STATE OF NEBRASKA

DEPARTMENT OF MOTOR VEHICLES

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RESPONSE TO REQUEST FOR INFORMATION

RFI NUMBER 52016

MODERNIZATION OF THE NEBRASKA DEPARTMENT OF MOTOR VEHICLES (STATE DMV)

VEHICLE TITLE AND REGISTRATION SYSTEM (VTR)

Original

FAST ENTERPRISES

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Teresa Fleming/Robert Thompson
State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508

Dear Ms. Fleming and Mr. Thompson,

Fast Enterprises, LLC (FAST) is pleased to submit our response to the Nebraska Department of Motor Vehicles Request for Information 52016, Vehicle Title and Registration System (VTR) modernization.

FAST provides software and services to government agencies around the world. In the past five years, FAST has successfully implemented more new enterprise systems for U.S. motor vehicle agencies than any other vendor, with six states in production and three additional states working toward production dates in 2016-18. Our offering consists of:

- A commercial, off-the-shelf solution that can be configured to meet an agency's unique needs without compromise
- A pragmatic and streamlined implementation methodology that minimizes risk and complexity
- A singular focus on the goal of meeting our customer's business needs.

We welcome the opportunity to tell you more about our experience, to discuss our RFI response, and to demonstrate our FAST solution for titling and registration services. Thank you for your consideration.

Sincerely,

James Harrison
Partner - Fast Enterprises, LLC

INTRODUCTION

FAST is an innovative software and professional services firm that specializes in technology solutions for government. Throughout our company's history, FAST has served as the software developer/provider, system integrator, solution implementer, and product-support vendor for our software implementation projects. Our approach to leveraging our software, methodology, and people has resulted in an unblemished track record of success. Every FAST project has been completed on time and within the originally proposed budget. In the last five years, we have successfully implemented modern enterprise systems for six motor vehicle agencies, with an additional three states working toward production in 2016-18.

FastDS-VS Client Agencies

AGENCY	DATE IN PRODUCTION	
	DRIVER SERVICES	VEHICLE SERVICES
Arkansas Department of Finance and Administration	Sep 2012	Sep 2013
Utah State Tax Commission Division of Motor Vehicles	NA	Oct 2013
Oklahoma Tax Commission Motor Vehicle Division	NA	Mar 2015
North Dakota Department of Transportation Motor Vehicle Division	NA	June 2016
New Mexico Tax and Revenue Department Motor Vehicle Division	May 2015	Sep 2016
Washington Department of Licensing	June 2018	Dec 2016
Mississippi Department of Revenue Office of Property Tax	NA	Oct 2017
Colorado Department of Revenue Division of Motor Vehicles	Feb 2017	Aug 2018
Tennessee Department of Safety & Homeland Security - Driver Services	Feb 2015	NA

FAST's approach to system modernization for motor vehicle agencies consists of the following:

- **FastDS-VS**, our production-proven commercial off-the-shelf (COTS) solution for motor vehicle system modernization
- The **FAST Implementation Methodology**, a streamlined approach that leverages the efficiency of our COTS solution
- Highly **qualified project team** who are experienced implementing our software for motor vehicle agencies and **will work on-site** at the agency's project office
- A **proven approach to data conversion** that has successfully converted legacy data for six motor vehicle agencies
- **Experience establishing system interfaces** with hundreds of external entities, including AAMVA
- A **Train-the-Trainer approach** that includes computer-based and instructor-led courses to enable users to be proficient from Day 1
- A **knowledge-transfer program** that will position agency staff for effective support of the system after implementation.

Nebraska
Department of Motor Vehicles
RFI 52016
Modernization of the Vehicle Title and Registration System

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Fast Enterprises' (FAST's) responses to Section E. Information Sought are included on the following pages.

1. Approach and Possible Solution
The Current Environment Report (CER), a description of the existing VTR system business and technical environment, is available at this link: http://www.dmv.nebraska.gov/dvr/pdf/DMVvtrCER.pdf. The report will provide relevant background for answering the following questions:

a. What overall solution would you propose to replace the existing VTR system? Please specify commercial off the shelf (COTS), modified off the shelf (MOTS), or some other software design or approach. The State DMV is interested in any information you can provide about your high-level solution.

FAST would propose our FastDS-VS solution, a production-proven, commercial off-the-shelf (COTS) solution for motor vehicle system modernization. FastDS-VS can be implemented for vehicle services functions to replace your existing VTR system and it can also be expanded to driver services as well as IRP and IFTA.

FastDS-VS consists of eight integrated modules and constituent subsystems that are configured—not programmed—to meet the specific business and technical objectives of motor vehicle agencies. Customized extensions to the core solution can also be implemented to meet unique program needs. FastDS-VS is browser-based, platform-independent, highly scalable, and compliant with service-oriented architecture. Our software runs on industry-standard hardware, operating systems, and relational database management systems.

On the following pages, we provide a brief description of FastDS-VS functions. Note that not all FastDS-VS subsystems would be necessary to replace the VTR system – for instance, the Driver Services module and the IRP and IFTA subsystems are outside your current scope.

FAST DS-VS
Functional Architecture

Customer
- CRM
- e-Services
- Appointments
- Correspondence
- Professional Licensing

Driver Services
- Driver Licensing
- Control & Improvement
- Investigations
- Hearings

Vehicle Services
- Title
- Registration
- Inventory
- Permits
- Dealer Management
- Impounds
- Fleets

Financials
- Cashiering
- Payments
- Billing
- Compliance
- Refunds
- Accounting

Information
- Dashboard
- Reporting
- Data Mart
- Query
- Data Warehouse

Mgmt. Studio
- Business Rules
- Implementation Toolkit
- Operations Support
- Security
- Interfaces
- Help

Special Functions
- Imaging
- IFTA
- IRP

Workflow
- Work Management
- Case Management

FAST ENTERPRISES

3.2

INFORMATION SOUGHT

Customer module

The Customer module is comprised of subsystems that maintain customer demographics and registration details, as well as customer communications, online customer self-service features, and the administration of professional and business licensing. Integrated correspondence management handles outgoing communications. The underlying data structure links vehicles and customers for a fully integrated view of customers across the entire FastDS-VS solution. The following subsystems are components of the Customer module.

- Customer Relationship Management (CRM): Captures and maintains an integrated view of customers and vehicles and provides tools to improve customer service.
- e-Services: Provides customers with web-based access to their accounts and other online customer self-service and correspondence features.
- Appointments: Provides scheduling capabilities for agency users and online customers. The appointment subsystem can be integrated with agencies' existing queue-management systems.
- Correspondence: Provides functions for creating, managing, and printing letters and forms sent to customers. A standard SMTP interface with e-mail systems facilitates electronic communication with customers.
- Professional Licensing: Provides functionality for the registration, issuance, renewal, and revocation of virtually any type of professional license or permit for agencies responsible for administering more than driver and vehicle services.

Driver Services module (not in scope to replace the VTR system)

Subsystems in the Driver Services module provide functions for the issuance and maintenance of driver licenses and other identification credentials. The module also supports fraud detection and investigation, hearings scheduling and management, financial responsibility, and the administration and reporting of driver restrictions, convictions, and other information related to driver improvement and control. The following subsystems are components of the Driver Services module.

- Driver Licensing: Supports the issuance and maintenance of commercial and non-commercial credentials through multiple channels, including in-office visits and self-service channels such as kiosks and web-based customer e-Services.
- Control & Improvement: Manages and maintains convictions, suspensions, revocations, and other driver activities and restrictions.
- Investigations: Provides tools to assist agency investigators in detecting and managing cases of internal and external fraud.
- Hearings: Provides integrated case management for driver control cases, customized to various case types.

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Vehicle Services module

Vehicle titling and registration is managed by subsystems in the Vehicle Services module. The subsystems provide tools and functions used for title applications and examinations, vehicle and fleet registrations and renewals, maintenance of impound records and reports, dealer licensing and regulation, and inventory management of plates, decals, and temporary and single-use permits. The following subsystems are components of the Vehicle Services module.

- Title: Provides workflow processes and tools to manage title applications and examinations. Interfaces to national title databases such as the National Crime Information Center (NCIC) and the National Motor Vehicle Title Information System (NMVTIS).

- Registration: Based on jurisdiction-specific business rules and statues, provides functions to support vehicle registrations within the application by agency users or through online self-service features by customers.

- Inventory: Used to order, track, and manage physical inventory, such as plates and decals, as well as intangible inventory items such as temporary permit numbers allocated to car dealers. Fully supports functions for accounts payable, accounts receivable, inventory management, and sales reporting.

- Permits: Supports the administration of permits that temporarily authorize vehicles to travel within a jurisdiction, such as dealer-issued, overweight/oversize, and hazardous materials.

- Dealer Management: Supports the regulation of vehicle-related businesses and individuals (such as dealerships, sales people, dismantlers, body shops, and manufacturers), including self-service functions.

- Impounds: Tracks impounded vehicles until the vehicle is released or sold. Information is obtained from impound records or reports, which can be created manually in FastDS-VS, or can be obtained through interface with external systems.

- Fleets: Provides functions for efficiently registering fleet vehicles and conducting ongoing maintenance and renewal of fleets. These functions are also accessible to fleet operators through the e-Services subsystem.

Financials module

The subsystems of the Financials module provide robust integrated financial functions. FastDS-VS supports full revenue accounting for all financial transactions, including distribution of revenue. In addition, it provides integrated cashiering capabilities for multiple payment methods, tracking and billing of customer liabilities, compliance and audit functions, and automated refund and collection activities. The following subsystems are components of the Financials module.

- Cashiering: Provides tools to accept and record multiple payment types, including cash, check, credit card, and other payment methods. Integration with customer and account information

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provides the ability to view detailed transaction data for liabilities associated with a payment. Payments received are submitted to the Payments subsystem for processing.

- Payments: Processes incoming payment information and posts payments and payment transaction details to customer accounts. Suspended or misapplied payments are resolved by FastDS-VS functions that allow users to correct, resubmit, or transfer payments.

- Billing: Maintains financial accounting at the account level to generate bills based on customer liabilities. Provides tools to adjust customer accounts and balances, including reversing transactions, writing off balances, overriding transaction offsets, and handling transaction splits.

- Compliance: Provides agencies with tools to collect unpaid debt, initiate involuntary collection actions, identify leads for follow-up, and conduct audits.

- Refunds: Manages refund processes for customer accounts based on generic and agency-specific criteria. Refunds can be created automatically by system processes, manually by authorized users, or by customer request through submission of refund applications. Refunds can be applied to offset debt owed to related accounts or external agencies.

- Accounting: Manages revenue accounting for transactions by aggregating activity into journal vouchers in the FastDS-VS general ledger. FastDS-VS general ledger data is transferred through an interface to a jurisdiction's general ledger. FastDS-VS is compliant with Generally Accepted Accounting Principles (GAAP) and supports both cash and accrual accounting.

Management Studio module

The subsystems in the Management Studio module are used to implement, modify, secure, operate, and maintain FastDS-VS. Agency staff have access to multiple tools and functions that are native to the application, including the integrated business rules engine, online help, project scheduling, batch processing, security administration, performance monitoring, and interface management. The following subsystems are components of the Management Studio module.

- Business Rules: Provides the tools to configure, maintain, and process the business rules that tailor FastDS-VS to meet agencies' unique requirements. Includes proprietary tools to establish, test, implement, and maintain business rules.

- Implementation Toolkit: Provides tools to implement and maintain FastDS-VS, including integrated tools for project management, management and storage of code and system documentation, system configuration and testing, and infrastructure management of the system and technical environments.

- Operations Support: Provides tools to manage and support FastDS-VS operations during initial implementation and ongoing production support, including requirements and issues tracking, performance management, and system scheduling.

- Security: Provides tools to define, enforce, and track user authentication, functional access, and

system activity. Role-based security can be implemented using agencies' existing enterprise directory services or through internal user accounts maintained in FastDS-VS. Logging functions track users' access to all data and functions, and static and dynamic data is fully encrypted.

- Interfaces: A suite of tools manages web services, file transmission, and other interfaces to external systems. Interfaces that are common to most motor vehicle agency operations are maintained as part of the core FastDS-VS software, such as those with the American Association of Motor Vehicle Administrators (AAMVA) and the federal government. FastDS-VS has a number of tools and standard configurations to implement interfaces without compromising the ability to implement future software upgrades and modifications.

- Help: Provides context-sensitive and topic-oriented usage documentation to FastDS-VS users and developers—including tips, guides, glossaries, and technical information–based on the security role of the individual. Core FastDS-VS Help topics are augmented through configuration and addition of site-specific Help content.

Workflow module

The Workflow module maintains work assignments and cases that involve multi-stage business activities. The Work Management subsystem allows managers to define task priority and assign work individually or in bulk. Case Management maintains multi-stage cases—such as title examinations, fraud investigations, and hearings—and triggers work items when stages or actions require user intervention. The following subsystems are components of the Workflow module.

- Work Management: Provides tools to manage task assignments based on agency-specified business rules. Managers can define task type and priority for assignment to staff. Assigned work is easily accessed by users through the My Work function.

- Case Management: Supports multi-stage business activities, such as approval workflows, following agency-specified stages, rules, and processes.

Information module

The Information module contains subsystems that provide real-time reporting and data exchange, storage, comparison, and analysis. Much of the information contained in traditional reports is available instantaneously through online lists, searches, and dashboards that can be viewed, exported, and printed. Reports, ad-hoc queries, and data metrics can be saved, modified, and shared, and users can display data in dynamic chart formats, including pie, line, bar, and stacked-bar charts. Data warehouse functionality provides for the storage and integrated use of external data from third parties. The following subsystems are components of the Information module.

- Dashboard: Dashboards provide agency managers and executives with current and historical key performance indicators, allowing them to monitor process performance, view information in

real time, and quickly identify issues and trends.

- <u>Reporting</u>: Provides facilities to create, implement, manage, and execute pre-programmed reports that adhere to an agency's formatting standards. Users can run reports on demand or they can be generated and distributed automatically in FastDS-VS according to predefined schedules. Users can view, search, export, and print reports.

- <u>Data Mart</u>: Provides a view of data using a pivot table paradigm, allowing users to group, filter, sort, and summarize data in a data cube. More complex than ad hoc queries and more flexible than formal reports, data cubes allow users to visualize, analyze, and manipulate selected data to meet business-reporting needs.

- <u>Query</u>: Allows authorized users to define, execute, and share ad hoc SQL queries. It provides business and technical users with raw data, without open access to databases, to ensure users can obtain information without sacrificing security controls.

- <u>Data Warehouse</u>: Loads and manages data that an agency obtains from sources outside of FastDS-VS. The Data Warehouse also functions as a central repository for current and historical agency data that was not converted. Warehouse data is integrated with FastDS-VS customer functionality, allowing authorized users to view customer information directly in FastDS-VS.

Special Functions module

The Special Functions module provides capabilities for specialized functions or additional programs that may be administered by an agency, and also has an Imaging subsystem, which manages digital documents received from scanning and imaging equipment. Further descriptions of these special functions are provided below. The following subsystems are components of the Special Functions module.

- <u>Imaging</u>: Provides integrated functions for managing image files that are input in FastDS-VS through agencies' third-party scanning and imaging systems. It supports manual and batch image processing of image files compatible with industry standard formats such as TIFF, Bitmap (BMP), PCX, DCX, JPEG, PDF, and XIF. Images can be indexed to associate the image with the correct record.

- <u>International Fuel Tax Agreement (IFTA) </u>(not in scope to replace the VTR system): Provides licensing, reporting, filing, auditing, and transmittal functions for IFTA administration. Additional functions include interface with the IFTA Clearinghouse and with state, federal, and third-party systems.

- <u>International Registration Plan (IRP) </u>(not in scope to replace the VTR system): Offers comprehensive capabilities for streamlined credentialing of interstate commercial motor carriers. Processes, tracks, and reports carrier information and fee and payment details for compliant IRP administration, funds netting, and violator sanctioning. FastDS-VS automates the

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exchange of vehicle and fee information across multiple entities and the IRP Clearinghouse. The system automates apportioning of credits and fees as well as the creation of the IRP Clearinghouse Recap file, and includes full support for the peer review process.

b. How many jurisdictions have adopted your VTR system solution?

In the past five years, FAST has successfully implemented more new enterprise systems for U.S. motor vehicle agencies than any other vendor, with six states in production and three additional states working toward production dates in 2016-17. Eight of the states are implementing vehicle systems, with four of the states in production at this time.

FastDS-VS Client Agencies

AGENCY	POPULATION	# LICENSE & ID	# VEHICLES REGISTERED	DRIVER IN PRODUCTION	VEHICLE IN PRODUCTION
Arkansas Department of Finance and Administration (drivers and vehicles)	3.0 M	2.5 M	4.2 M	Sep 2012	Sep 2013
Utah State Tax Commission Division of Motor Vehicles (vehicles only)	2.9 M	NA	3.0 M	NA	Oct 2013
Oklahoma Tax Commission Motor Vehicle Division (vehicles only)	3.9 M	NA	4.4 M	NA	Mar 2015
North Dakota Department of Transportation Motor Vehicle Division (vehicles only)	0.7 M	NA	1.2 M	NA	June 2016
New Mexico Tax and Revenue Department Motor Vehicle Division (drivers and vehicles)	2.1 M	1.8 M	1.4 M	May 2015	Sep 2016
Washington Department of Licensing (drivers and vehicles)	7.0 M	6.2 M	7.0 M	June 2018 (preliminary)	Dec 2016
Mississippi Department of Revenue Office of Property Tax (vehicles only)	3.0M	NA	2.7 M	NA	Oct 2017
Colorado Department of Revenue Division of Motor Vehicles (drivers and vehicles)	5.4 M	3.9 M	5.4 M	Feb 2017	Aug 2018 (preliminary)
Tennessee Department of Safety and Homeland Security - Driver Services Division (drivers only)	6.5 M	6.1 M	NA	Feb 2015	NA

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c. Can you share any plans for future releases or a product roadmap, and explain any anticipated future enhancements?

FAST is dedicated to providing state-of-the-art solutions that are enduring, extendable, reliable, and maintainable. Our clients have access to ongoing product enhancements and routine product upgrades as part of our annual maintenance subscription, which includes access to upgrades to the latest closed version of our software, access to service packs and hot fixes, and new and revised documentation.

The speed of change in technology requires FAST to continually focus on near- to mid-term product-evolution strategies for adapting and enhancing our COTS software to meet the needs of our client agencies. As such, our planning cycle is based on meeting the current needs of our clients through development and release of routine software service packs, and the more mid-term needs of our clients through release of new versions of our software.

Our long-term view (five-plus years) is based on an analysis of our current and prospective markets and the corresponding adaptation of our software to meet the needs of our existing and prospective client base. A number of regional and government-industry-specific variables are factored into this long-term planning and analysis, such as technology advancements, preferences, and acceptance; development of new functions to accommodate new product types and programs; and logistics for effectively implementing and successfully delivering our software to our global client base.

Our client agencies are an important source of innovation for enhanced functionality in our software. For example, for U.S. motor vehicle agencies, which must exchange data with state and federal systems through the American Association of Motor Vehicle Administrators (AAMVA), we have created AAMVA interfaces as part of the core FAST software and others are added as client states adopt new interfaces.

Product Maintenance
We continually expand and enhance our software to support government agencies' business functions. We also keep up with technology trends and the latest versions of operating systems, mobile platforms, web browsers, and database management systems through ongoing product enhancements and periodic product upgrades.

Our Development Center in Centennial (near Denver), Colorado, maintains the product code that is used by all sites. Software updates available from the Development Center can appear as hot fixes, Service Packs, and new Versions.

Upgrade Release Schedule

New versions are released periodically depending on functional and/or technology changes. At this time, we are supporting all clients and software versions for agencies that subscribe to annual maintenance. We do suggest that clients avoid falling behind by more than two releases of the software since most enhancements within service packs pertain to the latest versions of the application. Almost all of our clients have upgraded at least once and the vast majority are using Version 9 or Version 10.

Selections of Enhancements and Modifications

We solicit and receive input for suggestions for changes, revisions, and enhancements from a variety of sources:

- <u>Ongoing projects</u> – Clients communicate new features and functions they would like to see, as well as different ways to implement current functions.
- <u>New implementation projects</u> – Clients and project team personnel provide suggestions during implementation projects.
- <u>Market analysis, market trends</u> – Our personnel watch and analyze the market to ensure the product is at the forefront of our markets. We also look at trends in the government and commercial markets to see what new and innovative features can be added to the product.
- <u>Technology advances</u> – We keep abreast of new technologies and ensure the product is taking advantage of proven innovations.
- <u>User groups</u> – Input and ideas are received from FAST's annual Driver and Vehicle Agency Customer Conference (DVACC).

Suggestions from these sources are consolidated and prioritized by our Development Center to determine the product roadmap.

2. Staff

a. What are your expected requirements of the State DMV, county treasurer offices, and other stakeholder involvement with the solution design? What specific roles would they have and what kind of availability would they need to provide? (See following response.)

b. What is your expectation for personnel and/or state staff to be dedicated to the transition from a legacy system to implementation of your solution (such as for testing, training, or conference room sessions)?

We view our relationship with our clients, and their personnel and support organizations, as a true partnership that is crucial to the successful implementation of our FastDS-VS software. From project inception, agency project personnel and FAST personnel collaborate as part of a joint project team. The

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FAST Implementation Methodology is designed to have full client participation (both business and technical) within each phase of the project. The amount of involvement and the type of state resources needed may change with each phase, but keeping key decision-making resources (future FastDS-VS administrators, key subject matter experts, and application developers) on the project full time would be beneficial and would significantly reduce transition needs. On all implementations, this has been FAST's proven and successful approach to resource usage.

Role	Responsibilities	Staffing Level (FTE)	Duration
Executive Sponsor	Responsible for securing resources for the project. Acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is a decision-maker for the project. Provides support for the project manager; assists with major issues, obstacles, problems, and policy conflicts.	1	Project duration (part-time)
Project Manager	The project manager functions as a project decision maker. The project manager champions the project, removes any barriers, and acts as the key point person for all issues regarding the project. The project manager also provides any necessary support to the project and signs off on all deliverables. The project manager works closely with the FAST project manager to manage day-to-day project activities. The project manager also oversees the agency's resources (both functional and technical) assigned to the project and resolves business decisions and issues arising within the agency's administration.	1	Project duration (full-time)
Business Analysts/ Subject Matter Experts (SMEs)	Provide business knowledge expertise and contribute significantly to the implementation by describing current and desired outcomes. Make decisions regarding the configuration and escalate decisions requiring senior management resolution. Perform configuration verification. Create system testing (user acceptance) and end-to-end testing scenarios. Perform converted data verification testing. Make detail-level decisions on behalf of the agency in a timely manner on a day-to-day basis. Review training material for completeness and accuracy. Provide project solution	4-8	Rollout duration (full-time)

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Role	Responsibilities	Staffing Level (FTE)	Duration
	expertise to users.		
Developers and Architects	Participate in software configurations. Develop site components. Configure and create letters and reports. Develop interface code. Support the team in the analysis and resolution of batch processing issues.	4-8	Project duration (full-time)
Conversion Extract Specialist(s)	Support conversion activities. Provide legacy system knowledge base. Code automated data cleansing jobs, if practical. Code conversion extracts and programs. Coordinate with staff performing data cleansing. Perform legacy and extract reconciliation.	1-3	Project duration (part-time to full-time)
Testers	Execute system test scenarios. Document any issues found. Perform regression testing as needed.	15-45	Testing Phase Testers will test functionality that is specific to their business units, so individual testers will not need to serve in a full-time test role for the entire Testing Phase (part-time to full-time during relevant testing periods)
Trainers and OCM	Attend train-the-trainer sessions. Work with FAST to create the job-specific training material and data. Deliver job-specific user training (Tier 3). Modify online help to accommodate agency-specific functionality. Perform desk-side support. Share coordination of testing logistics with FAST counterpart. Schedule agency staff to attend training. Perform desk-side support. Lead and support Organizational Change Management (OCM) activities and analysis.	10-20	A few months after start of the Training Phase and through the first weeks of the Production Support Phase (full-time)
System Administrator/	Provide network and platform support for the project team and users. Provide printing, storage, and	2	Project duration, and continues as

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Role	Responsibilities	Staffing Level (FTE)	Duration
Network Specialist/ Database Administrator	hardware support. Participate in environment setup, support, validation, and maintenance. Perform database backups and recoveries. Support performance and end-to-end testing. Maintain database configurations, monitor the health and performance of the database. Assist in tuning and optimizing data layouts.		ongoing support (part-time)
Security Administrator	Assist in defining application security. Load and validate access rules. Grant and revoke user access to system functions. Manage security levels and investigate access and permission requests.	1-2	Starts in Testing Phase and continues as ongoing support (part-time)
Operations Support	Schedule and monitor batch processing and printing. Perform first level trouble shooting on batch processing issues. Raise and track problem reports.	1-2	Rollout Phase, and continues as ongoing support (part-time)

With the exception of state training personnel, it is important to note that the implementation schedule does not rely on these levels of agency staffing to complete the project on time and on budget. We have found, however, that agency and county staffing levels similar to those recommended in the table provide our client agencies with the greatest opportunity for reduced risk, knowledge transfer, and the ability to support the application over the long term.

c. What is your expectation of the State DMV's roles and responsibility, especially from a labor, staffing, or full-time equivalent (FTE) standpoint, with respect to data cleansing?

Data conversion, and the related activity of data cleansing, is a joint activity between FAST and agency technical and business personnel, who play a vital role in reconciling data during the conversion process. While FAST provides both transformation and loading programs that allow for the systematic conversion of most data, reconciliation of some data requires manual intervention by subject matter experts.

Reports provided by FAST can aid in data cleansing activities. Agencies that dedicate knowledgeable staffing resources to the extraction, cleansing, and manual reconciliation experience the greatest success in the conversion process. Depending on the agency's quality of data and the challenges in manually reconciling the data, the data cleansing activity could take three to ten part-time business staff throughout the Conversion phase of the project.

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d. What impact to State DMV personnel from an operation standpoint (post implementation) do you anticipate as a result of your solution's implementation?

We recommend a statewide implementation of the system following an effective training program for all Day One users. As a result of the user-friendly navigation of FastDS-VS, users should be productive and able to fulfill their responsibilities effectively from the beginning.

New Mexico, Arkansas, and Tennessee have all reported that within two weeks of entering production with FastDS-VS, the time to complete a new transaction was the same or less than the time required using the legacy system.

New Mexico uses an automated queuing system to track wait time across more than 130 offices. Prior to using FastDS-VS for driver services (they continue to use the legacy system for vehicle services), the average statewide wait time was about 15 minutes. After five months in production with FastDS-VS, the average wait time is under ten minutes as reported for the first week in November 2015.

e. What staff from your organization or a hired third-party integrator are typically involved in the implementation of your solution? The State DMV is interested in any information you can provide relative to the integration/implementation team around:
     i.   Key roles (such as project manager, lead technical analyst, etc.)
     ii. Overall size of the team

Throughout our company's history, we have served as the software developer/provider, system integrator, solution implementer, and product-support vendor for our clients' enterprise-modernization projects. This full-service approach allows us to expedite successful project delivery and is a significant factor in the positive relationships that we have with all our client agencies.

The typical size of an implementation project for FastDS-VS is between 15 and 30 FAST team members, fluctuating over the course of the project and with an average team size of about 25. We consider the following positions to be key roles on the project:
- Project Manager
- Solution Architect
- Technical Lead
- Conversion Lead
- Testing Lead
- Training Lead

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f.   What lessons learned from prior implementations of your system can you provide around staffing?

Selection and organization of project staff are among the keys to a project's success. The individuals selected for the project must bring more than just relevant experience and credentials; they must be leaders with track records of driving positive change and delivering deployable solutions.

Many of our clients have gained long-term benefits by assigning their limited staff resources to the project team. Although they suffered short-term operational challenges when their "best and brightest" joined the project team, these clients enjoyed greater long-term acceptance of the new system, developed a pool of expert users for ongoing support, and positioned themselves to operate with greater independence.

On all FAST projects, we create an integrated team of FAST staff and state experts. FAST team members relocate to the client agency's community to enable them to work closely with state team members.

Our FAST and agency team members should co-locate so that they can work in close physical proximity to create an organization that emphasizes:

- Empowerment – Team leads are provided the ability to make decisions and take action quickly without resorting to escalation of issues up a cumbersome chain of command. This is critical to on-time completion.
- Responsibility – Expectations are clearly defined for each member of the team.
- Accountability – Team members are held accountable for their assigned responsibilities.
- Responsiveness – The critical aspect of successful projects is the ability to adapt and respond to multiple levels of change, from legislative mandates, to new operating procedures, to changes in project scope.
- Partnership – The state and FAST staff break down traditional barriers to form integrated functional teams that work shoulder-to-shoulder to complete the tasks to meet the project schedule. This partnership allows for an effective, timely, two-way transfer of knowledge of key technical and business-related information. This also allows the state hands-on verification of progress throughout the project.

3. Training
VTR system stakeholders include those who work outside of the State DMV offices and, in many cases, those who are a long drive from State DMV headquarters in Lincoln. Many cannot easily travel to Lincoln for long periods for training. We are interested in the blend you offer between

Nebraska
Department of Motor Vehicles
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Modernization of the Vehicle Title and Registration System

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classroom-based training, hands-on training at a county office or some regional location, and computer-based training. For planning purposes, the State DMV asks the following questions:

a.   What approaches to training for internal and external users do you suggest, given the size and complexity of the planned VTR system modernization?

Knowledge transfer and staff training are critical success factors for a DMV modernization project. FAST works collaboratively with the State to develop and implement a knowledge transfer and training program that will bring managers, end users, and technical personnel to a familiar level of understanding with how the new system works and how to effectively use it. This is accomplished by providing:

- Train-the-Trainer training for state staff designated as trainers (expert users).
- End-user training, including computer-based training (CBT), classroom training, and practice labs.
- Knowledge transfer and technical training for:
  - Developers
  - System Administrators
  - Security Administrators
  - Operators

FAST utilizes a three-tiered training approach structured to teach people who perform similar jobs in the same classes. Users begin with the basic functions of the new system and then advance their skills to perform job-specific tasks, simulating work in a pre-production environment. This methodology is adapted for each user group to ensure all agency personnel are ready to use the system on day one of production.

The first tier of courses, FastDS-VS Basics, introduces users to the new system and provides them with the basic skills needed to begin using the system. Tier 1 involves taking CBT courses to get a first look at the functionality of FastDS-VS.

The second tier, Fundamentals, describes how to use the various functional areas of the new system. Tier 2 adds a series of instructor-led classes and practice sessions. The trainer recaps the information contained in the CBT by walking through examples with the class. Exercises are given to provide an opportunity for users to work on their own to learn the subject. Agency-specific exercises may be included.

The third tier, Job Specific, addresses detailed business activities. Tier 3 courses are instructor-led, classroom sessions that address the skills and knowledge that apply to specific business areas. Tier 3 prepares like groups of people to perform frequently occurring activities that are normally part of their jobs. The training team incorporates real-life scenarios to provide job-specific training.

FAST has experience delivering user training to large agencies with thousands of users spread across the state and counties. CBT modules of Tier 1 and 2 training can be completed at the worker's office location. For in-classroom training, we analyze resources and identify central training locations to minimize travel time and costs. Usually, instructor-led training for field office customer service representatives can be completed in eight hours. Follow-on refresher activities, such as sand-box exercises, can be completed in the local office location prior to rollout.

b. What training do you recommend for State DMV, OCIO or other technical staff who will maintain and/or troubleshoot the system?

A combination of classroom training, on-the-job training, and mentoring is used to prepare agency IT personnel to participate in the project and to be self-sufficient to support the solution in production. Early project involvement and engagement of IT personnel is key to them becoming knowledgeable and confident in their support role.

Knowledge transfer begins as soon as agency IT personnel join the project team to work side-by-side with FAST project personnel. IT personnel are heavily involved in environment setup, system configuration, testing, data conversion, training, and production rollouts. We work closely with IT personnel as they configure FastDS-VS and create site-specific modules, interfaces, correspondence, and reports. IT personnel apprentice with FAST team members to observe, model, work collaboratively, and, finally, perform tasks independently. Knowledge transfer and training is designed to provide IT personnel with the skill sets necessary to support and maintain the system, including configuration changes, system fixes, and maintenance of site-specific code.

IT personnel are trained in the use of the development environment, FastDS-VS, and accompanying toolsets used to configure and develop the application. Training on FastDS-VS Tools is one of the first classes attended by IT personnel since the tools are used throughout remaining training sessions and are used by FAST and agency IT personnel daily to perform project tasks.

The objectives for IT training include:

- Developers will gain an understanding of the FastDS-VS development environment. This includes developing business objects in FastDS-VS as well as configuration changes such as documents, workflows, and correspondence items.
- Developers will be conversant in the use of FastDS-VS development, migration, and configuration tools.
- Designated IT personnel will be able to support the functional security model to manage the agency's security permissions and make necessary security changes.
- Operations staff will be able to schedule FastDS-VS system jobs, run job streams, adjust jobs as needed, and troubleshoot issues found in production jobs.
- Technical staff will learn how to monitor system performance and take corrective action as required.
- Technical staff will be able to install hot fixes and service packs and assist in upgrades to the core product modules.

Following are the prerequisite technical skills expected for IT personnel.

- Developers
  - Skilled with Microsoft Windows desktop environment
  - Familiarity with Visual Basic .NET programming
  - Skilled in Structured Query Language (SQL) programming
  - A basic understanding of SQL Server, including SQL Data Definition Language (DDL) and Data Manipulation Language (DML)
- System Administrators
  - Basic Microsoft Windows and Microsoft Office skills
  - Proficient in Microsoft Windows desktop environment
  - Understanding of SQL Server
- Security Administrators
  - Skilled with Microsoft Windows desktop environment
- Operators
  - Skilled with Microsoft Windows desktop environment

4. Service Level Agreements (SLAs)

a. The State DMV requests any standard SLA information.

FAST's standard SLA language follows.

Defects are submitted to the FAST Solution Center using the integrated Solution Request tool. Solution Requests will be categorized by FAST as either:

- **Priority A** - The software is not performing in accordance with specifications and production or mission critical business operations are being impacted. No workaround is available.
- **Priority B** - The software is not performing in accordance with specifications but most business operations can be performed. A workaround is available. The agency is able to implement the workaround without severe interruption of the production process.
- **Priority C** - The agency requires information or assistance on FastDS-VS capabilities, installation, and configuration or would like to request an enhancement. This includes cosmetic and documentation issues that have little or no impact on production processes and productivity.

The following response expectation table specifies the level of response at each step of the process based on the priority. The table specifies the maximum anticipated amount of time to complete each step.

- **Step 1** represents the acknowledgement of the defect and the beginning of the information gathering and troubleshooting process.
- **Step 2** represents the time frame in which a FAST Solution Center will actively address the issue and pursue a resolution thereof.

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Priority	Step 1	Step 2
A	Next business day	Work will be started immediately upon receipt and will continue until resolved. Dedicated resources will be assigned to resolving the defect. Solution will usually be provided as a hot-fix with specific instructions. Solution will be incorporated into the next service pack and the hot-fix will no longer be required.
B	One week	Work will be started within two weeks and performed during normal business hours. Solution will be incorporated into the next service pack released after the solution has been completed.
C	Two weeks	Work will be started and performed subject to resource availability. Enhancement requests may or may not be adopted. If an enhancement request is not adopted the Agency will be informed. Low impact enhancement requests may be incorporated into the next service pack released after the solution has been completed. All other implemented enhancement requests will be incorporated into the next version of FastDS-VS released after the solution has been completed.

5. Network Configuration

a. Is there a minimum network bandwidth or capacity required, and what transaction rate will the minimum support? What networking challenges have you encountered when implementing your solution for clients similar to the Nebraska VTR?

The minimum transaction rate is indeterminate due to variations of each client. However, we have clients processing 500,000 - 1,500,000 daily transactions with similarly proposed hardware specifications without any strain on the system. We have not encountered any significant networking challenges with clients similar to the Nebraska VTR provided that clients adhere to the hardware/software recommendations and best practices.

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The network infrastructure should meet or exceed the following:

- 100/1000 MB (1GB) Ethernet for client workstations*
- 10000MB (10GB) Ethernet for servers connected to enterprise-level 10GB network switches configured with multiple VLANs and/or security zones for isolation
- Routing and firewall services
- Security and Intrusion Prevention System
- Network devices configured for high availability
- Network Load Balancing (NLB) - recommend F5 or other enterprise-level NLB solution
- The communication link used to synchronize and/or replicate disaster recovery data should have a minimum of 1GB available bandwidth. A 10GB bandwidth connection is preferred and recommended (if available).
- Remote office connections to the Internet should have bandwidth to support a minimum of 10.0 Mb per 25 people*. Example: 50 people using the application at a remote office location would require a minimum 20 Mb connection.
- Printing - our solution typically utilizes our client's existing high-volume printer(s) for batch printing. If a client does not currently have a high-volume printer, we recommend using the Xerox DocuTech 128 HighLight Color printer rated at 128 pages per minute. Printer models are also dependent on specific site needs and demand.

*FastDS-VS can support slower bandwidth for low-volume remote offices, however it will require detailed traffic analysis and understanding how the bandwidth is used.

6. Hardware and Software Configuration

The State of Nebraska will host this solution within the State network. The following questions pertain to minimum hardware requirements to operate a system.

a. If Nebraska hosts your system on Nebraska owned, physical hardware: What is the minimum hardware required to operate your system? Please include any information about central hardware (primary servers, failover servers). For each server required in the solution, please provide the following information:
    i. Server purpose or component description

The technical platform for FastDS-VS is comprised of multiple Intel-based, high-performance servers running in a virtual host cluster for high-availability and load balance. Each virtual guest utilizes Microsoft Windows Server 2012 R2 as the server operating system and Microsoft SQL Server 2014 as the relational database management system (RDBMS). Our solution is based on an n-tier architecture

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logically divided into layers, with each layer performing specific tasks in the system. The solution is designed to have no single point of failure.

The preferred hardware manufacturer is Dell. However, any major hardware provider is supported as long as the procured hardware meets the following specifications:

Physical Database Servers

Component	Requirement
Manufacturer & Model:	• Dell PowerEdge R730
Processor:	• 2x Intel® Xeon® E5-2690v4 2.60GHz 30M Cache, 9.6GT/s 12-Core, 135W
Memory:	• 512GB Memory (16x32GB) 2133 MT/s RDIMMs
Hard Disk:	• 3x 600GB 15K SAS 12Gbps 2.5" Hot-plug Hard Drive
Network Adapter:	• Intel® X710 Quad Port 10Gb DA/SFP+ Ethernet Adapter
Host Bus Adapter (HBA):	• Qlogic 2662 Dual Port 16GB Fibre Channel HBA
Operating System:	• Windows Server 2012 R2 Datacenter Edition
RDBMS	• Microsoft SQL Server 2014 Enterprise Edition

Physical Host Servers

Component	Requirement
Manufacturer & Model:	• Dell PowerEdge R730
Processor:	• 2x Intel® Xeon® E5-2699v4 2.30GHz 45M Cache, 9.6GT/s 18-Core, 145W
Memory:	• 512GB Memory (16x32GB) 2133 MT/s RDIMMs
Hard Disk:	• 3x 600GB 15K SAS 12Gbps 2.5" Hot-plug Hard Drive
Network Adapter:	• Intel® X710 Quad Port 10Gb DA/SFP+ Ethernet Adapter
Host Bus Adapter (HBA):	• Qlogic 2662 Dual Port 16GB Fibre Channel HBA
Operating System:	• VMware 5.5+ (6 recommended) or Microsoft Hyper-V

ii.   Processor requirements

The preferred approach is to keep the Production and Staging database servers physical. However, if a virtual machine is preferred to function as the database server then FAST recommends limiting the number of virtual machine(s) allowed to share the host resources. FAST strongly recommends a single database virtual machine per host for the Production and Staging database servers.

Virtual Servers

The number of virtual servers are variable and are finalized at the start of a project. Virtual database servers are meant for lower environments such as Development, Test, or Training. Below is an example server configuration based on server role.

Component	Web Server	Application Server	Database Server
Processor (cores):	4	8	12
Memory (GB):	16	32	64
Storage (GB):	50	100	600
Operating System:	Windows Server 2012 R2	Windows Server 2012 R2	Windows Server 2012 R2

    iii.   Storage capacity requirements

The storage capacity is based on agency need after reviewing the current storage requirements and future growth estimates. FAST is unable to determine the storage requirements from the information provided in the RFI. However, the Storage Area Network (SAN) and disk storage configuration must meet or exceed performance requirements of 50,000 IOPS Random Reads (8K pages), and 30,000 IOPS Random writes (8K pages) verified by the DiskSPD IO utility against 4x256GB data files. The DiskSPD tool must be configured with a 30% random write workload.

    iv.   Options for scaling the system component to meet growth needs

FastDS-VS is a scalable, browser-based, platform-independent, and service-oriented application solution that operates on industry standard hardware, operating systems, and relational database management systems. The software is built on a multi-tier architecture that scales to meet system specifications of virtually any size, from a single server environment to an enterprise-wide solution consisting of multiple application and database servers. The architecture of FastDS-VS allows the system to scale as system usage and demand increase. For example, an additional application server can handle increased processing load to maintain a consistent throughput with increased transaction volumes. Application servers can also be added as needed to provide a cost-effective method of "scaling out" the system to handle growth.

The FAST solution is designed so that it will not be constrained by limits on the number of occurrences of any type of information. At the web and application layers, the number of servers are variable and determined by the system load to be supported. Horizontal scalability is implemented by installing additional low-cost, high-performance servers into a pool of load balance member servers to help with

increased performance demand. Scaling horizontally in these layers produces significant performance results without requiring the replacement of existing hardware or the use of more expensive database servers. Web and application servers can be scaled vertically for increased performance by, for example, upgrading memory, processor(s), or hard drive(s).

The data layer is vertically partitioned so multiple database servers can be installed, in clusters or stand-alone, to accommodate processing demands and data volume. This layer is scaled horizontally by using a clustered database environment which provides high-availability and failover protection. Database servers can also be scaled vertically for increased performance by, for example, upgrading memory, processor(s), or hard drive(s).

> v.   Options for achieving high availability for the system component

FAST addresses high availability through our environment configurations. The platform is designed for high availability as follows:

- A separate reporting database server is used so that production users are not impacted by the processing demands of report generation.
- Middleware components provide the ability to detect server outages and route to redundant servers.
- Microsoft cluster servers are used for database failovers.
- Network Load Balancing (NLB) is used for web services.
- All servers, services, and components in the solution's production environment are configured in a redundant manner so that a failure in any one component is extremely unlikely to result in unplanned downtime.
- No standard system administration tasks involve interruption of client sessions. If a client session is interrupted for some reason, the most recent completed transaction will already be committed and will not require any restoration activity.
- The system does not contain any single points of failure in the production environment.

The database management system technology consists of multiple Microsoft Windows 2012 R2 Enterprise Servers running Microsoft SQL Server 2014 in an active-passive clustered configuration. In this configuration, the passive server is reserved as a standby to accept failover of a SQL instance if a node failure occurs. Database server clustering is provided by the Microsoft Cluster Service contained within the Windows Server 2012 R2 Data Center operating system. No additional third party clustering products are used for database servers.

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Web Service load balancing is provided by two or more network load balance devices. F5 is the preferred NLB manufacturer, however, any enterprise-level NLB provider is sufficient.

b.   If Nebraska hosts your system on Nebraska owned virtual infrastructure: What is the minimum system requirements to operate your system? What virtual environment(s) is/are your solution supported on? Please include information about all system components (primary servers, failover servers). For each component required in the solution, please provide the following information:
   i.   Server purpose or component description
   ii.   Processor requirements
   iii.   Storage capacity requirements
   iv.   Options for scaling the system component to meet growth needs
   v.   Options for achieving high availability for the system component

Please see our response to question 6.a above.

c.   If your system were to be installed in Nebraska on vendor owned physical hardware:
   i.   How many servers would be installed?
   ii.   Would you provide the rack(s) required for the installation?

FAST does not anticipate installing vendor-owned equipment in Nebraska to operate FastDS-VS for the state.

d.   What is the minimum county treasurer office or State DMV end-user hardware needed to conduct the business of registering and titling vehicles:
   i.   User hardware: Does your system require specific or proprietary hardware?
   ii.   User peripherals: What minimum hardware set up is required per workstation?

FastDS-VS is a web-based application that runs in a browser. No installation is required as long as a supported browser running JavaScript is installed on client machines. This allows FastDS-VS to run on most mobile devices and desktops/laptops regardless of their operating systems. Supported browsers include:
   •   Internet Explorer – Version 10+
   •   Edge – Version 25+
   •   Safari – Version 6+
   •   Chrome – Version 40+
   •   Firefox – Version 30+

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- Opera – Version 30+

The most current version of a browser is recommended.

User Workstations (Minimum)

Component	Requirement
Processor	Intel Core i5 (or higher) 3.0 GHz
Memory	4+ GB RAM
Disk Space	10 GB available disk space
Display	1680x1050 widescreen color monitor
Network Adapter	1 GB full duplex network adapter
Operating System	Windows 7, Windows 8, Windows 10, Linux*, Mac OS*

*Mac- and Linux-based computers are compatible with FastDS-VS and e-Services client computers when using one or more of the supported web browsers. Client computers used by developers, trainers, testers, and power users require a Windows-based operating system.

Developer and Trainer Workstation (Minimum)

Component	Requirement
Processor	Intel Core i5 (or higher) 3.0 GHz
Memory	8+ GB RAM
Disk Space	20 GB available disk space
Display	1680x1050 widescreen color monitor
Network Adapter	1 GB full duplex network adapter
Operating System	Windows 7, Windows 8, Windows 10

Mobile Access
Our solution provides access for any mobile device using a web browser that supports HTML and JavaScript. This requirement is typically met by nearly any browser on modern mobile platforms – including smartphones and tablets. No specialized applications are required.

e. Based on the information provided in Section III C of this RFI, what hardware configuration incompatibilities between your solution and the State's existing environment, or other DMV systems, do you foresee (such as the State Mainframe)?

FastDS-VS is a browser-based application that is built on the .NET Framework and hosted on Intel-based hardware. It is not designed to be installed in a terminal/AS400-based environment such as the one described in Section III C of this RFI.

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However, the FAST solution architecture is designed for ease of interface implementation and can interface with other systems, including mainframes. Our solution supports Service Oriented Architecture (SOA) through web services and external interfaces based on XML, SOAP 1.1 or 1.2, REST, Windows Communication Foundation, and OASIS WS-Security standards. Virtually all file formats are supported, including flat files, delimited files, XML, direct database access, and more.

7. Database Requirements

a. What database structure does your system utilize? Are there any requirements or prerequisites for your solution's database or database structure?

The data layer is implemented on a relational database management system using an ODBC or ADO.NET interface. Supported databases include Microsoft SQL Server and Oracle. Our response is based on using Microsoft SQL Server 2014. Database servers can be scaled horizontally by using a clustered database environment. This configuration provides high-availability and failover protection.

The database layer is responsible for managing all the data used to configure the application and all the data to which the application collects and interacts.

8. Data Cleansing and Conversion

a. What experience do you have consolidating separate county and state databases into a single statewide title and registration database?

Our conversion techniques have been employed on most of our integrated software projects and over 140 million customer records and 170 million account records have been converted to our systems from a wide variety of legacy applications and technology platforms.

There are very few conversion problems that FAST has not solved on past projects, including reconciliation of duplicate or related data from multiple sources. This experience will provide the project team with an important head start in solving many of the issues that are inherent to all large, complex software projects. The FAST team will rely on the input and participation of appropriate DMV staff for matters that are unique to the agency and your business processes.

We have successfully converted legacy data for implementations of FastDS-VS for four vehicle titling and registration systems and three driver systems. Each project required conversion of data from more than one legacy system, including one state that converted data from 25 systems.

b. Are there specific tools or techniques you use for consolidating registration and title data?

Similar to other phases of the FAST Implementation Methodology, the Conversion Phase (see the following figure) is an iterative process of refinement that emphasizes the early identification and resolution of anomalies and issues. Our conversion approach is based on best practices and lessons learned from successful conversion of over 170 million account records into our software from a wide variety of legacy applications and technology platforms.

FAST Implementation Methodology (Conversion Phase Highlighted)
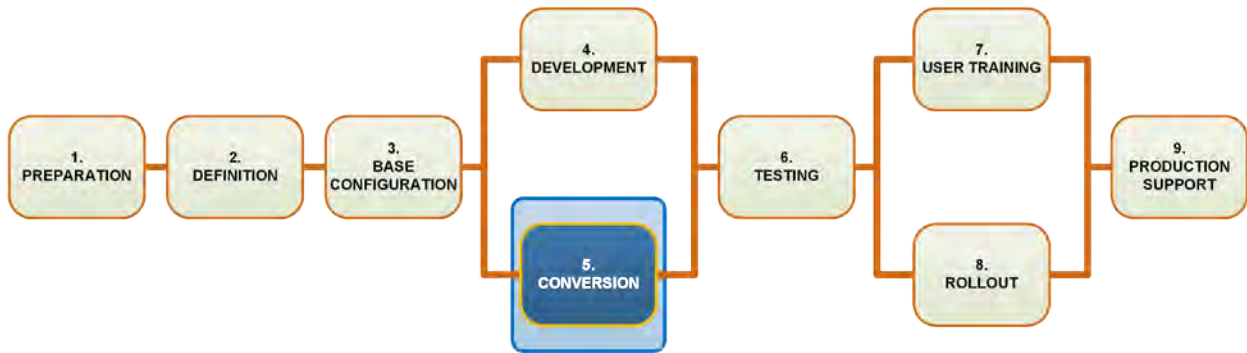
The FAST conversion process entails the determination, extraction, transformation, load, and reconciliation of legacy data and its requirements. Data cleansing/purification is conducted iteratively throughout the process. Our process leverages the actual FastDS-VS system to load converted data. Multiple mock conversions are performed throughout project implementation to ensure strategies for handling data issues are routinely undertaken. By iterating through multiple mock conversions, the project conversion team (comprised of FAST and agency personnel) performs the detailed and structured steps that are necessary to ensure legacy data is accurately converted into FastDS-VS. The iterative stages of the FAST conversion process are illustrated in the following figure.

Iterative Stages of the FAST Conversion Process

Conversion efforts are focused on providing the agency with the most important and reliable data, with a priority on data that has critical operational or financial impact.

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FAST's conversion process involves the initial import of legacy data and the scrubbing and massaging of information from various data sources. The process also involves analysis of the conversion requirements necessary for converting data from legacy systems into our FastDS-VS solution.

Tools for Conversion
In addition to the tools inherent in the platform software (Windows, Windows Server, SQL Server), FastDS-VS includes numerous integrated tools that support the configuration, extension, and management of its implementation and operation. These tools are native FastDS-VS functionality and are included in the FastDS-VS licensing fee at no additional cost. We do not use third-party data conversion tools.

The tools provide essentially all of the utilities necessary for the implementation and support of FastDS-VS. FAST's proprietary tools have been used to support more than 200 successful project rollouts for 45 projects that are now in production. Our implementation methodology includes training and knowledge transfer to applicable agency staff on the use of these tools for the configuration, extension, and management of FastDS-VS.

Please note that the FastDS-VS toolset, like the rest of the FastDS-VS application, is in a continuous state of evolution and improvement—tools are created, improved, made obsolete, and replaced as the product evolves technically and functionally.

c. Are there specific tools or techniques you use for cleansing registration and title data? For example, in Nebraska's current environment, data for the same vehicle may be contained in separate county databases, such as when a customer moves from one county to another. The expectation is having multiple records opens the possibility customer and/or vehicle information in those records may contain discrepancies. How would you recommend the State DMV approach resolving this issue?

Data cleansing/purification is an integral part of all conversions and serves as an iterative activity throughout the FAST conversion process. It is conducted across multiple stages of the process to support the conversion of relevant, high-quality data. Whereas traditional data conversion efforts rely on bulk loading of database tables, which often results in a heavy reliance on users to identify even basic purification issues, our approach uses the FastDS-VS application to load conversion data (see the following figure).

By running the data through FastDS-VS as part of the conversion process, any data anomalies that would be problematic in the new system are identified. This permits rollout of the new system without carrying

forward data problems that may have existed in legacy systems. It also provides important feedback to data purification efforts as the agency works to cleanse as much data as possible prior to conversion. Numerous mock conversions are performed throughout the implementation project to ensure strategies for handling data issues are continually undertaken.

Fast Conversion Process versus Traditional Conversion Process
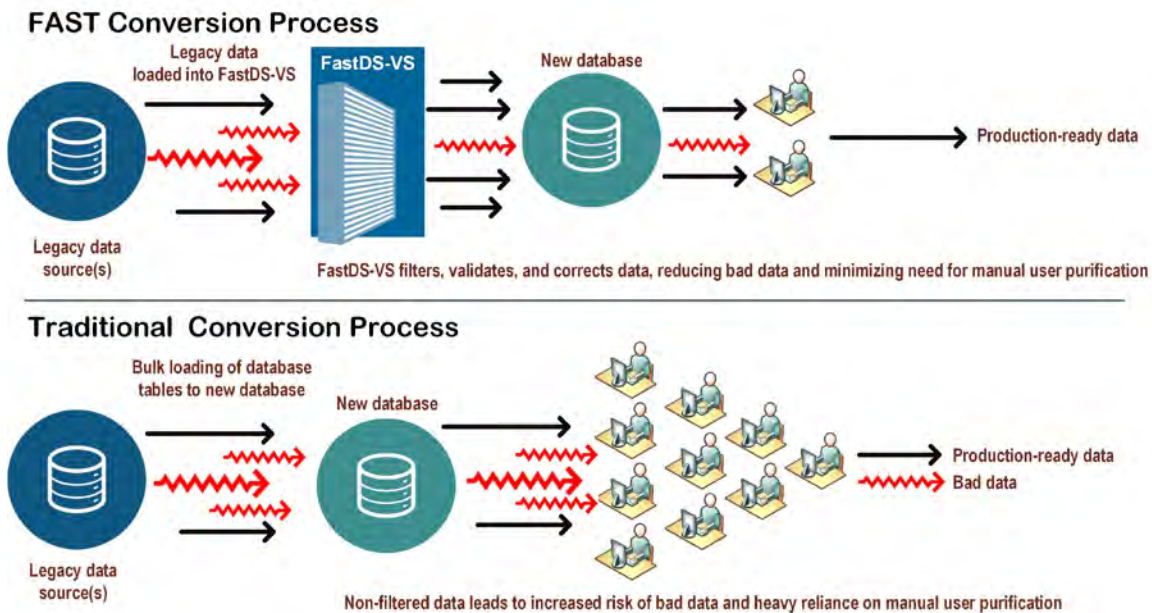
Data purification and/or consolidation can be done at several stages during the conversion process, such as:

- Programmatically prior to the extract – This involves development of one-time processes that employ legacy tools, file utility tools, or custom programs in the legacy environment. This is the preferred approach.
- Manually by users of the legacy system prior to the extract – This can be a labor-intensive approach if volumes are high, but may be the only alternative when human judgment is required.
- As part of the transformation process – The team can devise purification rules and apply them programmatically to the data in the load files or with SQL updates against the load staging tables. This method can add complexity to the reconciliation process and requires taking into account any repairs made after extract and before load.
- Programmatically after load and reconciliation – One-time data-fix programs or SQL updates are applied in the new environment. This approach should be used sparingly.
- Manually after the load and reconciliation – Performed manually by initial users of the new

system. This approach can be time consuming and requires agencies to consider data volumes and staff workloads.

In our approach, most of the data purification and/or consolidation activities take place prior to data extraction on legacy hardware and software. Wherever possible, existing online and batch facilities provided by the legacy application are used to make the data corrections.

The joint FAST and state conversion team develops the data purification strategy early in the conversion process. Higher quality data results in a better user experience during production. Dedicating resources to the purification effort is well worth an agency's time.

The following tasks are part of data purification efforts. These tasks are conducted early in the conversion process but may be repeated throughout the process if issues arise.

- Identify each data anomaly and associated repair opportunity
- Determine the nature and frequency of each type of anomaly
- Determine how to resolve the anomalies
- Determine whether the data will be converted using an automated or manual process
- Select users to perform data purification activities
- Verify changes to resolve each anomaly

In some cases, it may not be possible to resolve all issues identified in the legacy data. This can happen when the legacy system does not have functionality available to resolve the issue, there are not enough resources available, or there is not sufficient time to address the issue. FAST recommends that data purification begin as early as possible during the project to quickly remedy substantial defects. When it is not possible to remedy an issue before conversion impact analysis must be performed, risks associated with the issue must be identified and steps must be taken to mitigate the impact of data issues following conversion.

Some of the solutions used in the past to address legacy data issues include:

- Adjusting the legacy extraction criteria to exclude the data (if appropriate).
- Conducting post-conversion manual cleaning in the new application, which can be implemented during conversion week or scheduled for cleaning at a later date.
- Adding indicators at the customer or account level to modify system behavior after conversion.
- Identifying and manually invalidating duplicate vehicles and customers.

Agency business analysts should be assigned to perform any needed post-conversion cleanup. Note that no further data purification/transformation should occur to the data in the legacy system once the data extraction process has begun.

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d. In your experience what specific data elements have caused the biggest issue(s) with conversion?

Legacy data conversion represents a significant challenge on new system implementation projects. In our experience, the data elements that require more effort to convert and cleanse vary from state to state. In Appendix 1 of this response, we provide a list of focused questions to help with data cleansing planning so that effort can be focused on the most likely areas of data discrepancy.

Additionally, we have developed these recommendations to agencies regarding effective legacy data cleansing and conversion:

- *Start Early.*
  Conversion is a critical task that should be started early in the project. Because our software is a COTS solution, the data structures are well established and can be set up for conversion activities in the project's initial stage, with no time lost to database design.

- *Utilize a proven data structure.*
  Our FastDS-VS data structures are pre-built and production proven. Other systems may require significant effort to make major adjustments to the data structures during a project's design and development phases because the database needs to accommodate complex business functionality that was not fully understood. In our case, the majority of an agency's business functions are pre-built into our core FastDS-VS architecture, allowing us to map functionality, as well as legacy data, directly into our solution.

- *Realize 100% conversion may not be attainable.*
  While the aim of conversion should be to convert all data required to go forward, it is sometimes impossible to convert everything. Data conversion should therefore be prioritized, and a process set up to convert irreconcilable data when the driver is next encountered for a transaction. With more information available at the time of the transaction, it is usually possible to cleanse and reconcile the data in the new system. FastDS-VS also contains integrated tools and techniques for handling data that does not readily convert.

- *Data conversion is a joint responsibility of the vendor and the client agency.*
  Conversion is a joint activity between FAST and agency technical and business personnel, who play a vital role in reconciling data during the conversion process. While FAST provides both transformation and loading programs that allow for the systematic conversion of most data,

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reconciliation of some data requires manual intervention by subject matter experts. Reports provided by FAST can aid in data cleansing activities that are often necessary. Agencies that dedicate knowledgeable staffing resources to the extraction, cleansing, and manual reconciliation experience the greatest success in the conversion process.

e. What timeline should the State DMV plan for with respect to data cleansing?

Data cleansing effort can never begin too early! While some data cleansing can be facilitated by the vendor's approach once the project begins, the agency can and should undertake cleansing efforts before then. We recommend the focus be on cleansing data that would be the most difficult and not those that could be done with automated programmatic routines.

Once a FAST project begins, the data conversion effort begins about a month later. Depending on the initial data analysis, cleansing activities might be on-going for 6-12 months during the project utilizing 3-10 agency business staff part time.

9. Fees and Taxes

a. Are you aware of modernized solutions to ensure tax situs location is accurately determined and/or improve collection and distribution of local revenue?

To calculate local sales and excise taxes and fees during vehicle titling and other jurisdictional taxation, FastDS-VS can interface with a state Geographic Information System (GIS) to identify addresses and taxing jurisdictions associated with vehicles. Using location information received from the GIS, FastDS-VS uses business rules to accurately determine, collect, and distribute local revenue.

b. Does your solution include a point-of-sale (POS) or cash drawer component to manage collections?

FastDS-VS Cashiering subsystem provides tools to accept and record multiple payment types, including cash, check, credit card, and other payment methods. FastDS-VS interfaces with third-party hardware/software components for these functions. Integration with customer and account information provides the ability to view detailed transaction data for liabilities associated with a payment.

i. How are electronic and credit card payments handled in the system?

Credit card payments are provided through an interface with third-party credit/debit card processing solutions that are PCI-DSS compliant. Specific functions within FastDS-VS also support interfaces with

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external sources such as electronic funds transfer, ACH/IACH payment, e-check, remittance processing, and other forms of electronic payment.

  ii. How are refunds and credits handled in the system?

Customer payments are posted as credits to accounts in FastDS-VS and offset against related fees, penalties, and other debit transactions. When customer accounts have credit balances, refunds can be created automatically by system processes, manually by authorized users, or by customer request through submission of refund applications. Based on agency-defined refund rules and thresholds, refunds can be sent out automatically or directed to users for review and approval. Refunds can also be applied to offset debt owed to related accounts or external agencies.

  iii. If you are providing a POS, what are its inventory tracking and management capabilities?

FastDS-VS Inventory subsystem is used to order, track, and manage physical inventory, such as plates, title stock, and decals, as well as intangible inventory items such as temporary permit numbers allocated to car dealers. This subsystem is used to manage any type of item that can be controlled with a unique identification number.

The Inventory subsystem can order new inventory, input and track inventory in the system, process inventory orders, trigger billing and accounting, and monitor shipments and deliveries of physical inventory. Inventory management functions can be used at multiple office locations to manage inventory stored at on-site or off-site facilities.

FastDS-VS can be configured to automatically assign inventory items to transactions using business rules, or users can be allowed to manually specify inventory items. For example, the system can automatically assign the next available license plate number to a vehicle registration or the user can be permitted to select a particular license plate number to be used for a registration.

All aspects of the distribution process are contained in one integrated system, including accounts payable, accounts receivable, inventory management, and sales reporting. Users can obtain all information related to suppliers and customers in the solution, reducing confusion over when and how orders and payments are posted to accounts.

10. Electronic Transactions/Interfaces
a. How does your system incorporate:

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i.   Electronic Lien and Title (ELT),

Titles can be marked as electronic to suppress the printing of related documents. The electronic status of a title is clearly indicated on title and registration documents.

FastDS-VS can track all lien-related information for a vehicle, including bank or other financial institution routing numbers and history of all lien activity. Lien holders identified as part of the title and registration application process are recorded in the system and printed on the title. FastDS-VS can record multiple lien holders for a single vehicle.

ii.   National Motor Vehicle Title Information System (NMVTIS)

During a title transaction, FastDS-VS automatically triggers the appropriate NMVTIS or National Law Enforcement Telecommunications System (NLETS) queries to identify any issues with a vehicle. An agency-defined workflow process is used to resolve any issue identified by the queries or by internal conditions such as a system hold. This includes, but is not limited to, previous title information, previous brands, and theft information. If a special condition is encountered, business rules in FastDS-VS can halt the transaction and suspend all title work until the issue or hold is resolved. Once the title is issued, FastDS-VS updates NMVTIS with the most current title and brand information. If the title was transferred from another state, FastDS-VS notifies the previous state through NMVTIS that their title was surrendered. FastDS-VS can also receive and process surrendered title notifications from other states.

NMVTIS interface is native to the FAST core software and is updated in response to changes from the federal government.

iii.   Dealer and fleet processing,

FastDS-VS e-Services provides customers, including dealers, with web-based access to their accounts and other online customer self-service and correspondence features. It allows customers to conduct many activities online, such as creating online accounts, renewing and vehicle registration, changing customer contact information, initiating application processes, paying outstanding fees and fines, updating and renewing dealer licenses, and more. Dealers can access e-Services to request, submit, and pay for transactions online. Requests can be processed based on business rules.

The Fleets subsystem provides functions for efficiently registering fleet vehicles and conducting on-going maintenance and renewal of fleets. These functions are accessible by agency users within FastDS-VS, as well as to fleet operators through online self-service features enabled by the e-Services subsystem.

FastDS-VS supports the registration and maintenance of fleet vehicles. Each fleet is assigned a unique fleet number that is included on all correspondence. Vehicles can be added and removed by fleet operators through online e-Services, at field offices, or through mail correspondence. The system can generate fleet renewal notices to remind fleet operators to renew vehicles. Businesses can maintain multiple fleets and each fleet can have separate addresses and contact information. For example, a rental car company with multiple independently-managed locations can be represented in FastDS-VS as a single customer with a separate account for each fleet.

iv.   VIN/HIN validation,

During new registration transactions, FastDS-VS can interface with third-party VIN/HIN decoding software to collect and record vehicle attributes (such as vehicle year, make, model, body type, and so on).

v.   MSRP values,

FastDS-VS can interface with third-party vehicle-valuation software to obtain the market value of vehicles. This information can be used to determine the minimum value for calculating sales tax as part of new vehicle registrations.

vi.   Address validation, and

FastDS-VS supports validation for U.S. and Canadian addresses. Users can enter a ZIP code or Canadian Postal Code to ensure the validity of an address. Address validation also allows the system to retrieve the ZIP+4 Code or Canadian Postal Code for the address along with the county, so that funds are distributed to local governments correctly.

FastDS-VS is certified as a Coding Accuracy Support System (CASS) by the United States Postal Service (USPS). This certification qualifies the agency for discounted postal rates.

vii.   Other third-party data providers and stakeholders?

Interfaces with external data-exchange systems that are common to most motor vehicle agency operations are maintained as part of the core FastDS-VS software. For jurisdiction-specific interfaces, FastDS-VS has a number of tools and standard configurations that can be deployed to implement interfaces for a wide array of transfer protocols and data formats. For example, a web service can be created using a native FastDS-VS tool, remote files can be fetched and distributed with configurable File Transfer Protocol (FTP) tools, and Open Database Connectivity (ODBC) connections can be configured for both inbound and outbound data.

FastDS-VS facilitates the extension of the software for jurisdiction-specific interfaces without compromising the ability to implement future software upgrades and modifications.

b. Does your system include a document management and imaging solution? If so, please provide a brief explanation?

FastDS-VS Imaging subsystem provides integrated functions for managing documents and image files that are input in FastDS-VS through an agency's third-party scanning and imaging systems. The solution provides multiple capabilities for integrated digital-document imaging and is compatible with industry standard formats such as TIFF, Bitmap (BMP), PCX, DCX, JPEG (JPG), PDF, and XIF. It supports manual and batch image processing. Images can be indexed by customer, account, license, VIN or another useful index to associate the image with the correct record. If indexing information is not provided by the scanning system, a work item can be generated to prompt a user to manually index the image in FastDS-VS.

c. Are there best practices or interface standards the State DMV should be considering?

Sensible design is critical to successful interface implementation. On many implementations, we attempt to replicate the interface as it currently exists. This recognized "best practice" minimizes risk to the project and disruption to the business partner's system.

We expect to evaluate required interfaces and choose an appropriate approach given the source, platform, and volume of data. Interfaces and their characteristics are finalized during the Definition Phase of the project. New or custom interfaces are documented during the project through the development of an interface-design document. This document specifies information such as interface purpose, direction, frequency, business contact, technical contact, and formats/layouts. Timely development of interfaces with external business partners is managed in coordination with an agency project manager and technical staff.

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FastDS-VS has a number of tools and standard configurations that can be deployed to implement multiple interfaces for a wide array of transfer protocols and data formats. Options available for real-time and scheduled interfaces are typically driven more by the policies, restrictions, and/or limitations of the externally-interfaced entities than by the motor vehicle agency's software. FAST software can process data exchanges through either of these options based on agency needs/preferences and the frequency of data updates by the interfaced systems.

d.   Are there other interfaces your solution requires/provides which are not identified in the CER?

FastDS-VS does not require any interfaces that are not identified in the CER.

Interfaces with external data-exchange systems that are common to most motor vehicle agency operations are maintained as part of the core FastDS-VS software. For jurisdiction-specific interfaces, FastDS-VS has a number of tools and standard configurations that can be deployed to implement interfaces for a wide array of transfer protocols and data formats. For example, a web service can be created using a native FastDS-VS tool, remote files can be fetched and distributed with configurable File Transfer Protocol (FTP) tools, and Open Database Connectivity (ODBC) connections can be configured for both inbound and outbound data.

11. Customer Relationship Management (CRM)
a.   Does your solution include a CRM function for tracking correspondence and customer touch points?

FastDS-VS Customer Relationship Management (CRM) captures and maintains an integrated view of customers and vehicles and provides tools to improve customer service and vehicle administration.

The CRM subsystem eliminates the siloed structure of legacy systems, providing users with an integrated view of the relationship between owners and vehicles. Vehicles may be associated with multiple owners simultaneously and ownership can change frequently during a vehicle's lifecycle. FastDS-VS manages the relationship between owners and vehicles while maintaining the integrity of each record for individuals, vehicles, and business entities.

For example, during the vehicle registration process, one or more owners can be associated with a vehicle through capture of unique owner-identification information, such as a driver license number. Once ownership relationships are established, FastDS-VS presents a unified view of owners and vehicles on one screen. As circumstances change, FastDS-VS tracks modifications to these relationships while also maintaining a history of all changes. For example, users can see the complete history of a vehicle with all the individuals and businesses that have had, or still have, an ownership interest in the vehicle.

FastDS-VS provides cohesive visit management to efficiently route and serve customers and accurately track and report on customer wait times. Integration with queueing systems allows customer service agents to access information that has already been provided, such as customer identity. Agents initiate transactions using dynamically-filtered lists that display only the specific actions that are valid for a customer.

Other functions in the CRM subsystem maintain a unified history of communications and transactions between the customer and the agency. This integrated approach helps to improve customer service by allowing service representatives to quickly address customers' business, issues, or requests.

12. General

a.   What timeline would you suggest the State DMV and its stakeholders plan for each of the following:
   i.   Planning
   ii.   Development
   iii.   Implementation
   iv.   Integration

FAST Implementation Methodology
An important part of the FAST solution is the use of our FAST Implementation Methodology. This methodology has been used to successfully deliver our software solutions on every one of our implementation projects. Combined, these projects represent over 200 production rollouts for more than 45 client agencies who use our software to administer driver and vehicle services programs, tax and revenue programs, and unemployment insurance programs.
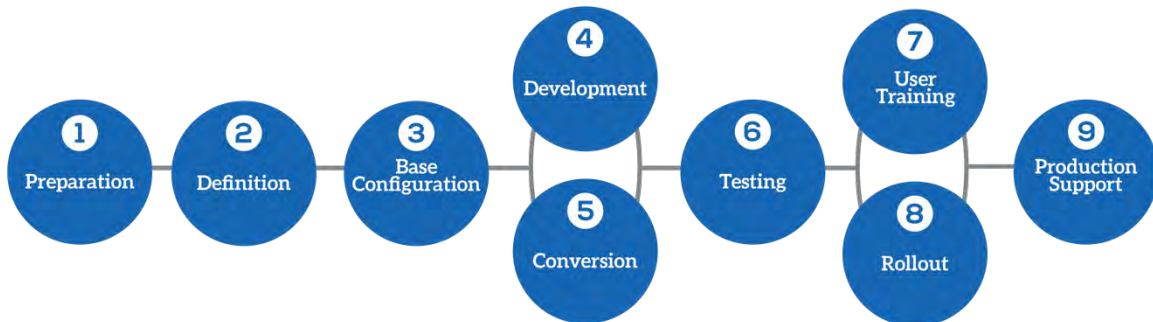
The FAST Implementation Methodology facilitates work by providing a common nomenclature, leveraging existing examples of work products, and building on a repository of best practices and lessons learned. The methodology is designed to meet an agency's specific business and technical goals and requirements by harnessing the power of our commercial off-the-shelf (COTS) software and its highly configurable architecture. We have used this methodology on all of our implementation projects and, as a result, have never missed a deadline or exceeded our originally proposed budget.

An important characteristic of our FAST Implementation Methodology is that we start our projects with a working system that supports hands-on involvement with the software by agency personnel. Project staff are exposed to this working system almost immediately. We then configure, tune, and expand the software based on user input and feedback. In this way, requirements are not just documented on

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paper and put into binders—they are entered as business rules and configurations directly into FastDS-VS. Rather than reviewing binders of requirements, users verify that business requirements are being met through integrated tools and screens within FastDS-VS. This is very different from traditional methodologies but it has proven to be very effective on our clients' projects.

FAST Implementation Methodology

The nine phases of the FAST Implementation Methodology are briefly described as follows:
1. The Preparation Phase develops the roadmap that defines how the implementation is executed.
2. The Definition Phase defines the work that will be performed to deliver the functionality for the line of business.
3. The Base Configuration Phase structures and implements the starting point for the rollout. Once the baseline is in place, the system supports basic navigation and business function processing.
4. During the Development Phase, the gathered requirements are used to produce work packages for developers that specify parameters, select options, define thresholds, and perform other types of configuration, enhancements, or programming.
5. The Conversion Phase provides the new system with a base set of data against which the business functions operate.
6. The Testing Phase ensures that the production system is able to meet the business needs in a robust and stable manner. This includes identification of system and specification instabilities or issues.
7. During the Training Phase, user documentation is prepared and users are trained to use the new system. This includes organizational change management activities, which start early on in the project to transition the organization for ready acceptance of the solution.
8. The Rollout Phase delivers the lines of business to production.
9. The Production Support Phase provides desk-side support and solution-specific help-desk support during the initial production period, and operates and maintains the solution in

production over the long term.

The following table indicates the implementation schedules of our vehicle system clients. This includes all phases of the FAST Implementation Methodology, from Preparation through Rollout to all users:

Vehicle System Implementations			
Jurisdiction	Start	End	Duration (Months)
Arkansas	Oct 2012	Sept 2013	12
Utah	Aug 2012	Oct 2013	15
Oklahoma	Jan 2014	Mar 2015	14
North Dakota	Feb 2015	June 2016	16
Washington (in process)	May 2015	Dec 2016	17
New Mexico (in process)	Jun 2015	Sept 2016	15
Colorado (preliminary)	Mar 2017	Aug 2018	18
Mississippi (in process)	May 2016	Oct 2017	18

Generally, for agencies that have not previously implemented a FAST solution in their agency, we recommend that the agency plan for 18 months to implement a vehicle system statewide.

b. What three things about your solution make it different/unique from other solutions/your competition?

FAST cites the following reasons that make us and our solution different from our competitors:

- FastDS-VS is a single, modular commercial off-the-shelf (COTS) software package that is internally integrated to provide all the core business functions and support processes required by motor vehicle agencies. It is not a framework or a transfer system, nor an integration of third-party COTS packages. The software is developed and enhanced by the same company. Alternative vendor offerings based on multiple peripherally-integrated third-party applications can unnecessarily increase system complexity, maintenance burden, interface development, training requirements, and overall system cost.

- The streamlined FAST Implementation Methodology, followed on all our projects, focuses on meeting the business needs of our clients. We begin the project with a working system that supports hands-on involvement with the software by project subject matter experts (SMEs). This allows us to effectively leverage their expertise to determine the business rules and configurations that meet their business requirements. We find this approach allows the solution to be more responsive, flexible, and accurate.

- Every FAST project is on time and on budget. In the past five years, we have successfully implemented more system modernizations for state motor vehicle agencies than any other vendor. Our highly configurable software, streamlined methodology, and experienced onsite project professionals have proven that FAST clients can count on success when they work with us.

c. What do you often hear are the three most common complaints/weaknesses of the system you propose?

Our competitors – *but not our clients* – cite the following shortcomings of our solution:

- FAST software lacks the flexibility to adapt to an agency's business processes, but rather the agency has to adapt to the software.
    o *Our response:* FAST software has successfully been deployed for 45 government agencies around the world, including six motor vehicle agencies in production, each with their own laws, regulations, and business procedures. While FAST software does present base functionality in accordance with "best practices", it can be configured to meet the unique requirements of the agency. As proof, we invite you to ask our clients.

- The agency is captive to the vendor for support for the life of the system.
    o *Our response:* "Captive" is a misnomer, because agencies make a choice about the level of software maintenance and support they wish to receive from FAST. FAST software has an annual maintenance fee for service packs, hot fixes, and new releases. This is similar to the annual maintenance fee charged by other proprietary software vendors, such as Oracle and Microsoft, which is intended to keep the software current and secure.

      Additionally, we encourage all client agencies to develop the internal capacity to support their software and many do. However, many agencies have decided to focus

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their energies on their primary business obligations and core competencies rather than on information systems development and maintenance. These clients have contracted with FAST for ongoing support. Once again, we invite you to ask our clients about their preference.

- FAST software is a "black box" and the client has no access to the source code.
    - o *Our response:* With Version 10 of our software, clients have read-only access to product source code. This facilitates the agency's analysis of the software as it undertakes site-specific fixes and enhancements. Clients are not, however, permitted to change source code as this would interfere with their ability to implement software updates and upgrades, removing the advantage of COTS software.

13. Budget
a.   The State DMV requests the following information for budgeting purposes:
  i.   One-Time:
    a)   Solution Design
    b)   Implementation
  ii.   Annual, Recurring:
    a)   Ongoing Maintenance
    b)   Ongoing Support

FAST's response to this item is located in a separately-sealed envelope marked Proprietary with our original response only.

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FORMS – RFI COVER PAGE & FORM A

We provide the following forms in this section of Fast Enterprises' (FAST's) response.

- Bidder's signed cover page
- Form A – Vendor Contact Sheet

State of Nebraska (State Purchasing Bureau)
REQUEST FOR INFORMATION

RETURN TO:
State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, Nebraska 68508
Phone: 402-471-6500
Fax: 402-471-2089

SOLICITATION NUMBER	RELEASE DATE
RFI 52016	**May 20, 2016**
OPENING DATE AND TIME	PROCUREMENT CONTACT
June 30, 2016 2:00 p.m. Central Time	**Teresa Fleming/Robert Thompson**

This form is part of the specification package and must be signed in ink and returned, along with information documents, by the opening date and time specified.

PLEASE READ CAREFULLY!
SCOPE OF SERVICE

The State of Nebraska, Administrative Services, Materiel Division, State Purchasing Bureau, is issuing this Request for Information (RFI) 52016 for the purpose of gathering information to modernize the Nebraska Department of Motor Vehicles (State DMV) Vehicle Title and Registration System (VTR).

Written questions are due no later than June 3, 2016, and should be submitted via e-mail to as.materielpurchasing@nebraska.gov. Written questions may also be sent by facsimile to (402) 471-2089.

Bidder should submit one (1) original of the entire RFI response. RFI responses should be submitted by the RFI due date and time.

Sealed RFI responses should be received in the State Purchasing Bureau by the date and time of RFI opening indicated above.

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Information form, the bidder guarantees compliance with the provisions stated in this Request for Information.

FIRM: __Fast Enterprises, LLC__

COMPLETE ADDRESS: __7229 South Alton Way, Centennial, Colorado 80112__

TELEPHONE NUMBER: __877-275-3278__   FAX NUMBER: __208-433-9863__

SIGNATURE: _James G. Harrison_   DATE: __6-24-16__

TYPED NAME AND TITLE OF SIGNER: ___James G. Harrison, member___

FORM A

VENDOR CONTACT SHEET

Request for Information Number 52016

Form A should be completed and submitted with each response to this solicitation document. This is intended to provide the State with information on the vendor's name and address, and the specific persons who are responsible for preparation of the vendor's response.

Preparation of Response Contact Information	
Vendor Name:	Fast Enterprises, LLC
Vendor Address:	7229 South Alton Way Centennial, Colorado 80112
Contact Person and Title:	James G. Harrison, Member
E-mail Address:	JHarrison@FastEnterprises.com
Telephone Number (Office):	877-275-3278
Telephone Number (Cellular):	
Fax Number:	208-433-9863

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

Communication with the State Contact Information	
Vendor Name:	Fast Enterprises, LLC
Vendor Address:	7229 South Alton Way Centennial, Colorado 80112
Contact Person and Title:	James G. Harrison, Member
E-mail Address:	JHarrison@FastEnterprises.com
Telephone Number (Office):	877-275-3278
Telephone Number (Cellular):	
Fax Number:	208-433-9863