



The State of New Hampshire
DEPARTMENT OF ENVIRONMENTAL SERVICES

Robert R. Scott, Commissioner

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November 16, 2023

His Excellency, Governor Christopher T. Sununu
and the Honorable Executive Council
State House
Concord, NH 03301

REQUESTED ACTION

Authorize the Department of Environmental Services to enter into an agreement with 22nd Century Technologies, INC., Mclean, VA (VC# 216506-B001) utilizing Statewide contract 8002972 under the Department of Administrative Services Statewide Master Agreements for Salesforce Professional Services in the amount not to exceed \$1,622,550, for the purpose of developing NHDES permits as part of the Statewide permitting system, effective upon Governor and Council approval through June 30, 2026. The Governor and Council approved the Salesforce Professional Services Contracts on October 13, 2021, Item #100. 100% Federal funds.

Funding is available in the account as follows:

	<u>FY 2024</u>
03-44-44-440010-2695-102-500731	\$1,622,550
Dept Environmental Services, ARPA DES Sweep, Contracts for Program Services	
Activity Code: 00FRF602PH4404A	

EXPLANATION

NHDES is part of a Statewide Permit System project. The project is transitioning from Salesforce to professional services provided by solutions integrators included the Salesforce master agreement. The purpose of this contract is to develop additional permits for NHDES in support of the Statewide Permit System project. Contractor submissions were scored by a technical review team and 22nd Century Technologies, Inc. was identified as the high scoring vendor. Further details are included with this letter in Attachment A.

We respectfully request your approval of this item.

for
Robert R. Scott
Commissioner



STATE OF NEW HAMPSHIRE
DEPARTMENT OF INFORMATION TECHNOLOGY

27 Hazen Dr., Concord, NH 03301
Fax: 603-271-1516 TDD Access: 1-800-735-2964
www.nh.gov/doit

Denis Goulet
Commissioner

November 17, 2023

Robert R. Scott
NH Department of Environmental Services
State of New Hampshire
29 Hazen Drive
Concord, NH 03302

Dear Commissioner Scott:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with 22nd Century Technologies, Inc., as described below and referenced as DoIT No. 2023-085.

The purpose of this request is for the development of NHDES permits as part of the Statewide permitting system.

The Total Price Limitation will be \$1,622,550, effective upon Governor and Council approval through December 31, 2026.

A copy of this letter must accompany the Department of Environmental Services submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/RA
DoIT #2023-085

cc: Rick McLaughlin, IT Manager

Response to:
New Hampshire
Department of Environmental
Services
ePermitting Solutions
RFQ # 386-24





Transmittal Letter.....	3
Cover Letter.....	5
Project Introduction.....	6
Project Overview & Objectives.....	7
Project Background.....	8
Business Overview.....	8
DES Background and Current Processes:.....	8
Project Scope.....	9
Scope of Work.....	9
Deliverables.....	9
Assumptions.....	11
Capabilities & Experience.....	11
Staffing Approach.....	14
Key Resources and Qualifications.....	16
Value Added Services/Features.....	21
Pricing Schedule.....	25

Transmittal Letter

STATE OF NEW HAMPSHIRE TRANSMITTAL LETTER

Date: 10/26/2023

Company Name: 22nd Century Technologies, Inc.

Address: 2 1/2 Beacon Street Concord, NH, 03301 - 4447, USA

To: Point of Contact: **Claudia Roy**

Telephone: **(603)-271-2202**

Email: NH.Purchasing@das.nh.gov

RE: Bid Invitation Name: **ePermitting Salesforce Public Sector Foundation for ePermitting implementation for Department of Environmental Services**

Bid Number: **386-24**

Bid Posted Date (on or by): **10/27/2023**

Q&A deadline: **10/02/23**

State response to Q&A deadline: **10/13/23**

Bid Closing Date and Time: **10/27/2023 @ 9:00 AM (EST)**

Dear **Claudia Roy**,

Asley Christina De Sa on behalf of 22nd Century Technologies, Inc. [insert name of entity submitting bid (collectively referred to as "Vendor") hereby submits an offer as contained in the written bid submitted herewith ("Bid") to the State of New Hampshire in response to QUOTE # 386-24 for **ePermitting Salesforce Public Sector Foundation for ePermitting implementation for Department of Environmental Services** at the price(s) quoted herein in complete accordance with the Bid.

Vendor attests to the fact that:

1. The Vendor has reviewed and agreed to be bound by the Bid.
2. The Vendor has not altered any of the language or other provisions contained in the Bid document.
3. The Bid is effective for a period of one hundred and eighty (180) days from the Bid Closing date as indicated above.
4. The prices Vendor has quoted in the Bid were established without collusion with other vendors.
5. The Vendor has read and fully understands this Bid.
6. Further, in accordance with RSA 21-I:11-c, the undersigned Vendor certifies that neither the Vendor nor any of its subsidiaries, affiliates or principal officers (principal officers refers to individuals with management responsibility for the entity or association):
 - a. Has, within the past two (2) years, been convicted of, or pleaded guilty to, a violation of RSA 356:2, RSA 356:4, or any state or federal law or county or municipal ordinance prohibiting specified bidding practices, or involving antitrust violations, which has not been annulled;
 - b. Has been prohibited, either permanently or temporarily, from participating in any public works project pursuant to RSA 638:20;
 - c. Has previously provided false, deceptive, or fraudulent information on a vendor code number application form, or any other document submitted to the state of New Hampshire, which information was not corrected as of the time of the filing a bid, proposal, or quotation;
 - d. Is currently debarred from performing work on any project of the federal government or the government of any state;
 - e. Has, within the past two (2) years, failed to cure a default on any contract with the federal government or the government of any state;
 - f. Is presently subject to any order of the department of labor, the department of employment security, or any other state department, agency, board, or commission, finding that the applicant is not in compliance with the requirements of the laws or rules that the department, agency, board, or commission is charged with implementing;

- g. Is presently subject to any sanction or penalty finally issued by the department of labor, the department of employment security, or any other state department, agency, board, or commission, which sanction or penalty has not been fully discharged or fulfilled;
- h. Is currently serving a sentence or is subject to a continuing or unfulfilled penalty for any crime or violation noted in this section;
- i. Has failed or neglected to advise the division of any conviction, plea of guilty, or finding relative to any crime or violation noted in this section, or of any debarment, within thirty (30) days of such conviction, plea, finding, or debarment; or
- j. Has been placed on the debarred parties list described in RSA 21-I:11-c within the past year.

This document shall be signed by a person who is authorized to legally obligate the responding vendor. A signature on this document indicates that all State of New Hampshire terms and conditions are accepted by the responding vendor and that any and all other terms and conditions submitted by the responding vendor are null and void, even if such terms and conditions have terminology to the contrary. The responding vendor shall also be subject to State of New Hampshire terms and conditions as stated on the reverse of the purchase order.

Authorized Signor's Signature 

Authorized Signor's Title Administrator

Cover Letter

22nd Century Technologies has partnered with Kyra Solutions for this opportunity and will together called as Team 22nd. Team 22nd would like to thank the New Hampshire Department of Environmental Services (DES) for the opportunity to submit this proposal in response to your Salesforce Public Sector Foundation ePermitting implementation. We commit to delivering quality solutions and services at the best value, on time and at the lowest risk, while always serving New Hampshire and its citizens with the utmost integrity. Team 22nd's track record and experience with professional IT services for the public sector enables us to effectively deliver professional services in a variety of service categories.

When evaluating this proposal, we ask that DES considers the following points that highlight our company's professionalism and service commitments to our valued clients:

- Team 22nd has delivered solutions to government agencies since 2001.
- Team 22nd has over 20 years of experience in providing government agencies with consultative services and digital transformation solutions.
- Our subject matter expertise and comprehensive solutions designed for the public sector provide a trusted and proven foundation to scale and adapt as business processes change and mature.
- Team 22nd's dedication to a great customer relationship and an outstanding and successful end product for the client translates to extensive hands-on collaboration with our clients, to include opportunities for onsite resources at project kickoff, user acceptance testing, or other project milestones as mutually agreed.

We commend DES leadership's efforts to qualify information technology vendors to provide IT professional services. We design our solutions with a focus on intuitive interfaces, automated workflows, streamlined intake processes, and integration capabilities to ensure system and data continuity. Team 22nd's services will improve the overall user experience and reduce administrative burdens while inspiring transparency and trust.

We look forward to the opportunity to work in partnership with DES in the future.

Sincerely,



Ashley Christina De Sa,
Administrator, 22nd Century Technologies, Inc.

Project Introduction

The State of New Hampshire is seeking a Solution Integrator (SI) to continue configuration and expansion of the SoNH Salesforces Public Sector Foundation (PSF) that resides on a state portal. The Solution Integrator will provide Salesforce experts skilled in PSF specific to government Licensing, Permitting, Inspection, and Enforcement. The ePermitting portal was built to enable online self-registration for the constituent and state controlled administrative management for the entire system.

The selected vendor will lead the project management and development activities to transform, modernize, and convert a legacy permitting form process in the Salesforce application environment for the State of New Hampshire's (SoNH) Department of Environmental Services for public and internal use. The current legacy permitting environment is comprised of manual paper processing and online application processing. In the transition phase, the vendor will assess the technical and non-technical requirements and create an executable project plan. The end-to-end production environment and workflows must be well defined, and business and technical documents will be written and delivered. Formal training and knowledge transfer required to operate the new Salesforce environment will be provided to stakeholders, review existing progress as necessary to provide successful transition to the vendors team. In addition to the vendor's team online availability, propose options for an onsite occasional project lead availability to better understand the agencies needs and work with local stakeholders. The vendor will drive results from the project plan and achieve defined goals.

Prior to developing any custom code or adding 3rd party software/Plugins the SI will need to submit a request in writing to SoNH DoIT for review and approval. The SI will utilize the state enterprise DevOps process for deployments. Only DoIT and DES will manage, approve, schedule, and release all work to the production environment.

The principal objectives are to:

- (1) Configure the Natural Heritage Bureau Data Check (NHB) Tool in Salesforce PSF to allow e-submission and e-processing of requests for official documents related to threatened and endangered species and habitats.
- (2) Configure the Subsurface Systems Bureau (SSB) ePermitting Process in Salesforce PSF to allow e-submission and e-processing of septic systems and subdivision applications.
- (3) Configure over 115 DES permit forms in Salesforce PSF from a manual paper-based legacy system to an online electronic permitting system using an incremental MVP approach.

All Salesforce PSF work will be performed following the "Out-of-the Box" No Code/Low Code delivery methodology. The SI is expected to produce a high performing, intuitive online portal using this methodology exclusively.

The Salesforce PSF application/forms output will allow SoNH property owners and their representatives to apply for a permit(s) or certifications online and communicate with state employees throughout the process. Conversely, Salesforce PSF will enable state employees to process, record, approve or reject permit applications and/or issue permits online through the portal.

Project Overview & Objectives

The Salesforce PSF application/forms output will allow SoNH property owners and their representatives to apply for a permit(s) or certifications online and communicate with state employees throughout the process. Additionally, Salesforce PSF will enable state employees to process, record, approve, or reject permit applications and/or issue permits online through the portal.

Requirements for the SI:

- Configure and deliver an initial MVP for each permit in the current inventory, with functions native to the Salesforce platform and PSF module.
- The solution will increase operational efficiency through automation and process streamlining.
- The solution will significantly decrease permit processing times.
- Applicants will be able to track permit application progress through the permitting examination process.
- Provide Bi-directional communication platform within Salesforce that includes chatbots, email, and text.
- Document: intake, review, search and retrieve, editing, commenting, and storage
- The solution will receive and store documents of various formats (e.g., PDF, standard graphic images) within the application or index them from a file storage location. The solution will calculate permit fees, generate fee invoice (where appropriate). Integrate with SoNH bank vendor(s).
- Integrated map function must have interchangeable map layers that can be managed by SoNH employees. Integrated map function must be able to compare non-visible map layers against points, lines and polygons drawn within the application.
- Applicants can manage their user account and preferences.
- State employees will be able to manage all user accounts.
- Share applicant information across multiple agencies through the SoNH permitting portal.
- The ePermitting portal will allow applicants to apply for multiple permits across multiple agencies with their single username and password that will work across the system. The portal will allow permit processors to join and prioritize multiple permits across multiple agencies per applicant ID/address.
- Define the steady state operations environment and roles required to operate and support it.

Milestones:

- State approved and accepted Epics, Stories, User/personas and acceptance criteria for upcoming quarter planning event.
- Monthly product demos
- Passing state user UAT testing prior to releasing to production
- Monthly production release/financial reviews
- Payment calculation and processing – live in production.
- eSignature – live in production.
- Maps/ArcGIS, ESRI, Tableau – live in production.
- Permits delivered to production.

Project Background

Business Overview

The mission of the New Hampshire Department of Environmental Services is to help sustain a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire. The protection and wise management of the state's environment are the main goals of the agency.

DES Background and Current Processes:

-Natural Heritage Bureau DataCheck Tool (NHB Data Check Tool)

The NHB DataCheck Tool is a legacy custom-build Python, ASP.net SQL application that allows e-submission and e-processing of requests for official documents related to threatened and endangered species and habitat. These documents are required to apply for several DES permits. Constituents use this tool to electronically submit requests, which include geospatial data. If payment is required, it is submitted as a check or money order through the mail and manually processed by NHB staff. Staffs screen the spatial information against GIS layers containing known occurrences and threatened and endangered species and habitat. Follow up written correspondence is either through email or directly through the tool. Staff from three agencies uses the tool: NHDES, NHB, and Fish and Game Department.

-Subsurface Systems Bureau Designers and Installers Permitting Process (SSB Designers and Installers)

For initial permit applications, applicants download, print, fill out and submit applications via mail, with paper checks or money order. Once received, NHDES staffs schedule Designers and Installers exams using Excel spreadsheets for tracking. All correspondence for the permit renewal process is either by email or mail. Payment is received by postal mail and payment and data is manually entered in Oracle and Access databases.

-Subsurface Systems Bureau ePermitting Process (SSB ePermitting)

An online permit application which includes multiple stages of approval, email communications back and forth with the applicant and third parties, payment, acknowledgement letters and attachments.

-Other DES Applications:

Over 115 additional permit forms are typically received by DES as hardcopies via mail, along with payment, when applicable, via checks or money orders. These applications forms are stored as hardcopies and some of their information is entered into custom-coded Oracle or Access databases. Tracking of due dates and follow ups are typically done via automatic reports.

Project Scope

Team 22nd believes that a comprehensive understanding of the project purpose and the scope of the work is imperative in delivering an effective solution within defined project constraints. After carefully reviewing the information provided in RFP and based on our experience in implementing regulatory solutions, Team 22nd has devised an approach that will help DES achieve the desired outcomes and ensure project success.

Creating a solid solution that achieves your business outcomes requires a vendor with the product vision and expertise to configure and customize various Salesforce components to build a unified, seamless foundation, which serves as one bundled solution – Team 22nd is that vendor.

Scope of Work

- Configure and deliver an initial MVP for each permit in the current inventory, with functions native to the Salesforce platform and PSF module.
- The solution will Increase operational efficiency through automation and process streamlining.
- The solution will significantly decrease permit processing times.
- Applicants will be able to track permit application progress through the permitting examination process.
- Provide Bi-directional communication platform within Salesforce that includes chatbots, email, and text.
- Document: intake, review, search and retrieve, editing, commenting, and storage
- The solution can receive and store documents of various formats (e.g., PDF, standard graphic images) within the application or index them from a file storage location. The solution will Calculate permit fees, generate fee invoice (where appropriate). Integrate with SoNH bank vendor(s).
- Integrated map function must have interchangeable map layers that can be managed by SoNH employees. Integrated map function must be able to compare non-visible map layers against points, lines and polygons drawn within the application.
- Applicants can manage their user account and preferences.
- State employees will be able to manage all user accounts.
- Share applicant information across multiple agencies through the SoNH permitting portal.
- The ePermitting portal will allow applicants to apply for multiple permits across multiple agencies with their single username and password that will work across the system. The portal will allow permit processors to join and prioritize multiple permits across multiple agencies per applicant ID/address.
- Define the steady state operations environment and roles required to operate and support it.

Deliverables

- The kickoff will include a mutually agreed and aligned project schedule and key deliverables to deliver an acceptable Minimum Viable Product (MVP)
- Configure over 115 permit applications to optimize current workflows, processes, and an online downloadable digital document.
- Configure end-to-end complex workflow applications NHB Data Check Tool, SSB Designer and Installers Permitting Process and SSB ePermitting
- Enhancements to existing MVP's in production (post go-live)
- Design, automate, configure, develop, and deploy online ePermits, supporting documents, workflows and processes that will satisfy the SoNH and DES online permit requirements
- Enable property owners, consultants, to apply for a permit through the SoNH online permitting portal
- Increasing operational productivity by process improvements and automation
- Applicant can track application progress throughout the permitting process by logging into their user account on the states epermitting portal.
- Bi-directional communication platform within Salesforce that includes Chatbots, email, text, and phone.
- Document: intake, review, search and retrieve, editing, commenting, and storage capabilities
- Receive documents in various formats (e.g., PDF, DOCX, CSV, SHP, PFX, JPG, etc.) and store them or recommend storage solutions. Allow applicant to create and manage their profile and account(s)
- Creating a streamlined, intuitive focused customer journey per user type/persona (Individual or commercial)
- Calculate permit fees, generate fee invoice, pass transaction to SoNH Treasury Department

-
- Integrate with the SoNH payment processor to accept online payments and eCheck in Salesforce PSF templates.
 - Send automated/triggered informational updates, notices, requests to applicant.
 - Configure and embed electronic signature object in permit applications and backend workflows to process and approve.
 - Integrate both a customer and employee facing mapping module with “Pin Drop”, point, lines and Polygons capabilities that can consume multiple map layers as needed that are linked to ESRI ArcGIS and Tableau data tables.
 - Build and deliver bi-weekly reports tracking SI resource and teamwork at a task/hourly level.
 - Create role-based state user dashboards.
 - Collaborate and assist in configuring external system integrations.
 - Ability to search by applicant, application type, address, documents, communications, emails, via search dialog box in multiple databases
 - Enable both internal and external note sections for tracking purposes.
 - Create and update/edit contact information with ability to set (active or inactive) status including customer led edits after the customer applies.
 - Create and update/edit contact information with ability to set (active or inactive) status.
 - Create employee training materials including videos and supportive training documents.
 - Knowledge transfer of all work performed by SI to state Salesforce team.
 - Provide post go-live warranty support for one (1) month.
 - The end-to-end production environment and workflows must be well defined, business and technical documents will be written and delivered. Formal training and knowledge transfer required to operate the new Salesforce environment will be provided to stakeholders.
 - Provide options for Hypercare support.

Assumptions

- The SI will provide adequate levels of resources necessary to complete work to meet the SoNH timelines for permit form delivery to production.
- The SI understands the first iteration of any permit form will be in the form of a “Minimum Viable Product” (MVP). MVP enhancements will follow later once all MVP permit forms have been configured and delivered to production.
- The MVP permit schedule will be driven and managed by the DoIT Program Manager (PGM) and DES Product Owner (PO).
- All backlogs will be managed and prioritized by the Product Owner (PO). All Work will be housed and managed on the SoNH Jira platform.
- The SI and its resources will be issued SoNH “Affiliate” credentials.
- All project documents will be stored on the states ePermitting SharePoint site.
- All aspects of UI/UX will be designed and managed by DoIT’s Director for UI/UX and will provide specifications to the SI for configuration and implementation.
- The SI is familiar and has implemented the necessary features within the Salesforces PSF module.
- The SI must demonstrate their knowledge and understanding of the public permitting processes.
- The SI will demonstrate their understanding of permitting necessary for successful Salesforce PSF configuration and delivery of the permitting module.

Capabilities & Experience

Team 22nd works with state government and only government. With over 350 government clients across the country, we provide a variety of services including consultative professional services, fixed price projects and producing all types of IT deliverables. Team 22nd has implemented over 80 solutions for our government clients across the United States. Our mission is to connect government with the citizens and communities they serve with professional services and innovative, simplified solutions.

Over the years, Team 22nd has been afforded the opportunity to implement systems of record for dozens of our state partners. This includes solutions that cover the entire regulatory management lifecycle; from application intake for authorizations, licenses, and permits to final approval. Team 22nd’s solutions include review and approval workflows, routing, data collection, compliance verification, enforcement and violation management, financial invoicing and collection, and integrations with enterprise applications.

Kyra Solutions State Agency Partners



Team 22nd's projects enabling digital transformation are revolutionizing state agencies, enhancing their internal effectiveness and efficiency, and external services to their citizens. Our experience with state agencies brings immense value to the projects we undertake in various ways. It provides firsthand knowledge of public policy, budgeting, and regulatory processes enabling effective navigation of complex governmental systems. Understanding interagency dynamics and stakeholder engagement equips our project professionals with valuable skills for decision-making and implementing impactful initiatives.

Project Management and Project Execution

At Team 22nd, we have made effective Project Management our hallmark. Most of our achievements can be traced to our proficiency at managing projects. Our adeptness is a result of our development and employment of a proven Project Management (PM) philosophy based on the best practices and guidelines of the Project Management Institute (PMI) as promulgated in its Guide to the Project Management Body of Knowledge (PMBOK). These best practices have been refined by years of practical application.

Government Solution Experience

Two decades with State's mission-critical system

- Enterprise portals for application processing and management
- Financial systems with invoice, payments, reconciliations, and audits
- Citizen-facing, regulatory, and multi-agency systems of record



Regulated 80+ Industries



Professional Licensing



Education



Health & Human Services



[MARKED CONFIDENTIAL]

Through a process of formal training and mentoring, our project managers are trained in the latest techniques, and provided opportunities to learn from the experience of others. All are equipped with the latest tools to plan and manage their engagements. Our approach to Project Management consists of two key principles that build upon the methodology adopted from PMI:

- (1) Understanding our client's Project Management expectations and,
- (2) Execution of proven methods to meet these expectations.

Upon understanding our client's expectations, we build an approach based on best practices and guidelines adapted from our extensive experience and codified in the PMBOK.

Based on a collaborative effort, Team 22nd's project management plan addresses the following components for our agency partners:

- Project Plan Summary
- Project Scope Management Plan
- Risk Management Plan
- Communication Plan
- Project Schedule

Team 22nd has first-hand experience related to the analysis and design of Salesforce solutions. While earning that experience, we have established a core competency and a core team for delivering systems in environmental

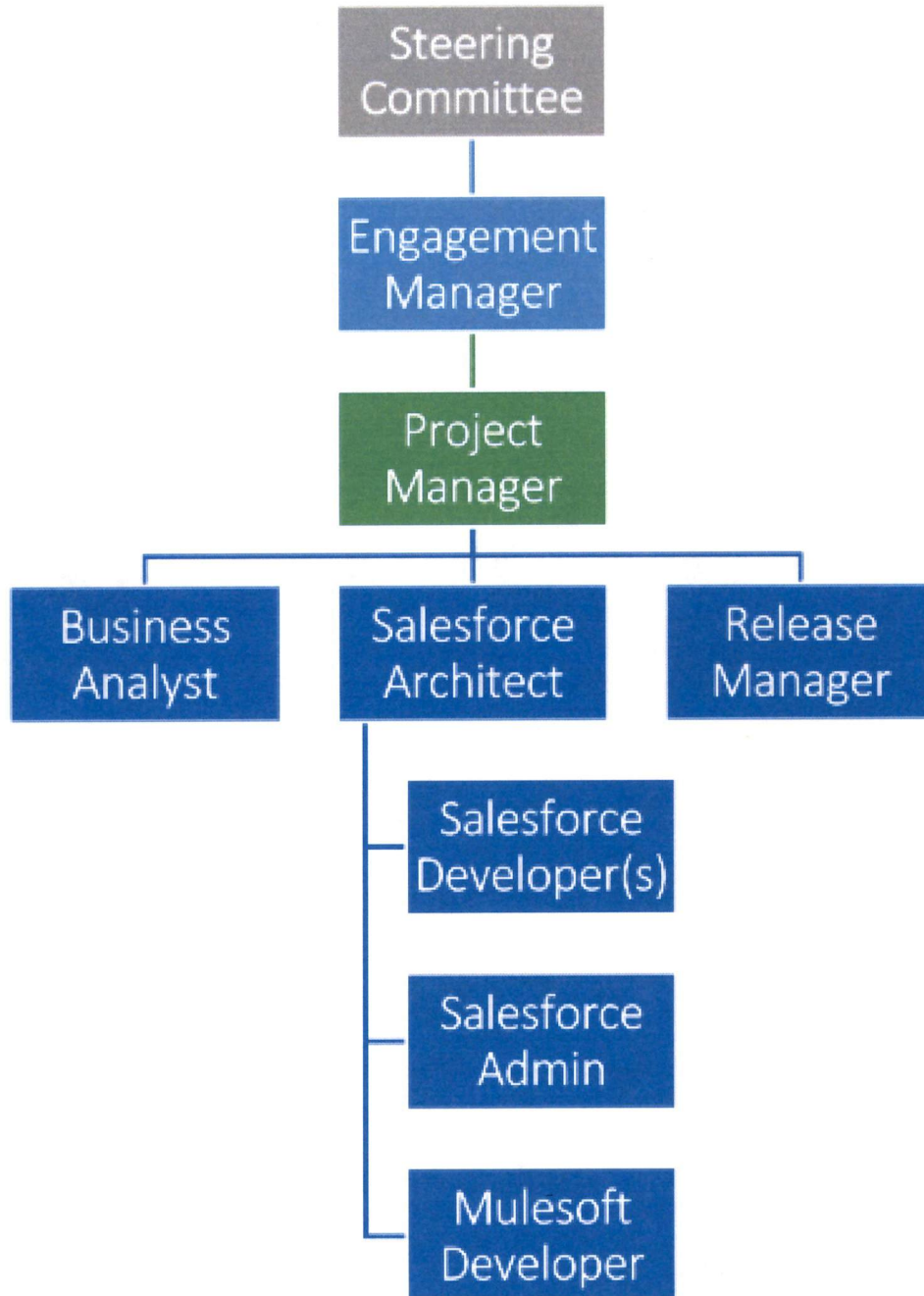
protection, both non-regulatory and regulatory areas. These corporate achievements are the result of the collective effort of many hard-working individuals, and from within this group, we have established a specialized team with expert experience required to implement the DES system.

We bring our core expertise to the table in the form of strong resources and an overarching Team 22nd Advisory/Management Team that will focus on providing domain, technical, and business support to our team. This project warrants a team with considerable insight into the standard concepts, practices, and procedures in the subject area of environmental regulation.

We have given considerable thought to the team composition and are proposing staff resources that have expertise with government systems including environmental reporting requirements. The candidates we propose are versatile and can easily play different roles on the project, depending on the phase and deliverables that must be completed. In addition, Team 22nd has access to a large network of professional staff with the expertise needed to execute this project. If any of the presented candidates are unavailable, we will provide a replacement candidate with adequate skills per the RFP requirements.

Staffing Approach

To effectively execute the scope for this project, we have assembled a team of professionals to fulfill the identified roles and ensure that all required elements of the project are fully addressed. If selected, these individuals are expected to be dedicated to the project for the duration of the implementation. Team 22nd’s extensive experience among its proposed team members will provide DES with extraordinary value, leveraging decades of first-hand experience in implementing similar solutions for state agencies, applying prior lessons learned to further promote more innovative and efficient benefits realization for the state, and incorporating comprehensive communication for rapid and flexible adjustments to the project plan where needed. The table below provides a high-level understanding of each proposed team member’s anticipated contribution to the project’s needs.



Role	Involvement
Steering Committee	Advisory and oversight in nature, not responsible for daily activities, will guide the solution team when needed
Engagement Manager	Business/IT strategy development, solution discovery, service management, risk management, and relationship management
Project Manager	Ensures progress, communication, project success, risk management, and overall project schedules and milestones
Salesforce Business Analyst	Elicits requirements from DMS subject matter experts and fully documents
Salesforce Admin	Software administration development, integrations, configurations, and analysis
Salesforce Architect	Expertise in Salesforce platforms, integrations, and analysis
Salesforce Developer(s)	Experience in custom software development, customizations, and custom integrations
MuleSoft Developer (if necessary)	Experience in large scale data migration, data transformation, and data integration efforts
Release Manager (if necessary)	Experience in oversight of the planning, scheduling, coordinating, and managing of all activities related to the release of a system or segments of that system's functionality

Key Resources and Qualifications

Team 22nd's team of experts includes a variety of staff with experience in the Salesforce platform and ecosystem, public sector business processes, environmental data collection and reporting domains, and regulatory programs at the state and national levels. Key resources have experience in business process automation and digital transformation, and workflow and process improvements, data migration and integration, analytics and dashboard development, and customer experience UX/IX enhancements.

Team 22nd offers expert resources in environmental permitting and compliance including EPA's Cross-Media Electronic Reporting Rule (CROMERR), ICIS, and the NPDES Electronic Reporting (eReporting) Rule. Team 22nd also offers resources to address online payment systems, ESRI integrations and subject matter experts in environmental and regulatory policy.

The professional profiles below represent a snapshot of our team member for this project and the qualifications they offer New Hampshire. Team 22nd ensures the right team, the most qualified candidates, and experienced subject matter expertise on all of our engagements.

Role	Skills	Experience
Project Manager	<ul style="list-style-type: none"> • Proven record in managing project scope, schedule, and budget, documenting complex requirements, analyzing data, test design & execution, training, communicating effectively with diverse audiences, and performance improvement. • Experience in Business Process Modeling for gathering and validating functional/non-functional requirements, creating as-is and to-be Business Process Maps in Water Fall and Agile environments. • Proficient in Joint Application Development (JAD) sessions for requirements gathering analysis and design. • Experience in Project Management Plans, Business Requirement Documentation, Functional Requirements Specifications Documentation, and Scope Documents. 	<ul style="list-style-type: none"> • Served as Project Manager for the Florida Department of Environmental Protection SPA Project. The project completed on-time, within budget and received recognition from the executive sponsor. • Facilitated analysis and design activities for various State Environmental Protection Agency Divisions, including Air, Water, and Waste Regulation. • Facilitated analysis and design for the Environmental Enterprise Grants System, a solution built in Salesforce.
Business Analyst	<ul style="list-style-type: none"> • Analyst with 19+ years of experience in gathering and documenting business requirements, creating test plans, test cases, and executing test cases on full software lifecycle projects. • Experience working with Government, Financial, Banking, Telco, and Logistics Industries. • Vast experience in serving as a liaison for project teams in developing or modifying complex information systems. • Ability to lead client or business unit into determining their true needs, re-engineering their processes, developing the business case for meeting their needs, and directing solutions' acquisition, development, and implementation. 	<ul style="list-style-type: none"> • Blockchain for Business - Professional Certificate • Lean Six Sigma - Certified Green Belt • Principles of Use-Case Modeling • Principles of Modeling • How to Gather and Document Requirements • Proficient in facilitating JAD sessions, developing, determining and documenting requirements.
Lead Salesforce PFF Developer	<ul style="list-style-type: none"> • 16 years of strong experience in Software Analysis, Designing, Development and Integration of Enterprise Applications. • Extensive experience implementing a solid solution that will automatically upload facility, compliance, enforcement, and related information to EPA database (ICIS-NPDES) using Node to meet the federal requirements for the Florida Department of Environmental Protection (Division of Air). • Vast experience working on some of successful projects such as AirMVP, AirCom, WaterCom, and Outdoor Florida at Florida Department of Environmental Protection (DEP). • Strong experience in designing, development, and implementation of MVC (Model View Controller) architecture by using Struts and various J2EE design patterns. 	<ul style="list-style-type: none"> • Performing Salesforce development • Experience in developing object-oriented applications using Core Java/J2EE, JSP, Struts, Spring, Spring Boot, Hibernate, and Web Services. • Used Spring framework features like Spring IoC, Spring Autowiring, Spring Batch, Spring Boot. • Developed Action Classes using Struts 2 Annotations and JSP using Struts 2 Tag and JQuery. • Used Dependency Injection feature of Spring framework. Developed the DAO layer for the application using Hibernate and JPA. • Hands-on experience in developing object-oriented applications using Core Java/J2EE, JSP, Struts, Spring, Spring Boot, Hibernate, and Web Services.

<p>Salesforce PFF Developers</p>	<ul style="list-style-type: none"> • IT Professional with over 15 years of extensive experience in Analysis, Design, Development, Deployment, Integration, Testing, Maintenance and Documentation of medium to large-scale Object-Oriented, Web-based, and legacy applications. • Salesforce online training and certification. • Extensive experience implementing a solid solution that will automatically upload facility, compliance, enforcement, and related information • Deep knowledge of Salesforce.com implementation and development life cycle process, including business process analysis and requirements understanding. 	<ul style="list-style-type: none"> • Designed Class Diagrams and Sequence Diagrams • Involved in the development of a framework for the Project. • Developed the Service and DAO layer for the application using Hibernate, JPA, and Oracle. • Deployed the application in the development (Alpha) and testing (Beta) environments • Performing Salesforce development, configuration, and implementation using LWC, Apex programming, and Visual force. • Implementing Portal(s) using Salesforce Experience Cloud.
<p>Solution Architect</p>	<ul style="list-style-type: none"> • Salesforce and Microsoft Certified Technical Architect and detail-oriented Senior Level IT Manager with over 19 years of experience in various technologies. • 5 years of experience working on Salesforce Products, including: Sales Cloud, Service Cloud, Community Cloud, Marketing Cloud, Field Service Lightning, Analytics Studio, and MuleSoft integration with various legacy systems. • Vast experience in serving as a Technical Expert for complex IT problems such as integration, virtualization of multiple platforms, migrations, troubleshooting, and resolution of system and software malfunctions. 	<ul style="list-style-type: none"> • Salesforce.com APEX code development, API calls and web service integration. Salesforce.com REST API calls. Salesforce.com technical design and prototyping. • META Data API development and custom workflow development. • Used Data Loader and Import Wizards to load data into Standard/Custom Objects • Enhanced and Manage Grants Management portal built on Salesforce Sales Cloud. • Created and maintained Roles, Profiles, Permission sets, Sharing Settings, Security controls and configured Field level security.
<p>SME Online Payments</p>	<ul style="list-style-type: none"> • 19 years of Information and Technology experience that includes 16 years in delivering core IT solutions in software and operations to the public sector. • Extensive experience implementing a solid solution that will automatically upload facility, compliance, enforcement, and related information to EPA database (ICIS-NPDES) using Node to meet the federal requirements for the Florida Department of Environmental Protection (Division of Air). • Strong IT experience which includes Project Management, Analysis, Design, and Development of software applications. • Strong experience in the analysis and design of various permitting, inspection, and compliance solutions. • Developed, designed, architected, deployed, and led various Natural Resource domain projects 	<ul style="list-style-type: none"> • Experience working with Struts2 and Tiles2 frameworks. Thorough working knowledge of the JSF framework (Sun JSF and Apache MyFaces) with Tomahawk components. • Worked extensively on MVC (Model-View-Controller) based framework Struts that includes ActionServlet, ActionForm, and Action classes. • Experience working on application servers WebLogic 12C, WebLogic 11G, Oracle 10G Application Server (OC4J), Apache Tomcat and Java Web Server. • Experience working with Databases Oracle 12C, Oracle 11G, Oracle 10G, Oracle 8.x, SQL Server 2000, and Microsoft Access.

		<ul style="list-style-type: none"> • Widely used GitLab, Subversion, CVS, and Serena as version control tools.
SME ESRI Maps	<ul style="list-style-type: none"> • IT professional with over 16 years of experience working on various capacities such as Enterprise Technology Consultant, Technical Lead, Architect, Project Leader, and Developer. •Vast experience working on Florida Department of Environmental Protection projects. • Played a major role in building the architecture of CRM and helped agencies to integrate their existing systems seamlessly. • Provided and implemented solutions at the Florida Department of Environmental Protection (DEP) that helped them to serve the Florida citizens seamlessly. • Worked on “Land Management System (LMS)” project at Florida Department of Environmental Protection (DEP). 	<ul style="list-style-type: none"> • Integrated components creation for ESRI Geographical Information System (GIS) to display data on the map and document management system (Oculus) to store uploaded files. • Expertise in OOA / OOD / OOP, Java, Java EE, Oracle, Enterprise Integration and Fusion Middleware (SOA), Mulesoft Integration Product, Documentum, AWS, Jenkins, Github, SQL Server. • Vast experience in disciplines including Java EE, microservices, mobile computing, DevOps and Enterprise integration solutions employing industry-standard full software lifecycle methodologies including the Rational Unified Process (RUP), Agile, Scrum, and extreme. • Experience in various RDBMS products (MySQL, Oracle, SQL Server) and Data Modeling.
PSS Engagement Manager	<ul style="list-style-type: none"> • Business expert and IT professional with over 12 years of experience in natural resource and environmental management, Salesforce stewardship. • Served in several leadership roles at the Florida Department of Environmental Protection. • Served as a project sponsor on several mission-critical initiatives for the State of Florida, including business and technology initiatives. • Proficient knowledge and experience working with various programs at Florida Prepaid College Board and FDEP for Division of Air Resource Management & Division of State Lands. • Strong verbal and written communication, leadership, project management, problem-solving, customer service and interpersonal skills • Provided reports and presentations to the Legislature, executive leadership, and other state ills. 	<ul style="list-style-type: none"> • Served as part of FDEP’s executive leadership team in various capacities. • Provided department-wide leadership and guidance for lands and regulatory issues. • Oversaw policymaking, business planning, and operations for multiple program areas. • Provided strategic direction on information systems development and management including decisions on replacements, maintenance planning, and enhancements. • Responsible for the management of six Oracle, Java, and ASP web applications for the Division of State Lands, including APIS, SUPRS, and ILMS. • Developed and managed numerous fixed-price IT projects, including project management, system analysis, development, data migration, implementation, and maintenance for several FDEP program areas.
PSS Administrator	<ul style="list-style-type: none"> • Results-driven Salesforce Developer with comprehensive experience in building and optimizing Salesforce solutions. 	<ul style="list-style-type: none"> • Salesforce Platform Developer I Certificate, 2020

	<ul style="list-style-type: none"> Facilitate the requirement gathering, development, deployment of NMMB and NMRLD Boards and Licenses using Public Sector Solutions, Salesforce Vlocity and custom development Proficient in analyzing project requirements and developed field history tracking application that provides data archival and field auditing to enforce data security and privacy beyond the standard Salesforce limits. Solid experience in building a Library Management System to automate routine activities like user login, book search, book issue, return and fine calculation using a web-based application. 	<ul style="list-style-type: none"> experience in building a registered electronic mailing and signing salesforce applications which comprised of custom development using VisualForce and API Integrations using REST and SOAP APIs. Experienced in using Salesforce tools such as: Apex, SF Custom Development, PSS Cloud, OmniStudio & Salesforce Vlocity, PSS Cloud, SOQL, VF Pages, Java Server Pages, Servlets, Java EE, SQL
<p>SME Environmental/Regulatory (CROMERR)</p>	<ul style="list-style-type: none"> Provide solutions-oriented consulting on water, air, and energy matters Advise clients on the regulatory and political landscape nationally Coordinated initial public health response with state agencies and local governments to address domestic drinking water well quality in the Lower Umatilla Basin Groundwater Management Area Expert on indirect discharge, state and federal infrastructure funding, water and air quality permitting, environmental justice, and natural resource agency relations Expert on current federal and state environmental policy and regulatory actions 	<ul style="list-style-type: none"> More than a decade of experience running state air, energy, and water environmental programs in two states Developed natural resource agency budgets for 10 legislative sessions, from agency proposal to legislative adoption Collaborator with long history of working across natural resource agencies and environmental media Led environmental policy development at the state and federal levels, including Waters of the United States, Clean Power Plan, and greenhouse gas regulation
<p>SME Environmental/Regulatory (CROMERR)</p>	<ul style="list-style-type: none"> Technical Leader working in all phases of Data Center, Systems Support, Application Support/Development/Architecture, End-User, Technician and Train-the-Trainer Training, Front-line manager training/mentoring and specialized in "problem" system resolution Architecting enterprise-wide solutions for private sector and global solutions for DoD Led retooling efforts at State Agencies to convert the entire IT infrastructure Led projects to enable state environmental data capture and reporting including US EPA and CROMERR requirements 	<ul style="list-style-type: none"> Architecture of code from Monolithic Mainframe implementation to Micro-services in private and public clouds Cyber security techniques from Hashing to Digital Signatures to protect data at rest and using secure protocols to protect data in transit. Matching the platforms and their capabilities to the tools and languages used to implement solutions that scale Convert the entire IT infrastructure into J2EE and Cloud solutions Building CI/CD pipelines from Maven to GitHub Scripts to Salesforce with Flosum Flosum Certified Professional

Value Added Services/Features

Our Commitment

Kyra's Commitment & Value Addition



SUBJECT MATTER EXPERTISE
 Our team members have delivered similar solutions for states & bring knowledge gained & lessons learned to ensure success.



COMMITMENT TO QUALITY
 Includes our proven solution accelerator that is purpose built for your foundation & Kyra's proprietary Open-Hotline Call sessions.



INITIAL O&M INCLUDED
 Including a year of routine operation & maintenance services at no additional cost reinforcing commitment to quality.



PSS PURPOSE BUILT + KYRA SOLUTIONS
 The combination of Salesforce PSS and Kyra provides the key to ensuring success at the best value & lowest risk for your agency.



KYRA'S DEDICATED CUSTOMER SUCCESS
 Kyra's dedicated project success team provided to ensure cultural alignment between mission, execution & outcomes.

KYRA Solutions [MARKED CONFIDENTIAL]

We appreciate your interest in value added features and services. As we all know, value comes in a variety of facets. We have thoughtfully considered Team 22nd's value additions to ensure we are providing additional value in the areas that we think are important to our agency partners; ease of working with us, commitment to quality, and additional offerings provided.

Salesforce and Regulatory Experience

Our team comes equipped with subject matter expertise and experience implementing permitting/licensing solutions similar in nature to DES scope. Members of our project team and steering committee have been involved in several Salesforce PSF solutions as well as on-going environmental implementations for the State of Florida DEP and Rhode Island DEM, and additional regulatory solutions across the country. We will establish the foundation using our solution accelerator and will share our clients' best practices, lessons learned, and processes to ensure the project is not only successful but enjoyable. In addition, we operate with a biased towards communication; we are outcome focused, and are willing to listen and pivot, where needed.

NEW MEXICO - REGULATION AND LICENSING DEPARTMENT

By utilizing Salesforce Public Sector Solutions Licensing and Permitting functionality, Kyra transformed outdated paper-based processes with a cloud-based application capable of automatically processing and approving ~126 various application types, including those for the Private Investigation, Pharmacy, Occupational Therapy, Massage Therapy, Dental, and Physical Therapy Boards.

- Automates the renewal process and improves data security and integrity
- Provides licensees with the ability to complete their renewal applications online
- Enhances license search functionality for constituents of the State of New Mexico
- Streamlines communication between licensees and the agency

NEW MEXICO - MEDICAL BOARD

Working collaboratively with Kyra Solutions, the Board established specific licensure and documentation requirements which were implemented using Salesforce Public Sector Foundations. This solution ensures compliance with regulations and data protection standards, making the licensing process more efficient and secure.

- Licensing Management** - the Online License Portal gives medical professionals the ability to navigate the licensing journey with ease
- Complaint/Investigation Management** - provides a holistic 360 degree view of work processes, enabling the Board to handle complaints and investigations more effectively
- Compliance Management** - efficiently tracks and records all actions taken, ensuring that the Board can demonstrate compliance with all relevant regulations. This safeguards the Board's operations and instills confidence in its constituents.

DEPARTMENT OF HEALTH - FRAME

Florida Reimbursement Assistance for Medical Education

Program Objective: Enhance healthcare access for underserved communities across the state of Florida

Business Challenge:

- The Florida Department of Health must create a **dynamic, real-time system** that would allow it to **accurately and efficiently track hundreds of applications, issue decisions** about applicants, **disperse \$6 million in funding**, and **keep data in compliance with security laws and regulations.**

Solution:

- Utilizing Salesforce Public Sector Solutions, Kyra created a cloud-hosted Software-as-a-Service (SaaS) solution with a **public-facing portal, workflow management system, and communications** for applicants and FRAME employees.

24/7/365
"always up" web portal available to all stakeholders

\$6M ALLOCATED TO MEDICAL PROFESSIONALS

5 Months
time to market

Dashboards
provides intuitive, workable dashboard interfaces for all invested parties

Florida HEALTH

KYRA

MARKED CONFIDENTIAL

Commitment to quality

Based on the expertise gained in permitting solutions for other state partners, we have many processes that have proven to be extremely successful in achieving our clients' goals and outcomes. To name a few, Team 22nd's Open-Hotline Call sessions have been extremely helpful to immediate resolution to many issues, reinforce user adoption, and aid in and serve as an effective communication tool. In addition, our advisory board has been helpful in ensuring our teams have a group of people to bounce ideas off and collaborate with, as needed. And lastly, our commitment to showing the solution early and often is aligned with our company's value of No Surprises. It ensures users are comfortable with what is coming, adoption is high, and an overall sense of success is appreciated and celebrated throughout.

Additional offerings

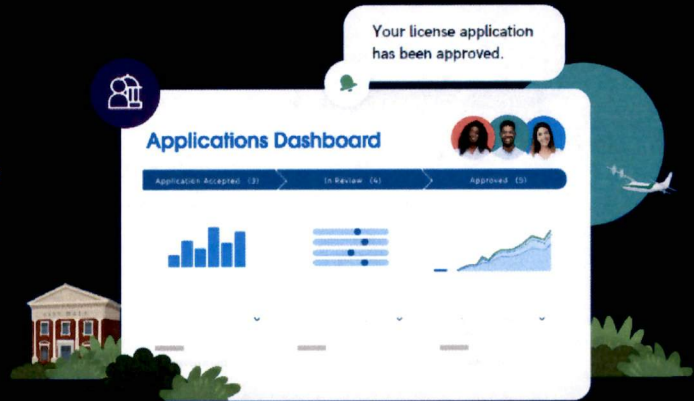
To honor our commitment to quality, Team 22nd can offer additional services for operations and maintenance, and system enhancements. This ensures that DES has all the support needed to maximize the utility of the solution, make necessary modifications to ensure alignment, and ultimately, encourages adoption of the system and an improved user experience.

Our Success

Salesforce is a powerful platform, and Public Sector Solutions provides purpose-built components and a tool kit tailored to state government. On the back end, the tool kit works to standardize data, automate processes, and improve visibility. On the front end, it offers a modern digital experience for processes like submitting a license application or scheduling an inspection. Salesforce Public Sector Solutions offers digital transformation with powerful government-specific tools.

Kyra + Salesforce Public Sector Solutions

- Metadata-driven, multi-tenant technology architecture that is scalable, reliable, & secure
- Configuration first - purpose built
- Flexible configuration (with clicks, not code) enables fast testing & deployment
- Intuitive user interface with contextual help
- Consistent workflows & proven practices
- Robust Data Analytics & Visualization
- Training + guidance resources to enhance user adoption



[MARKED CONFIDENTIAL]

The right technology is one half of the equation, and the right tech partner is the other. Impressive as the low-code tools from Salesforce might be, it's up to qualified implementation partners who focus on a true partnership with your agency to make the most of these tools. Your outcomes and success are our outcomes and success. Partnering with experts in government technology generally and Salesforce Public Sector Solutions specifically ensures that implementation processes go smoothly and end products work optimally.

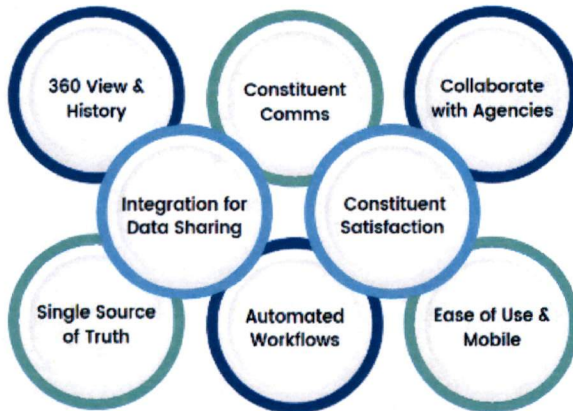
We prioritize configuration (changing settings in Salesforce) over customization (changing the underlying solution architecture); it reduces long-term maintenance and risk and leverages the power of built-in functions and best practices. When combined with the Salesforce low-code platform, that approach makes it surprisingly simple to implement a robust solution that redefines how public sector processes work — and improves it for all parties involved.

How Team 22nd Solutions Enhances the Salesforce Public Sector Experience

Collaborative Approach: At Team 22nd, we believe in the power of collaboration. Our 'GIFT' culture of Generosity (G), Initiative (I), Forward Momentum (F), and Trust through Transparency (T) fosters long-lasting relationships with clients.

Domain Knowledge: Our profound knowledge of public sector policy empowers Salesforce Solutions Engineers to configure Salesforce solutions that address the specific needs of public sector clients. We excel in streamlining permitting, licensing, compliance management, automation, and information sharing.

Comprehensive Expertise: Our extensive expertise, encompassing information technology, application development, systems engineering, portals, dashboard solutions, mobile applications, automated workflow solutions, project management, change management, scope/requirement management, and lean process implementation, ensures the fulfillment of short- and long-term objectives for public sector clients. The Salesforce Government Cloud lays the groundwork for modernizing the public sector from top to bottom. Team 22nd's team of solution experts build upon the groundwork to ensure you have a system that meets your agency's needs and supports you in your mission and meeting your outcomes.

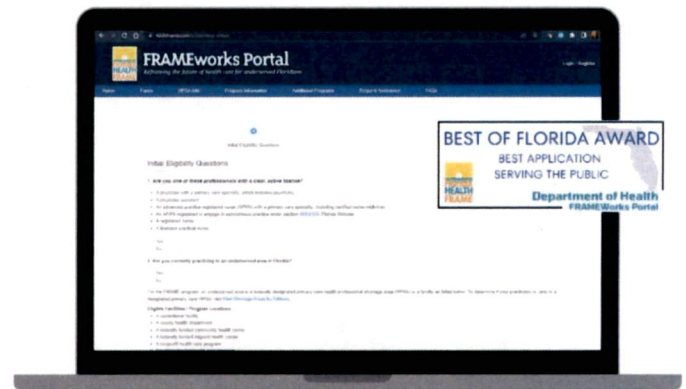


Impacts

- Increases Trust**
- Achieves Mission**
- Reduces Reliance**
- Lowers Risk**
- Boosts Morale**

Our team’s goal is to discover possibilities and use innovative technologies to support the DES’s initiatives. We will leverage our experience with other states to focus on consistency and streamlining licensing processes while respecting the unique nature of each customer Agency. Leveraging the world-class, secure Salesforce platform as a unified foundation will ensure that DES has control over its own data, information, future outcomes, management, and risk mitigation activities, without additional burden.

Our decades worth of experience with State agencies has not only afforded us strong partnerships but has been recognized by repeated contracts, awards, and recognitions. In fact, this past May, our client at the Department of Health was honored to win the Digital Government Summit’s award for the Best Application Serving the Public for the FRAMEworks Portal.



Pricing Schedule

COST PROPOSAL FORM

SOW#

Agency Name: Department of Environmental Services

Contact Person: Ashley Christina De Sa

The Bidder must provide an hourly rate for each staff classification listed below and also identify other technical staff classifications and the hourly rates for each that may be necessary to meet the Department's business needs for any work above and beyond the scope of this SOW. These hourly billing rates will be in effect through the full term of the contract.

Staffing

Line	Classification	Hourly Rate
1	Salesforce Project Manager	\$ 225.00
2	Salesforce Business Analyst	\$ 210.00
3	Lead Salesforce PFF Developer	\$ 230.00
4	Salesforce PFF Developers	\$ 210.00
5	Salesforce PFF Solution Architect	\$ 250.00
6	SME Online Payments	\$ 235.00
7	SME ESRI Maps	\$ 235.00
8	Salesforce PFF Engagement Manager	\$ 265.00
9	Salesforce PFF Administrator	\$ 205.00
10	SME Environmental/Regulatory (CROMERR)	\$ 235.00

TERMS OF SUBMISSION:

All material received in response to this RFQ shall become the property of the State and shall not be returned to the Vendor. Regardless of the Vendors selected, the State reserves the right to use any information presented in a quote response. The content of each Vendor's quote shall become public information once a Contract(s) has been awarded.

A responding quote that has been completed and signed by your representative shall constitute your company's acceptance of all State of New Hampshire terms and conditions and shall legally obligate your company to these terms and conditions.

A signed response further signifies that from the time the RFQ is published (RFQ solicitation date and time) until a contract is awarded, no bidder shall offer or give, directly or indirectly, any gift, expense reimbursement, or honorarium, as defined by RSA 15-B, to any elected official, public official, public employee, constitutional official, or family member of any such official or employee who shall select, evaluate, or award the RFQ.

Furthermore, a signed response signifies that any terms and/or conditions that may be or have been submitted by the Vendor are specifically null and void and are not a part of this bid invitation or any awarded purchase order, even if said terms and/or conditions contain language to the contrary.

CHAPTER ADM 600 PROCUREMENT AND PROPERTY RULES APPLY TO AND ARE MADE A PART HEREOF.

Complete responses shall be filled out on the original documents and format that are a part of this RFQ invitation. Vendors may submit additional paperwork with pricing, but all pricing shall be on the documents provided with this RFQ invitation and in the State's format.

VENDOR CONTACT INFORMATION:

Please provide contact information below for a person knowledgeable of and who can answer questions regarding, this response.

<u>Ashley Christina De Sa</u>		
	<u>(866) 537-9191 Ext 2</u>	
Contact Person	Local Telephone Number	Toll Free Telephone Number
<u>732-537-0888</u>	<u>sledproposals@tscti.com</u>	<u>www.tscti.com</u>
Fax Number	E-mail Address	Company Website
<u>22nd Century Technologies, Inc.</u>		<u>028619588</u>
Vendor Company Name	DUNS #	
	<u>2 1/2 Beacon Street Concord, NH, 03301 - 4447, USA</u>	
Vendor Address		

Authorized Signor's Signature 

Authorized Signor's Title Administrator



Key Staff Titles	LRM Permits/Forms	NHB Data Check Tool	SSB Designers & Installers	Hourly Rate Per MSA Contract	Sub-Total
Salesforce Project Manager	500	125	125	\$ 225.00	\$ 168,750.00
Salesforce Business Analyst	500	125	125	\$ 210.00	\$ 157,500.00
Lead Salesforce Developer	600	200	200	\$ 230.00	\$ 230,000.00
Salesforce Developers	1500	500	500	\$ 210.00	\$ 525,000.00
Salesforce PFF Solutions Architect	600	200	200	\$ 250.00	\$ 250,000.00
SME Online Payments	250	50	120	\$ 235.00	\$ 98,700.00
SME ESRI Maps	250	150	50	\$ 235.00	\$ 105,750.00
Salesforce Engagement Manager	80	80	80	\$ 265.00	\$ 63,600.00
Salesforce Administrator	400	125	125	\$ 205.00	\$ 133,250.00
SME Environmental Regulatory	150	50	50	\$ 235.00	\$ 58,750.00
Totals				\$ 2,075.00	\$ 1,622,550.00

Hour estimates are based upon interlinking work among the three projects spanning one year duration, with work between projects occurring in parallel.

Instructions:

Vendor: Indicate the name of planned key resources hours per field

ATTACHMENT A: SCORING SUMMARY

Per the RFQ, scoring was based on the following criteria:

- 1) Ability to meet “Mandatory Expertise or Contractor Qualifications” – 30 Points
- 2) Ability to meet “Key Staff Required with Subject Matter Expertise” – 20 Points
- 3) Optional interviews as deemed necessary by the State – 20 Points
- 4) Total cost – 30 Points

Methodology

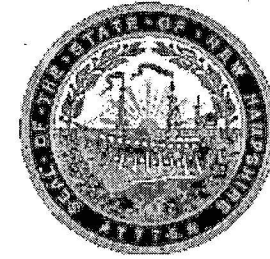
The Scoring Team evaluated and independently arrived at a preliminary score for each written proposal. After this independent review period, the Scoring Team met to compare and discuss the preliminary scores. Two vendors were chosen to present information at interviews. Thereafter, the interviews were conducted on November 14th and 15th.

Proposal Scores

	Available Points	Average Score MTX	Average Score 22nd Century
Mandatory Expertise or Contractor Qualifications	30	20.7	25.0
Key Staff Required with Subject Matter Expertise	20	13.0	18.7
Optional Interviews	20	8.3	18.5
Total cost/best value	30	27.0	30.0
Average Total	100	68.9	92.2

Reviewer List

Name	Department	Bureau	Title	Years Experience
Muriel Lajoie, PMP	NHDES	Project Management & Innovations	Administrator III	Over twenty years with NHDES in environmental permitting and IT systems project management
Marie-Eve Jacques	NHDES	Project Management & Innovations	Business Systems Analyst II	Over five years with NHDES in environmental permitting and Agile project management
Jocelyn S. Degler	NHDES	Project Management & Innovations	Business Systems Analyst II	Over twenty five years with NHDES in environmental permitting and business analysis
Philip R. Trowbridge	NHDES	Land Resources Management Program	Environmental Program Administrator	Three years with NHDES and ten years in environmental program administrative roles



Key Staff Titles	LRM Permits/Forms	NHB Data Check Tool	SSB Designers & Installers	Hourly Rate Per MSA Contract	Sub-Total
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Lead Salesforce Developer	600	200	200	\$ 230.00	\$ 230,000.00
Salesforce Developers	1500	500	500	\$ 210.00	\$ 525,000.00
Salesforce PFF Solutions Architect	600	200	200	\$ 250.00	\$ 250,000.00
SME Online Payments	250	50	120	\$ 235.00	\$ 98,700.00
SME ESRI Maps	250	150	50	\$ 235.00	\$ 105,750.00
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Philip R. Trowbridge	NHDES	Land Resources Management Program	Environmental Program Administrator	Three years with NHDES and ten years in environmental program administrative roles