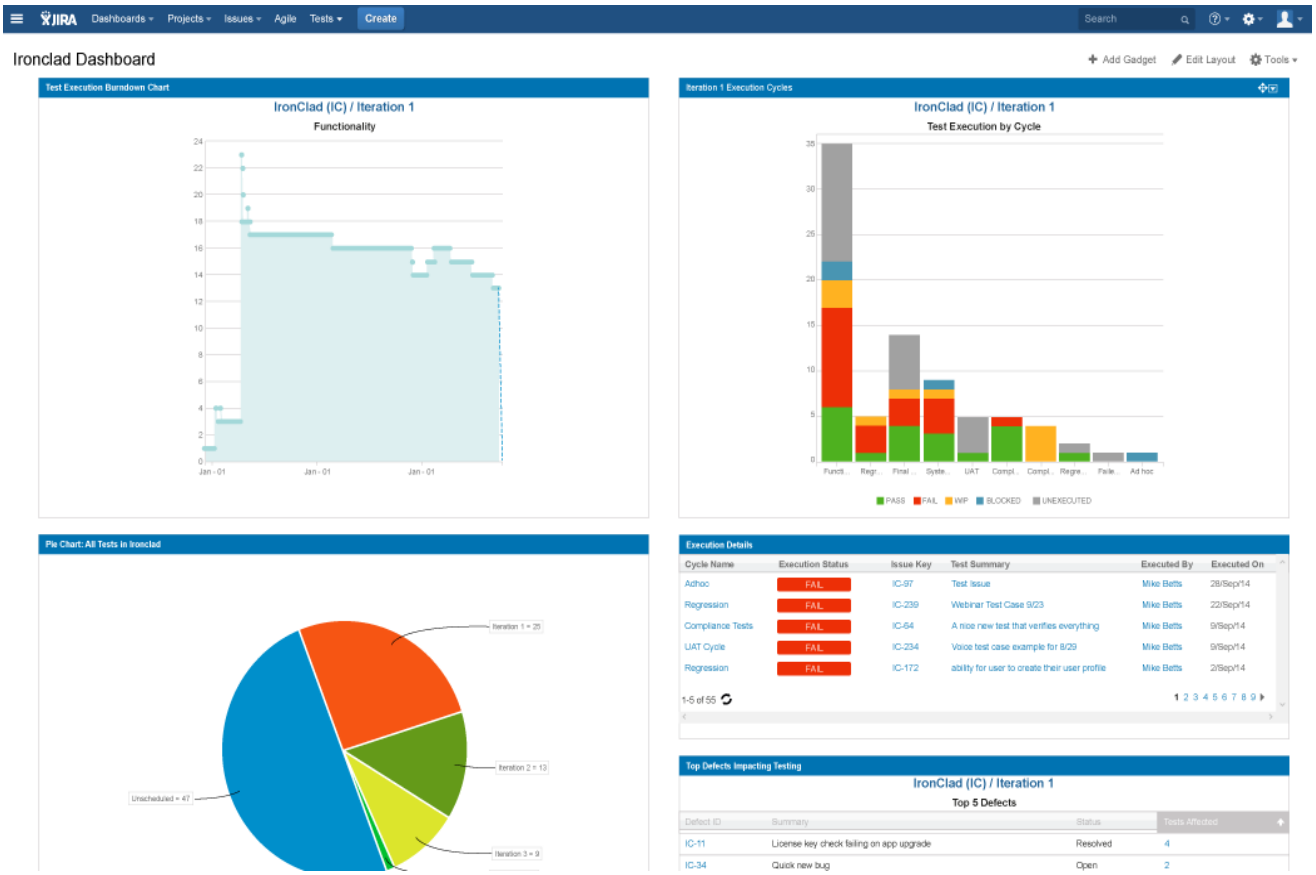

Figure 63 Representative JIRA Dashboards for Test and Defect Management

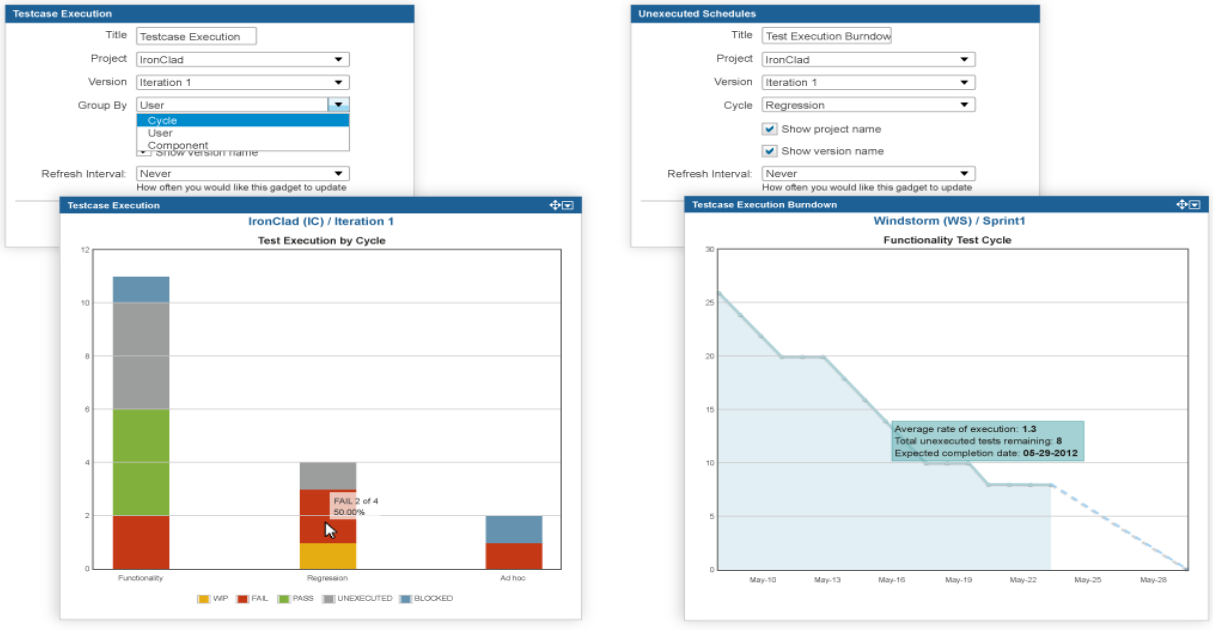

Figure 64 Defect Work Item Statuses

The JIRA software will be used to maintain test cases, test data, all reports and related dashboards for better visibility. GCOM will submit all the testing artifacts to DHHS at the end of the testing period.

The results of all the mentioned activity are then recorded in various test reports:

- Testing Methodology document / Testing Plan
- Test execution reports
- Test Summary Report
- Test incident report
- Test closure report
- Test Scenarios / Test Cases
- Test Data
- Requirement Traceability Matrix
- Performance Test Results
- Security Testing Plan
- User Acceptance Test results

Please review the **GCOM Exhibit 3 – Master Test Plan**, attached as a separate document which provides more details about detailed testing results and reports including Requirement Traceability Matrix (RTM).

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V.E.2.b.xxvii. Approved Final Readiness Assessment (Phase 8.2)

The Contractor shall create the Final Readiness Assessment to assist in the determination of final implementation readiness. Written approval of this Assessment constitutes DHHS's decision to move forward with implementation. At a minimum, the Assessment must address the following:

a. An assessment summary that includes the analysis completed, risks, and mitigation associated with implementation, and a recommendation about proceeding

b. Status of data migration/conversion efforts and its completion

c. *A guarantee that disaster recovery, where applicable, is documented and ready*

d. *Documentation of user acceptance testing approval by DHHS*

e. *Knowledge transfer sign-off by DHHS*

f. *Guarantee that all locations, system users, and security profiles have been identified and set up*

g. *Documentation that Help Desk is ready and staffed for deployment*

h. *Confirmation that DHHS power users are available and ready to assist at various sites for initial deployment*

Throughout the DDI Phase, the Contractor's objective shall be to implement all required system functionality. The system shall satisfy contractual business and technical requirements per attachments two and three, and conform to the approved System Implementation Plan.

GCOM will create a final readiness assessment for both the Phase 1 and Phase 2 Production releases. The readiness assessment will include:

a. An updated Requirement Traceability Matrix demonstrating the business and technical requirements that will be implemented with the production release.

b. Production cut-over assessment identifying cut over risks and mitigation plan.

c. Status of data migration / conversion efforts and its completion.

d. A documented and tested disaster recovery plan.

e. End of Release Phase User Test Report, List of any outstanding item (if any), and DHHS User Acceptance Approval.

f. Knowledge transfer sign-off by DHHS.

g. Guarantee that all locations, system users, and security profiles have been identified and set up.

h. Documentation that Help Desk is ready and staffed for deployment.

i. Confirmation that DHHS power users are available and ready to assist at various sites for initial deployment.

Leading up to major production releases, GCOM will conduct biweekly or weekly meetings to review readiness assessment status and close pending action items. Once completed, GCOM will use the deliverable review and approval process to memorialize acceptance of the readiness assessment document. The readiness assessment must be complete a minimum of two weeks prior to production cut-over.

V.E.2.b.xxviii. User Documentation and Help Files (Phase 8.3)

The Contractor must develop and maintain user documentation and help files which are searchable based on a topic and/or keyword. Documentation must be updated when service packs/upgrades are deployed.

As part of training material development, the Training team will simultaneously create a user manual that mirrors the functionality communicated in training as it relates to logging in and using the system.

For external entities subject to licensure or certification, a separate user manual will be created that focuses on using the Portal, including signing into the system. Help materials (such as job aids) can be posted and available for user reference.

As noted in our response to xxiv. Administrator and User Reference Materials (Phase 7.4), Product Upgrades, the product release includes updated standard product training materials for end users and system administrators. For specific adaptations and extensions, the GCOM Post-Production Support Team makes updates to the System Administrator and End User training materials previously provided.

Online Help is provided to all end users allowing them to access informational text about a process at precisely the point in the application where such information is needed. Online Help can be customized by the Department should more specific information regarding business rules and other elements of the system need to be displayed to users.

Adobe Presenter supports the screen reader, JAWS, that translates onscreen text in the published output to speech. Users desiring speech assistance must install JAWS on their computers and launch it before opening the published output. JAWS reads out the control that is in focus. When JAWS is running, objects and shapes in the output screen are highlighted with a yellow border around them. Users can change the focus using the tab key.

The following elements of Adobe Presenter output are accessible through JAWS (in addition to the keyboard):

- Playbar controls including the attachments
- Content including text, actions, hyperlinks, and images

All training materials posted on Accela's Success Community site are mostly accessible to users with disabilities. The course guide text in Microsoft Word documents is completely accessible to people with visual and / or hearing impairments by way of screen readers. The text in all new course guides that are produced also have Alt Text tags in the graphics to make them even more accessible to the visually impaired. Videos are also accessible to visually impaired people, by working with screen readers. Any new videos that are released are produced with closed captioning for hearing-impaired people.

V.E.2.b.xxix. Hardware and Software Product Documentation (Phase 8.4)

The Contractor must develop and maintain documentation for all hardware and software products including reference guides, user guides, technical guides/manuals, and technical documentation (system administration, configuration workbook, system architecture, application architecture, etc.). Documentation must be updated when service packs/upgrades are deployed.

GCOM's project implementation methodology includes Document Management procedures required to create and maintain the project document repository. It identifies the processes required to receive, store and control documentation ensuring accessibility to authorized project stakeholders. This includes the development and maintenance of all hardware and software products including reference guides, user guides, technical guides / manuals, and technical documentation (system administration, configuration workbook, system architecture, application architecture, etc.). Documentation will be updated when service packs / upgrades are deployed.

Our approach to maintaining project documents includes the following:

- Project teams develop and modify documentation throughout project initiation, planning, design, development, testing, training, deployment, and support activities. As the teams create initial

versions of the documents and receive sign-off, the signed-off documents become the point of reference for team activities.

- System changes go through the project's defined configuration and Change Control process. For approved changes, the associated documentation requires updating in order to maintain an accurate historical record and to confirm that project documentation is up to date. Time to make updates to documentation is included in the Change Control approval process.
- As changes to documentation occur, the project repository automatically applies version control functionality to keep accurate records of changes.

Our standard Document Management practices include:

- Establishing and communicating a standard directory structure
- Establishing and monitoring document naming conventions and standards
- Use of standard document templates that are branded for the NE LIS project and enforce a common style guide
- Use of automation to autofill as many fields as possible
- Capturing and reporting on standard document elements, such as: version number, author, change history and rationale, participants in document creation, and approvals
- Using an online document repository with version control to manage project documentation
- Creation and use of a documentation review checklist to ensure professional documents and readability

V.E.2.b.xxx. System Go-Live (Phase 8.5)

System go-live is the date on which the system has been fully implemented (meets all established business and technical requirements per attachments two and three for each license type). This is the date on which the twelve (12) month post-implementation support period begins. DHHS's acceptance of this requirement will be subject to the Section V. G. Requirements Acceptance procedures.

GCOM recognizes and acknowledges that the System Go-Live is the date on which the system has been fully implemented (meets all established business and technical requirements per attachments two and three for each license type). We anticipate that the State will provide formal acceptance of the solution that acknowledges this date (subject to the Section V. G. Requirements Acceptance procedures) and that such formal acceptance and acknowledgement will not be unreasonably withheld. GCOM further recognizes and acknowledges that this formally accepted Go-Live date is the date on which the twelve (12) month post-implementation support period begins.

V.E.2.b. xxxi. System Error Documentation (Phase 8.6)

Documentation that explains system error or performance messages to users and administrators, with the actions required. Documentation must be updated monthly during the DDI Phase. After the DDI Phase, documentation must be updated when service packs/upgrades are deployed.

Throughout the solution design, sophisticated error-handling features for dealing with exceptions will be provided. Based on the types of errors, such as semantic errors or process execution level errors, appropriate features will be implemented, as follows:

- Logging errors will be logged wherever possible with error descriptions.

- Custom exception handling scripts will be provided that can be used at runtime to give a new, distinct meaning to one or more problems that can occur within the code.
- Automatic email notifications will be sent, if any step in the process fails, with a description of the root cause of the exceptions.
- Errors will be routed and displayed in a web form for the end user to correct and resubmit the data.

During the DDI Phase, GCOM will ensure that error messages and error handling documentation is assessed monthly and updated, if needed. After the DDI Phase, error messages and documentation will be updated when service packs / upgrades are deployed.

Online Help is provided to all end users allowing them to access informational text about a process at precisely the point in their application or workflow where such information is needed. Online Help can be easily customized should more specific information regarding business rules and other elements of the system need to be displayed to users. Error messages presented by the system to end users when a data entry or processing error occurs are written to be simple, clear, and helpful.

The GCOM Help Desk will send out release and service management communications to the user community whenever there are exceptions to normal operations and well in advance of any planned system outages. These communications will keep the users current and advised as to the status of any such situation. Any system generated communication or notification can be set to be delivered to an individual or user group. Each named user is explicitly part of one or more user groups. User groups can be created to be very general and include a large number of people and can also be created to be very specific and include a small number of people (even one person).

V.E.2.b.xxxii. Burn-In Period (Phase 9.0)

The Burn-In Period will begin upon completion of System Go-Live (Phase 8.5) and will continue for ninety (90) calendar days thereafter, unless one of the following software incidents occur:

a. Out of Business: The software incident causes the system to be completely down and DHHS is unable to conduct business with the software; or

b. Time Sensitive: The software incident pertains to time sensitive functions, such as processing payments and issuing or renewing licenses.

In the event that software incident occurs, the Burn-in Period will be stopped and the Contractor will complete all necessary work to correct the problem. The software incident will be considered resolved when both parties agree that the Contractor has provided a permanent solution to the software issue. When both parties agree the software incident has been resolved, DHHS will notify the Contractor in writing whether the Burn-in Period will be continued, extended past the initial ninety (90) calendar days, or restarted to day zero.

GCOM acknowledges that the 90-calendar day Burn-In Period will begin upon completion of System Go-Live (Phase 8.5). Defects reported during the 90-day Burn-In Period will be triaged, analyzed, and mitigated at no cost to DHHS. We further acknowledge that the 90 calendar days of the Burn-In Period will count down uninterrupted from the System Go-Live Date unless GCOM and DHHS mutually agree that one of the two incidents detailed above in this requirement has occurred. Should such an incident occur, the Burn-in Period will be stopped, and GCOM will complete all necessary work to correct the problem. The software incident will be considered resolved when both parties agree that GCOM has provided a permanent solution to the software issue. When both parties agree the software incident has been resolved, DHHS will notify GCOM in writing whether the Burn-in Period will be continued from the point when stopped, extended past the initial ninety (90) calendar days, or restarted to day zero.

V.E.2.c. POST-IMPLEMENTATION SUPPORT PHASE

The first twelve (12) months following the implementation will be known as the Post Implementation Support Period, and will be followed by the on-going Operations and Maintenance Period. During this period, users will need to have help desk access to assist and answer questions for routine functions that were presented in training but require refresher training or assistance.

To support Go Live, GCOM establishes a Go Live command center at the primary project office to execute Go Live and manage any unplanned incidents that occur. The Go Live command center initially is charged with executing the cut-over plan conversion and release execution activities on Go Live day. We typically operate the Go Live command center for a two-week period following a Production Go Live. During this period, GCOM deploys IT training staff to primary Agency locations (up to two locations) to support end users and call center staff. Our command center is staffed with GCOM and NE LIS work stream leads so that questions, issues, and risks that emerge can be rapidly addressed and resolved.

During the ensuing 12-month Post-Implementation Support Period, the GCOM Help Desk will be available and accessible to LIS users to assist and answer questions for routine functions that were presented in training but require refresher training or assistance. GCOM's Tier 1 Help Desk staff receives training to be able to assist end users with basic 'how to' questions, account provision, and password resets. The GCOM Help Desk will create initial tickets, conduct triage, resolve Tier I tickets, and escalate to the appropriate party when necessary. Tier 1 is defined as the initial receiver of inquiries from system users, either by telephone, web, or email.

It is easy for Help Desk staff to assist users with just the chat window for the quick questions. Additionally, they can use co-browsing to walk users through their business process workflow issues. Co-browsing is a great way to quickly teach users the tips and tricks on how to use the system.

Everything is seamless; Help Desk staff can go from chat to voice to co-browse very quickly regardless of the customer being internal or external.

Additionally, to effectively assist users during Post-Implementation Support the GCOM Help Desk is trained in and / or has quick access to:

- A working knowledge of the current system environments as well as the general business practices of the NE LIS solution
- The procedures and practices that support the business process and current system environments
- Working knowledge of all technical and functional matters associated with the Solution, its architecture, data file structure, interfaces, any batch programs, and any hardware or software tools utilized in the performance of this Contract
- Documentation that lists and describes all hardware and software tools utilized in the performance of this Contract
- A working knowledge of various utilities and corollary software products used in support and operation of the solution

PDF PAGES 124 - 127 HAVE
BEEN REDACTED DUE TO
PROPRIETARY INFORMATION

V.F. REQUIREMENTS ACCEPTANCE

The Business Requirements Traceability Matrix in Attachment Two and Technical Requirements Traceability Matrix in Attachment Three will be provided to DHHS and posted in the Electronic Project Library (EPL).

Given that some requirements are not specific documents, a one (1) page summary of the requirement shall be posted in the EPL.

On receipt of a requirement, DHHS will log the requirement and it must be approved in writing by the DHHS Project Manager within ten (10) business days to be considered final.

If the material or document is determined to be in non-compliance, DHHS will send written notification to the Contractor's Project Manager outlining the reason(s) for the determination. The Contractor, at no expense to the State, will bring work determined by DHHS to be in non-compliance into compliant within ten (10) business days of notice, and resubmit the requirement to DHHS. If DHHS accepts the requirement, requirement material, or documents, DHHS will submit an acceptance letter to the Contractor.

The Business and Technical Requirements Traceability Matrices as delivered with GCOM's response will be uploaded to the designated DHHS Licensure Information System Project SharePoint site (EPL) and, as appropriate, updates to these will be uploaded and managed with version control in this site. For requirements that do not have other documentation or are not a document deliverable, a one (1) page summary will be created and maintained in the EPL.

GCOM acknowledges that upon receipt of a requirement, DHHS will log the requirement and that the DHHS Project Manager will provide written approval within ten (10) business days to be considered final. If within that ten (10) days of receipt of the requirement, DHHS provides written notification that the material or document is not in compliance, GCOM will bring such work into compliance within ten (10) business days of the written notification of non-compliance and resubmit the requirement to DHHS. We acknowledge that if DHHS accepts the requirement, requirement material, or documents, DHHS will submit an acceptance letter to the Contractor.

It is anticipated that during the initial ten (10) days review, DHHS and GCOM will be actively communicating on the status of the review and that in most instances this timeline will be sufficient. However, because the cadence of acceptance has a strong impact on maintaining project timelines, if acceptance or rejection is not provided to GCOM within ten (10) business days after the initial receipt of the requirement, GCOM anticipates that either DHHS will request an extension of the review period in writing or, in the absence of such a request, the deliverable will be considered accepted and GCOM will proceed with the project tasks as though acceptance has been given.

V.G. DELIVERABLES

GCOM will deliver the Nebraska LIS in two Production releases and a total of eight configuration iterations. Our Deliverable Management approach describes the frequency and format in which we will submit each deliverable. Deliverables submission frequency and formats have been optimized to our approach and application lifecycle management tools.

Each deliverable will either be submitted once per project, once per Phase, or once per iteration / sprint. Iteration / sprint deliverables are design to be submitted in smaller increments, so that review and approval can be conducted in more manageable packages. With each deliverable submission, the deliverable will be reviewed and approved by the DHHS LIS Project Team. Each approved deliverable will be eligible for a progress payment. GCOM has flagged deliverables that have been submitted with this RFP Response.

GCOM has included our proposed deliverable-based payment schedule in the cost proposal. GCOM will follow the required project phase cost allocation as required by the RFP.

In the table below GCOM summarizes our deliverable management approach:

Phase Deliverable	Requirement	Frequency			Format	Status
		Per Project	Per Phase	Per Iteration / Per Sprint		
1.0 Project Planning	1.1 Detailed Project Work Plan	1X, Updated as Needed			MS Word, MS Project Plan	Submitted with Response, **GCOM Exhibit 1 – Draft Project Management Plan & GCOM Exhibit 2 – Detailed Project Work Plan**
	1.2 Project Control Documents (Risk Management and Resolution Plans, Issue Management and Resolution Plans, and Organization Change Management, Work Management Plan and Change Control Documents)	1X, Updated as Needed			MS Word	Submitted with Response, **GCOM Exhibit 1 – Draft Project Management Plan**. Note: a standalone OCM Plan will be submitted as a separate work product after the first 6 months of the project.
	1.3 Status Reporting Plan	1X, Updated as Needed			MS Word	Submitted with Response, **GCOM Exhibit 1 - Draft Project Management Plan**
	1.4 Electronic Project Library	1X, Updated as Needed			MS Word	Submitted with Response, **GCOM Exhibit 1 - Draft Project Management Plan**

	1.5 Security Plan	1X, Updated as Needed			MS Word	Template Submitted as **GCOM Exhibit 14 – Security Plan Template**, Accela Policies submitted as **GCOM Exhibits 15 – Accela Hosting Attachment SaaS Solution Overview and 16 – Accela Service Availability and Security Policy**.
	1.6 Business Continuity Plan/Disaster Recovery Plan	1X, Updated as Needed			MS Word	Accela CO-OP Plan submitted with **GCOM Exhibit 13 – Accela Business Continuity and Disaster Recovery Plan**
2.0 Requirements Analysis	2.1 Fit Gap Analysis	1X			MS Excel, JIRA Extract	
3.0 Design	3.1 Detailed System Design Documentation	1X, Updated as Needed			MS Word	
	3.2 Testing Plan	1X, Updated as Needed			MS Word	Submitted as **GCOM Exhibit 3 – Master Test Plan**
4.0 Development, Interfaces, and Integration	4.1 Software Development Plan	1X, Updated as Needed			MS Word	Draft Submitted as **GCOM Exhibit 8 - Software Development Plan**, **GCOM Exhibit 9 - Data Exchange and Interface Plan**.
	4.2 Construction Summary Report(s)			1X	MS Word, MS Excel, JIRA Report	
	4.3 Code Management Plan		1X		MS Word	Draft Submitted as **Exhibit 6 - Release Management Plan**
	4.4 Master Schedule of Interface Development Efforts		1X		MS Project, MS Word	
	4.5 Interface Design/Test Environment/Testing			1X	MS Excel, JIRA Report	
5.0 Data Conversion Plan	5.1 Data Conversion Plan		1X		MS Word	Draft Submitted as **Exhibit 12 - Data Conversion & Validation**
	5.2 Conversion Guide		1X		MS Word, MS Excel	
	5.3 Conversion Results Report			1X	MS Excel, JIRA Report	
6.0 Testing	6.1 User Acceptance Testing		1X		JIRA Test Cases, JIRA Reports	
	6.2 Test Scripts, Test Conditions, Expected Results, Actual			1X	JIRA Test Cases	

	Results					
	6.3 Testing Results Weekly Report		Weekly		MS Excel, JIRA Report	
	6.4 System Testing Results Report, with an Updated Requirements Traceability Matrix		1X		MS Excel, JIRA Report	
7.0 Training	7.1 Training Plan		1X		MS Word	Submitted as **GCOM Exhibit 4 – Training Plan**
	7.2 On-site Train-the-Trainer Session(s)		1X		MS Word, PowerPoint	
	7.3 Online Training Materials			1X	TBD	
	7.4 Administrative and User Reference Materials			1X	MS Word	
8.0 Implementation	8.1 System Implementation Plan		1X		MS Word	
	8.2 Approved Final Readiness Assessment		1X		MS Word, JIRA Reports	
	8.3 User Documentation and Help Files			1X	MS Word, PowerPoint	
	8.4 Hardware and Software Product Document		1X		MS Word	
	8.5 System Go-Live		1X		MS Word	
	8.6 System Error Documentation		1X		MS Word	
9.0 Burn in Period	9.1 Burn in Report		1X		MS Excel, JIRA Report	
	9.2 Contract Closeout Plan	1X			MS Word Draft	Draft submitted with Response, **GCOM Exhibit 19 – Contract Closeout Plan**