Nebraska Department of Health and Human Services Licensure System RFP

Corporate Overview

June 15, 2020

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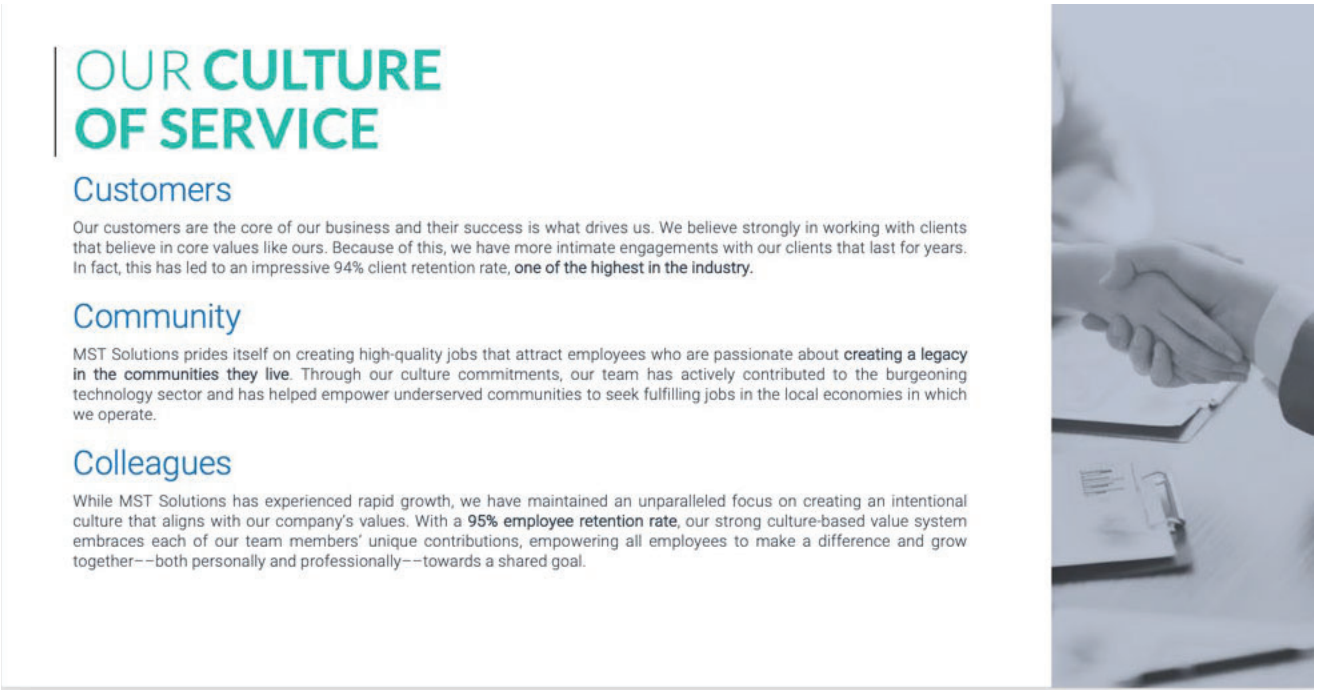
Executive Summary

Approach and Perspective

MST Solutions (MST) along with our partner, Treinen Associates, Inc. (Treinen), bring a mature approach to ensure all aspects of the new Licensure Information solution are designed, configured, tested and delivered to the Nebraska Department of Health and Human Services' (DHHS) expectations. Our firms are perfectly aligned to offer a complementary mix of Information Technology (IT) Project Management (PM) and Organizational Change Management (OCM) capabilities, deep expertise of the Salesforce (cloud focused) ecosystem including modern integration tools like the MuleSoft middleware platform as well as project and service delivery partnership acumen that will ultimately drive DHHS' project success. Between MST and Treinen, we have 20 years of experience in IT PM, OCM and Salesforce platform delivery comprising over 200 completed projects.

Building a Trusting Partnership With DHHS

Our approach is fully described in each of its key elements and it is paramount that the highest weighing factor in our approach is to build and reinforce credibility and trust between the MST Solutions team and the NE DHHS. From daily interactions to formal delivery of work products and system components, our mantra will be focused on creating a strong partnership with DHHS. This is embodied through MST's core values around customers, colleagues and the communities we give back to. Our partnership model revolves around a shared investment between our clients and our firm, which we actively engage and jointly to work through project challenges, manage risks collectively, and create transparency across the project spectrum. From experience, working through any project creates an opportunity for a meaningful partnership because of the strong relationships we develop.



Focus on Reducing Customization of the New DHHS Solution

One of the key aspects to our approach is to bring a focus on leveraging MST's foundational licensing components as well as existing "out of the box" functionality, features, and capabilities of the Salesforce platform when designing the new system. In doing so, we will position DHHS to ensure the following:

- Reduced amount of time for design and development efforts throughout the system development lifecycle.
- Reduced total cost of ownership due to configurable pre-built components that supports rapid change to support DHHS' business model.
- Positioned to leverage all new and forthcoming features from the Salesforce upgrades in the future with limited concern for affecting any DHHS unique or specific system items.

A key counterpart to minimizing the level of customization is leveraging the foundational licensing, permitting and enforcement components MST has already designed and built, which is premised on our industry knowledge and resulting implementations for various state licensing agencies. By taking this approach, DHHS will significantly benefit from a foundational set of components designed as baseline building blocks that adapt to the agency's licensing business need, rules, and statutes.

MST understands the business of licensing in government and has developed baseline solutions that enable agencies to accelerate their investment through re-usable building blocks and configurable modules that also enable them to make changes quickly and efficiently, once live. As of today, this baseline package covers the following aspects of licensing business operations:

Application Intake & Routing	Self-Service Portals	Automatic Quality Checks and Validation of Applications	Configurable Fees Table
Document Upload & Tracking	Licensing Workflow Engine by Licensing Type	Shopping Cart	State Payment/Billing Integration
	Investigations	Complaints	

Additionally, in the spirit of customer experience, we invest in user experience and interface design as part of our approach to ensure a modern and frictionless experience results for our client and the users.

MST follows best practices with regard to all professional service offerings. From project planning, program management to Software Development Life Cycle, Salesforce Implementation and change management, we align to industry practices founded by the Project Management Institute (PMI), the Scrum Alliance, International Institute of Business Analysis (IIBA) and Salesforce Center of Excellence (COE) methods.

Combining these industry standards with MST's three-D approach to discovery, design and delivery, MST has the proven processes that produce consistent quality, meet timelines, and avoid risk.

Additionally, as part of our three-D approach, development operations (dev-ops) such as continuous integration and continuous deployment (CI/CD) operations, code branch, and sandbox environment management are founded on industry best dev-ops practices that are aligned to Salesforce Center of Excellence practices. MST's guiding principle for technical design and development is to implement the functional business requirements while ensuring:

- Organizational maintainability
- Upgradeability
- System reliability
- Platform and service availability
- Scalability
- Enhanced Security
- Performance
- Integrity and stability

MST's strategic partner, Treinen, has over 17 continuous years of experience in requirements elicitation, gathering and development and analysis. Leveraging their firm understanding of requirements development during design, Treinen transforms requirements into technical specifications for which MST's technical development team will use for design and configuration phases. Treinen has provided these types of services and produced corresponding deliverables on nearly all of their project engagements to date. In developing numerous high-quality deliverables associated with developing solutions, Treinen uses many different requirements development and management methods based on the needs of the specific project engagement, client preferences and standards. The requirement management method to be employed by Treinen (and the entire MST team) will involve collaboration with the DHHS to ensure design and development activities lead to a successful project outcome. The following considerations inform how Team MST business and functional analyses efforts will be conducted for this project:

The Problem to Solve: First, we will ensure our team is aligned with DHHS Project Sponsors and the project vision to make sure that everyone understands the business problem(s) or opportunities the organization is trying to solve. This is the most important work we can do early on, as all other analysis efforts and downstream tasks stem from this one.

Business Analysis Techniques: With the business problem understood, we determine the best business analysis techniques to use, such as Use Cases, epics and business process diagrams, to provide the most relevant information for the team to solve the problem. We review these techniques and sample outputs with Subject Matter Experts (SMEs), members of the project team and stakeholders they will be working with. These reviews provide an opportunity to further refine the techniques and select others that may be necessary.

Level of Detail: Once analysis techniques are selected; we determine the level of detail to capture and transform the requirements. More detailed "system level" analysis and deliverables, for example, are often required for a custom software development project, while "business level" analysis and deliverables are appropriate for a Software as a Service (SaaS) or Commercial Off the Shelf (COTS) oriented project, such as using Salesforce. For either type of implementation, it is imperative that the current state and future state process flows are optimized and documented using Lean methodology. The level of detail also informs the best methods for traceability of the requirements into specification, test cases and support training material development.

Feedback: When the business analysis work begins, it is important to check in with stakeholders to review business analysis outputs early and at regular intervals throughout the project. Feedback is valuable to improve accuracy and overall quality, and it helps create a collective ownership of the work products. Frequent reviews provide opportunities for all team members to ask questions and share their expertise. Wikis or project SharePoint sites can be excellent options for sharing analysis artifacts with a wider audience. Part of our quality management efforts will be to assess the overall processes, quality and obtain DHHS' feedback.

Staffing and Skill Levels

Team MST is bringing solid technical resources from MST for technical project management, design, configuration, development and testing of the new solution. To support the engagement with the Nebraska Department of Health & Human Services, we are bringing our partner, Treinen, who will integrate expert program management resources for project management, quality oversight and organizational change management into the delivery team.

In addition, corporate executives from both MST and Treinen will be heavily involved and engaged throughout this engagement. We understand the importance of this project and the requirements for us to show we are both prepared and responsive to DHHS needs and meet project deadlines.

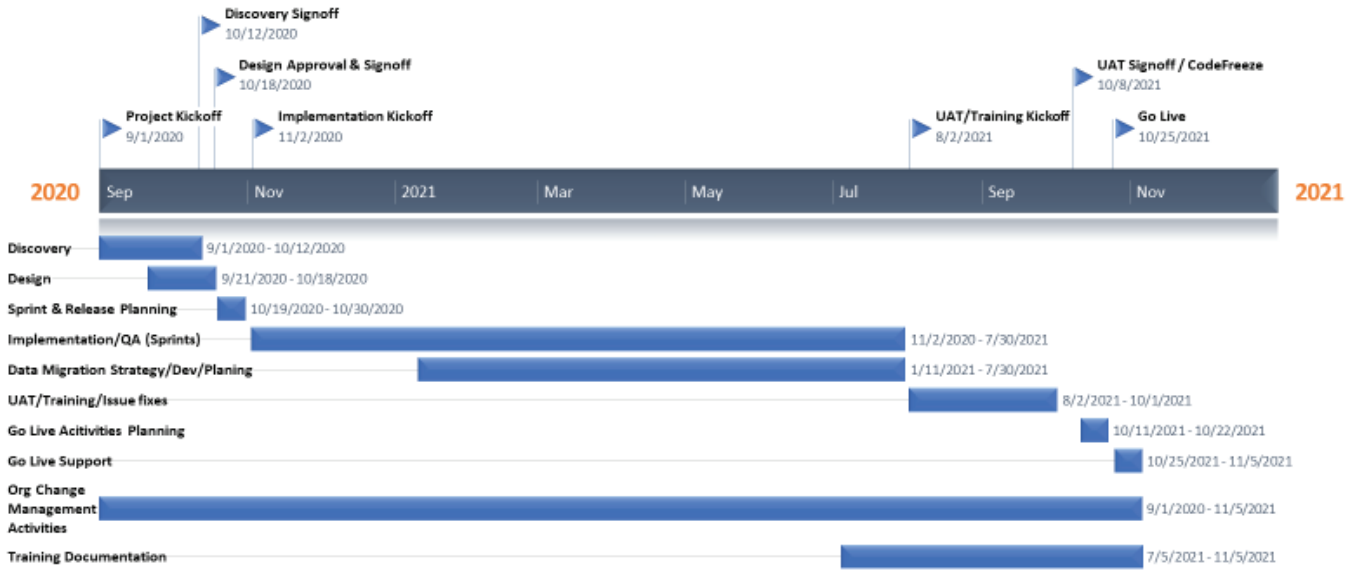
Team MST is proposing a team of dedicated resources to complete the project work.

Overall Work Description

Team MST will approach the solution development using best practices and following a standard systems development lifecycle (SDLC). The SDLC will include the normal protocols that will require close work and collaboration with the DHHS:

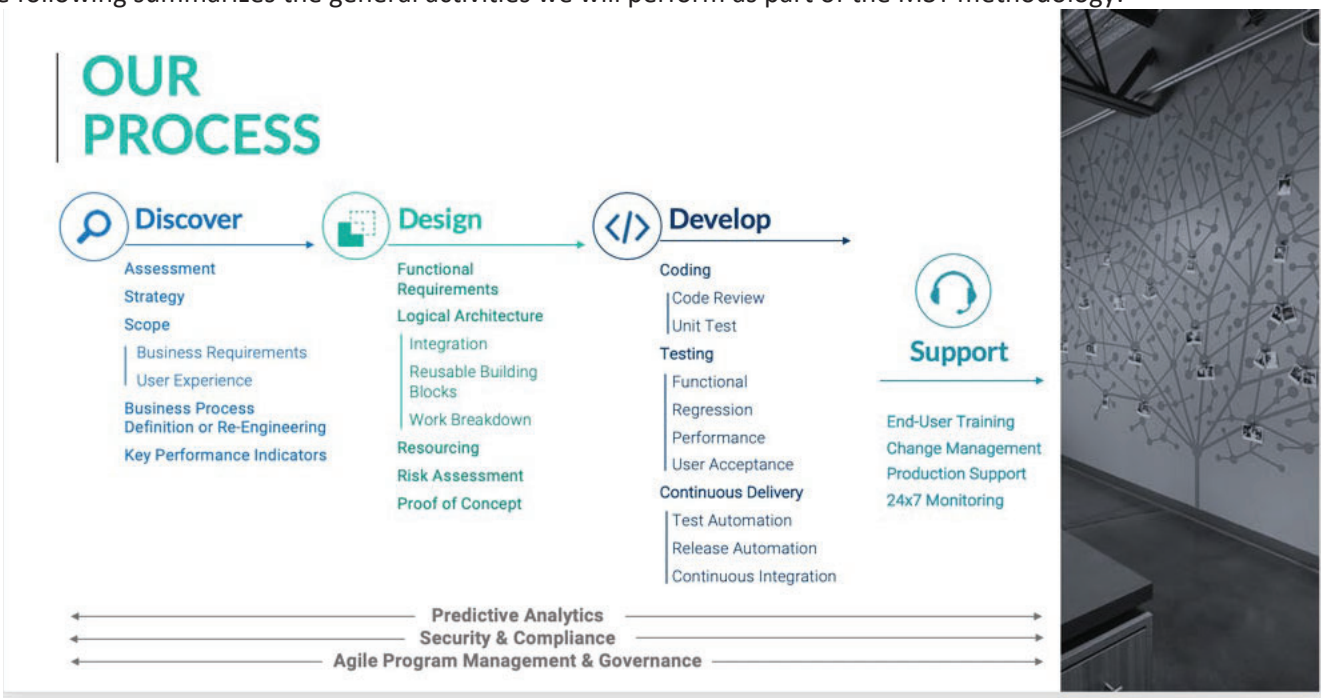
Activity	Description	Estimated Duration
Project Requirements Gathering and Planning	These activities include fine tuning our project schedule and ensuring it properly aligns to the DHHS's overall master project schedule for the effort. Planning activities include establishing the project management plans and processes for change control, issue/risk management, project reporting, requirements management and testing plans, communications, establishing key meetings, and deliverable reviews and approvals.	1 month
Design	This involves detailed review and analysis of the requirements with the DHHS. From this process, we expect to verify the requirements; transform them into use cases/epics/stories; develop technical specifications; and create the product backlog, traceability and change control processes.	1 month in parallel with discovery
Development/Configuration/Testing/Product Demonstration Sessions	An Agile development approach entails configuration of the base product components, such as business rules, security, user access, application tables, etc. In addition, development of the application occurs in pre-planned Sprints. Interfaces, data conversion, reports, security, infrastructure and cloud management services are built and activated. Product Demos will be provided during each sprint to get approval from end users.	8-10 months; broken into 12 Sprints with each Sprint being 3 weeks long;
Pilot/User Acceptance Testing (UAT)	Testing activities will involve DHHS for systems integration, data conversion, and user acceptance testing. Unit and module testing will be part of the Sprints in the Development and Configuration Testing phase.	2 months
Deployment/Cut-Over	Deployment activities will include cut-over strategy planning and execution, data migration, user migration and activation with detailed contingency plans.	2-3 weeks
Stabilization	Stabilization will include production support post go-live and resolution of issues in a timely manner.	2 weeks
Total Estimated Duration		*14 months*

Project Schedule – High Level Milestones



As part of our PMI-based project planning process, we approach most milestones in four major phases that enable incremental value and change management and bring the project goals together as each phase completes. The scope of the project guides the extent to which these milestones have activities and deliverables while the methodology for legacy data conversion and migrations will be used on top of the three-D approach.

The following summarizes the general activities we will perform as part of the MST methodology:



Critical Success Factors

We have identified the following success factors that will be critical to the success of DHHS' solution development effort:

- Recognizing this is a High Visibility of Project – Providing transparency and factual information will lead to the best decisions and reinforce a positive project status with leaders and stakeholders. This is an important program that will need a credible approach and proven solution provider.
- Established and Clear Business Objectives – The project must be measured against clear objectives regularly to provide an opportunity for early recognition and correction to remain fully aligned.
- Engaged Executive Support – The Executive Sponsor(s) must have a global view of the project, set the goals, approve the internal funding, articulate the project's overall objectives, be an ardent supporter, be responsive and engaged, and be accountable for the project's success.
- Collaborate with Stakeholders – Ensuring the solution works will include engaging with key stakeholders to manage change, identify key issues and risks, and increase the visibility of the project. Seeking stakeholder buy-in will be vital.
- Involved and Available SMEs and Users – Establish rapport with system users, SMEs and other key stakeholders.
- Maintaining Rigorous Requirements Management – Develop a Requirements Management Plan and process to identify, document, communicate, and track and manage requirements and changes to those requirements throughout all project phases.
- Designing the System Through Scalable Solution Architecture – Approach the project in a holistic manner to ensure the design of a solution placed into an agency environment complements and improves the agency technology stack. Work closely with the agency technology team to partner on the design of systems through Salesforce and architecture best practices that ensure advantages and lowers the overall in total cost of ownership.
- Test and Test Again – Ensure there is adequate, frequent, and rigorous testing throughout each cycle of the project. Team MST will bring both tools and personnel to ensure DHHS will be fully prepared for all phases to comprehensively test the new system.
- Consider the Organizational Change Management (OCM) – With any new technology or system, there is usually a significant impact on those who use and rely on the applications. Having an engaged OCM strategy will be critical for early adoption, easier transition and effective training of DHHS and other users.

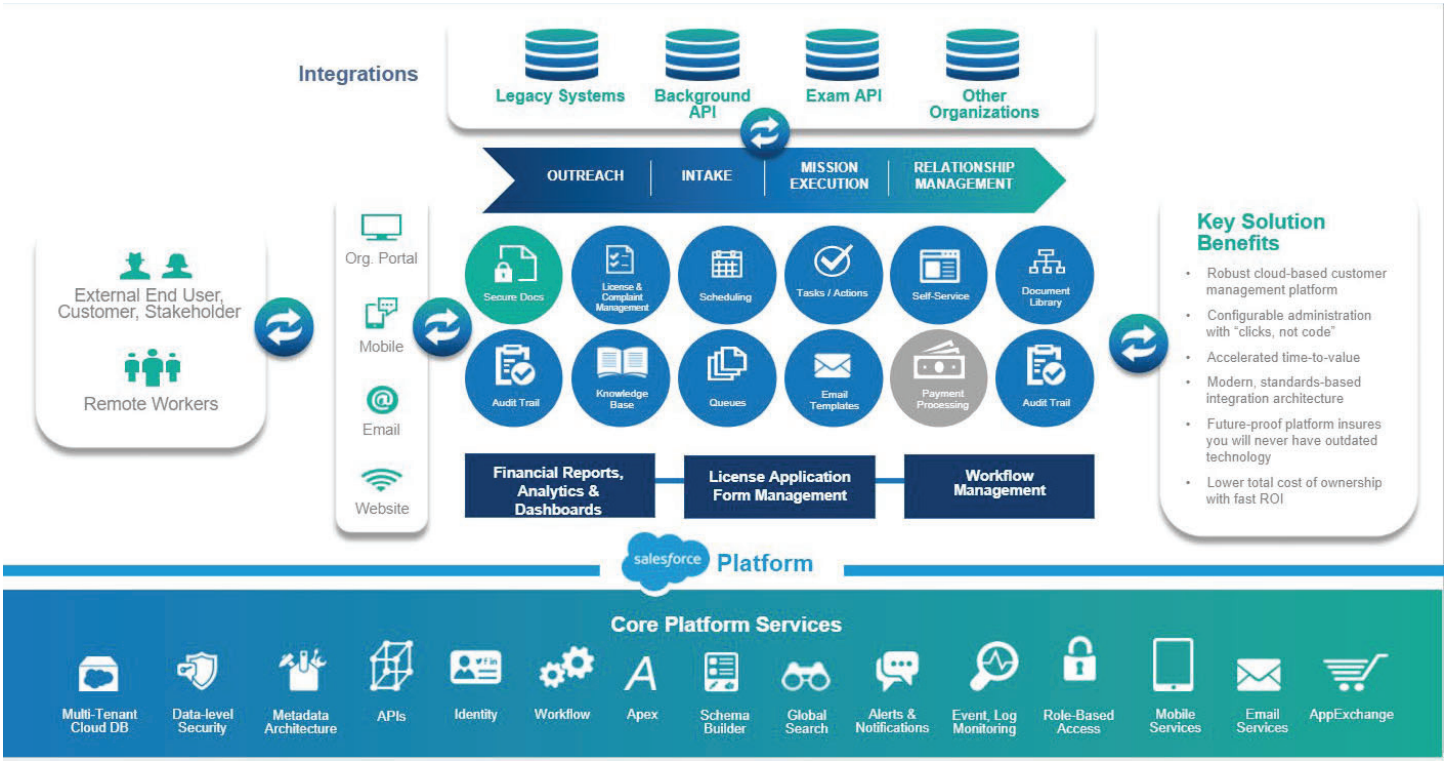
How Our Solution Will Support the Successful Completion of the Project

Our solution will be focused on using a proven Cloud-based platform. Additional factors that will ensure a successful completion:

- A solution that is Cloud in origin (Salesforce) and provides built in features such as product, data, code disaster recovery and enterprise support backup/restore features.
- Requires by default, a superior level of data and application security, privacy and an ongoing commitment to ensure these features remain current.
- Large customer base of Salesforce users and, specifically using the mature Salesforce community components and solutions will eliminate reliance on a solution provider unique or custom-built approach. This will enable ease of future base platform upgrades with little, to no work effort.
- Expansive and dedicated client support from Salesforce for licensing, coupled with high touch solution support from MST, ensures DHHS' investment will ensure ROI.
- Scalable solution – able to be modified rapidly to meet DHHS' needs, including "quick to deploy" planning to release management approach to address Legislative or agency priority mandates.

- Highly configurable solution, leveraging state-of-the-art IT best practices and allows agency personnel to have significant control and access to the solution.

MST Solution Licensing Solution Diagram



Corporate Overview

Bidder Identification & Information

Metasofttech Solutions LLC
DBA MST Solutions

Headquarter office:

MST Solutions LLC
2195 W. Chandler Boulevard
Suite 100
Chandler, AZ 85224

Incorporated in Arizona in 2012.

The name and structure of MST Solutions has not changed since incorporated.

Financial Statements

MST Solutions financial documentation included in Appendix.

Change of Ownership

There has been no change of ownership of MST Solutions LLC and none is anticipated.

Office Location

MST Solutions LLC
2195 W. Chandler Boulevard
Suite 100
Chandler, AZ 85224

Relationships with the State

Not Applicable

Bidders Employee Relations to State

Not Applicable

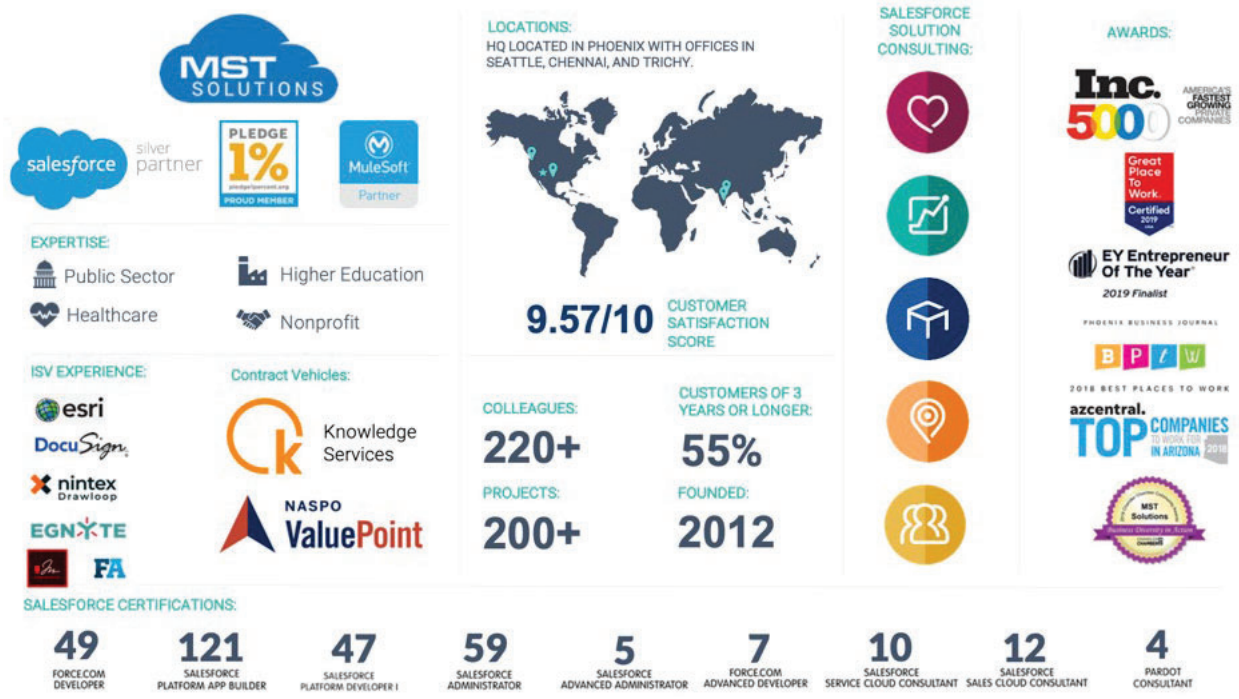
Contract Performance

No Contracts have been terminated or revoked.

Summary of Contractor's Corporate Experience

MST Solutions' (Bidder) Similar Successful Projects

MST Solutions' consultants are tenured in designing and managing Salesforce implementations with aggressive deadlines, internal resource constraints and varying legislative pressures. MST's consultants have built a reputation of getting the job done on budget and schedule without a single failure to date. Through careful planning, strong communication and a partnership approach the MST team develops the right governance mechanisms that enable velocity but provide proper oversight for quality and alignment. Using PMI project management principles, Agile Scrum software delivery principles and Salesforce best practices, MST delivers through our own proven three-D methodology to deliver value incrementally throughout the project.



Project Name: **Arizona Registrar of Contractors (AZ RoC) Licensing System Replacement Project**
Start and End Date: May 2019 – February 2020
Customer and Type of Business: State of Arizona Agency that licenses and regulates residential and commercial contractors. ROC staff investigate and work to resolve complaints against licensed contractors and unlicensed entities.
Project Description, Role of Firm, and End Result: MST Solutions partnered with the Arizona Registrar of Contractors (AZ RoC), one of Arizona's largest licensing agency, to migrate from a multi-agency shared Salesforce classic org to a dedicated Salesforce Lightning Org. This included streamlining and migrating 101+ business process flows for 4 departments (Licensing, Accounting, Legal, Compliance) as well as, 55 reports, 6 external integration using APIs, and 25 GB of data and 200+ GB of document migration. This project resulted in a comprehensive, end to end modernization of customer and constituent facing services as well as revised, streamlined back end operations.

Specifically, we designed multiple applications on the Salesforce, Egnyte platforms, and supported integration with existing Intelledox forms that enabled electronic intake of contractor license applications. Other functionalities include ability to investigate license applications, including automated ingestion of background check reports using First Advantage APIs, and ingestion of exam testing results using the PSI Exams API, as well as corporation commission checks through the Arizona Corporate Commission (ACC) APIs.

Additionally, MST designed applications for case management of existing licenses, comprehensive business and KPI reporting, the collection of fees using online state payment portal, management of accounting ledgers, and uploading ledgers to the state financial system. As an end to end solution, complaints intake, investigation and enforcement, and streamlining the capture of information related to legal processes and outcomes.

As part of the licensing application, MST implemented workflows and business processes that included:

- Accepting a new applications, identification and creation of a Qualifying Party record
- Mitigating inaccurate addresses through address validation processes using Smarty Streets APIs
- Enabling exam result validation as a prerequisite using the PSI Exam API
- Sourcing and validating background check reports as a prerequisite using the First Advantage API
- Various application and license workflows
    - New and renewal application review and adjudication processes
    - Deficiency, final review, withdrawal process, denial, reinstatement and service request processes
- Automated fee generation process based on license and application types
- Tiered account and contact model that enabled the agency to identify and associate representatives across all related entities
- 200 Letter templates to support outbound documents including ID cards and certificates using the Nintex (Drawloop) correspondence generation application
- Integration with Egnyte document management solution that stores documents in Egnyte yet allows for view and edit in Salesforce

As part of the accounting application, MST implemented 31 workflows and business processes that included:

- A configurable shopping cart lightning component for fee records, applying payments, adding and/or adjusting payment
- Ability to generate receipts based on payments and fees
- Ability to manage bonds and bond payouts
- Ability to refund or revert payment in case of failures or bounced checks
- Integrated with state financial system for reporting (AFIS)
- Integrated with the state online payment system JBilling

As part of the legal and compliance application, MST implemented 35 workflows and business processes that included:

- Ability to create case logs based on the review and petition review processes
- System automation to update violations and apply penalties
- Internal request from other departments

- Complaint processes with automated investigator assignment based on complaint location zip code(s)
- Inspection processes with ability to add violations, description, jobsite notes, statutes, allegations and print documents
- Referral process to Attorney General for missing payments
- Automated Investigation, legal and compliance letter templates

Finally, over 30 various reports were developed to provide insights into key performance indicators. Example “Number of applications based on the intake method”, “License Renewal Pending”, “Application Payment Pending”, “Application Days to Issue” etc.

Project Name: **Industrial Commission of Arizona (ICA) Workers’ Compensation System Modernization Project**

Start and End Date: June 2017 – May 2019 – With additional projects currently in progress

Customer and Type of Business: State of Arizona Agency that administers and enforces state laws relating to the protection of life, health, safety and welfare of Arizona's employees. This includes regulations and laws relating to workers' compensation, occupational safety and health, payment of wages, and child labor. The MST project focused on the Worker’s Compensation division of the agency.

Project Description, Role of Firm, and End Result:

ICA’s legacy processes were heavily paper based, scanning approximately 10,000 images per week and imported to a document management solution. While some forms had e-signature capabilities, others needed to be printed, manually completed, and transmitted to the ICA office via mail, fax, or email.

The Industrial Commission of Arizona was seeking assistance with the implementation of Salesforce Service Cloud and Community Cloud for three specific divisions: Claims, Administrative Law Judge (ALJ), and Legal. In addition, they also needed the Bureau of Labor Statistics to be onboarded on Salesforce with Claims, otherwise known as workers’ compensation. Salesforce was identified as a solution to help ICA employees, internal divisions, external agencies, vendors, and citizens to communicate in a more efficient manner using collaboration tools such as Chatter, knowledge base etc.

MST Solutions partnered with the Industrial Commission of Arizona (ICA) to plan and executed an agency wide system modernization project roadmap with the objective to decommission antiquated legacy systems and move operations to the cloud through investment in the Salesforce and Mulesoft platforms. The ICA’s main legacy system was a 27-year-old Cobol based system that supported operations for the claims department. The legal and administrative law judge divisions that were operating on aging systems and manual processes were also part of the initial modernization effort. The labor division, accounting, ADOSH and other ancillary divisions were future phases based on the roadmap. The first phase primary goal was replace the legacy databases and associated business processes with Salesforce and to link the documents from Salesforce to the current document management system, create workflows and approvals to enable documents to be electronically shared and submitted, and provide self-service capability using Salesforce Communities to allow customers the ability to track the status of document submissions.

As a result, MST guided the ICA, through discovery, design, implementation, organizational change management and system support and maintenance over a 2-year engagement that resulted in

streamlined processes and prudent automation of claims and administrative law judge processes including:

- A new Community portal to provide self service capability to a diverse range of external stakeholders such as injured workers, attorneys, employers, insurance carriers/adjusters
- A new Community portal that served 2500 community users (1700+ active) to support webforms, uploads for intake process of new claims and cases
- Automated processing to streamline adjudication process of all claims
- Automated task generation and assignment among multiple work queues based on the business rules and statutes.
- Automated coverage/insurance data load from NCCI (The National Council on Compensation Insurance) to streamline the claim adjudication process
- Newly created integrations to support form submissions using Fax, SFTP and APIs through the MuleSoft middleware platform solution
- Automated outbound correspondence processing including letter generation and delivery through printing, eFax, SFTP, APIs using the MuleSoft middleware platform
- Integration with automated printing and enveloping solution with ability to manage business hours and holidays automatically
- Automated law judge case generation and assignment through a newly created queue assignment process that is configurable based on business rules
- Created ability to schedule and conduct hearings, capture hearing decisions, disburse payments, and overall case management from customers

MST worked with business owners and agency leadership to define baseline metrics and key performance indicators (KPIs) that were implemented into various to monitor KPIs such as

- Case Closure Time/Rate
- Case Queue Backlog Amount
- ALJ Hearing Delay and Closure Metrics
- Insurance Carrier Notification Volumes
- Staff Performance Metrics (Task processing times)

As part of this solution, MST's data and integration architects designed a data migration solution using the MuleSoft middleware platform to extract, translate and load data that originated from various non-normalized, non-relational source databases. This effort was the Achilles heel of the project and enormous planning and amount of iterations of analysis activities by both ICA and MST teams resulted in a significant solution developed over a 6-month period of dedicated work stream support. The following activities and deliverables were completed as part of this:

- MST extracted 3.8 Million claims data from source tables to a warehouse in the ICA environment before it can be consumed and combined with Administrative Law Judge (ALJ) data. This warehouse was built by adding proper relationships missing in the source database.

- MST extracted data from the claims warehouse and ALJ database to a staging database that supported data cleansing, transformation to new relationships and parsing and batching for normalization. This process included redefining relationships as per the need of the new modernized system applications.
- Full migration of data into Salesforce by mapping the staging database to Salesforce database.
- MST's QA team created comprehensive test cases based on a mapping rules documented and subsequent data validation.
- Total data migrated: 75 GB of 30-year-old data, 3.8 million claims, 78,000 ALJ cases, 26.7 million documents migrated for a total data migration amount of 75 GB.

Project Name: **Arizona State Land Department Project LEAP Digital Transformation**

Start and End Date: March 2017 – September 2017 – Enhancement and roadmap-related projects currently in progress

Customer and Type of Business: State of Arizona Agency tasked with managing the Arizona State Land Trust.

Project Description, Role of Firm, and End Result:

The Arizona State Land Department (ASLD) set out to modernize their most frequently used and impactful customer processes – land lease and purchase application management in an extremely aggressive timeline of 6 months. ASLD and MST scoped 30 of the highest volume applications in which the current processing time for these ranged from 2-7 months and traveled 1.5 miles while staff physically walked the applications throughout the 24,000 sq. ft., 5 story agency building.

As of 2016, ASLD, one of Arizona's longest tenured agencies operated primarily on paper. If a citizen needed agency services, they had to call or drive to the agency for service and complete paper applications through walk-in or fax. Electronic payment capabilities did not exist, and staff could not effectively provide updates to customers due to a lack of access to the status of applications. The goal was to convert the agency to an entirely paperless organization, create a new self-service experience for customers and more efficiently route, process and provide status on applications.

Through a well-designed program that utilized multiple teams, governance and communication structures, an MST and another vendor charged with organizational change management formed a team of 26 to come together and successfully launch the system with milestones crossing discovery, design, agile software delivery, organizational and customer change management, user acceptance, training and managed services handoff. Over 19,000 applications were digitized, 112 users onboarded, and 5,000 self-service applications processed to date. As part of this engagement MST also coordinated deliverables across dependent 3rd parties like state of Arizona Department of Administration to review and validate NIST controls on the project, with Salesforce account executives, success managers and technical staff as well as other 3rd party vendors which products were used as part of the solution.

Approximately thirty unique application types were digitized to a branded web portal with a modern customer-centric look and feel. The cloud-based solution includes integration to the legacy ERP, document management system and several custom apps that provide project tracking capabilities.

The solution helped ASLD optimize and strengthen their service delivery capabilities on one of their core processes that directly supports their mission.

A few key metrics of the project's success are:

- 30 self-service applications were implemented
- 40% reduction in foot traffic within ASLD offices
- 70% reduction in information silos within ASLD
- 25% reduction in application processing time

Treinen's (Subcontractor) Similar Successful Projects

Client:	**Washington State Department of Licensing**
Project Name:	Business and Technology Modernization Project/Prorate Fuel Tax/POLARIS Overview
Start and End Date:	August 1, 2016 to Ongoing; Phases 1 and 2 completed; Phase 3 partial completion

Treinen is providing overall project management and Organizational Change Management (OCM) support for the delivery of a multi-phased, highly complex Business and Technology Modernization (BTM) project with a budget of nearly $70M during the 2015-2021 biennia. The goal was to enable a customer-centric, flexible platform to support the Department of Licensing's (DOL) changing business requirements and rapidly respond to legislative mandates.

The project involved implementation of a commercial off-the-shelf vehicle and driver licensing application (known as DRIVES), a new prorate and fuel tax system, and finally a new business and professional licensing system.

- DRIVES replaces a series of home-grown, difficult to maintain legacy systems.
- The prorate and fuel tax system replaces legacy systems with a COTS solution, called GenTax, collecting over $3B per biennium.
- The business and professional licensing system replaces several home-grown systems.

Treinen managed a core team of over 20 team members who represented DOL business and IT participants, multiple vendors, and numerous public and private stakeholders. Our approach for this engagement relied on being proactive in initiating business process reengineering, defining clear boundaries for scope, and starting change management activities during the initial project phase. Integrating the business and technical parts of the organization from the start helped ensure that the chosen solution met the diverse needs of the agency. Treinen has been a key partner in performing large-scale OCM services required to prepare DOL for the organizational transformation resulting from a new COTS solution.

Our OCM lead is using the ADKAR® model and supports DOL from executive level planning down to the hands-on work with DOL personnel, vendors, and the many stakeholders. Our project managers follow the Project Management Body of Knowledge (PMBOK).

The agency intends to increase compliance with state and federal requirements, increase ability and flexibility for revenue tracking and estimation, enhance security features, and improve integration among other state agencies, consumers and businesses. The project spans six years, with each major phase being planned in 18-month increments.

The project is a highly visible effort within DOL, the state (via the Technology Services Board and the Office of the Chief Information Officer) and with thousands of stakeholders throughout the state. Its mission is critical because of its effect on many state users and stakeholders. Significant revenue collection also depends on implementation of the new solution and there are potential impacts on public safety.

Project Description, Role of Firm and End Result of DRIVES Phase 1 – Vehicles

April 2015 to March 2016

Treinen provided expert-level project management services and organizational change management services for the Vehicles portion of the BTM project.

Project Management Services Included:

Developing an integrated Project Management Plan to manage the scope, schedule, budget, requirements, risks and issues, and change and decision-management activities.

Managing project activities such as vendor management, data conversion, testing, configuration and deployment.

OCM Services Included:

Aligning OCM activities into the project Work Plan.

Conducting a baseline assessment of staff readiness and developed divisional roadmaps in response to the survey data.

Developing communications regarding the reasons for change.

Providing a high-level review of the current work processes (internal and external stakeholders).

Conducting surveys regarding Tier, 1, Tier 2, Tier 3 and Sandbox training and developed divisional roadmaps in response to the survey data.

Identified training needs and business process changes

Identifying project readiness metrics.

Surveying(post-launch) of subagents and county auditors regarding their concerns. Concerns were incorporated in stabilization activities.

Conducted lessons learned in preparation for R2 implementation.

Outcomes Achieved:

The project launched successfully (12/16/15). With Treinen's expert project management services, the project was brought in on-time and within budget. In addition, with Treinen's expert level OCM services both internal and external organizations were able to support the major system change.

Project Description, Role of Firm and End Result of Prorate and Fuel Tax (PRFT)

February 2015 – August 2016

Treinen provided expert-level lead project management for Prorate and Fuel Tax.

Due to struggles DOL was having with project management implementation services in PRFT and Treinen's demonstration of expert project management services with DRIVES, Treinen took on project management services February 2016.

Project Management Services Included:

Developing an integrated Project Management Plan to manage the scope, schedule, budget, requirements, risks and issues, and change and decision-management activities.

Managing project activities such as vendor management, data conversion, testing, configuration and deployment.

Outcomes Achieved:

PRFT project launched successfully (5/23/2016) with multiple releases following, and a project closeout of 8/30/2016. With Treinen's expert project management services, the project was brought in on-time and within-budget.

Project Description, Role of Firm and End Result of DRIVES Phase 2 – Drivers

March 2016 to September 2018

Treinen provided expert-level lead project management and organizational change management services for DRIVERS.

Project Management Services Included:

Developing an integrated Project Management Plan to manage the scope, schedule, budget, requirements, risks and issues, and change and decision-management activities.

Managing project activities such as vendor management, data conversion, testing, configuration and deployment.

OCM Services Included:

Aligning OCM activities into the project Work Plan.

Conducting a baseline assessment of staff readiness and developed divisional roadmaps in response to the survey data.

Conducting as-is and to-be business process/workflow sessions to help define training and business process change needs.

Developing communications regarding the reasons for change.

Providing a high-level review of the current work processes (internal and external stakeholders).

Organized organizational readiness teams to ensure business both internal and external were ready for implementation.

Conducting surveys regarding Tier, 1, Tier 2, Tier 3 and Sandbox training and developed divisional roadmaps in response to the survey data.

Identified training needs and business process changes.

Identifying project readiness metrics.

Surveying(post-launch) stakeholders regarding their concerns. Concerns were incorporated in stabilization activities.

Outcomes Achieved

The project launched successfully (09/03/2018). With Treinen's expert project management services, the project was brought in on-time and within budget. In addition, with Treinen's expert level OCM services both internal and external organizations were able to support the major system change. This launch was so successful that the command center and project stabilization team ended early.

Project Description, Role of Firm and End Result of BTM Phase 3 – Professional Licenses

May 2017 to ongoing

Treinen is providing expert-level lead project management and organizational change management services to support DOL in the final phase of their business transformation and modernization initiatives. Phase 3 encompasses replacing the legacy professional licensing system with a modern, cloud-based solution (Salesforce). In leveraging prior OCM planning and strategy we built during earlier phases, Phase 3 encompasses managing the project and change, communication, and transformation with thousands of businesses and professional that require a professional license to operate in Washington. This project is being implemented in two releases to reduce overall risk.

Project Management Services included:

Developing an integrated Project Management Plan to manage the scope, schedule, budget, requirements, risks, and issues, and change and decision-management activities.

Managing project activities such as vendor management, data conversion, testing, configuration, and deployment.

OCM Services Included:

Aligning OCM activities into the project Work Plan.

Conducting a baseline assessment of staff readiness and developed divisional roadmaps in response to the survey data.

Conducting as-is and to-be business process/workflow sessions to help define training and business process change needs.

Developing communications regarding the reasons for change.

Providing a high-level review of the current work processes (internal and external stakeholders).

Organizing organizational readiness teams to ensure business both internal and external were ready for implementation.

Conducting readiness survey and planning readiness activities around those surveys.

Identifying training needs and business process changes.

Identifying project readiness metrics.

Surveying(post-launch) of staff concerning implementation. Concerns were incorporated in Release 2 activities.

The first release of this project launched successfully (11/04/2019). With Treinen's expert project management services, this release was on-time and within budget. In addition, Treinen's expert level OCM services ensured both internal and external organizations were well prepared to support the major system change.

Outcomes Achieved:

The first release of this project launched successfully (11/04/2019). With Treinen's expert project management services, this release was on-time and within budget. In addition, Treinen's expert level OCM services ensured both internal and external organizations were well prepared to support the major system change.

Outcomes Achieved:

Three phases of this effort each were delivered on time and under budget. Successful procurement, vendor management and implementation. System stabilization and operational hand-offs occurred ahead of schedule. POLARIS Release 1 went live November 2019 within budget, achieving the goal of enabling the public with the ability to apply, renew and maintain all licenses online. Release 2 is planned to go live June 2020.

Client:	**Nebraska Department of Health and Human Services, Division of Medicaid & Long-Term Care**
Project Name:	ICD-10 Planning
Start and End Date:	December 1, 2012 to June 30, 2015

Project Description:

ICD-10 PLANNING

In January 2009, the United States Department of Health and Human Services released a Health Insurance Portability and Accountability Act (HIPAA) Administrative Simplification Final Rule for adoption of the Tenth Revision of the International Classification of Diseases (ICD-10). ICD-10 is a coding system used to classify diagnoses and hospital procedures.

Treinen provided project and consulting leadership to assist the Nebraska Department of Health and Human Services, Medicaid and Long-term Care (MLTC) Division, in complying with a federal mandate to update the ICD-10 by the mandated timeline. Treinen conducted 50 key informant interviews and gathered data to assess impacts such as changes to systems, personnel, processes, providers and payments. This work was performed under a subcontract to JS3 consulting.

Treinen also provided management and support to MLTC for implementing the ICD-10 across all business units within the agency. The purpose of the impact assessment was to:

- Pinpoint heavily impacted activities.
- Identify related business rules and policies that require revision to accommodate the ICD-10.
- Identify related staff training needs.
- Help estimate workload demands and resource requirements.
- Define ways to reduce manual processing where feasible.
- Identify opportunities for standardizing processes.
- Define and document new processor instructions.
- Identify opportunities to use ICD-10 to improve processing, data collection, reporting, etc.

Project Management Activities:

- Authored an impact assessment of all business units.
- Co-chaired the project Steering Committee.
- Managed a project team comprised of representatives from the Medicaid business and IT divisions
- Developed Advance Planning Documents to secure federal project funding.
- Provided monthly performance reporting to the Centers for Medicare and Medicaid Services (CMS).
- Participated in periodic onsite meetings and training with CMS and its technical advisors from Noblis Consulting.

Deliverables:

- ICD-10 Impact Assessment Report
- Project Management Plans
- Project Work Plan and Schedule
- Implementation Advanced Planning Documents (federal funding)
- Meeting Leadership and Facilitation
- Project Status Reporting for MLTC and CMS
- Project Issue and Risk Management
- Stakeholder and Vendor Management

Technologies:

- Microsoft Word
- Excel
- SharePoint

Services Provided:

- Health information administration and technology expertise
- Project management
- Regulatory and policy analysis
- Business analysis

Stakeholders:

- Medicaid and Long-Term Care (MLTC) business operations staff in four major business areas:
  - Claims
  - Policy
  - Operations support
  - Program integrity

- MLTC Executive Leadership
- Information Services and Technology Division leadership and staff
- Health care providers and vendors affected by the upgrade to ICD-10

Final Status:

The outcomes and findings of this assessment guided the agency's preparation for ICD-10 readiness: development of business remediation strategic planning to assist MLTC in minimizing transition issues and maximizing opportunities for a smooth and successful transition for their program areas, as well as for affected providers. We found that most of the impacts identified were associated with the business side rather than system impacts, which underscored the assertion that transition to the ICD-10 was primarily a business-driven implementation.

The MLTC successfully transitioned to ICD-10 by the revised federally mandated deadline.

MANAGED LONG-TERM CARE COMPLIANCE REVIEW:

As a subcontractor to JS3 Consulting, Treinen provided consulting support for the Nebraska Medicaid and Long-Term Care Program for evaluating the feasibility for a state managed Long-Term Services and Support (LTSS) program, intended to integrate medical, behavioral, dental, pharmacy and long-term care services. Our Project Manager's role included authoring draft issue papers, researching best practices, facilitating teams of subject matter experts and evaluating "as-is" and "to-be" business policies and processes. The Project Manager also conducted internal business process and regulatory compliance reviews of State Plan and Waiver services for the Nebraska Medicaid and Long-Term Care Division.

Services Provided and Milestones:

- Reviewed and documented the existing processes, including process mapping.
- Defined federal and state statutory and regulatory authority for services.
- Identified gaps between statutes/regulations and the Nebraska State Plan.
- Researched and identified industry best practices.
- Identified, reviewed and documented the existing staffing, procedures, forms, processes (manual and systems), and outcomes.
- Identifying any evaluating gaps between processes, requirements and best practices.
- Outlining options for requirements compliance and opportunities for improvement.

Technologies Used:

Microsoft Visio, Word, Excel and SharePoint.

Challenges:

PROJECT LIMITATIONS—LACK OF A SHARED UNDERSTANDING OF REGULATORY AUTHORITY AND AGENCY PROCESSING METHODS AMONG MEDICAID STAFF AND LACK OF DOCUMENTED POLICIES AND PROCEDURES FOR LTSS

Treinen staff interviewed subject matter experts, mapped processes, and reviewed requirements and practices with MLTC staff to obtain an accurate assessment (and a common understanding across staff) of current practices versus requirements. Treinen also reviewed findings with the MLTC project sponsor. Treinen developed and populated a detailed service review tool for each LTSS area, documenting all levels of statutory and state authority, identifying use of obsolete forms and references, identifying duplicative or unnecessary processes, pinpointing gaps between actual practices and requirements and documenting issues for improvement.

ELIGIBILITY RFP/MITA 2.0 TO 3.0

In January 2009, the United States Department of Health and Human Services released a Health Insurance Portability and Accountability Act (HIPAA) Administrative Simplification Final Rule for adoption of the Tenth Revision of the International Classification of Diseases (ICD-10). ICD-10 is a coding system used to classify diagnoses and hospital procedures.

Treinen provided project and consulting leadership to assist the Nebraska Department of Health and Human Services, Medicaid, and Long-term Care (MLTC) Division, in complying with a federal mandate to update the ICD-10 by the mandated timeline. Treinen conducted 50 key informant interviews and gathered data to assess impacts such as changes to systems, personnel, processes, providers, and payments. This work was performed under a subcontract to JS3 consulting.

Treinen also provided management and support to MLTC for implementing the ICD-10 across all business units within the agency.

The purpose of the impact assessment was to:

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- Define ways to reduce manual processing where feasible.
- Identify opportunities for standardizing processes.
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Project Management Activities:

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- Co-chaired the project Steering Committee.
- Managed a project team comprised of representatives from the Medicaid business and IT divisions
- Developed Advance Planning Documents to secure federal project funding.
- Provided monthly performance reporting to the Centers for Medicare and Medicaid Services (CMS).
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Deliverables:

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- Project Management Plans
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- Implementation Advanced Planning Documents (federal funding)
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Stakeholders:

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The MLTC successfully transitioned to ICD-10 by the revised federally mandated deadline.

Challenges:

LACK OF SUBJECT MATTER EXPERTISE

Because the ICD-9 code set had been in place for many years, MLTC had no subject matter expertise on the new code set and the impact of moving to ICD-10. We provided a subject matter expert familiar with ICD-10 remediation guidance from CMS and with projects in other states for Medicaid programs. This allowed us to establish a framework and structured process for defining and quantifying the changes, analyzing the codes, and presenting information to the agency in a clear manner to support decision-making based on information provided.

Outcomes Achieved:

Through our efforts, Nebraska was able to meet all federal deadlines with implementing the system changes and process modifications to remain fully compliant.

ADDITIONAL SUB-PROJECTS:

- MITA Assessment
- ACA Planning and Implementation
- Performance Audits
- MMIS Pre-Planning
- Dental Managed Care

Summary of Contractor's Proposed Personnel/Management Approach

Project Team Structure

To deliver on the organizational and technology transformation of a complex project, Team MST understands that the appropriately skilled team needs to be assembled and their time committed to the project. Team MST will assign the skilled resources described in detail in this proposal to the project in order to manage the work streams working in parallel to meet the critical timelines for the project. MST team members will be embedded with the business subject matter experts (SMEs) based on their roles:

Team MST will work with DHHS and be conscious of the use of DHHS personnel and resources so that minimal impact to the personnel or the business occurs. Generally, the number of hours commitment to the project by the agency team varies based on role and state of the project. This ranges from 5 to 30 hours a week. We will work intimately to design a schedule that considers the constraints of the agency or its stakeholders.

Key Project Roles

- Project Manager
- Senior Business Analyst
- Scrum Master
- Project Coordinator /Quality Manager
- Salesforce Business Analyst

- Salesforce Solution Architect
- Salesforce Developers
- Quality Analysts
- Dev Ops Personnel

Responsibilities and Qualifications of Proposed Staff

The following skillsets and resources are necessary to carry out the project's tasks and meet the objectives of the project.

Resource Name & Role	Skillset	Responsibilities & Accountabilities
Neil Smith: Senior Project Manager	• Over 30 years of experience in project management. • Experience in all aspects of projects including requirements gathering, design, code, test and implementation in a variety of technical environments. • Managed several COTS product implementations including acquisition, vendor management, configuration, interface development/update, testing, knowledge transfer, implementation, and transition to Operations.	• Primary point of contact with the state and responsible for overall day-to-day activities, coordination, and overall Project Management. Provide Status Reports at the intervals defined by DSHS's Project Manager and/or the Project Sponsor.
Brandon Bright: Senior Business Analyst	• Over 20 years of experience • Strong skills in eliciting and documenting requirements, documenting business process, supporting project management teams and implementation for both small- and large-scale projects.	• Gather, document, and communicate business requirements • Work closely to help design based on business requirements and scalability of system • Work closely with SMEs to help understand system capabilities as it relates to their business process
Santosh Naladkar: Technical Project Manager/Scrum Master	• Eighteen years of experience in delivery and project management • PMP® certified/CSM certified • ITIL v3.0 certified • SAFe Agile certified • Salesforce Platform App Builder certified • Experience executing more than three large complex projects	• Manages requirements, Salesforce development team and provides status updates • Works closely with development team to manage Sprints • Ensures all necessary operational components are completed prior to implementation • Troubleshoot and correct problems after implementation
Sathish Anickode Salesforce Architect	• Five+ years' experience as Technical Architect • Extensive experience in major aspects of Salesforce.com products including Sales Cloud, Service Cloud, Marketing features, Knowledge, Communities etc.	• Responsible for Salesforce technical design, solution delivery and validation • Establishes best practices and guiding principles for Salesforce design and implementation approach

Resource Name & Role	Skillset	Responsibilities & Accountabilities
	• Experienced working in Lightning/Communities, APEX, Custom coding, Process Builder, Triggers, Visualforce, and Visual Workflow	• Responsible for design documentation and artifacts
Emily Chu **Salesforce Business Analyst**	• Experienced in soliciting, gathering and analyzing user input and requirements • Experience in end-to-end implementation of Salesforce CRM applications • Strong presentation, communication skills, and interpersonal skills	• Work with project team to translate technical requirements for implementation • Gather, document, and communicate business requirements • Work closely to help design based on business requirements and scalability of system • Work closely with SMEs to help understand system capabilities as it relates to their business process
Matthew Billups **Lead Salesforce Developer**	• Experienced with ETL and Salesforce integration tools (Ex: MuleSoft) • Experience with Salesforce API and Web Services (REST/SOAP/Bulk) • Experienced in managing large-scale implementations of CRM solutions	• Leads development team • Responsible for integration architecture for the platform and design of APIs and other integration methods • Advises on challenges, risks, causes/effects with data migration • Leads and monitors the data migration workstream for the project
Ashok Kumar Jayakumar **Quality Assurance Lead Analyst**	• Experience in utilization of Performance Testing Tools • Utilization of defect tracking tools • Responsible for team understanding of Quality Methodology and process creation • Experience with Source Control Applications and Software Configuration Management promotion processes	• Responsible for creating test cases, test strategy • Test case execution • Defect logging, retesting • UAT and documentation support • Act as a gatekeeper for deployment approvals

Resumes

Resumes for key personnel are included in Appendix B.

Subcontractors

Subcontractor Location:	Treinen Associates, Inc.
Address:	204 Pear Street NE Olympia, WA 98506
Phone:	360.455.5168

Roles:

Project Manager
Responsible for overall day-to-day activities, coordination, and overall Project Management.

Percentage of Performance Hours Intended: 8.5%

Business Analyst
Responsible for overall project requirement gathering.

Percentage of Performance Hours Intended: 8.5%

TOTAL PERCENTAGE OF SUBCONTRACTOR PERFORMANCE HOURS: 17%