CJG

NHLottery
Over $2 Billion and Counting for our Schools

May 6, 2024 132

His Excellency, Governor Christopher T. Sununu
And the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

The New Hampshire Lottery Commission (Lottery) requests authorization to enter into a project agreement with Tech Mahindra Americas, Inc. (Vendor # 255204) ("Contractor") utilizing the statewide contract between the Contractor and the New Hampshire Department of Administrative Services for Salesforce Professional Services originally approved by Governor & Executive Council on October 13, 2021 (Item # 95) and amended on December 20, 2023 (Item #5, EE) in an amount not to exceed $420,000, effective upon Governor and Council approval through December 31, 2026. 100% Lottery Funds.

Funds are available in New Hampshire Lottery Commission account as follows:

Interagency OIT – 06-083-083-830013-20280000-027-582703

EXPLANATION

The Lottery is seeking to implement a full scale customer relationship management solution to enable online license application and processing, storing data on Charitable Gaming organizations, customer service management and tracking, online payments, reporting and analysis, and a mobile app for conducting and tracking inspections, investigations, and auditing on the Salesforce platform.

Lottery worked with Department of Information Technology and Department of Administrative Services to issue a Request for Quote ("RFQ") for the delineated services on February 13, 2024. The RFQ was sent to all vendors who have a Master Services Agreement with the Department of Administrative Services for Salesforce professional services. Four vendors, MTX, Tech Mahindra, Slalom, and VTL submitted proposals under the terms of a Master Services Agreement.

An evaluation committee was formed by Lottery with the following members:

Jay Lau, Director of Salesforce and Data (approx. 6 years of Lottery Experience)

Bobbie Mayo, Gaming Licensing Supervisor (approx. 2 years of Lottery Experience)
Amanda Hinton, Lottery Licensing Supervisor (approx. 20 years of Lottery Experience)
Katelyn Laskey, Gaming Licensing Coordinator (approx. 3 years of Lottery Experience)

Following review of the four proposals, the Evaluation Committee arrived at the following scoring:

Vendor	Technical Scoring	Price Scoring	Total Score
Tech Mahindra	73	25	98
MTX	72	4	76
Slalom	55	2	57
VML	15	6	21

The proposed Contractor had both the highest technical and price scoring. A full bid summary is attached detailing the scoring of the RFQ.

Based on the foregoing, Lottery requests approval of this project agreement with Tech Mahindra Americas, Inc.

Respectfully submitted,

Charles R. McIntyre
Executive Director

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

May 2, 2024

Charles McIntyre, Executive Director
NH Lottery Commission
State of New Hampshire
14 Integra Drive
Concord, NH 03301

Dear Director McIntyre:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter a contract with Tech Mahindra Americas, Inc., as described below and referenced as DoIT No. 2024-073.

The purpose of this request is for the development of a Lottery Commission Customer Relationship Management System as part of the Statewide Salesforce enterprise environment.

The Total Price Limitation will be $420,000, effective upon Governor and Council approval through December 31, 2026.

A copy of this letter must accompany the Lottery Commission's submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/jd
DoIT #2024-073

cc: Michael O'Neil, Director BRMD

DATE: May 2, 2024

FROM: Jay Lau, Director of Salesforce and Data

SUBJECT: RFQ 412-24 (2024-073) NH Lottery Commission CRM Project

TO: Charlie McIntyre, Executive Director

Kelley-Jaye Cleland, Chief Product & Program Officer

Memorandum

The Memorandum transmits scoring methodology for the RFQ 412-24 (2024-073) NH Lottery Commission CRM Project and recommends Tech Mahindra for $420,000. The RFQ Technical Scoring Committee consisted of the following individuals:

- Jay Lau, Director of Salesforce and Data
- Amanda Hinton, Lottery Operations Supervisor
- Bobbie Mayo, Licensing Supervisor
- Katelyn Laskey, Licensing Coordinator

The RFQ Pricing Scoring was done by the following individuals:

- Claudia Roy, Senior Purchasing Agent
- Abigail Joy, Purchasing Agent

Technical scoring was based on the following criteria:

CATEGORIES	TOTAL POINTS
Experience and Background	**30**
Project Planning and Roadmap	**30**
Support After Deployment	**15**
References	**Not Scored**

Pricing scoring was based on the following criteria and worth a total of 25 points.

PRICING PROPOSAL	
Activity	**Not to Exceed Cost**
Pre-Planning and Consultation	$
Configuration and Deployment	$
Telephony Integration (will not be used in pricing proposal scoring if we do not get approval to go forward with this)	$
Customization (if deemed necessary)	$
Data Migration	$
Interface Development (if deemed necessary	$
Please itemize a cost for each interface identified by the Contractor	$
Integration	$
User Training	$
After Launch Support – this is pricing (if not included) for limited time, post-deployment support for issues that may come up during initial use and need to be addressed	$
Total Not to Exceed Cost (provide one cost with Telephony Integration included and one without)	$

Methodology

All vendors submitted their technical and price proposals to Purchasing. The pricing proposals were not shared with the New Hampshire Lottery by Purchasing. Purchasing took the lead in scoring the pricing proposals outside of the technical evaluation and scoring done by the Lottery's RFQ Committee. The proposed cost from each bidder was not known or shared until after the final technical scoring process was completed.

Tech Mahindra obtained the highest technical score and was also the lowest cost bidder. References were contacted and Tech Mahindra's previous/current customers gave positive reviews of their work and working with their team. DoIT also gave positive feedback for Tech Mahindra's work with other agencies in the State of New Hampshire. The full scoring summary is listed below:

FINAL RFQ TEAM AND PURCHASING TEAM TECHNICAL AND PRICE SCORING					
CATEGORIES	**TOTAL POINTS**	**VML**	**Tech Mahindra**	**MTX**	**Slalom**
Experience and Background	**30**	5	30	30	25
Project Planning and Roadmap	**30**	5	28	27	15
Support After Deployment	**15**	5	15	15	15
References	**Not Scored**	N/A	N/A	N/A	N/A
TOTAL TECHNICAL EVALUATION POINTS	**75**	15	73	72	55
TOTAL PRICE EVALUATION POINTS	**25**	6	25	4	2
TOTAL POTENTIAL POINTS AWARD (TECHNICAL + PRICING)	**100**	21	98	76	57

Tech Mahindra's Response to

QUOTE # 412-24 (2024-073) for NH Lottery Commission Customer Relationship Management (CRM) Project

Submitted to

State of New Hampshire Lottery Commission (NHLC)

Due on 03/15/2024, 4PM EST

Tech Mahindra

STATE OF NEW HAMPSHIRE TRANSMITTAL LETTER

Date: 03-15-2024

Company Name: Tech Mahindra Americas Inc.

Address: 5700 Democracy Dr Suite 2000, Plano, TX 75024

To: Point of Contact: **Claudia Roy**
Telephone: **(603)-271-2202**
Email: NH.Purchasing@das.nh.gov

RE: Bid Invitation Name: **NH Lottery Commission Customer Relationship Management (CRM) Project**
Quote Number: **412-24 (2024-073)**
Quote Posted Date (on or by): **2/14/2024**
Quote Closing Date and Time: **3/15/2024 4:00 PM (EST)**
Dear Claudia Roy,

[Insert name of signor] Arpit Shastri, on behalf of Tech Mahindra Americas Inc. [insert name of entity submitting quote (collectively referred to as "Vendor") hereby submits an offer as contained in the written quote submitted herewith ("Quote") to the State of New Hampshire in response to QUOTE # 412-24 (2024-073) for **NH Lottery Commission Customer Relationship Management (CRM) Project** 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 Quote.
2. The Vendor has not altered any of the language or other provisions contained in the Quote document.
3. The Quote is effective for a period of one hundred and eighty (180) days from the Quote Closing date as indicated above.
4. The prices Vendor has quoted in the Quote were established without collusion with other vendors.
5. The Vendor has read and fully understands this Quote.
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 Arpit Shastri **Authorized Signor's Title** Client Partner

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 addition

Tech Mahindra confirms compliance with this requirement, please find requested vendor contact information below:

VENDOR CONTACT INFORMATION:

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

Arpit Shastri	(224) 616-7440	
Contact Person	**Local Telephone Number**	**Toll Free Telephone Number**
(214) 974-9907	arpit.shastri@techmahindra.com	www.techmahindra.com
Fax Number	**E-mail Address**	**Company Website**
Tech Mahindra Americas Inc.		65-007-9572
Vendor Company Name		**DUNS #**
5700 Democracy Dr Suite 2000, Plano, TX 75024		
Vendor Address		

Authorized Signor's Signature Arpit Shastri **Authorized Signor's Title** Client Partner

Executive Summary:

Tech Mahindra (TechM) applauds New Hampshire Lottery Commission (NHLC) plans and efforts to continuously modernize its IT landscape and provide best-in-class services to its customers. TechM is privileged to submit proposal to the State, per guidelines, in response to QUOTE # 412-24 (2024-073) for NH Lottery Commission Customer Relationship Management (CRM) Project for providing consulting, system integration, and support services.

TechM is leading global system integrator (SI) serving 1300+ customers across 20+ industry verticals, including Public Sector. TechM is Summit level system integration partner with Salesforce and has 2200+ certified consultants, serving 250+ customers in their Salesforce modernization projects.

We are also proud to have been serving the State of New Hampshire, Department of Motor Vehicle since 2014, where we are prime vendor for end-to-end CRM transformation for DMV's Driver Licensing system (known as Vision modernization project). In addition, TechM is also a qualified vendor for Salesforce System Integration services across State of New Hampshire.

We are pleased to respond to this RFP, we firmly believe that TechM team is uniquely well positioned to serve the State for this strategic engagement. We bring following capabilities for the State as part of this engagement:

Deep Expertise of Public Sector Salesforce Modernization Projects: Our proposed team has executed very similar CRM modernization projects for Lottery, Liquor and Cannabis regulatory agencies. TechM's depth of experience in such modernization projects makes us uniquely qualified to work on this project. We have provided relevant case studies and references in our response.

Unrivaled Salesforce Expertise: TechM is one of the leading system integrator with extensive experience of working with public sector agencies across states, cities and non-profit organization. Our dedicated public sector practice has worked on complex and large scale modernization project for multiple state/local agencies in New Hampshire, Vermont, Idaho, California, Georgia, and Virginia. Our proven project implementation and governance processes are tailored for public sector, and we have described those in the proposal response.

A+ Team with relevant Salesforce Modernization Experience: Our proposed team has extensive Salesforce modernization experience and has most recently worked in similar modernization project for State of Vermont (DLL, CCB, ANR). We have provide these details in our proposal.

Future-proof of solution with configuration-first approach of development: We are committed to maximize your investment benefits in Salesforce platform by leveraging native platform functionality to build best-of-breed solution for this project. Our configuration-first approach will ensure that solution is easy to maintain and upgrade.

In Summary, we are very confident that our proposal includes best combination of people, process and technology for the State. "YOUR SUCCESS – OUR COMMITMENT". - TechM commitment to you as a system integrator is that we will provide best-in-class consulting and technical services to the State that will make you proud. It will be TechM's honor to work with NHLC to achieve your goals on this project.

Topic 1 – Background and Experience (Limit 7 Pages)

1.1 Please describe your experience in deploying Salesforce into federal, state, and local government organizations.

Tech Mahindra (TechM) is Summit (Previously known as Platinum) tier (highest tier) consulting partner with Salesforce. TechM has 2200+ salesforce certified consultants serving 10 industry verticals including public sector. TechM has extensive experience of Salesforce modernization projects across State, local, education and non-profit customers.

Following table describes are most recent experience in Salesforce modernization projects, which are very relevant to scope of this project:

Customer	Project Brief	Current State
State of Vermont, Department of Liquor & Lottery	End to end Salesforce modernization of Licensing, Enforcement, Inspection, Investigation, Board Management and other sub-function. Project TCV is more than $4.2 Mn	Active customer since 2021, success go-live in Sep 2022, currently providing managed services until 2027
State of Vermont, Cannabis Control Board	Salesforce modernization of licensing, Inventory control, product registration and other sub-functions. Project TCV is more than $0.5 Mn	Active customer since 2022, success go-live in April 2023, currently drafting contract for phase 2 of this project.
State of Vermont, Agency of Natural Resources	End to end Salesforce modernization of Grants management and its subfunctions for agency of natural resource. Project TCV is more than $1.7 Mn	Active since June 2023, currently under UAT and scheduled to go-live in May 2024.
State of Vermont, Agency of Commerce and Community Development	Salesforce enhancement to their Sales and Service CRM. Project TCV is more than $0.3 Mn	Project executed between Aug 2022 – Feb 2023
California Employment Development Department	Salesforce based modernization of their knowledge management function for 2000+ contract center agents. Project TCV is more than $1.5 Mn	Active since 2022
City of Plano	Salesforce based modernization of City's business processes across licensing, expense management, inspection, field services	Active since 2023
United Nations	Salesforce based modernization of multiple UN agencies. Project TCV is more than $2 Mn	Active since 2020

Post our solution go-live at State of Vermont, Department of Liquor & Lottery, average license application processing time dropped from ~45 days to ~4.5 days.

In addition, We are also proud to have been serving the State of New Hampshire, Department of Motor Vehicle since 2014, where we are prime vendor for end-to-end CRM transformation for DMV's Driver Licensing system (known as Vision modernization project). This is one of the largest and most complex CRM transformation project in New Hampshire (Project cost till date > $15 Mn USD), where TechM modernized State's legacy Driver Licensing system to Modern CRM (Microsoft) based configurable driver licensing system. Our CRM based Driver Licensing solution went live in 2017 and since then we are currently providing support and maintenance services to the NH DMV.

In summary, TechM brings extensive experience of working with public sector agencies for complex Salesforce modernization project. We want to assure NHLC that TechM will bring it's A+ team, industry best practices and proven experience of Salesforce implementation to this project.

1.2 What Salesforce modules have you deployed?

TechM, as Summit tier Salesforce consulting partner, has experience of end-to-end implementation across all Salesforce modules including Sales Cloud, Service Cloud, Public Sector Foundation Cloud, Industry Cloud (Public Sector, Automotive, Insurance, Banking),

Marketing Cloud, Experience Cloud, Field Services, CPQ etc. Overall our Salesforce competency has performed 250+ Salesforce projects across Salesforce offerings for leading global enterprises.

Following is some of our recent implementation and logos across different Salesforce modules:

In addition, following snapshot gives visibility of our Salesforce workforce across different Salesforce offerings

Salesforce Offering	~No. of Certified consultants
Service Cloud	400+
Community Cloud	450+
Sales Cloud	330+
Marketing Cloud	260+
Commerce Cloud	150+
Mulesoft	100+
Omniscript (PSF)	50+

Following is a snapshot of some of our recent Salesforce implementation and respective user base:

Customers	Clouds	User Base
Chevron	Sales Cloud, Service Cloud	500
FordDirect	Service Cloud	125
Netgear	Service Cloud	350
Genentech	Service Cloud	1000
Delta Dental	Sales Cloud	750
Volvo	Experience Cloud	2000
Roche Diagnostic	Sales Cloud, Marketing Cloud	1200
Wyndham	Platform Consolidation	1500
Nestle	Marketing Cloud	120
Ritter Telecom	Sales Cloud	300
State of Vermont	Service Cloud, Experience Cloud	100, 8000

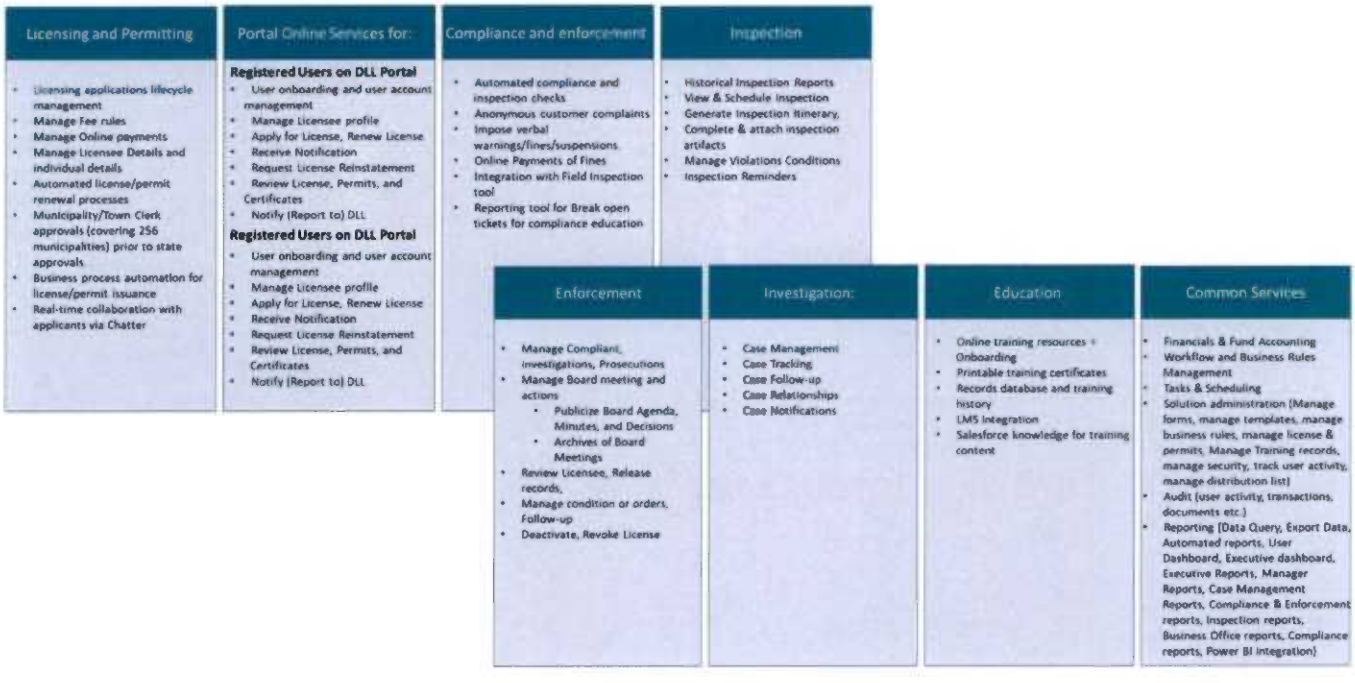
1.3 Describe your experience and expertise in designing, configuring, and deploying Service Cloud, Experience Cloud, Marketing Cloud, Tableau, and the Licensing, Permitting, and Inspections Module.

TechM has extensive experience in designing, configuring and deploying Service Cloud, Marketing Cloud, Sales Cloud, Tableau for fortune 500 customers. Most recently, we have implemented Licensing, Permitting, Investigation and Inspection solution for State of Vermont across multiple agencies.

We have dedicated Salesforce competency with over 2200+ consultants who provide industry leading and proven Salesforce solution across 10 industry verticals. Here is brief summary of our overall implementation experience

Salesforce Offering	~No. of Implementations
Service Cloud	50+
Experience Cloud	35
Sales Cloud	60+
Marketing Cloud	30+
Commerce Cloud	15+
Mulesoft	40+
Tableau	35+

Our team brings extensive experience of working in Salesforce modernization projects for Licensing, Permitting, Investigation, Board Management, Inspection, Payment and similar functions. Following snapshots provides high level overview of functions we developed for State of Vermont, Department of Liquor & Lottery:



Our proposed team for this project will bring relevant experience of similar Salesforce Service/Marketing Cloud projects and will be backed by our Salesforce Center-of-Excellence (CoE). Our Salesforce CoE is group of 40+ highly experienced Salesforce resources, who provide guidance and support to our project delivery team for industry best practices, lesson learnt and building industry specific solutions. This structure ensures that our project delivery is not dependent only on individual project team members – but backed by a solid foundation of competency and CoE to ensure project success.

1.4 Describe your experience in custom development in Salesforce and include examples of the custom work you have done that may be relevant for our project

Following are few specific examples of our custom development work in relevant for this project:

Customer	Cloud Used	Summary of customization
State of Vermont, Department of Liquor and Lottery	Service Cloud & Experience Cloud	TechM configured and customized Service and Community Cloud to develop licensing, permitting, enforcement, investigation and reporting functions for a state agency in State of Vermont DLL. TechM leveraged OOB entities as well as created custom entities (only when necessary) to meet customer's requirements. Our design principle included "High Configuration Minimum Customization" led approach. Following modules are configured and customized as part of this engagement: • Licensing & Permitting • Investigation • Enforcement • Inspection (integration to 3rd party app) • Payment • Reports and Misc functions
State of Vermont, Agency of Natural Resources	Service Cloud & Experience Cloud	TechM is currently modernizing ANR's end-to-end grants management system on Salesforce platform. TechM was selected as prime contract for this system modernization. The newly built system is responsible for managing $200+ Mn worth of grants for public water systems across State of Vermont. TechM has built public facing portals and entire back office operations on Salesforce platform. Project started in June 2023 and scheduled to go live in May 2024.
California Employment Development Department	Service Cloud	TechM developed Salesforce service cloud-based knowledge management function for 2000+ contract center agents. Knowledge management is further integrated into contact center hub to combine disparate data sets to one unified view. Knowledge management function is also integrated into operational reporting and analytics.
Chevron	Service Cloud	TechM provided Salesforce Service Cloud based solution to this customer to solve challenges listed below: Challenge: • Lack of Standardization - Lacking standard processes and governance • Automation Deficit - Too many Manual processes leading to delays • Complicated Service Process – Flustered handling of Service processes • Ineffective Collaboration & Coordination – Multiple users involved, leading to ambiguous coordination • Inflexible Data Utilization – Lack of centralized process and inflexible ways of data transferring • Complex data formats – Difficult to analyze and understand the data formats • Incompetent Resource Utilization - Inept organization and utilization of resources Solution: • Transition to Console View for Rich UI • List Views and Queues for segregating cases and other data • Enabling Feed Views and Publisher Actions to provide quick access to several actions • Replacing the Outlook with Salesforce emails to enforce collaboration • Established Workflows to automate process • Created Macros for redundant tasks • Live Agent process enabling live customer interaction • Web to Case Process to elevate customer interaction • Duplicate Management System • Knowledge Articles to enhance User's efficiency • Role Based Hierarchy for Governance • Automated processes reducing manual intervention

Nextera	Service Cloud, Analytics	TechM provided Salesforce Service Cloud based solution to this customer to solve challenges listed below: Challenge: • The existing client system to handle customer complaints and queries was having poor data management which requires use of multiple different system/apps and unnecessary manual intervention. • There was lack of visibility into previous customer interactions, complaints and sales activities. Solution: • Designed Billing Query Process to automate invoice and order related Customer Requests and Issues. • Designed Product Outage Process to log Outages, identifying root cause for unavailability of product and generate demand forecast reports based on outages. • Automated the Notification Process for the Users of the System. • Designed Persona Wise Security Settings for the Users. • Developed Einstein analytics dashboard to offer managers and users a unified view of the customer service activities

We have done 50+ implementations of Service Cloud, and will be happy to provide more such examples to NHLC, if needed.

1.5 Have you integrated data from third party solutions into Salesforce? If yes, please list the solutions and the type of data integrated into Salesforce. Did you create fields and/or Objects in Salesforce to hold this data or did you use existing fields?

Majority of our Salesforce implementation is integrated with third party applications. We have leverages different types of integration solutions to meet customers' requirements, including API Point-to-point bi-directional integration from Salesforce, Mulesoft and other 3rd party ESBs, and other real-time, near-real-time, and batch integrations. For current solution, we have proposed point-to-point integration. We believe this will be most cost effective solution, given the listed interface requirements in this RFQ. We'll further discuss interface and integration requirements in detail during discovery sessions with NHLC. Following table lists some of our recent integration experience in Salesforce specific projects:

Customer	Mode of integration	Summary of Integration
State of Vermont (multiple agencies)	Mulesoft	▪ Integration with 3rd party system across ERP, Inventory, Gaming providers, Payment gateways, background check, DMV and other subsystem
Netgear	Mulesoft	▪ 45+ Million Account, Contact and 360 View Records migrated from Legacy system to Salesforce ▪ Other entities include cases, activities ▪ Our solution leveraged Informatica ETL to extract, translate and load data from the legacy application to Salesforce ▪ Time to load 45 million records was significantly reduced to 3 hours (with query optimization) Key Highlights: ▪ Strong Fallout Management Framework ▪ High speed, large scale migration ▪ Automated Test Runs (Dry Runs)
Mahindra Automotive	Data Loader	▪ Approx. 5 Million records were migrated from ERP System to Salesforce Entities include • Dealer Information • Customer Information • Vehicle Information • Products

		• Parts and BOM ▪ Data Governance Rules Created and incorporated Key Highlights: ▪ Simple easy to use Salesforce Data Loader used to Migrate millions of records (Bulk API Feature) ▪ Minimal Fallouts ▪ Strong Data Governance Framework
FCA	Informatica	▪ 5+ Million records migrated across multiple instances ▪ Entities Included: • Customer Information • Dealer Information • Opportunities • Activities • Products and Pricing • Phased Rollout catering to different markets across the globe Key Highlights: ▪ Template driven migration resulting in Golden Repository at the global level ▪ Strong Duplicate Management Frameworks ▪ Automated Dry Runs

1.6 Please state your Salesforce Partner Level and your accomplishments to reach that level. We are interested in hearing about Customer Satisfaction scores, number, and type of Salesforce consultants you have, and your areas of Salesforce expertise.

TechM has been early adopters of Salesforce.com, with a dedicated Centre of Excellence (CoE) established in 2006. We have a strong belief in this technology's potential. Hence, we have identified it as a strategic platform, which will help our customers become future proof. Significant investment is being made to go beyond the best in the world. Currently a Summit Partner (5 years in a row) with over 2,200+ certified consultants, our vision is to become a 3,500+ Certified Consultants practice by 2024. Along with strong capabilities with more than 5,600+ certifications, key AppExchange partners, we continue to build strong, business -critical solutions, accelerators, and frameworks. These critical assets will help our customers transform and re-engineer their business processes.

We take pride in maintaining a consistent and high CSAT (4.97/5) across all our implementations based on feedback provided by our clients.

1.7 Describe your experience, if any, utilizing Copado DevOps process.

TechM has extensive experience in utilizing Copado for majority of its Salesforce implementations. **Most recently we are using Copado for multiple large Salesforce transformation project in State of Vermont.** We will leverage similar experience and best practice for this project, as applicable. TechM has 60+ associates certified and trained in Copado. TechM also has strategic relationship with Copado. Copado facilitates monthly training programs for our associates which is utilized to train our them on Copado DevOps on a regular basis.

Following is recent experience summary Copado experience in our Salesforce implementation projects.

Customer	Technology	Service	Benefits
Telecom Major, UK	Copado	• DevOps Assessment • Implementation in Progress	• Brought high visibility to Strengths and Improvement areas • Implementation Plan
State of Vermont, US	Copado	• End to End DevOps implementation - In Progress (ADOPT)	• Faster time to delivery with automation • Significant improvement in team's productivity for deployment activities • Improved collaboration among development team and State IT team.
Chevron, USA	Copado Consulting	• DevOps Transformation assessment and Roadmap	• Identified challenges and improvement areas • Detailed solution and roadmap for implementation • Tool evaluation, selection and business case

In summary, we will leverage our Copado expertise and industry best practices for this project.

Topic 2 – Project Planning and Roadmap (Limit 10 Pages – excluding exhibits and resumes)

2.1 Based on your understanding of our project, what are the business benefits we can expect to realize after Salesforce is deployed

We appreciate NHLC's decision to leverage Salesforce as its central CRM to effectively manage and utilize customer data from various sources. We firmly believe that post deployment of Salesforce system, NHLC will be able to effectively manage its customer data.

TechM team has done extensive analysis of your technical requirements and we have provided detailed solution and requirements compliance as part of **"Appendix 1 – Technical Solution Details and Requirement Compliance"**.

Below are some of the benefits we envision for NHLC post deployment of Salesforce solution:

- Standardized processes across programs
- Reduced license application processing time with improved employee productivity and reduced non-compliance
- Fully digital licensing online portal for Applicants/ Licensee to apply for Licenses and pay digitally, with real time tracking of application status.
- Ability to visualize and monitor process steps and time to completion
- Improved customer service with real time status tracking and notification
- Ease of managing single source of customer data – Single Source of Truth
- Generating insights from customer data such as who are the customer, what are their habits, demographics, and play patterns.
- Robust reporting and easy to use dashboards that are customized for the needs of different users from license management to Executive level teams
- Providing critical data points for research and development to enhance current games or replace them with new games in order to increase sales.
- In-depth Understanding of retailers and players needs through analysing Salesforce data.
- Better insights of retailers and their end customer – What's selling and what's not, what needs to change etc.
- Effectively addressing customer/applicant/Licensee case/queries and provide superior customer experience.
- Identify and prevent fraud, non-compliance, or malpractices by leveraging Salesforce data.
- Process auditing capabilities including documentation of which users approved records, changed field values, and performed verification steps, with date/time stamps included

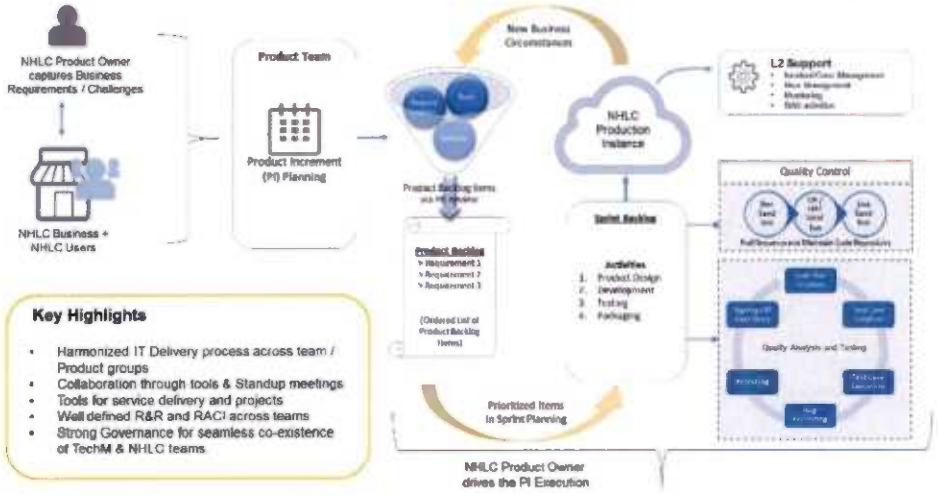
In summary, we firmly believe that proposed Salesforce based solution will prove to be highly effective enabler for NHLC to:

- Effectively manage its customer/applicant/Licensee data - Improved data collection through information entry directly into the portal & reduction of duplicate data entry processes
- Provide superior customer services.
- Increase Revenue - Increase Sales and rolling out new games as per customer's needs.
- Prevent and reduce non-compliance.
- Ability to quickly configure the solution and make updates in response to changes in commission rules, executive orders, or other program policies
- Opportunity for future growth to easily add functionality or entire applications on a single platform

TechM team, with its extensive experience in implementing similar solution, will ensure that NHLC realize sits vision for this strategic project.

2.2 Describe your process to gather, define, and detail requirements for a Salesforce project.

TechM would leverage agile methodology to deliver NHLC's customer Relationship Management (CRM) Project and the crafted ways of working (WoW) that would be followed is depicted below.



TechM would start the project with the analysis of user requirements and conduct joint business workshops. During this stage TechM would also start the preparation of MVPs and mock-up screens for review by NHLC. TechM's Project Manager and Business Analysts will lead the business workshops with NHLC stakeholders. Our team will conduct business workshops with business users for clarifying requirements listed in the RFP, Configuring the requirements in the Salesforce (wherever possible), and getting approval of the understanding of the business process or prototype.

Our solution design will be driven by the principle of minimizing customization and maximize configuration. We estimate that more than 80% of the requirements of this project can be met with configuration.

During this Phase, discovery sessions will be conducted with NHLC's stakeholders specially the user groups. We believe in showcasing our understanding of the NHLC's needs & requirements through a working application, engage the users by demonstrating the system so the end users have a good understanding of how the application will look like & behave in production.

The outcome of these sessions is documented in a 'High Level Design Document" which contains requirements and designs in terms of end-to-end business processes, user interface details (including screen elements and validations), Interfaces, exceptions, and business rules. We will deploy industry best practices for component-based design and implementation to create a highly scalable, flexible, and easily maintainable system.

The tasks that would be done during this phase include:

- Prepare Software Requirement Specification by mapping the user requirements to software requirements
- Develop Use Cases
- Configure possible requirements in Salesforce
- Listing down Non-Functional Requirements
- Prepare Acceptance test plans
- Prepare Acceptance test cases

TechM has a well-established process to conduct user-driven requirements/discovery sessions for different user groups. During this phase of the project, NHLC will identify user groups – such as Sales, Marketing, Operations (Managers, Investigators, Inspectors, auditors etc.) etc. Based on the requirements collection from all these user groups using discovery sessions, we prepare the final High Level Design document (HLD) for the NHLC to sign-off. Salesforce solution will also be configured for these requirements that will allow NHLC participants to experience how the final solution will look and behave. This allows jurisdictions to sometimes suggest more changes refine/modify the requirements. This unique approach of real-time requirement management (along with demos of the solution) will provide a solution that will be well accepted by NHLC.

Below is the summary of overall approach for Discovery, Analysis, and design phase:

- Each EPIC i.e. Business scenario is grouping of similar customer journeys.

- Personas represent roles that customers / agents perform, called "actors".
- Epic is broken down into 'Features' which are grouping of functional steps in a journey.
- Dimensions applied to features to identify journey variations e.g. account, channel, License type etc.
- Applicant/Licensee/Customer and User journeys are then built for the combination of EPIC, Features, and dimensions.
- User stories are refined as needed and mapped to Features in a journey.
- Process flows depict the sequence of backend steps followed by system users required to enable the journey.
- Business rules shared by Product Owners are mapped to the journey steps.
- Solution Impact assessment to be carried out for story points, efforts, estimations, and any gaps.
- E2E Solution designs including Interface Specs are finalized aligned to Design Principles.

2.3 Describe the support, test cases, and documentation you provide for the Lottery's Salesforce UAT (User Acceptance Testing). How are uncovered issues tracked during UAT? Is there a tracking tool such as JIRA or something similar?

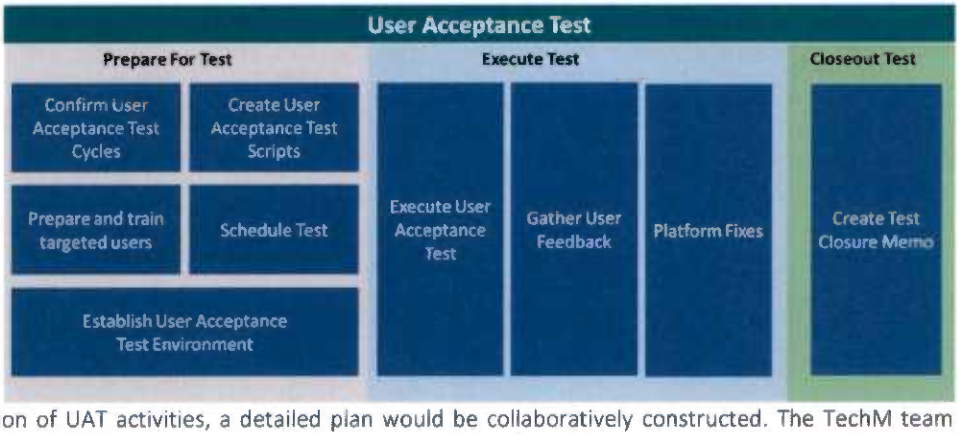
TechM has tested and proven model for UAT for transformation projects. Following section describes our plan, strategy, process, and methodology for UAT for this project in detail. This section also describes how we would conduct user acceptance tests and confirm the system conforms to the design and re-designed business processes, and how we would report the findings using the agreed upon defect tracking tool.

Strategy – User Acceptance Testing

The TechM team's UAT strategy is for the State to strategically target a representative sample of the NHLC's end user community that would interact with the new Salesforce application and to enlist them in UAT. UAT is expected to be the litmus test to confirm that expected business processes and functional expectations are achieved, thus paving the way to a successful deployment to the wider user community. The State resources would be provided with high-level functional direction and scenarios along with necessary supporting documentation (i.e., job aids and draft training materials) but would work with the expectation of an independent daily job activity. By participating and working with the UAT environments and the aligned support tools provided, the UAT participants would be provided with a preview of what the final Salesforce system would be. This testing phase in conjunction with Change Management activities helps obtain buy-in from agency users.

Methodology – User Acceptance Testing

The TechM team would support the NHLC in its execution of UAT. Illustrated in Figure below, UAT allows business representatives from the impacted user groups to verify that the Salesforce system addresses business requirements and user expectations respective of their functional areas as agreed upon during the discovery and requirement phase. NHLC users would complete acceptance testing with the assistance and support of the TechM team. Identifying appropriate participants is an important first step in UAT planning. The TechM team recommends having users selected from the NHLC's different divisions and workforce populations.



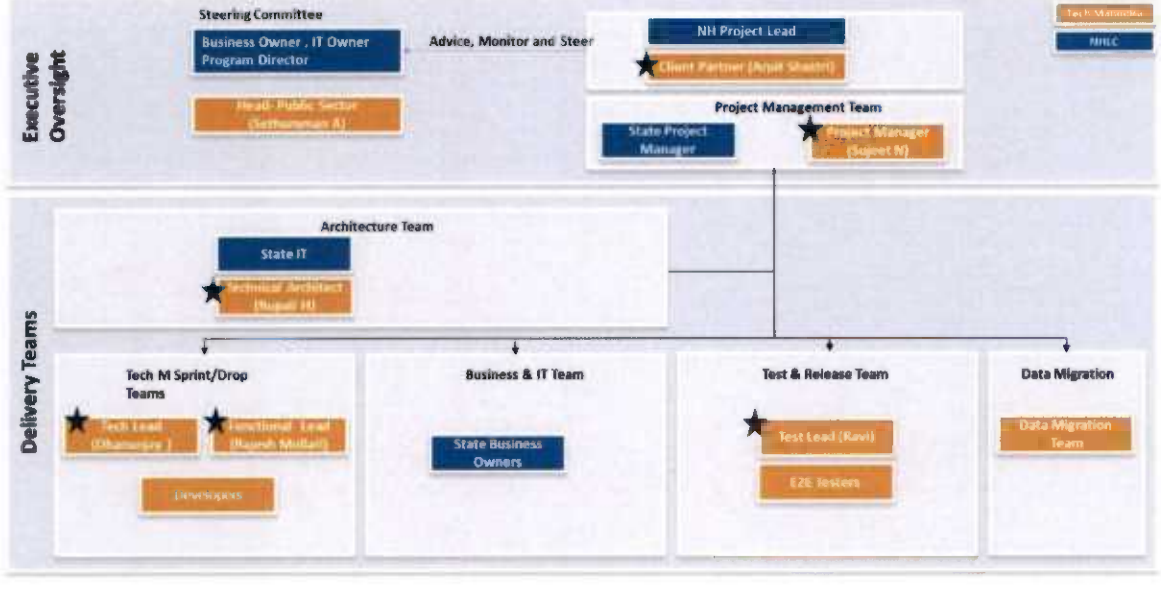
Prior to the execution of UAT activities, a detailed plan would be collaboratively constructed. The TechM team would recommend selecting test scripts from the System Test phase that address the NHLC's most important business scenarios for users to execute. These scripts would exercise business case scenarios outlined during discussions with stakeholders and confirmed by users during the Design phase.

Additional Details of our UAT test strategy, plan and execution is provided in "**Appendix 5 – Sample UAT Plan**"

2.4 Based on the requirements of our project, list the titles of the people you anticipate being assigned to this project. Please provide the resumes and a summary of Salesforce project experience for all the members of the proposed team. Staff assigned to each role must have knowledge of Salesforce programs/projects and experience with Salesforce design, development, licensing, customer planning, implementation, operations, and change management with at least five CRM deployments.

TechM is committed to bring it's A+ team for this project, we have carefully selected and proposed a highly experienced and skilled team. Our proposed key staff experience includes blend of Salesforce as well as public sector transformation project experience. Following table summarizes experience of our proposed key staff

Resource Name	Role	5 Salesforce Deployments	Public Sector Experience	Legacy Modernization	Licensing, Permitting, Inspection	Agile Development Experience	Salesforce Certifications
Sujeet Nuthulapaty	Project Manager	✓	✓	✓	✓	✓	✓
Rupali Hindocha	Salesforce Technical Architect	✓	✓	✓	✓	✓	✓
Rajesh Mollati	Salesforce Business Analyst /Lead	✓	✓	✓	✓	✓	✓
Dhanunjay Dasari	Salesforce Architect – Public Sector Cloud	✓	✓	✓		✓	✓
Jagadeesh Gorapalli	Sr. Salesforce Developer	✓	✓	✓	✓	✓	✓
Phanikanth Pamidimukkala	Salesforce Developer	✓	✓	✓		✓	✓
Shibashis Biswas	UI/UX Developer		✓	✓	✓	✓	
Ravi Prakash Varkoor	Salesforce Test Lead	✓	✓	✓	✓	✓	✓



Our proposed project manager Sujeet N. brings extensive experience of working is multiple large scale Salesforce transformation projects. Most recently Sujeet has been working for State of Vermont, Cannabis Control Board, Department of Liquor & Lottery, and Agency of Natural Resources for their Salesforce based modernization projects. Sujeet brings 19+ years of relevant experience and holds

multiple Salesforce certifications and PMP certification. Sujeet has a staller track record of delivering similar projects successfully and is regarded very highly by State of Vermont ADS, CCB and DLL. We'll be happy to facilitate reference check, if needed.

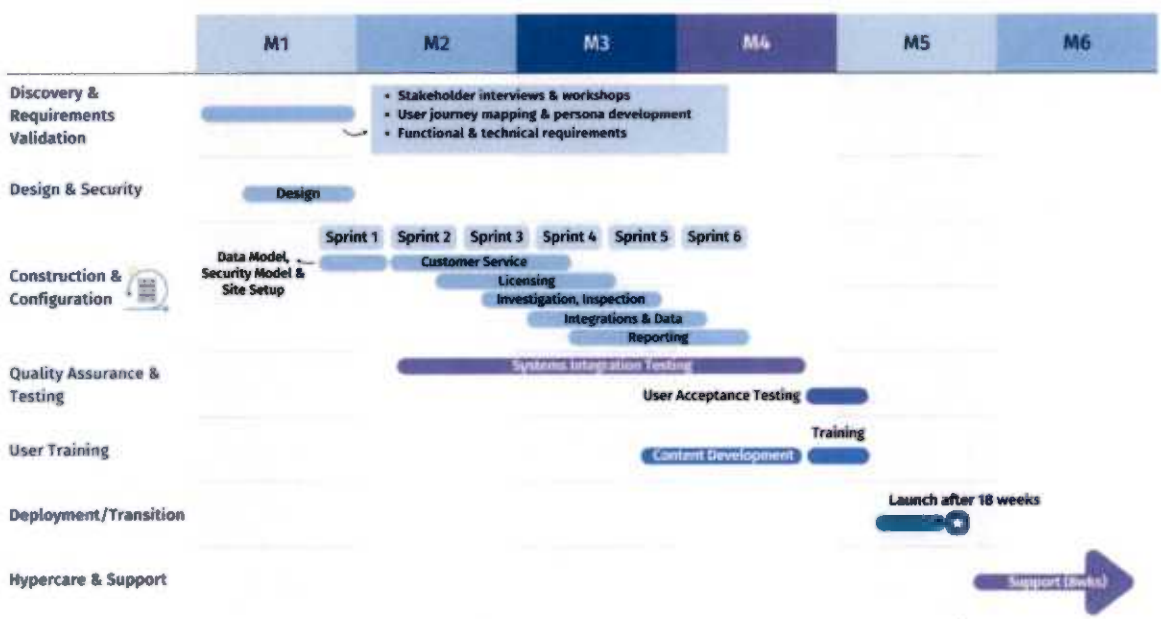
In addition, we are proposing a highly experienced project team, who have extensive experience of working in Salesforce engagements. This team brings extensive knowledge of case management, license management and respective business workflows. We are confident that proposed team will be productive from day 1 and will make this project a big success. Our project team is backed by our Salesforce CoE and Salesforce competency, so NHLC will get right resource at the right time, with no risk of losing knowledge due to any unforeseen resource attrition. Please refer to **"Appendix 2 – Project Team and Key Profile Details"** for detailed resume.

We are very confident on our resource experience and quality. NHLC will be able to interview/review every resource that is onboard this project. We'll incorporate NHLC's feedback on individual onboarding and resourcing for this project.

In Summary, NHLC will get TechM's A+ team for this engagement.

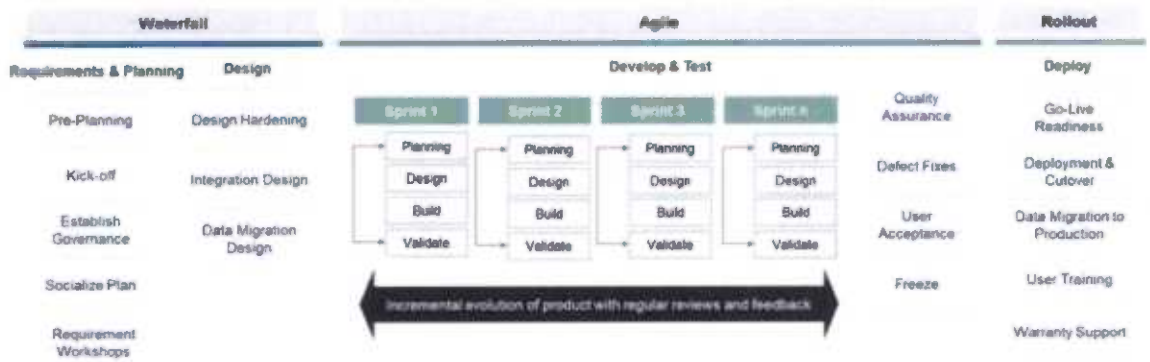
2.5 Based on your experience with projects of similar size and scope, provide a sample project roadmap with timelines and milestones that includes weekly CRM Work Group meetings. Within the roadmap, detail the following:
- Additional meetings
- Delineate phases of the project including information gathering, configuration, integration, testing, training and deploy/launch and planning review phases.
- Detail quality assurance measurements through project lifecycle
- Identify risks with project
- Identify project team needs from the New Hampshire Lottery
- Clarify roles, responsibilities, and delivery expectations After reviewing our requirements, is there anything that would require custom development vs configuration of the out of the box solution? State those requirements that you believe would require custom development and indicate why they would require custom development.

TechM team has managed the successful rollouts of multiple large scale Salesforce modernization projects for state agencies. As result, we know what it takes to implement complex Salesforce projects. Our proposed approach uses a hybrid-agile development methodology. Based on our recent experience with similar scale Salesforce modernization project, we are very confident that the implementation of this system can be completed in 18 weeks.



Key Features of our implementation approach:

- Hybrid Agile implementation approach
- Extended duration for requirement gathering and sprint planning (4 weeks)
- Demo led requirement gathering – signs off based on what you see (WYSIWYG)
- Agile implementation with parallel sprint teams
- Accelerated Data migration activities at earlier stage of project – this gives sufficient time to develop and test data migration track
- Flexibility to modify sprint plan and development based on continuous State feedback
- Close involvement of key State stakeholders during development– User adoption is high priority. At the end of development, State business users will be expert at using TechM's proposed solution
- Flexibility to incorporate project plan changes based on Continuous State feedback.



We have provided detailed project plan, key milestones, and session plans details as part of "Appendix 4 – Proposed Project Plan (MPP Extract) and Detailed Session Plans"

Detailed roadmap of project across all phases:

Phase 1: Discovery & Requirements Validation (Weeks 1-4)

Week 1	• **Project Kick-off Meeting:** (TM, NHLC) - Introductions, project overview, objectives, timeline, communication protocols. • **CRM Work Group Formation** (NHLC) - Identify key representatives from licensing, customer service, inspections/auditing and decision-making teams to actively participate. • **Initial Requirements Gathering** (TM BA, NHLC CRM Work Group) - High-level discussions to understand core needs and pain points.
Week 2	• **In-Depth Workshops** (TM BA, NHLC Department Representatives) - Department-specific deep dives into processes, workflows, data dependencies. • **Existing Systems Analysis** (TM Technical Team) - Review available documentation on current systems, integrations, and data formats.
Week 3	• **Requirements Documentation** (TM BA) - Draft detailed requirements, create initial mockups/visuals. • **Technical Architecture Proposal** (TM Technical Team) - Outline high-level solution architecture, integration points, customization needs.
Week 4	• **Requirements Review & Sign-off** (TM BA/PM, NHLC Stakeholders) - Walkthrough, feedback, refinements, formal approval on requirements.

Milestones : Project Kickoff Meeting + CRM Work Group Established + Initial Requirements Gathered + Technical Architecture Proposal Approved

Phase 2: Construction & Configuration (Weeks 4-15)

Sprint Planning Meetings (Weekly)	• Set goals for each sprint, discuss deliverables, address potential issues.

Sprint 1-6: (2 weeks each)	• **Parallel Tracks:**
	  ○ **SFDC Configuration** (TM Dev Team) - Buildout core SFDC objects, workflows, user interface.
	  ○ **Customization** (TM Dev Team) - Implement features not achievable through configuration.
	  ○ **Integration Development** (TM Tech Team) - Design and build integration points with external systems.
	• **Sprint Reviews** (End of each sprint) (TM, NHLC CRM Work Group) - Demos, progress evaluations, feedback, iteration planning.

Milestones: Sprint Completion (x6) + Mid-Project Review

Phase 3: Quality Assurance (Weeks 6-16)

Week 6	• QA Test Plan Development (TM QA Lead) - Outline test cases, environments, success criteria
Week 7-16	• **System Integration Testing (SIT)** (TM Dev/QA) - End-to-end testing of all components working together. • **Bug Fixes & Retesting** (TM Dev/QA) - Address issues, verify fixes.

Milestones: QA Test Plan Approved + Bug Fixes & Retesting Completion + System Integration Testing (SIT) Completion

Phase 4: Testing (Weeks 16-17)

Week 12-15	• **Data Migration & Validation** (TM Tech Team / NHLC) - Data transfer, cleanup, verification in the user testing environment.
Week 16-17	• **User Acceptance Testing (UAT)** (NHLC CRM Work Group, TM Support) - NHLC users test real-world scenarios, provide feedback.
Week 16-17	• UAT Feedback & Fixes (TM Dev/QA) - Address UAT issues, prepare for final release.

Milestones: Data Migration & Validation Complete (Test) + User Acceptance Testing (UAT) Completion & Sign-off

Phase 5: User Training (Weeks 12-17)

Week 12-15	• **Training Plan Development** (TM Training Lead) - Create role-specific training materials, schedule sessions.
Week 16-17	• **User Training** (TM Training Lead, NHLC Users) - Hands-on training on system usage, best practices

Milestones: Training Plan Approved + User Training Completed

Phase 6: Deployment/Transition (Weeks 18)

Week 18	• **Data Migration & Validation** (TM Tech Team / NHLC) - Data transfer, cleanup, verification in the production environment. • **Deployment** (TM Tech Team) - Go-live in the production SFDC environment

Milestones: Data Migration & Validation Complete (Prod) + Deployment (Go-Live)

Phase 7: Hypercare (warranty) (Weeks 19-26)

Week 19-26	• **Hypercare Monitoring** (TM Support Team) - Proactive issue resolution, user assistance. • **Weekly Review Meetings (x8)** (TM Support, NHLC Project Leads) - Assess performance, address concerns, transition planning. • **End of Hypercare:** Official handoff to NHLC for ongoing support and maintenance.

Quality Assurance

TechM will leverage our proven quality assurance and testing process for this engagement. QA is an integral part of our development lifecycle and testing occur throughout the project lifecycle. Test plan development occurs in the Design phase, unit and system integration testing in the Construction and Configuration phase, and the Production validation testing in the Transition phase. Here are the different QA practices we will have in place for NHLC project:

Testing Phase	Description	Benefits to NHLC
Unit Testing	Isolates and tests individual code modules to verify they function as intended. This includes checking logic, calculations, and edge cases.	• Catches code-level errors early in the development cycle. • Improves code quality and reliability. • Reduces the risk of cascading errors in later testing phases.
System Integration Testing (SIT)	Verifies all integrated systems work together flawlessly. This involves testing data flow, functionality, and error handling between Salesforce and external systems.	• Ensures all components communicate and exchange data as designed. • Identifies and resolves integration issues before UAT. • Reduces the risk of post-deployment system errors.
Data Conversion Testing	Ensures that data from existing systems is transferred correctly and accurately into the new Salesforce environment. This includes testing data formats, mapping, and transformation rules.	• Verifies data integrity and completeness after migration. • Identifies and fixes data quality issues. • Provides confidence in the accuracy of data used by NHLC staff.
User Acceptance Testing (UAT)	Conducted by NHLC representatives to validate if the system meets their specific needs and business requirements. This involves real-world scenario testing and usability evaluation.	• Provides NHLC with a chance to test the system in a simulated production environment. • Identifies any gaps between user expectations and system capabilities. • Helps refine the system to ensure a smooth user experience.
Production Testing After Go-Live	Monitors the system in the live production environment to validate successful deployment and identify any issues that may have been missed in previous testing.	• Catches errors present in a live environment. • Ensures a seamless launch and user experience. • Provides insights for ongoing optimization and improvement.

User Training: We have provided details of our user training approach in "Appendix 6 – User Training Approach"

Project Risks & Mitigations

Every project is unique and will have its own risk elements that can be mitigated. TechM has managed many transformations for some of the biggest clients across the globe and is well experienced in delivering the solution smoothly and mitigating risk. Our team, with its 20+ man years' public sector legacy modernization project experience, will proactively come up with risks and mitigation plans.

Some of the risks we typically encounter in projects:

Risk	Impact	Mitigation Plan
Business continuity during National Lockdown	High	Enable remote access for the team and leverage virtual meeting room for collaboration.
Unavailability of NHLC's key stakeholders during requirements, design review session	High	TechM project manager will ensure that clear estimation and expectations are provided to NHLC stakeholders on their availability. In addition, we will usually block NHLC stakeholder's calendar 2 weeks in advance for requirement and design review meetings.
Inefficient requirement validation and understanding the business	Medium	Proactively share expectation and focus area of the session. Monitor requirement validation session for quality and escalations
To be process definition is technically infeasible	Medium	Project Sponsor to act as ultimate decision maker to accept feasibility limitations
Delays in access to data source, interfacing application	High	Identification of the applications will be completed before the start of the engagement and access permissions will be created
Product Issues impacting desired functionality	High	Agree to a workaround utilizing standard functionality as possible
Non-Availability of Data mapping, cleansed data, and mapped data	High	Data Migration being a critical component must ensure clean and mapped data are provided as per timelines
Unavailability of stakeholders during UAT Signoff	High	Proactively manage the availability of the stake holders or identify the replacement
Delay in document Reviews, Feedbacks and Signoff	Medium	Customer to assign an owner for each functional and technical stream that aligns ownership and set SLA expectations
Define success criteria for UAT Test Cases	High	Work with Business after signing off to ensure its fully defined and usable
Attrition of key members	Medium	TechM will invest in additional buffer and shadow resources for key positions to mitigate this risk.

We'll further discuss implementation, data migration, deployment, cut-over related risks during contract negotiation phase and provide mitigation plans. Here are few risks after go-live:

Risk	Impact	Mitigation Plan
Compliance Changes: Regulations surrounding licensing could change, invalidating workflows or requiring system adjustments.	Low	Establish a process for monitoring regulatory changes with the Lottery's legal or compliance teams. Build some flexibility into licensing workflows to accommodate potential updates.
Data Duplication: Potential for creating multiple customer records if information is fragmented across existing systems.	Medium	Establish data matching, de-duplication, and master data management rules.

We will update the above risks during discovery and throughout the project life cycle.

Project team needs from the New Hampshire Lottery

TechM will require NHLC's respective stakeholder to actively participate in Business Workshop/Requirement Validation session for initial 4-week duration. TechM PM will ensure that identified NHLC business stakeholder's calendars are booked in advance for such workshops (at least 10 days in advance). Usually such workshops are conducted 3 times a week for 2-3 hours' duration meeting.

In addition, TechM PM will regularly interface (Daily, bi-weekly) with NHLC's SPOC/PM to share project progress and key activities. We would request NHLC to nominate a SPOC/PM who will help us get any information/clarifications from respective NHLC stakeholders.

Activity	NHLC's Stakeholder	Phase of Project	Time Duration

Requirement Validation & Business Workshop	Business Users, PM	Requirement Validation and Discovery	4 Weeks in total. 3 times a week for 2-3 hours duration meeting
Configuration and Customization Development (Sprints)	PM	Development	6 sprints of 2 weeks each. 1 hour daily for Scrum meetings.
System Integration Testing	PM	System Integration Testing	30 min daily to review SIT progress and review reports.
User Acceptance Testing	PM, Business Users	User Acceptance Testing	2 weeks duration, NHLC business users will run UAT test cases and TechM team will support the UAT for the entire duration.

TechM will further refine these activities based on NHLC's resource availabilities, as we understand that most business user would have their full-time duties over and above this project. After analyzing the requirements given in the RFP, We envision more than 80%-85% requirements will be addressed through configuration. A thorough review of the NHLC's requirements and the Salesforce Public Sector Solution's configuration options is necessary to determine the exact scope of custom development needed. Here's a breakdown of what can be achieved through configuration and what might require custom development:

Configurable with Salesforce Public Sector Solution:

- **Licensing & Permitting:** Salesforce offers pre-built components for issuing and managing occupational licenses and permits. This should cover a significant portion of the NHLC's licensing needs.
- **Inspections & Enforcement:** The solution's capabilities for conducting safety inspections and enforcement actions align with the NHLC's requirements in inspecting, investigation, and auditing area.
- **Case Management:** Salesforce provides robust case management functionality, which can be configured to streamline workflows for constituent issues, assessments, investigations, and resolutions.
- **Data Management:** The Public Sector Solution offers a data model tailored for government services, which will address NHLC's data management needs. The data model will be extended according to the requirements.
- **Reporting:** Salesforce's reporting tools can be configured to generate reports relevant to the NHLC.

Potential Areas for Custom Development:

- **Integrations with External Systems:** While Salesforce integrates with various systems, complex integrations with specific NHLC legacy systems will require custom development. In addition, 3rd party payment integration will be a custom development.
- **Unique Data Mapping or Transformations:** If the NHLC's data structure or migration process is highly complex, custom development might be needed for data mapping or transformations.
- **Highly Specific Workflows or Business Logic:** Salesforce's Public Sector Solution offers frameworks and OOB function to configure workflows and business rules, NHLC may have unique workflows or business logic needing custom development to automate specific processes. We will carefully evaluate each customization and take sign-off from NHLC before proceeding with any major customization.
- **Public Portal Features:** Salesforce offers standard public portals for forms as part of the solution. However, each public sector customer and its end-customers may have unique user experience requirements, which may involve some custom development on public portals. Most of these custom development is towards UI/UX improvement and alignment to specific user experience requirements. We have created such customized public portals in our recent projects at VT DLL and VT ANR. We have provided sample screenshots of these as part of "**Appendix 3 – Sample Screenshots from other similar projects**".
- **Output Documents:** Salesforce offers document merge functionality to insert data into pre-defined templates. If the Lottery requires intricate formatting, custom branding, or complex data relationships, more advanced document generation solution involving apex code might be needed.

Topic 3 –Support After Implementation (Limit 3 pages)

3.1 Do you offer post-deployment support services? If yes, what services do you provide? What is the duration of time that support is provided?
3.2 If you offer post-deployment consulting services, what is the process to engage you? How are projects priced?
3.3 If you offer post-deployment consulting services, do you attempt to utilize the same project team members that performed the implementation or a separate team/personnel?

Yes, TechM offers post-deployment support services for all Salesforce offerings. We understand that each customer may have its unique support requirements, and hence we provide highly customized support models to meet your unique support, maintenance, and enhancement requirements for both short and long term. TechM is Summit (Highest) level Salesforce integration service provide and has more than 2200+ certified Salesforce consultants, currently serving 250+ customers. More than 40% of our Salesforce consultants are dedicated to support, maintenance and enhancement services to our customers.

Following snapshot provides a high level overview of most popular support models our customers use in various projects.

Managed Services

- TechM provides of end-to-end support and maintenance services
- Includes SLA based support and enhancement
- Includes platform upgrade
- Includes enhancements under 40 hours of effort per month

Resource Based Support

- NHLC gets Salesforce skilled resources for their system support requirements
- NHLC manage work priorities for the vendor resources
- Ressources can work across support, Enhancements and upgrades activities

Fixed Hour Support Buckets

- NHLC can procure fixed hour service buckets (usually 250 hours per bucket)
- NHLC can consume these hours towards support or enhancement projects as per its needs.
- Usually requires 2-3 weeks prior notice to provide resources

Hybrid Support Services

- TechM and State resources together provides support services.
- TechM's scope of services/areas are drafted separately through mutually agreed RACI
- State can gradually take over more support activities as per its resource availability/readiness

On-Demand Services

- TechM provides on-demand services to NHLC
- TechM maintains a set pool of resources who can provide on-demand services to the State
- State is required to provide skillset and requirement projections for up to 60 days

We can further customize these models to meet your unique support requirements for this project.

TechM provide both short-term as well as long term support services to its customers as per their requirements. Following is a snapshot of support service we currently provide to some of our existing public sector customers:

Customer	Support Model	Duration
State of Vermont, Department of Liquor & Lottery	Managed Services	Long Term (5 Years)
State of Vermont, Agency of Commerce and Community Development	Resource Based	Short term(less than 6 months)
State of Vermont, Agency of Natural Services	Managed Services	Medium term(less than 2 years)
State of New Hampshire, Division of Motor Vehicles	Managed T&M	Long Term (5 years)
City of Plano	On-Demand Services	Short term(less than 6 months)
The World Bank	Manages Services, T&M, Fixed Hour, Cost Saving based	Long and Short Term

United Nations	Manages Services, T&M, Fixed Hour, Cost Saving based	Long and Short Term
Delaware Health & Social Service	T&M based	Long Term (5 Years)

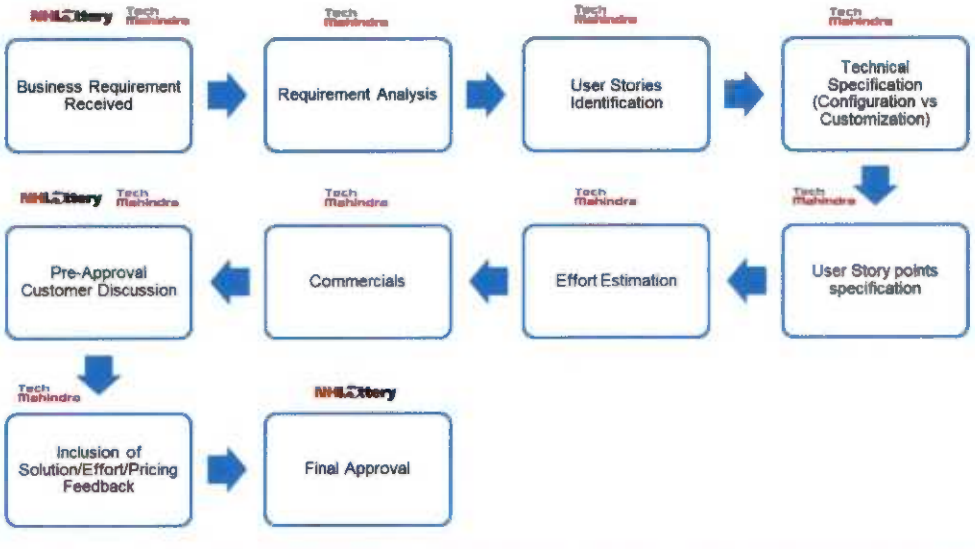
In summary, TechM will provide best-fit support model for NHLC based on its unique requirements.

Following table provides an overview of our sample service level agreement, which can further be modified to meet NHLC's requirements.

Priority	Business Impact	Coverage	Response Time	Resolution Time
Priority 1	High Impact – Significant outage to more than one service for most of the Users, which causes major disruption of business operations. Several lower priority incidents that occur simultaneously will also be assigned this priority.	24X7, 16X5 OR 8X5 (On-call support provided outside the support window)	30 Min	4 business Hours
Priority 2	Moderate impact – An incident causing partial interruption or degradation of service delivery to the affected users, or business operations. There may be an automated or manual contingency that allows those affected to achieve a level approaching normal service delivery during the event.	24X7, 16X5 OR 8X5 (On-call support provided outside the support window)	2 business Hours	12 business Hours
Priority 3	Minor impact - An incident causing a minimal interruption or degradation of service delivery to the affected users, or business operation (includes single user issues). An automated or manual contingency plan will be available.	24X7, 16X5 OR 8X5	6 business Hours	24-48 business Hours
Priority 4	Low Impact - A low impact on a production that involves no loss in functionality or a general usage question including questions that reference product documentation.	24X7, 16X5 OR 8X5	8 business hours	48-72 business Hours

Post Deployment Enhancement Projects:

We follow PMBOK and ITIL best practices for our support, maintenance and enhancement projects across our portfolio. Our methodology is centered around providing best-value services to our customers. We work with our customers to accurately estimate the efforts for any given work order and provide cost-effective and transparent pricing for the same. Following process flow provides an overview of our post deployment project ideation-to-approval lifecycle. We'll follow similar mutually agreed process for post deployment project and estimate/price them accordingly.



Resources for post-deployment

TechM has extensive portfolio of Salesforce development and support engagements with over 2200 Salesforce certified consultants supporting our 250+ customers. We plan resources and staffing level based on mutually agreed service model with our customers.

For NHLC, based on mutually agreed post deployment support model, we will build and maintain team that can fully support NHLC to meet its service requirements. We typically take following steps to ensure smooth post deployment support (depending on the chosen support model):

- Identify named resources, during development phase, who will provide post deployment support service to the customer
- Maintain resource buffer(pool) to mitigate any unforeseen circumstances/attrition
- Maintain knowledge level of customer specific configuration within multiple key resources
- Manage Up-to-date documentation and knowledge assets
- Continuously learning of existing resources (investment in resource training)

Through these practices, we ensure that success of the project is not just dependent on individual team members, rather it is guaranteed by TechM at organization level, leveraging its scalable service models.

In addition, our Salesforce Center-of-Excellence enable following service to our customers (included in our service model)

1. Proactive analysis of upcoming Salesforce releases to efficiently plan platform upgrade
2. Regular Salesforce health check and Salesforce optimizer scans to ensure your Salesforce platform investment are maximized to full extent. Typically, we run such scan on quarterly basis, and this practice will be mutually discussed and agreed with the state during contract negotiation.

Lastly, we remain fully committed to provide Salesforce certified and highly knowledgeable team members for post deployment services. Most of these resource will continue from implementation team into post deployment support team to ensure smooth execution of support contract.

Topic 4- References (Limit 1 Page)

4.1 Please provide contacts for three deployments similar to our project. We would like name, title, role in the project, and contact information.

We are pleased to provide following 3 selected references relevant to this project. We'll be happy to facilitate more references if needed. We request NHLC to contact Mr. Arpit Shastri (arpit.shastri@techmahindra.com) in case of any issue reaching out to these references.

Reference Customer	Salesforce Cloud	Licensing	Inspection | Audit	Investigation	Interfaces	Agile Development	Payment Processing	Advance Reporting
State of Vermont, Department of Liquor and Lottery (DLL)	✓	✓	✓	✓	✓	✓	✓	✓
State of Vermont, Cannabis Control Board (CCB)	✓	✓	✓	✓	✓	✓	✓	✓
State of Vermont, Agency of Natural Resources (ANR)	✓	✓	✓		✓	✓	✓	✓

Reference Customer - State of Vermont, Department of Liquor and Lottery (DLL)	
Project Details	TechM has modernized end-to-end case management, licensing, permitting, inspection, and enforcement system for DLL. TechM leveraged Salesforce Service and Experience Cloud to implement an end-to-end licensing and enforcement solution, which includes following sub-system: License & Permit | Investigation | Enforcement | Financial Processing | Integration | Data Migration | Inspection | Other processes This large transformation project started in April 2021 and went live in Sep 2022 on-time and within budget. TechM is currently providing support and enhancement services to the DLL. Our contract with DLL is until Aug 2027 for support, maintenance, and enhancement. Contract value is more than $4.2Mn USD
Reference Details	Skyler Genest (Senior Director, Licensee Operations) | Key Business Owner | Skyler.Genest@vermont.gov | (802) 477-2429
Reference Customer - State of Vermont, Cannabis Control Board (CCB)	
Project Details	TechM built end-to-end Cannabis inventory tracking and product registration for CCB on Salesforce platform. TechM was chosen as prime contractor to build these functions from scratch and integrate these into CCB's existing Salesforce functions including licensing. TechM deployed a highly experienced team, which quickly picked up the requirements and executed this time sensitive project on-time and within budget. The project started in Sep 2022 and 1st phase concluded in June 2023 successfully on-time and on-budget with contract value of roughly $0.5 Mn. 2nd phase of this project is currently drafting process and is awarded to TechM.
Reference Details	James Pepper (Chair, Cannabis Control Board) | Project Sponsor | James.Pepper@vermont.gov | (802) 828-1010
Reference Customer - State of Vermont, Agency of Natural Resources (ANR)	
Project Details	TechM is currently modernizing ANR's end-to-end grants management system on Salesforce platform. TechM was selected as prime contract for this system modernization. The newly built system is responsible for managing $200+ Mn worth of grants for public water systems across State of Vermont. TechM has built public facing portals and entire back office operations on Salesforce platform. Project started in June 2023 and scheduled to go live in May 2024. Currently project is running on time and within budget. Total service contract value for this project is ~$1.7 Mn.
Reference Details	Jean Nicolai (Environmental Program Manager) | Key Business Owner | jean.nicolai@vermont.gov | (802) 585-4888

In addition, TechM modernized end-to-end legacy driver licensing and case management system of The State of New Hampshire DMV on MS CRM platform. This complex large transformation project was completed successfully in Oct 2017 on-time and within budget. TechM is currently providing support and maintenance services to DMV. Contract value is more than $15Mn USD and is valid until year 2027. We'll be happy to provide this reference, if needed.

Topic 5 – Pricing

Please completely fill out a project pricing sheet. Please see Attachment 1 Pricing

TechM has filled and provided pricing sheet in as per given template. Pricing proposal is submitted as a separate file as per RFQ instructions.

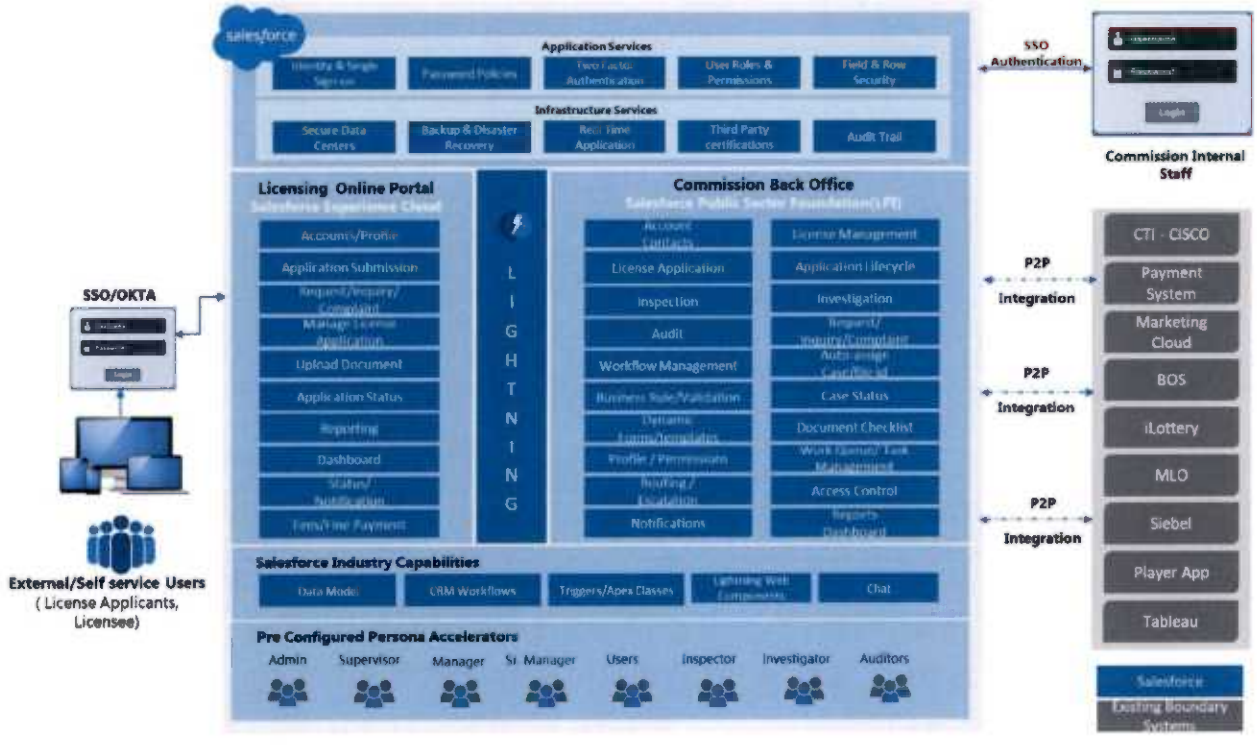
Appendix 1 – Technical Solution Details and Requirement Compliance

TechM is pleased to provide its solution for the NH Lottery Commission RFP for Customer Relationship Management (CRM) Project, built on the industry's **leading SaaS platform Salesforce**. We have carefully analyzed the requirements in this RFP and crafted highly configurable solution to maximize your investment value in Salesforce platform.

Our approach to the Customer Relationship Management (CRM) Project is built on the Salesforce.com Public Sector Foundation Licensing, Permit and Inspections and Experience cloud platform which supports all the identified requirements of the CRM Project RFP. The solution will leverage preconfigured LPI model, which will allow us to begin quickly with a proven base model and further will be configured according to NHLC's specific needs by our team. We have listed below, the solution components for Customer Relationship Management (CRM) Project for NHLC and highlighted key functionalities with user details that the new system will offer to truly achieve Commission's desired business outcomes.

1. **Salesforce Industry Cloud (Public Sector Foundation – Licensing, Permitting & Inspection)**
    - Commission's Back Office application/Portal
    - License Processing
    - Case Management
    - Review/approvals/Denials
    - Request/ Inquiry/ Complaint Management
    - Inspection Management
    - Investigation Processing
    - Auditing
    - Reporting
    - Status and Notification
    - Salesforce Mobile Application
    - User Personas
        - Admin
        - Supervisors/ Managers/ Sr. Managers
        - Inspectors
        - Investigators
        - Auditors
        - Users
2. **Salesforce Customer Experience Cloud (Front End Portal)**
    - Front End portal for Applicants/Licensee
    - Licensee/Applicant Profile Management
    - Request/Inquiry/Complaint/Case
    - Application Submission & Tracking
    - Upload Application Attachment
    - Payment (Fee & Fine)
    - User Personas
        - Applicants
        - Licensee
        - Others etc.

Below is the envisaged architecture of our proposed solution:



Our Licensing Solution will provide NHLC the ability to manage the entire lifecycle of their licensing responsibilities, from initial application to renewals, from complaint intake to discipline, we will support the needs of the NHLC staff, investigators, inspectors, auditors, applicants, licensed practitioners, and the public.

We have reviewed the functional and technical requirements in the RFP and believe we stand out and can exceed your expectations because of our deep expertise in Salesforce implementations coupled with our industry knowledge of the functions of Licensing departments and regulatory and disciplinary processes.

Key Highlights of our proposed solution:

- Omni-channel, Mobile friendly portals
- Workflow to streamline and automate processes
- Approvals to enable consistent documented compliance
- Dynamic Routing - Routing based on available information to optimize Licensing process/resolution and overall process efficiency
- Intelligent case management and workflow routing
- Knowledge Repository - enable users with acute and common issues resolutions for consistency, competency and productivity
- Applicant/Licensee 360 view – highly configurable
- Reporting and Tracking
- Custom reports and dashboards
- Point-and-click report builder
- Alerts and emails notifications
- Minimum customization and utilization of SFDC's out-of-box functionalities
- Integrated solution with industry leading self-service capabilities
- Standard UX design for all license and case flow, to minimize training efforts for new user/staff.
- All Code IP ownership will be with NHLC, TechM will hand over all code and configuration to NHLC

In the table below we have mapped NHLC's functional requirements against the Salesforce solution capabilities that will be delivered. Salesforce Public Sector Foundation (LPI) and Experience Cloud will be configured/customized (tailor-made) to enable NHLC CRM requirements.

No.	Commission's Requirements	Salesforce Functional Mapping
1	User Management (UserId/Password, Authentication, Add/Delete/Update)	User Management
		Profile & Permission sets
2	Licensing Application Management (Status Add/Edit/Update/Expiry/Renewal, Print)	Application Objects/Fields
		Profiles & Permission Sets
		Notification
		Attachments
		Print
3	Checklist Items (Add/Edit/Update/Delete)	Document Checklist Item
4	Templates Mgmt.(Create/Edit/Update)	Dynamic Forms / Templates
5	Ad hoc Queries	SOQL Queries
6	Report & Dashboard	Reports (OOB & Custom)
		Dashboards
7	Compatibility (Extract data, ad-hoc queries, reports)	Profile & Permission sets
		Reports (OOB & Custom)
		Dashboards
8	Duplicate Management (De-duplication)	OOB De-duplication
9	Public Search/Applicant Search	Search Functionality
10	Data import/export	Apex Data loader
		manual Import/Export
11	Document Management	Salesforce Document/file Library
12	Online License Application Management/ Inquiry/complaint (Online Portal)	Experience Portal (Vlocity OmniScripts/Cards)
		Application Submissions
		Request/ Inquiry Submission
		Complaint Submission
13	Payments (Pay/Receipts/Returns/Refund)	Integration with Commission's Payment System
14	Application Back office processing (Review, Reassign, Approve, Pending Action, Deny, termination, Surrender)	Application Checklist
		Status
		Role, Profile & Permission Sets
		Workflows
		Business Rules/Validation
		Import/Export
		Work Queue
		Case Management (Assign, reassign, escalate)
		Inspection
		Investigation
		Auditing
		Forms/Templates
		Search
		Upload
		Print
		Ad-hoc Queries
		Reports/Dashboards
		Notification
		Applicant/Licensee Interaction/ Events(interviews)
15	Applicant/Licensee Profile Management	Self-Registration
		User Id/Password Management

		Application Submission
		Application Status Tracking
		Interactions with Commission Staff
		Upload documents (attachments)
		Payment (Fee, Fine)
		Applicant/Licensee 360 (dashboard)
16	Case Management	Creation
		Assign
		Reassign
		Escalate
		Resolve
		Close
17	Work Queue Management	Queue Creation
		Assignment
		Re-assignment (automatic/manual)
18	Notification (Email)	Templates
		Forms
		Business Rules/Validation
		Apex Classes & Triggers
19	Audit Log	Audit Log (field, Record level)
20	Deployment/Release Management Approval/Sign-Off	Azure DevOps & Copado (or tool used by commission - Will be discussed with Commission)

Additionally, We have provided sample screenshots from similar Salesforce modernization project we recently Appendix 3 – Sample Screenshots from other similar projects

Technical Capabilities:

We have listed below important and typical elements government agencies and organizations incorporate into their applications.

User Groups:
Our proposed solution supports a diverse user community including NHLC internal staff through the Salesforce Public Sector Cloud, and Applicants/Licensee through Salesforce Experience Cloud platform.

Access Methods:
The solution is accessible using multiple devices (e.g., tablets, phones, desktops, etc.) accommodating their cases/application/form factors using responsive design to support application process and case management activities. This is accomplished through Salesforce native capabilities eliminating the need for duplicative code or via the application which supports multiple access methods. In addition, the application is browser agnostic supporting Chrome, Edge, Firefox, and Safari

Security:
Our proposed solution is built around a robust and flexible security architecture that provides users with configurable security control for user access, client authentication, administrative permissions, and data access. This security and authentication protocol supports fine grained controls that protect Applicant's data from unauthorized users.

Below are the Salesforce Security components:

Sl. No	Technical Capability	Description
1	Login IP Ranges and Login Hours	At each profile level, user login can be restricted based on location and hours. If a user logs in outside the IP ranges or outside the specified hours, the user login request is denied. This enables the NHLC to enforce restrictions, such as when and from where staff should

		be able to access the system. This capability allows the NHLC to enforce stricter data security.
2	Apps, Tabs, and Page Layouts	Apps, tabs, and page layouts are used to provide specific views to different users based on their business role (ex: Admin, Analyst, Investigator etc.). This helps the NHLC to display data and pages to users based on their role and the functions they need to perform. With different layouts, users can see different views of data from the same table.
3	Object and Field Level Security	Profiles and permission sets in Salesforce are a collection of settings and permissions that give users access to various tools and functions. They also define how a user is able to access records. Using a profile, we can assign field level security for objects, users' permissions, fields, tab settings, etc. The settings and permissions in permission sets are also found in profiles, but permission sets extend users' functional access without changing their profiles.
4	Record Level Security	Record level security allows the NHLC to give users access to some object records, but not others. Organization Wide Defaults (OWDs) in Salesforce define the baseline level of access that the most restricted user should have. OWDs are used to restrict access where access can be granted using different means including sharing rules (e.g., pre-configured and run time conditions) and established role hierarchy, which helps to open access based on the organization's roles. The security model follows the "least possible access" principle which is aligned with the NHLC's security regulations. Only necessary data is shared with staff based on their roles and responsibilities

Declarative Configuration:

Our solution is based on the declarative "No Code" capability of the salesforce platform. This enables development that is usually faster and cheaper to build, generally requires less maintenance, receives automatic upgrades when the tools are improved, and is not subject to governor limits.

Below is a list of capabilities that will be configured to deliver the solution:

S.No	Technical Capability	Description
1	Custom Objects and Fields	Creating custom objects and fields in Salesforce involves naming and building a page layout using a point-and-click user interface. The relationships of custom objects are pre-built. Based on the business requirements, the right relationships can be enabled using the same point-and-click user interface
2	Validation Rules	Rules that verify whether the data entered by users in records meets the specified standards before it can be saved. A validation rule can contain a formula or expression that evaluates the data in one or more fields. These can be built-in Salesforce using expression builders rather than code.
3	Workflows Processes	Workflow allows standard internal procedures and processes to be automated, saving time across an organization. A workflow rule is the main container for a set of workflow instructions. These instructions can always be summed up in an if/then statement.
4	Formula Fields and Roll Up Summary Fields	Formula fields enable complex mathematical operations on data stored in Salesforce. Roll Up Summary allows the user to calculate values from related records, such as those in a related list and display on the parent record. These can be created through the Salesforce configuration UI and an expression builder.
5	Page Layout Creation	Page layouts control the arrangement and organization of buttons, fields, and related lists on object record pages. Administrators can configure page layouts and assign them to specific roles through a drag and drop type user interface.

Lightning UI/UX:

The user interface is delivered to the end-user's desktops and mobile devices through a web browser and mobile app, which is only accessible to authorized users. The Lightning UI/UX components complement the declarative screen builder functions providing extended capabilities to tailor for NHLC's requirements. Salesforce's architecture allows administrators to configure the components based on business requirements, user roles, and profiles. Salesforce standard UI components are mobile-responsive in nature automatically enabling form factored device-specific views, which significantly reduce development cost and time.

Below is a list of capabilities that we will be configured to deliver the solution:

No.	Technical Capability	Description
1	Visualforce Pages	Visualforce is a framework that allows developers to build sophisticated, custom user interfaces that can be hosted natively on the Lightning platform. The Visualforce framework includes a tag-based markup language, like HTML, and a set of server-side "controllers" that perform a variety of operations from basic read and write to complex business logic.
2	Standard Lightning Components	There are Lightning Components available out-of-the-box which can be used by an administrator on page layout to meet various needs. Some of the components include related list, which displays related data for an object on a page, and the upload file component, which can be placed on any page enabling users to upload files
3	Custom Lightning Components	Custom Lightning Components are built using custom code consisting of HTML, JavaScript, and Salesforce Lightning tags. Custom components are designed to meet the State's needs where standard out-of-the-box components cannot be used. These components are part of the Lightning bundle which also includes controller, helper, renderer, styles, and events.
4	List Views	List views display records that meet your user criteria. A user can determine which records to display by setting filters. All records that meet the filter criteria appear in the list view. Salesforce also provides OOTB list views like recent records and all records for quick access.
5	Tabs	Custom tabs display data of the custom object or any other web content built-into the application.
6.	Page Layout Assignment	Page layouts control the layout and organization of buttons, fields, Visualforce, custom links, and related lists on object record pages. They also determine which fields are visible, read only, and required. Page layouts are used to customize the content of record pages for users.

Self Service Toolset:

Vlocity pre-build accelerators provide augmented declarative capacities, enhanced visualization, and business process flexibility to support human centered design best practices within the Salesforce platform.

Below is a list of capabilities that will be configured to deliver the solution:

No.	Technical Capability	Description
1	OmniScript	OmniScript is a declarative scripting tool that allows you to create a script with clicks and not code. The guided process builder allows for the easy development and maintenance of processes that take users step-by-step through the tasks they need to complete. The process builder allows for the creation of complex processes with a drag-and-drop designer that does not require the use of code.
2	Interaction Platform	It is a set of services, components, and data model objects that allows you to create guided interactions using data from your Salesforce org and external sources. This enables to execute industry-specific business processes through an elegant user experience, with seamless data integration.
3	Cards	This enables administrators and developers to create action-oriented customer (Applicants/Licensee/Permittee) summaries for employee, partner, and customer deployments (ex. NHLC Staff). With a declarative designer, Vlocity Cards connect all the components of the Vlocity Interaction platform with a modern, visually compelling launch point. Strategically placed cards provide caseworkers data at their fingertips

4	DataRaptor	It is a mapping tool that enables users to read, transform, and write Salesforce data. It manages complex data structures natively on the Salesforce platform with declarative data mapping and REST interfaces. Vlocity DataRaptor™ simplifies the integration of external data–easily loading, extracting, and transforming hierarchical structures in standard JSON formats–all without coding.

Integration Approach for NHLC

Salesforce supports integration over a variety of protocols with other systems to bring disparate information together, providing a referable source of data meeting functional and technical requirements. For the proposed solution, we have proposed to use "point-to-point" integration for connecting all boundary systems. The integration design and strategy will be built post joint discussion and mutual agreement. We will discuss the integration process and design during the requirement finalization workshop. Also, we will explore and jointly discuss which touch point need batch integration or real time integration. This will be signed off by NHLC before we begin the build phase.

Response to Deliverables for NHLC's Requirement

1. General Requirement

- Project kickoff must start within 30 days after contract approval by Governor & Executive Council.

  TechM complies with this requirement.

- The solution shall be developed using the core no code/low code capabilities of Salesforce whenever possible.

  TechM complies with this requirement. TechM will be leveraging Salesforce Public Sector Foundation LPI Module and Experience cloud to build the solution and will follow the principle of maximum OOB/configuration and minimum customization.

- All emails sent from Salesforce need to go through a State of New Hampshire email server

  TechM complies with this requirement. Yes, the emails that would be sent through salesforce will go through New Hampshire email server.

- The deployed solution needs to be accessible via desktop computer, laptop computer, or mobile device. Functionality via the mobile device needs to be available with or without Internet connection.

  TechM complies with this requirement. The solution is accessible using multiple devices (e.g., tablets, phones, desktops, etc.) accommodating their cases/application/form factors using responsive design to support application process and case management activities. This is accomplished through Salesforce native capabilities eliminating the need for duplicative code or via the application which supports multiple access methods. In addition, the application is browser agnostic supporting Chrome, Edge, Firefox, and Safari. Mobile Offline capability to run with no internet is an advanced runtime environment for Lightning web components. Available only for mobile devices, it replaces the standard Lightning components runtime and augments it with features designed specifically for mobile and offline use.

- Roles Based Access needs to be implemented to manage users/groups of users and govern what actions they can do and what data they can see

  TechM complies with this requirement. Role based access will be enabled by configuring Profiles and permission sets in Salesforce which are collection of settings and permissions that give users access to various tools and functions. They also define how a user is able to access records. Using a profile, we can assign field level security for objects, users' permissions, fields, tab settings, etc. The settings and permissions in permission sets are also found in profiles, but permission sets extend users' functional access without changing their profiles.

- Payment service/solution for licensing must integrate to the State of New Hampshire's merchant card contract

  TechM complies with this requirement. Tech Mahindra will integrate with State's Payment gateway to complete the payment transaction which will be initiate by the applicant/Licensee through the online portal.

- Accounts and/or Contacts, along with other data fields, will be populated from a number of sources from current systems. These sources include but not limited to:
  - Intralot Back Office System (BOS)
  - MyLicense Office (MLO)
  - iLottery vendor Loyalty program vendor

  TechM complies with this requirement. The solution will integrate with BOS, MLO, iLottery and other sources to pull data into salesforce. We are considering a direct point to point integration. The approach can be discussed, and the sources will be further identified during the discovery phase.

- Although AI will likely not be deployed in this phase, all fields that are required to train AI cannot be left blank by users

  TechM complies with this requirement. TechM will discuss with NHLC stakeholders to confirm which data fields need to be mandatory and which one to be optional and accordingly the application will be designed. These data fields can then be leveraged during the AI deployment phase.

- Create an App always available for selection on the menu bar for Lottery users to submit a ticket for help, make a request for a change, etc. This is expected to create a trackable history of all requests that can be analyzed via reports and dashboards.

  TechM complies with this requirement. The Lottery users/ Licensee/Applicant will be able to submit a ticket through the online portal anytime during the entire day. The users will be able to access the Online Portal which is available 24X7 and through all devices from anywhere.

- Provide short-term, limited time support for the Lottery and its Salesforce users after deployment of the solution.

  TechM complies with this requirement. We have considered Hypercare support for a period of 2 months post Deployment/Go Live of the solution. The timeline of support phase will be discussed with NHLC and accordingly can be revisited.

2. **Customer Service Requirement**

- Create a webform accessed via the main New Hampshire Lottery webpage where questions and requests are submitted.

  TechM complies with this requirement. The external users – Applicant, Licensee, portal users will be able to submit requests through the preconfigured forms/applications available on the online portal. These forms will be designed with objects and fields which will be discussed during the discovery, design phase and will be signed off from NHLC stakeholders.

- Information captured in the webform creates a case that can be assigned (and reassigned if required) to a person, group, or queue.

  TechM complies with this requirement. The solution will create a case when a form/application is submitted through the online portal and the System will be configured to auto assign the application to the correct staff depending upon the workflow rules discussed and agreed with NHLC. We will configure and enable the capability to manually reassign the application to the correct staff member. In case staff wants to reassign, he/she will be able to trigger that change on the system manually through "Change Owner" button which is out of the box functionality.

- Required fields in webform include first and last name, email address, phone number, and reason for contact from a dropdown menu. A text box needs to be included for details about the request or question. Fields to capture other contact information is listed but optional. Ability to add one or more attachments is required

TechM complies with this requirement. We will discuss the fields and objects required in the application/forms during the discovery and design phase of the project. The applications/forms will be designed as per the requirement of NHLC business processes. We will enable mandatory and optional field to capture all relevant information. All these would be discussed and agreed with NHLC stakeholders and then development will start.

- Create workflow for cases that includes escalation rules and current status of case.

  TechM complies with this requirement. TechM will configure workflows and triggers based on the business process of NHLC. The workflow rules will be discussed and agreed with NHLC for escalation, status etc. We will allow NHLC Users to escalate the case/application process by enabling "Case Escalation Rules" to escalate case automatically if they are not resolved within a target time. Case escalation workflow will be setup based on escalation threshold limit as per NHLC's requirement. Similarly, the status of the case will be triggered to change based on the workflow rules.

- Need to capture and display different information fields for different Lottery customer segments – players, retailers, charitable gaming.

  TechM complies with this requirement. We will configure and build objects/fields to capture information relevant to the lottery customer segments. The applications will be designed keeping the customer segment in mind and object/fields as discussed and agreed with NHLC stakeholders.

- Letters/faxes/etc from customers must be able to be automatically or manually attached to a customer account/contact/case

  TechM complies with this requirement. The solution will be configured to enable users to upload/attach documents to a case and any account.

- Enable lookup of player or business partner by Lottery staff to see past history of requests and status of those requests

  TechM complies with this requirement. Our solution will be configured with lookups and search capability to enable NHLC staff to view history and status of requests. We will enable Global search available at the top of the system and will allow NHLC Staff to search across all objects and most fields in the system. This will be configured per object to include the fields that NHLC needs. This takes into consideration security settings as well. There are other search options such as searching across connected objects for lookups and also list view searching.

- Searchable FAQ by Lottery staff member and system suggested FAQs based on nature of the case need to be available.

  TechM complies with this requirement. We will enable NHLC staff to access across knowledge repository and suggested FAQs based on the case type.

- Reporting and dashboards need to be created – this will be the standard Service Cloud reports as well as any supplemental reports Salesforce makes available via the App Exchange.

  TechM complies with this requirement. We will configure and enable Salesforce out of the box reports and dashboards. We can also create custom reports based on the requirement of NHLC. The solution will allow NHLC staff with Admin access (Profile/Permission Sets setup) to view configured reports & pull out ad-hoc reports anytime.

  Salesforce provides in-built options for data staff:
  1. To create a report on any object(s) defined such as Cases, Licenses, Educator, Payments, Projects etc.
  2. To drag and drop columns on the reports
  3. To apply filter, grouping (at row and column level)
  4. To add charts, add report to the dashboard
  5. To export reports in different formats
  6. To subscribe to reports (so that reports will be auto emailed to you on a daily or on specific days or monthly basis)

- At minimum, contact record for players need to have history of previous interactions, Claims information, Loyalty points amount, and likely other areas

  TechM complies with this requirement. The record of the player will have all the details of the player, contact information and details including prior interactions, claims, loyalty points etc. The salesforce system will hold the information of the players as per the requirement of NHLC.

- At minimum, Account record for business partners need to include sales information, renewal date (if applicable), and likely other areas.

  TechM complies with this requirement. The account record will be configured to capture and store information of the business partners as per the requirement of NHLC business process.

- Accounts and/or Contacts may need to provide new and/or renamed fields that cover our major groups – Players, Retailers, and Charitable Gaming Organizations.

  TechM complies with this requirement. The NHLC users will be able to configure new objects/fields to capture information as required.

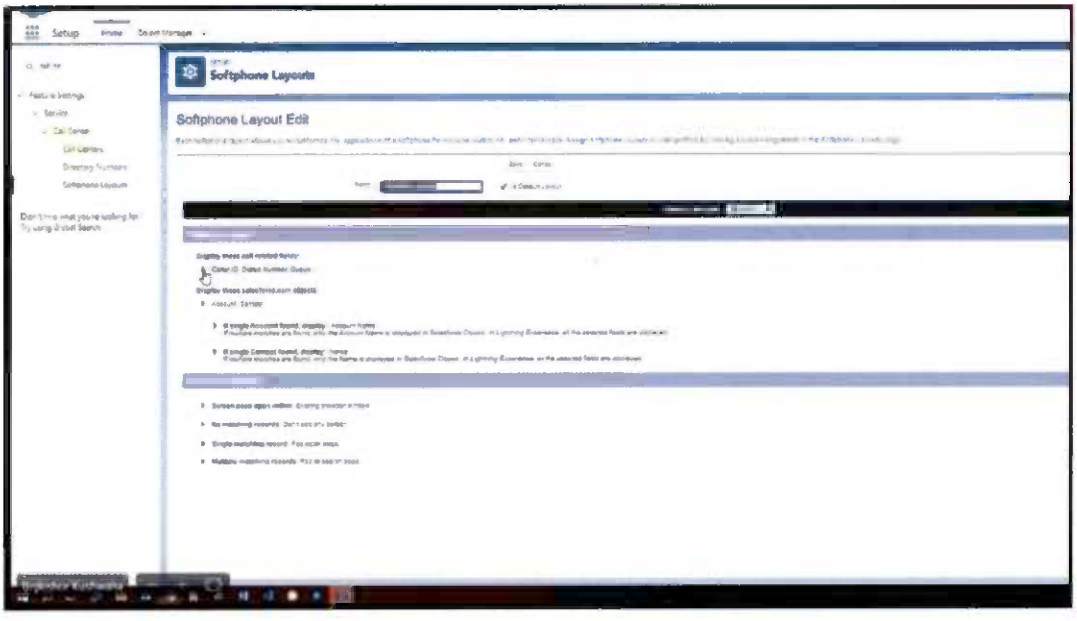
- Telephony integration is needed during incoming calls to enable screen pop of existing contact or creation of a new contact if there is not one in the database.

  TechM complies with this requirement. We understand that CTI integration is being reviewed by NHCL for this project. TechM has extensive experience of leveraging CTI integration in our major implementation, and we will bring right expertise to implement it in this project, if this functionality is approved. We can also facilitate technical discussions with our experts during due diligence phase for this functionality.

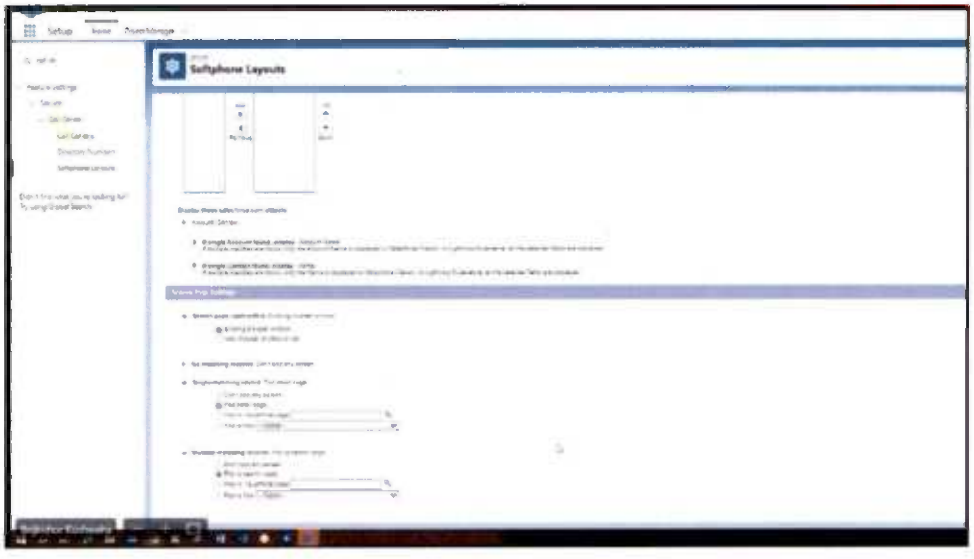
  If functionality is approved, TechM will integrate NHLC's CTI system (Cisco) with the new salesforce based CRM system. Salesforce Open CTI adapter (API) will be leveraged to build and Integrate the telephone system. After integration, during an incoming call, a screen will open in the salesforce console and the NHLC staff will be able to pick up the call from the console directly. Once the CTI Identify based on the phone number it will show the customer data, the customer account would open, and the staff will be able see a 360 view of the customer.

  We can also configure call queue which will be handled by the salesforce system. Based on the type of call (type of license, payment, complaint etc.), we can configure different queue to meet NHLC's requirement. We will configure the CTI setting through the softphone layouts in setup menu of the call center to meet the business and technical requirement of NHLC.

  We can choose to configure the object/fields to be displayed when the call comes.



We can also choose the screen pop-up setting as per the business requirement on NHLC.



The integration with CTI is secured and would authenticate through the salesforce authentication system. The calls traffic between your telephony server and Salesforce is encrypted, to ensure compliance with security policies of NHLC.

3. Licensing Requirement

- Applicants will be able to apply for the various licenses offered by the Lottery via an online portal.

  TechM complies with this requirement. TechM will configure various licenses which will be available on the Online Portal through which applicants, Licensee will be able to apply/renew their Licenses.

- All paper forms currently in use to apply for a license type need to be recreated as an online form.

  TechM complies with this requirement. All the paper forms will be analyzed by TechM team and will be configured digitally in the new salesforce CRM system. We understand there are 9 different types of license application which NHLC wants to bring on Online Portal initially. We will discuss with NHLC stakeholders during the discovery and design phase and accordingly applications configured after taking a signoff from NHLC.

- The licensing solution needs to accommodate a retailer's headquarters submitting KENO applications on behalf for some or all of their locations without having to submit an entire, separate application for each location. This functionality is required because state regulations state each retail location must submit a separate application for KENO.

  TechM complies with this requirement. TechM will review the KENO applications and the business process associated with it to arrive at an optimized way of applying KENO licenses without making location specific multiple submission. We will discuss on the state regulations and accordingly the KENO applications will be designed to incorporate the requirements from all locations. This might include multiple picklist, checklist etc. to meet the location specific regulations and other processes.

- The solution needs to be able to set up license bundles and packages for different products and services

  TechM complies with this requirement. We understand as per the Q&A response that license bundle and packages are future scope and will not be done in the current deployment. We will comply to mutually agreed requirements for this with NHLC.

- Applicants need to register by providing identifying information.

  TechM complies with this requirement. Applicants are allowed to self-register through online portal (Salesforce experience cloud) to create a user account. Upon saving the record, they will receive an automated email with login credentials (unique User ID). Salesforce is SaaS based platform without access to operating system. However Salesforce user access will be controlled by a secure login procedure that requires a unique user ID and a strong password.

- Username will be email address

  TechM complies with this requirement. We will configure the username to be the email address to login to the Portal. We will configure Username and password settings as per the business requirement of NHLC

- Password needs to comply with State of New Hampshire password format policy

  TechM complies with this requirement. We will configure password policies settings as per the policy of NHLC
  Once the User Id is created, he/she will be able to reset his/her password and log in to account.

- Select information (as determined by the Lottery) can be updated online by the approved business partner. Charitable Gaming organizations will be allowed to update information within Salesforce because this will be the system of record for this segment 6 but retailers will not because the system of record for this segment will not accept input from Salesforce with updated retailer information.

  TechM complies with this requirement. Approved business Partners will be able to log in and update their account details.

- Site needs Forgot Password capability to enable password reset

  TechM complies with this requirement. Our proposed online portal, built on Salesforce Experience cloud platform will allow Applicants/Licensee to register themselves with the profile information to create a user account. Upon saving the record, they will receive an automated email with login credentials. As a next step, they have to reset the password with the link provided in the email. The portal will allow the applicant/Licensee with the ability to reset password with security questions. The system will use this information for self-service password reset functionality in the future.

- Site needs to have Forgot Username capability for username reset.

  TechM complies with this requirement. The portal will allow the applicant/Licensee with the ability to reset username/password with security questions. This requirement will be discussed during the discovery phase.

- Applicants will be able to use the licensing portal to apply, view the current status of applications, see and act upon additional information requested, and manage their license application.

  TechM complies with this requirement. The Applicants will be able to log in to the system and apply for the various types of licenses. They will be able to check their past transaction and get real-time status of their current application process. The applicant will receive notification to add/update/attach any missing information or documents. The applicant can log in and take required action.

- Applicants need to be able to attach documents and specify the document type (jpeg, pdf, etc).

  TechM complies with this requirement. The portal will allow applicants to upload all the supporting documents/attachments as per NHLC's preferred format (.doc, PDF, JPEG, PNG formats etc.) and file size to meet the application requirements.

- Online applications need to show progress toward completion of the form being filled out, where applicant currently is in the application process, and retain all information already submitted including current page if user disconnects or logs out

  TechM complies with this requirement. The Applicant will be able to track the application status through the progress bar for that application. The progress bar would be available at the top of the screen showcasing the steps completed and the step to be completed.

- Online applicants can only advance to the next page in the application when all required information on the page is provided.

  TechM complies with this requirement. We will configure mandatory objects/fields which needs to be completed and filled by applicant before proceeding to the next page. This will enable data consistency and not miss any mandatory information

required to process the application. The mandatory and optional fields will be discussed with NHCL and accordingly the application will be designed and configured.

- Online applications can only be submitted when all required information is provided.

  TechM complies with this requirement. We will configure mandatory objects/fields which needs to be completed and filled by applicant before submitting the application.

  All the application form pages will be designed with Vlocity Cards/Flex card with guided scripts, configured with all mandatory fields to enforce applicants fill all the required fields for processing. Applicants can review their application and navigate back and forth with navigation buttons to check the correctness of the data prior final submission.

  This will enable data consistency and not miss on any mandatory information required to process the application. The mandatory and optional fields will be discussed with NHCL and accordingly the application will be designed and configured.

- Tool Tips need to be available in the application process to help potential business partners complete the application

  TechM complies with this requirement. Tool Tips/info tip/ help text will be available for the applicant to understand the fields and fill in the application. The designing of the same will be captured and discussed during the discovery and design phase of the project.

- Completed applications need to be routed to a person, group of people, or queue to start the review process.

  TechM complies with this requirement. Our proposed Salesforce solution will be configured to auto assign the completed application to the correct staff depending upon the workflow rules discussed and agreed with NHLC. We will also enable the capability to manually reassign the application to the correct staff member in case of any changes required.
  In case staff wants to reassign, he/she will be able to trigger that change on the system manually through "Change Owner" button which is out of the box functionality.

- If required, in progress or completed application can be assigned to Lottery staff member with approval authority when specific circumstances exist in the application such as a red flag after criminal vetting.

  TechM complies with this requirement. The solution will be configured with the capability to enable NHLC Staff (with required profile and permission set) to escalate a case in case of any red flag after criminal vetting. The escalation workflow rule would be pre-configured as per the business process of NHLC and users with permission will be able to hold/escalate an application with certain ref flag circumstances.

- Escalations and/or alerts will occur if action is not taken in a pre-determined time period for each step in the process.

  TechM complies with this requirement. The solution will allow NHLC staff to escalate the application by enabling "Case Escalation Rules" to escalate case automatically if they are not resolved within a target time. Case escalation workflow will be setup based on escalation threshold limit as per NHLC's requirement.

- All milestones reached in the internal review (credit check completed, criminal check completed, standing in NH confirmed to be good, and potentially other milestones) will generate a communication to the applicant.

  TechM complies with this requirement. System will trigger an automated notification upon application status change (credit check completed, criminal check completed, standing in NH confirmed to be good, and potentially other milestones), a unique action can be configured using the flow/trigger tool. For example: if the status is Credit check completed', then the action can be to auto-send an email notification to the applicant. Email templates will be configured and auto-text (quick text) with field formulas will be used to automate and standardize the response. Requirements for this feature will further be outlined in the requirements gathering phase.

- Upon approval or rejection of application, Lottery staff can select from a list of email templates to send communications to the applicant. All letters need to allow for customization before being sent. Also, a blank template letter needs to be created so a custom message can be sent. Note that more than one letter can be sent to the application upon approval or rejection.

  TechM complies with this requirement. Email templates will be configured and auto-text (quick text) with field formulas will be used to automate and standardize the response. The email can also be customized before being sent to the applicant. Requirements for this feature will further be outlined in the requirements gathering phase

- Additional information requested, current status, approval, etc. will be available on the portal for retailers and licensees to view and take action (if required) after login.

  TechM complies with this requirement. The applicant will be able to check the status of their applications after login. The dashboard will show all the current & past application along with the status and can click on the same to get details on a particular application and take action (e.g. – providing any missing information, uploading new attachment, uploading more information requested etc.)

- User management restrictions are needed to protect licensing data and prevent unauthorized access and/or viewing of defined sensitive information

  TechM complies with this requirement. We will enable User Management restriction through Profiles and permission sets, which are collection of settings and permissions that give users access to various tools and functions. We will define how a user is able to access records. Using a profile, we can assign field level security for objects, users' permissions, fields, tab settings, etc. The settings and permissions in permission sets are also found in profiles, but permission sets extend users' functional access without changing their profiles. The permission for each roles will be discussed with NHLC and post sign off it will be configured.

- The licensing solution will provide reporting on KPIs such as the number of license applications, where in workflow open applications stand, type of licenses, renewal dates, etc.

  TechM complies with this requirement. The performance metric reports can be configured in Salesforce reports and also a dashboard for the same can be created for every user handing the Licensing processing cycle. Salesforce OOB reports will be leveraged to configure the required reports such as open applications, types of licenses etc. We can also enable few custom reports in case all the reporting requirement of NHLC is not met through OOB reports.

  Also NHLC staff with Admin access (Profile/Permission Sets setup) will be enabled to view configured reports & pull out ad-hoc reports anytime.

  Salesforce provides in-built options for data staff:
  1. To create a report on any object(s) defined such as Cases, Licenses, open applications, License types etc.
  2. To drag and drop columns on the reports
  3. To apply filter, grouping (at row and column level)
  4. To add charts, add report to the dashboard
  5. To export reports in different formats
  6. To subscribe to reports (so that reports will be auto emailed to you on a daily or on specific days or monthly basis)

- Renewal management process for Charitable Gaming organizations needs to store the renewal date of all Charitable Gaming organization's license types to manage the renewal process. Renewal letters are sent at a predetermined time before the renewal.

  TechM complies with this requirement. The solution will be configured with renewal period date fields to store Charitable Gaming organization's license renewal dates. The granted License will be automatically assigned with expiration/renewal date based on NHLC's business requirements. This will be enabled through Apex Classes with validation rules to trigger once the license record is granted by the licensing staff.

These fields will work with flow/trigger rules to drive renewals and notifications based on business rules. The Licensee will be notified by email about their eligibility for license renewal. The OOB configurations will work along with custom business rules to deliver this requirement.

- Renewal management workflow for retailers needs to store the renewal date of KENO retailers, send out an alert to the Lottery Sales Rep (LSR) and designated internal staff about the upcoming renewal at a pre-determined amount of time before the renewal. If the renewal is not received, an alert needs to be sent

  TechM complies with this requirement. The solution will be configured with renewal period date fields to KENO retailers's license renewal dates. The granted License will be automatically assigned with expiration/renewal date based on NHLC's business requirements. This will be enabled through Apex Classes with validation rules to trigger once the license record is granted by the licensing staff.

  These fields will work with flow/trigger rules to drive renewals and notifications based on business rules. The Licensee designated internal staff will be notified by email about their eligibility for license renewal. The OOB configurations will work along with custom business rules to deliver this requirement.

- Renewal management process for Charitable Gaming organizations needs to be able to send out letters about upcoming renewal.

  TechM complies with this requirement. The solution will be configured with flows/trigger rules to drive renewals and notifications based on NHLC Renewal management process. The Licensee designated internal staff will be notified by email about their eligibility for license renewal. The OOB configurations will work along with custom business rules to deliver this requirement.

- The workflow for Charitable Gaming needs to include but not limited to notices of upcoming renewals, notices of the monthly tax fees, alerts for missed deadlines, and tracking timeline for fines, orders, and remedies

  TechM complies with this requirement. The flows/triggers will be configured as per the requirement of NHLC business processes. These processes will be discussed during the discovery phase and accordingly design decision would be taken. Also Email templates will be configured and auto-text (quick text) with field formulas will be used to automate and standardize the response for various notification purpose.

- For Charitable Gaming organizations, the public needs to be able to look up the organization and see select, pre-defined information about it

  TechM complies with this requirement. The Applicant/Licensee/Public will be able to select from the pre-defined picklist value for certain fields as per commission's requirement. We can configure these picklist as dropdown, multiple checklist. The design of such fields will be discussed with NHLC during the discovery and design phase.

- Support for electronic signature

  TechM complies with this requirement. Our solution will be configured with e-Signature capability which will provide a seamless integration into the existing workflows.

- The licensing solution must integrate to a payment service that supports the State of New Hampshire's merchant card contract.

  TechM complies with this requirement. The salesforce solution will integrate with State's payment system/gateway to complete the transaction. Online portal, built on Salesforce Experience cloud platform will allow Applicants/Licensee/Users to submit online payments for application fee processing.
  We will configure a custom form on the experience cloud for payment request applications/forms. Payment requests on the online portal will be redirected to the back office, and information will be displayed dynamically based on the type of submission and user permission

4. Inspection, Investigation and Auditing Requirements

- Support for different inspection types well as investigations and auditing. Note that each has different questions and in the case of investigations and auditing, a different format using more freeform text input and attachments.

  TechM complies with this requirement. We will configure different templates, workflow rules, triggers, business validation rule, templates for inspection, investigation, auditing respectively. Each activity will have different set of guided process and questionnaire template configured specifically to meet that process and the type of inspection.

  We understand there are multiple type of inspection (L7 Inspection, Bingo Inspection, L7 Verification, GOC Inspection, HHR inspection, Tournament Inspection) which will be discussed during the project discovery phase and accordingly the seamless inspection journey for the inspector will be configured to meet NHLC's requirement.

  Similarly, different guided journey, process, task list, forms and template will be configured for Investigation and auditing to meet NHLC requirement for that persona. The templates can be used to communicate an allegation, assigned investigator, details of the investigation process, due dates, letter of concern, corrective action agreement, specific action that is needed etc.

  These requirements will be discussed in detail during the discovery workshop.

- Ability to create, manage, and change/update custom workflows with specific forms and task lists for inspections and audits based on specific business needs such as facilities inspection, asset inspection, etc.

  TechM complies with this requirement. The solution will be configured with OOB/custom workflows for each business process like inspection, investigation, auditing. Each activity will have different set of guided question template, list of tasks and forms. These can also be changes/updated by the Admin or user (with required permission) to meet any new business needs. The out of the box features available in the Public Sector Cloud LPI module has most of features available Out of the box to meet the requirements of inspection, investigation and auditing.

  This requirement will be discussed with NHLC during the requirement gathering phase and accordingly the activities will be designed and configured.

- The solution needs to be able to schedule, plan, manage, track, and conduct inspections, investigations, and audits for different locations

  TechM complies with this requirement. The solution will be configured with Inspection, investigation, auditing application which will have the capability to enable NHLC staff to have tasks such as scheduling visits, managing inspection/investigation/auditing details, track application status, track regulatory compliances and tasks associated with the process. The Staff will be able to create action plan templates for visits. The solution will enable to schedule, plan, manage, track, and conduct inspections, investigations, and audits for different locations. This requirement will be discussed with NHLC during the requirement gathering phase and accordingly the activities will be designed and configured

- An inspection and/or audit can be escalated into an investigation by the inspector or auditor and assigned to an investigator.

  TechM complies with this requirement. The inspector/auditor will be enabled to escalate a case for investigation. We will configure "Case Escalation Rules" to escalate case automatically/manually if they are some process which are not met, or auditor/inspector sees some red flag during their process. Case escalation workflow will be setup based on the business requirement of NHLC.

- An audit can be scheduled or escalated by an inspection and/or investigation.

TechM complies with this requirement. The solution will provide the capability to escalate a case for audit through the case escalation rule. The user will be able to manually escalate the case for audit by clicking on schedule Audit icon. The business processes and associated escalation rules will be discussed during the discovery phase.

- The solution needs to be able to be able to inventory physical assets for each location

  TechM complies with this requirement. The solution will have object/fields to capture the inventory physical asset for each location. We require more information to better understand this requirement to design the solution. We will discuss with NHLC during our discovery phase.

- The solution needs to provide an online form and checklists to capture inspection data and results. These forms and checklists will be similar to what is currently used. Option to add notes, photos and video is required for each inspection, investigation, or audit task.

  TechM complies with this requirement. Our solution will be configured with features such as pre-defined set of checklist to capture inspection data, post inspection reporting with photo/video uploads and notes and also automated workflows on pre-defined criteria to escalate/approve/deny applications.

  The forms & checklist will be built and designed as per the current details that NHLC is using. We will brainstorm with NHLC stakeholder about the requirement and accordingly the solution will be designed to address those needs.

- Mobile devices and tablets must be supported to enable inspections on-site.

  TechM complies with this requirement. The solution is accessible using multiple devices (e.g., tablets, phones, desktops, etc.) accommodating their cases/application/form factors using responsive design to support application process and case management activities. This is accomplished through Salesforce native capabilities eliminating the need for duplicative code or via the application which supports multiple access methods. In addition, the application is browser agnostic supporting Chrome, Edge, Firefox, and Safari

- Support for offline mode to enable inspections, investigations, and audits in areas with limited connectivity

  TechM complies with this requirement. Salesforce mobile application has offline capability, With Mobile Offline, users can do their jobs with the Salesforce Mobile app from anywhere, even when there's poor or even no network connectivity. Offline mode lets users create, edit, and delete records while their mobile devices are disconnected from the internet. When their mobile devices return online, the Salesforce Mobile app automatically syncs those changes to Salesforce and notifies users if there are conflicts that need to be resolved.

- Ability to assign and reassign accounts to be inspected to specific persons and/or groups.

  TechM complies with this requirement. The solution will be configured to auto assign the application to the correct staff depending upon the workflow rules discussed and agreed with NHLC. We will configure and enable the capability to manually reassign the application/account/case to another specific staff member. In case staff wants to reassign, he/she will be able to trigger that change on the system manually through "Change Owner" button which is out of the box functionality. We will discuss the requirement with NHLC and accordingly design decision would be taken.

- Customizable notifications and alerts to notify stakeholders of inspection results or issues – inspection completed, inspection failed, inspection passed, etc. If inspection or audit failed, there is the option to add additional text to suggest corrective action or other messages. Also, if a violation is found, an option to select the rule/statute that has been violated is offered.

  TechM complies with this requirement. We will configure and enable notifications which will notify the staff when an inspection status is changed. The proposed solution will be configured with flows/triggers coupled with notification/email alerts that notify internal staff when an application/inspection, investigation, audit is created, updated, and/or when an attachment is added.

The NHLC staff will be able to capture additional text in the object/fields configured. The notes object can be used to add corrective actions or other messages. The inspector will also be able to pick the rule/status that has been violated through a pre-defined picklist from the object.

- Ability to load the rules and statues into the solution so violations can be associated with the appropriate and current rule or statute

TechM complies with this requirement. We can configure and add rules and statues field to validate and associate the violations to the rules. We will need more details on this requirement to build the use cases and accordingly design the solution. We will discuss during our Requirement gathering session and accordingly take design decision.

- Support for electronic signatures.

TechM complies with this requirement.

- Ability to enter the start and finish time of the inspection

TechM complies with this requirement. We will configure OOB objects/fields to capture all the information for inspection including start and finish time. We have OOB objects to capture these details.

- Security features to protect inspection, investigation, and/or auditing data and prevent unauthorized access and/or viewing of defined sensitive information.

TechM complies with this requirement. We will enable User Management restriction through Profiles and permission sets, which are collection of settings and permissions that give users access to various tools and functions. We will define how a user is able to access records. Using a profile, we can assign field level security for objects, users' permissions, fields, tab settings, etc. The permission for each roles will be discussed with NHLC and post sign off will be configured.

Below are the security features which can be leveraged to prevent unauthorized access

Sl. No	Technical Capability	Description
1	Login IP Ranges and Login Hours	At each profile level, user login can be restricted based on location and hours. If a user logs in outside the IP ranges or outside the specified hours, the user login request is denied. This enables the NHLC to enforce restrictions, such as when and from where staff should be able to access the system. This capability allows the NHLC to enforce stricter data security.
2	Apps, Tabs, and Page Layouts	Apps, tabs, and page layouts are used to provide specific views to different users based on their business role (ex: Admin, Manager, inspector, Investigator, auditor etc.). This helps the NHLC to display data and pages to users based on their role and the functions they need to perform. With different layouts, users can see different views of data from the same table.
3	Object and Field Level Security	Profiles and permission sets in Salesforce are a collection of settings and permissions that give users access to various tools and functions. They also define how a user is able to access records. Using a profile, we can assign field level security for objects, users' permissions, fields, tab settings, etc. The settings and permissions in permission sets are also found in profiles, but permission sets extend users' functional access without changing their profiles.

4	Record Level Security	Record level security allows the NHLC to give users access to some object records, but not others. Organization Wide Defaults (OWDs) in Salesforce define the baseline level of access that the most restricted user should have. OWDs are used to restrict access where access can be granted using different means including sharing rules (e.g., pre-configured and run time conditions) and established role hierarchy, which helps to open access based on the organization's roles. The security model follows the "least possible access" principle which is aligned with the NHLC's security regulations. Only necessary data is shared with staff based on their roles and responsibilities

- Ability to set up automated alerts and notifications for failed inspections or other non-compliance issues

  TechM complies with this requirement. We will configure and enable notifications which will notify the staff when an inspection status is changed (failed, non-compliance issue). The proposed solution will be configured with flows/triggers coupled with notification/email alerts that notify internal staff when an inspection is created, updated, and/or cancelled.

- Reports and dashboards track inspection performance and trends – managers can see combined or individual data. Individual inspectors can only see their own results

  TechM complies with this requirement. Inspectors would be able to access reports and dashboard. Inspectors with Admin access (Profile/Permission Sets setup) will be enabled to view configured reports & pull out ad-hoc reports anytime.

  Salesforce provides in-built options for data staff:
  1. To create a report on any object(s) defined such as Cases, Licenses, open applications, License types etc.
  2. To drag and drop columns on the reports
  3. To apply filter, grouping (at row and column level)
  4. To add charts, add report to the dashboard
  5. To export reports in different formats
  6. To subscribe to reports (so that reports will be auto emailed to you on a daily or on specific days or monthly basis)

- An online webform that calculates specific payments will be needed. On this form is a link to the payment solution for the amount calculated on the webform

  TechM complies with this requirement. Our proposed online portal, built on Salesforce Experience cloud platform will allow Applicants to submit all mandatory information required for application processing with payment options.
  We will configure a custom form on the experience cloud for payment request applications/forms. All the application form pages will be designed with Vlocity Cards/Flex card with guided scripts, configured with all mandatory fields to enforce applicants fill all the required fields for processing. Payment requests on the online portal which will be redirected to the back office, and information will be displayed dynamically based on the type of submission and user permission.

- Interfaces Required:
  The below items may be required to be integrated into the CRM, or that the CRM be prepped to integrate. This list is not exhaustive.
  - Future consideration for interfacing with a new data warehouse and business intelligence analytics
  - Integration to Marketing Cloud (we currently subscribe to the Pro Edition)
  - One way integration from Intralot Back Office System (BOS)
  - One way (potentially two way) integration with iLottery vendor
  - One way integration from Loyalty and Rewards program vendor
  - One-way integration from Siebel
  - Ability to import data via API, CSV, or Excel Raw Data to populate fields, as required

  TechM complies with this requirement. Salesforce supports integration over a variety of protocols with other systems to bring disparate information together, providing a referable source of data meeting functional and technical requirements.

For the proposed solution, we have proposed to use "point-to-point" integration for connecting all boundary systems. The integration design and strategy will be built post joint discussion and mutual agreement.

We assume that the boundary systems will have APIs to be consumed by Salesforce and no development work on the boundary system needs to be done by us for integrating it with the new Salesforce CRM System.

We will discuss the integration process and design during the requirement finalization workshop. Also, we will explore and jointly discuss which touch point need batch integration or real time integration. This will be signed off by NHLC before we begin the build phase

CERTIFICATION SUMMARY

- PMP Certified
- Led 4 Public Sector Salesforce Modernization projects
- Certified CSM
- Salesforce Admin Certified
- Agile Implementation
- Data Migration and Integration

SUJEET NUTHULAPATY

PROJECT MANAGER

SUMMARY

Salesforce Project Manager with 19 years of progressive experience in directing complex, high dollar projects, developing str ategies and leading and motivating high performance teams to advance key initiatives. Extensive experience in Salesforce led modernization programs for complex multi application landscape. Engaged as project manager with 4 state agencies(in last 3 years) in their large Salesforce modernization projects. Sujeet has experience delivering highly reusable and configuration-first solutions. He is Salesforce Admin certified and holds a Project Management Professional (PMP) certification.

RELEVANT EXPERIENCE

State of Vermont , Department of Liquor and Lottery– Salesforce Modernization
Project Manager

State of Vermont , Agency of Natural Resources Salesforce Grants Management Modernization
Project Manager

State of Vermont , Cannabis Control Board Salesforce Inventory System
Project Manager

General Electric - Salesforce Modernization
Project Manager

Health care Digital General Electric Medical Devices Services Transformation using Salesforce Service Cloud, Community Cloud, and Platform Integrations.
Project Manager

EDUCATION AND CERTIFICATIONS

Master of Science (MS) in Management Information Systems
University of Houston, Clear Lake

Master of Business Administration (MBA)
Andhra University, India

- Project Management Professional (PMP)
- Certified Salesforce Administrator
- Certified CSM Scrum

EXPERIENCE

Years in Technology implementation	19
No of Public Sector Implementation	4
No of Total Implementation	14

CERTIFICATION SUMMARY

- Salesforce Certified Administrator
- Salesforce Certified Service Cloud Consultant
- Salesforce Certified Field Service Consultant
- Salesforce Certified App Builder
- Certified Project Management Professional (PMP)® Credential
- Certified Scrum Master

RUPALI HINDOCHA

SALESFORCE TECHNICAL ARCHITECT

SUMMARY

Rupali has 15+ years of experience in IT industry at various capacities including Solution Architect, Technical Lead, Applica tion production support, Learning & Development Management, Business Analysis. Rupali has worked extensively in Salesforce Apex, Service Cloud, Public Sector Fou ndation, Field service and ServiceMax domain. She is subject matter expert in Salesforce Service, Vlocity and ServiceMax. Rupali has been working as te chnical architect for multiple state agency's Salesforce modernization project in last 3 years.

RELEVANT EXPERIENCE

State of Vermont , Department of Liquor and Lottery– Salesforce Modernization
Technical Architect

State of Vermont , Agency of Natural Resources Salesforce Grants Management Modernization
Sr. Technical Architect

State of Vermont , Cannabis Control Board Salesforce Inventory System
Technical Architect

TerumoBCT - Salesforce Modernization
Technical Lead

EDUCATION AND CERTIFICATIONS

Bachelor of Commerce
North Gujrat University

- ServiceMax Certified Advanced Administrator
- ServiceMax Certified Consultant
- Salesforce Certified Administrator
- Salesforce Certified Service Cloud Consultant
- Salesforce Certified Field Service Consultant
- Salesforce Certified App Builder
- Certified Project Management Professional (PMP)® Credential
- Certified Scrum Master

EXPERIENCE

Years in Technology implementation	15
No of Public Sector Implementation	4
No of Total Implementation	12

CERTIFICATION SUMMARY

- Certified Salesforce Administrator
- Salesforce Certified Service Cloud Consultant
- CSM Certified
- COPADO Certified COPADO Fundamentals I
- COPADO Certified COPADO Fundamentals II
- APTTUS Quote -to-Cash Certified

RAJESH MOLLATI

SALESFORCE BUSINESS LEAD

SUMMARY

Rajesh has 13 years of professional experience in IT industry including 8 years on Sales force implementation and customization of Sales , Service cloud application, Integrations and Lightning. Experience on implementing SOAP, REST, Tooling, Metadata, API integrations with various applicati ons. Performed inbound, outbound integration with external systems using REST, SOAP Web services API and JSON Serialization and Deserializations.

RELEVANT EXPERIENCE

State of Vermont , Department of Liquor and Lottery– Salesforce Modernization
State of Vermont , Agency of Natural Resources Salesforce Grants Management Modernization
Techno Functional Consultant

TerumoBCT USA, Servicemax Product (Salesforce Service Cloud) - Salesforce Modernization
Functional Consultant

Philips Medical USA
Business Analyst

EDUCATION AND CERTIFICATIONS

Master of Computer Applications
Anna University

- Certified Salesforce Administrator
- Salesforce Certified Service Cloud Consultant
- CSM Certified
- COPADO Certified COPADO Fundamentals I
- COPADO Certified COPADO Fundamentals II
- APTTUS Quote-to-Cash Certified

EXPERIENCE

Years in Technology implementation	13
No of Public Sector Implementation	3
No of Total Implementation	9

CERTIFICATION SUMMARY

- Omni Studio Developer
- Industries CPQ Developer
- Application Architect
- Sharing and Visibility Architect
- Data Architect
- Sales and Service Cloud
- App Builder
- Agile Scrum Master
- Health Cloud accredited professional

DHANUNJAY DASARI

SALESFORCE TECH LEAD – PUBLIC SECTOR CLOUD

SUMMARY

Dhanunjay has 18 years of IT experience including 7 years of hand's on in Salesforce CRM – Sales & Service cloud, Experience clo ud, Industry Cloud, Vlocity CPQ and Integrations. Dhanunjay has extensive experience in Vlocity (now part of Salesforce PSF) based Salesforce industry solutions . Dhanunjay has worked with multiple public and private sector customer in building POCs for large scale Salesforce implementation programs.

RELEVANT EXPERIENCE

State of Vermont , Department of Liquor and Lottery – Salesforce Modernization
Technical Lead

State of Vermont , Agency of Natural Resources Salesforce Grants Management Modernization
Technical Lead

Gexa Utility B2B implementation
Solution Architect

GTT – Patient Care management
Solution Architect

EDUCATION AND CERTIFICATIONS

Bachelor of Engineering
South Gujrat University

- ADM201
- PD1
- Omni Studio Developer
- Industries CPQ Developer
- Application Architect
- Sharing and Visibility Architect
- Data Architect
- Sales and Service Cloud
- App Builder
- Agile Scrum Master
- Health Cloud accredited professional

EXPERIENCE

Years in Technology implementation	18
No of Public Sector Engagements	3
No of Total Implementation	10

Tech Mahindra

CERTIFICATION SUMMARY

- Service, Community Cloud applications
- Integrations and Lightning Experience on implementing REST, Tooling, Metadata
- API integrations
- Salesforce Certified Administrator
- Salesforce Certified Platform Developer I
- Salesforce Certified CPQ Specialist
- Salesforce Certified Community Cloud Consultant

JAGADEESH GORAPALLI

SALESFORCE DEVELOPER

SUMMARY

Jagadeesh has 7+ years of professional experience on Salesforce implementation and customization of Sales, Service, Community , Salesforce CPQ and ServiceMAX cloud application, Integrations and Lightning Experience on implementing REST, Tooling, Metadata, API integrations with vario us applications. Performed inbound, outbound integration with external systems using REST API services and JSON Serialization and Deserializations.

RELEVANT EXPERIENCE

Salesforce Developer for :

State of Vermont , Agency of Natural Resources
Salesforce Grants Management Modernization
State of Vermont- Division of Cannabis Control Board (CCB)- Salesforce Inventory System
State of Vermont, Department of Liquor and Lottery, Division of Liquor Control (DLL$alesforce Modernization

EDUCATION AND CERTIFICATIONS

Master's in Electrical Engineering
LPU, Punjab

- Salesforce Certified Administrator
- Salesforce Certified Platform Developer I
- Salesforce Certified CPQ Specialist
- Salesforce Certified Community Cloud Consultant

EXPERIENCE

Years in Technologyimplementation	7
No of Public Sector Implementation	1
No of Total Implementation	8

CERTIFICATION SUMMARY

- Service, Community Cloud applications
- Integrations and Lightning Experience on implementing REST, Tooling, Metadata
- API integrations
- Salesforce Certified Administrator
- Salesforce Certified Sales Cloud Consultant
- Salesforce Certified Platform Developer I
- Salesforce Certified Platform Developer II

PHANIKANTH PAMIDIMUKKALA

SALESFORCE DEVELOPER

SUMMARY

Ramu has 11+ years of professional experience on Salesforce implementation and customization of Sales, Service, Community Cloud ap plications, Integrations and Lightning Experience on implementing REST, Tooling, Metadata, API integrations with various applications. Ramu has performed Inbound, Outbound integration with external systems using REST API services and JSON Serialization and Deserializations. Most recently Ramu has been working as Technical Lead for Vermont State agency for Salesforce implementation project (Service Cloud, Experience Cloud).

RELEVANT EXPERIENCE

State of Vermont , Agency of Natural Resources
Salesforce Grants Management Modernization
Marriott - Owner Franchisee Services
Technical Lead

Marriott - Commerce Partner Portal
Lead Engineer (Service Cloud, Experience Cloud)

EDUCATION AND CERTIFICATIONS

Masters in Computer Science and Engineering
GITAM University

- Salesforce Certified Administrator
- Salesforce Certified Platform Developer I
- Salesforce Certified Platform Developer II
- Salesforce Certified Sales Cloud Consultant

EXPERIENCE

Years in Technologyimplementation	9
No of Public Sector Implementation	1
No of Total Implementation	9

CERTIFICATION SUMMARY

- Web Developer
- UI / UX designer
- Visual Design
- Development of web pages using Dreamweaver / Adobe Photoshop

SHIBASHIS BISWAS

UI/UX Developer

SUMMARY

Shibashis has 17 years of professional experience in interface designing for web -based projects, including dashboards, widgets and intern al products. Develop HTML prototypes and UI deliverables, such as wireframes, flowcharts, screen mock -ups, and interface design specifications. He has str ong experience in development of web pages using Dreamweaver / Adobe Photoshop, Strong user experience, interface design, and artistic ability; acute attentio n to detail; creative, innovative, and passionate. He has worked with multiple public and private sector customer in building POCs for large scale Salesforce implementation progra ms.

RELEVANT EXPERIENCE

State of Vermont-Agency of Natural Resource Department of Natural ResourcesSalesforce Grants Management Modernization
State Revolving Funds , DHL Malaysia, AspireQatar, Surfline(Ghana)
UI/UX Designer/Developer

Bridgestone, CMIC, FSOG-ASPIRE, ITTO – Japan, Nissan North America
Tech Lead

Vodacom Tanzania
UI Lead

EDUCATION AND CERTIFICATIONS

Diploma in Advanced Digital Media
Research Engineers

- Diploma in Multimedia

EXPERIENCE

Years in Technologyimplementation	17
No of Public Sector Engagements	1
No of Total Engagements	20

CERTIFICATION SUMMARY

- Test Management and Execution
- Manual Testing - Functional, Integration, System and Regression testing.
- Salesforce Configurations and Administration
- Test Management and Execution
- Sales Cloud, CPQ, Service Cloud and Field Service functional experience

RAVI PRAKASH VARKOOR

Salesforce Test Lead

SUMMARY

Ravi has 17+ years of IT experience in various testing roles in projects including 8 years on Sales force application testing in Sales, Service cloud, Filed Service application, Integrations. Ravi has experience in Agile/Scrum Model testing.. He manages all the parts of test management including defect management. Understanding customer requirements and translating them into use cases and test cases. Handling multiple testing projects ac ross the organization

RELEVANT EXPERIENCE

State of Vermont-Agency of Natural Resource Department of Natural Resources
State Revolving Funds Salesforce Grants Management Modernization
State of Vermont Division of Cannabis Control Board (CCB) – Salesforce Inventory System
State of Vermont, Department of Liquor and Lottery, Division of Liquor Control (DLL)Salesforce Modernization
Cynosure USA
Hoffmann-La Roche

EDUCATION AND CERTIFICATIONS

Bachelor of Engineering
Karnataka University

- Salesforce Certified Administrator
- Salesforce Certified Service Cloud Consultant

EXPERIENCE

Years in Technologyimplementation	17
No of Public Sector Engagements	3
No of Total Engagements	22

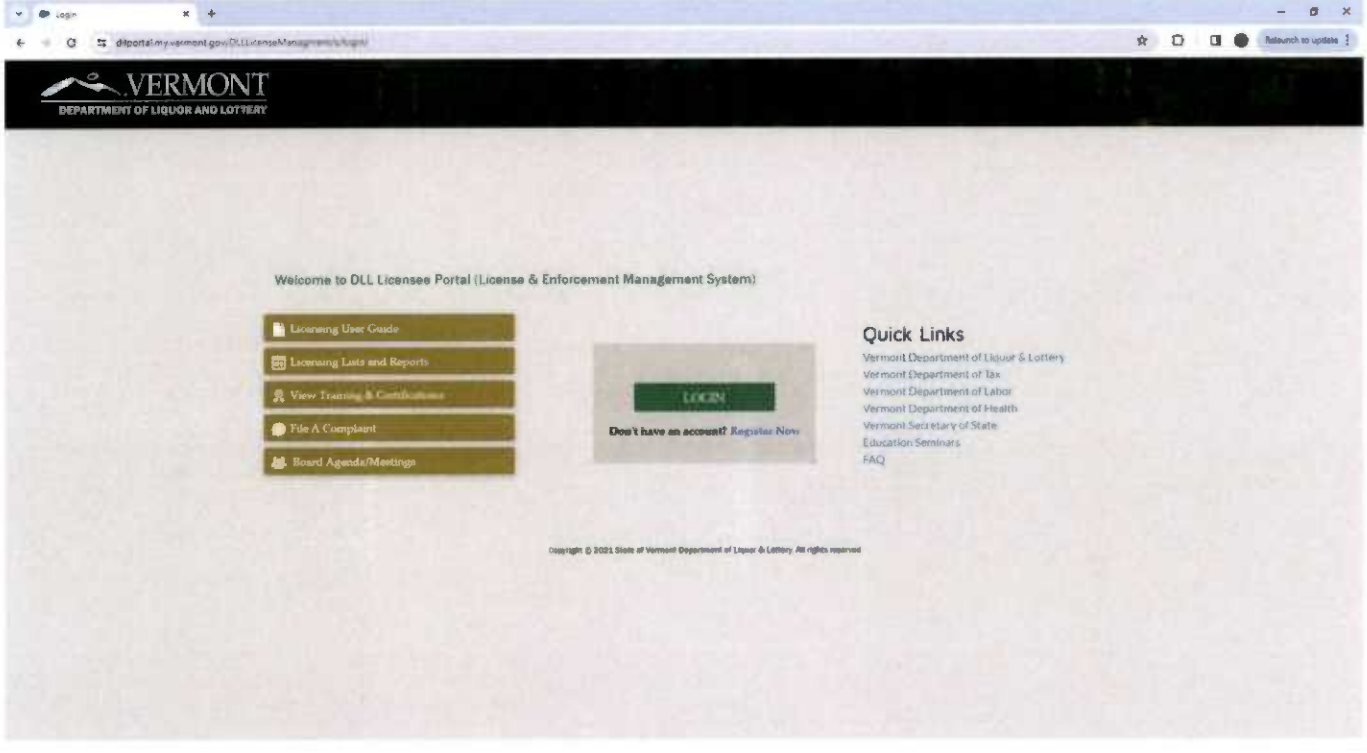
Appendix 3 – Sample Screenshots from other similar projects

On the experience cloud, external users can create online account, maintained their details such as contact information, License information, upload documents, track submitted applications status (such as License application, payment status, License Status etc). Based on the different types of submissions, different screen flows, fields can be defined on the experience cloud.

The example below shows the journey of an Applicant applying for License:

The Applicant will log on the Portal and log in using his crendential. Incase the applicant is new and visiting the portal for the first time, the applicant will create a profile for his generating credentials and applying for license.

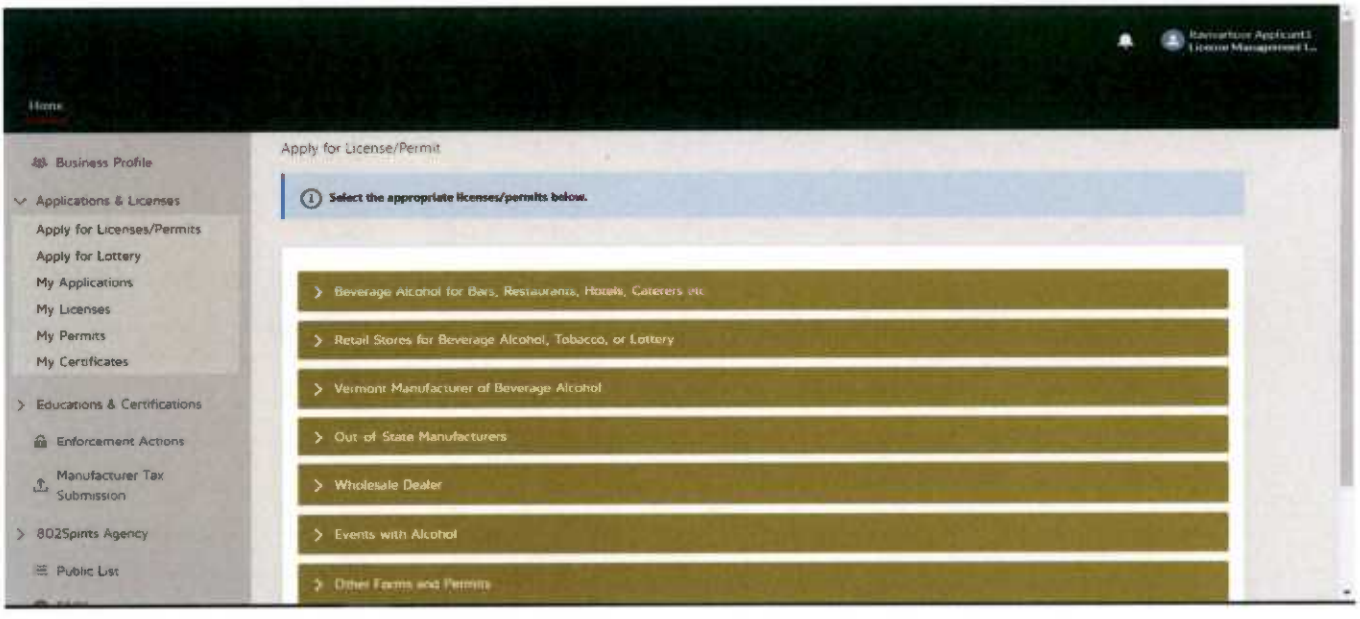
Once Profile is created the applicant will login using the Credentials to apply for Licenses.



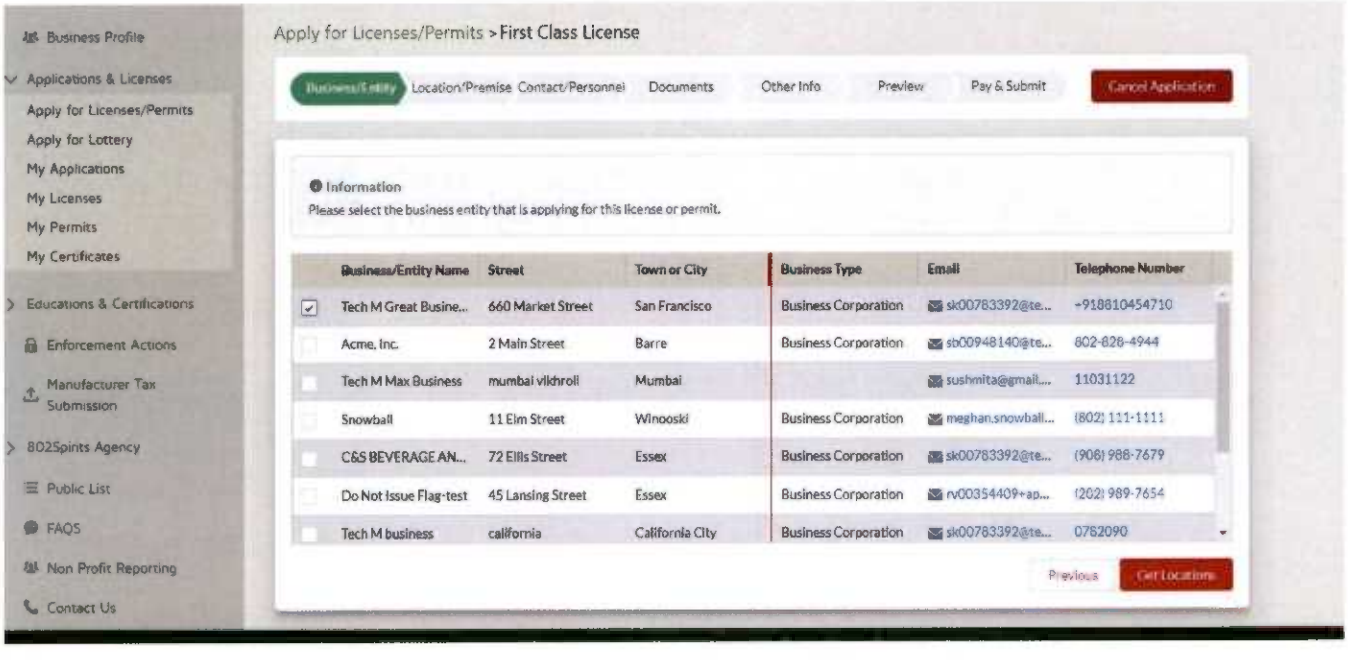
The dashboard of the Licensee/Applicant after logging into the portal. It is the user's homepage where he can see all his past transaction and his account details.

Recent Applications Submitted by User along with their Status

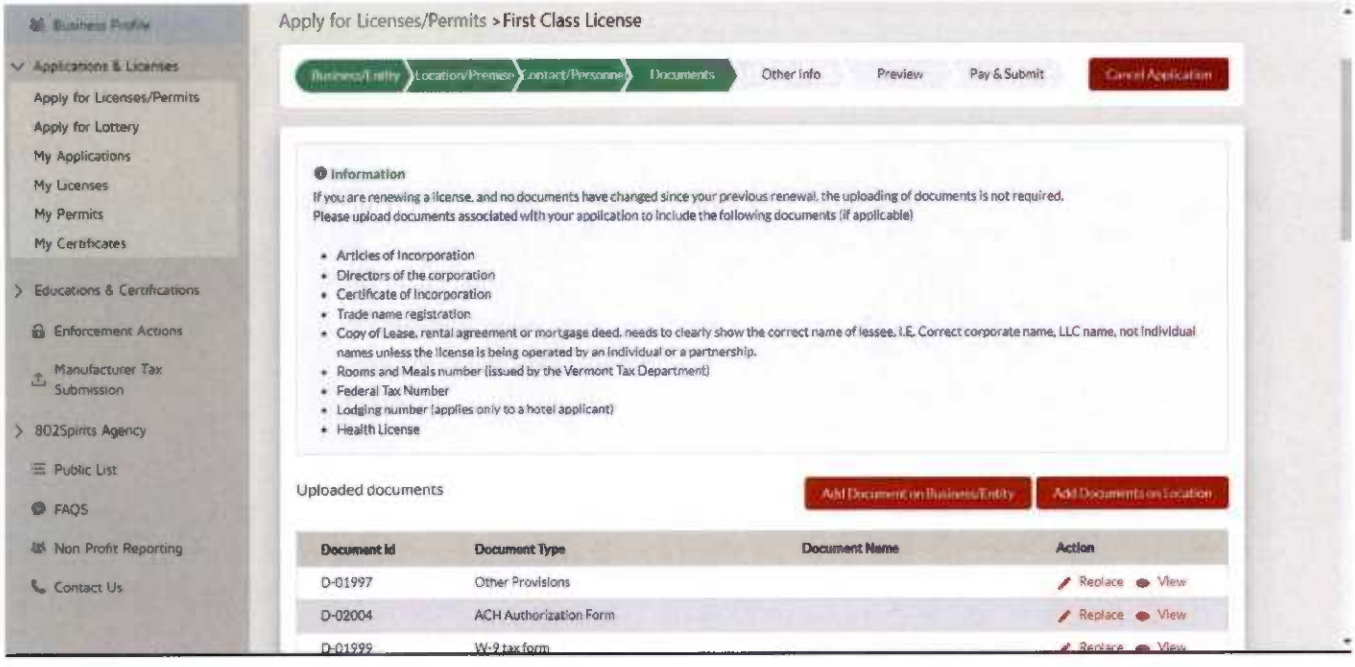
Applicant/ Licensee can Click on Apply for Licenses/Permits --- Select required licenses to apply for



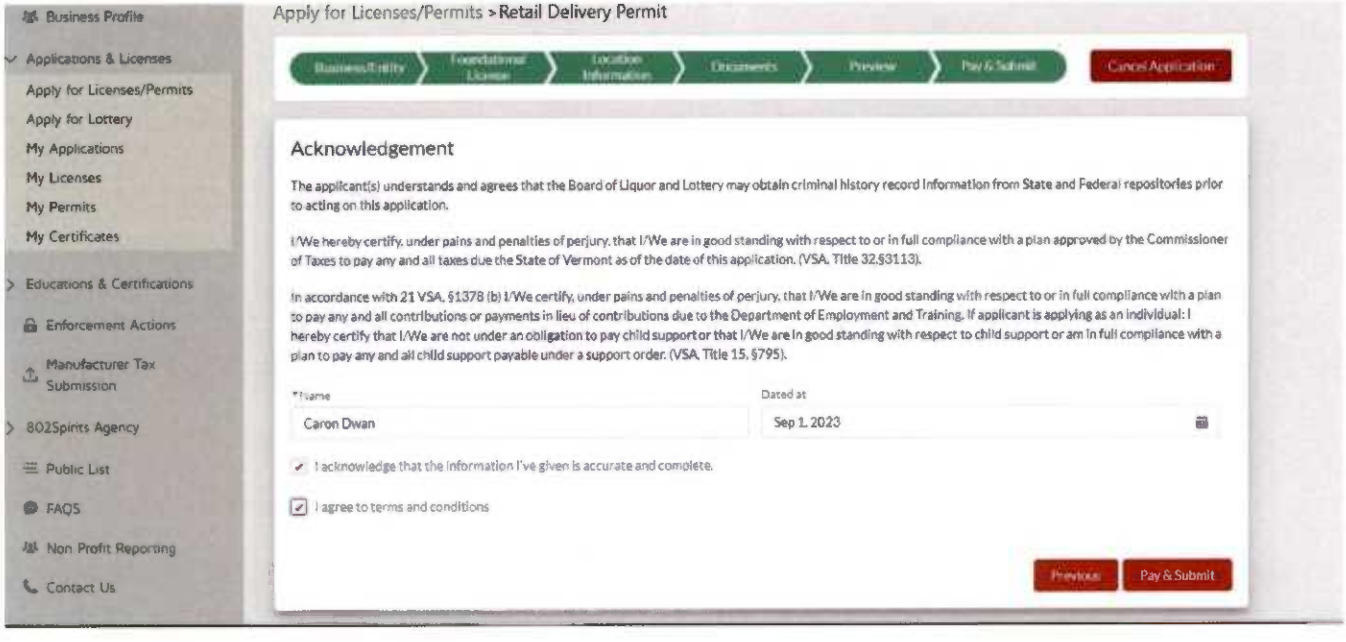
After Selecting the correct License type. The Applicant/Licensee will need to navigate as shown in the Process Highlighter bar on the Top with different Information in different Screens. (Complete guided process)



The Applicant/Licensee has to add all Mandatory Documents in this section to Proceed Further.



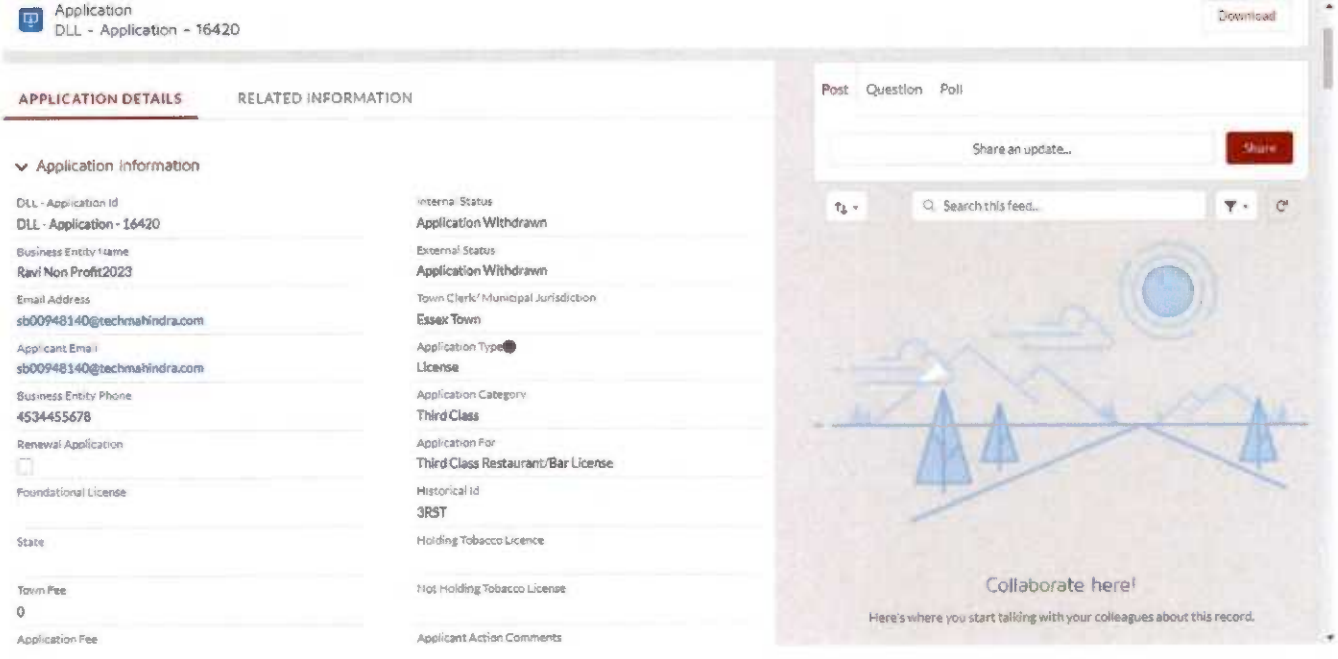
The Final Step in the Application Process is Acknowledgement and Pay the Application Fee if any by Clicking on "Pay & Submit" Button which will navigate to Payment gateway.



Payment Confirmation is shown on successful payment and the Applicant/Licensee is guided back to landing page where they can view their applications status

By Clicking on My Applications the applicant/Licensee will have a custom list view of all his Applications

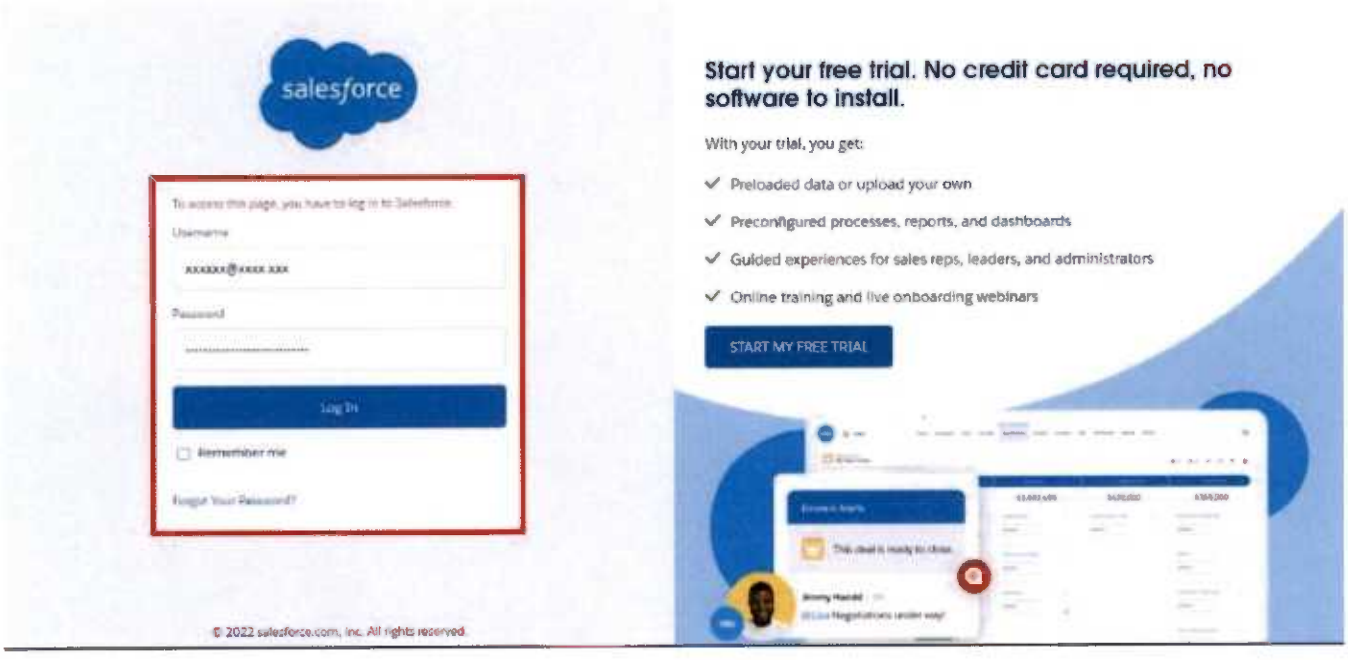
By Clicking on View Button from List View the applicant/Licensee will be able to view all the Application Details



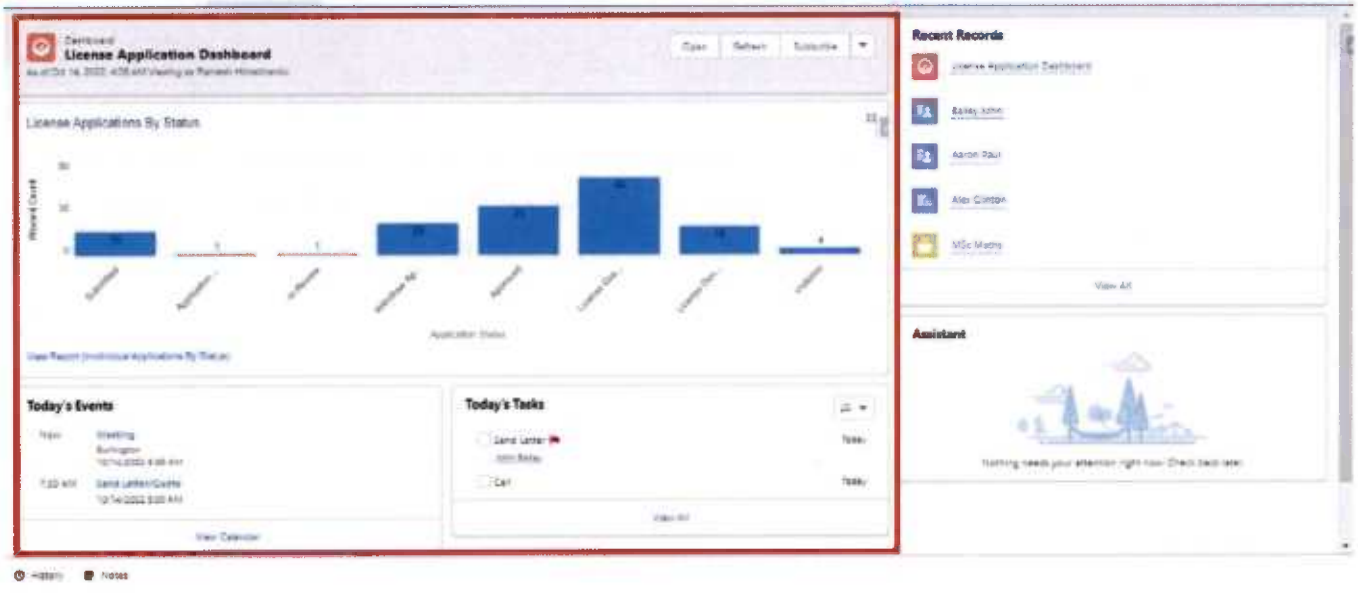
Application for the NHLC Internal Users

Salesforce Public Sector foundation LPI module will be leveraged to build the internal application for NHLC staff for application review and License lifecycle management activities.

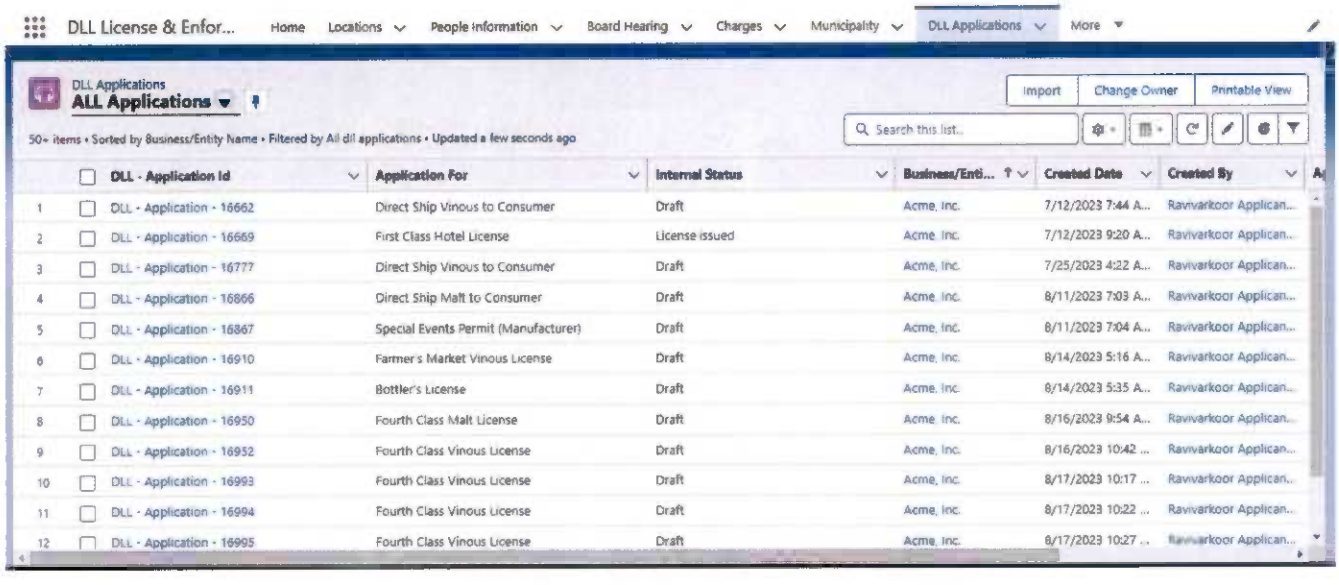
This is the login page for Internal users to login in the main application for carrying out various tasks



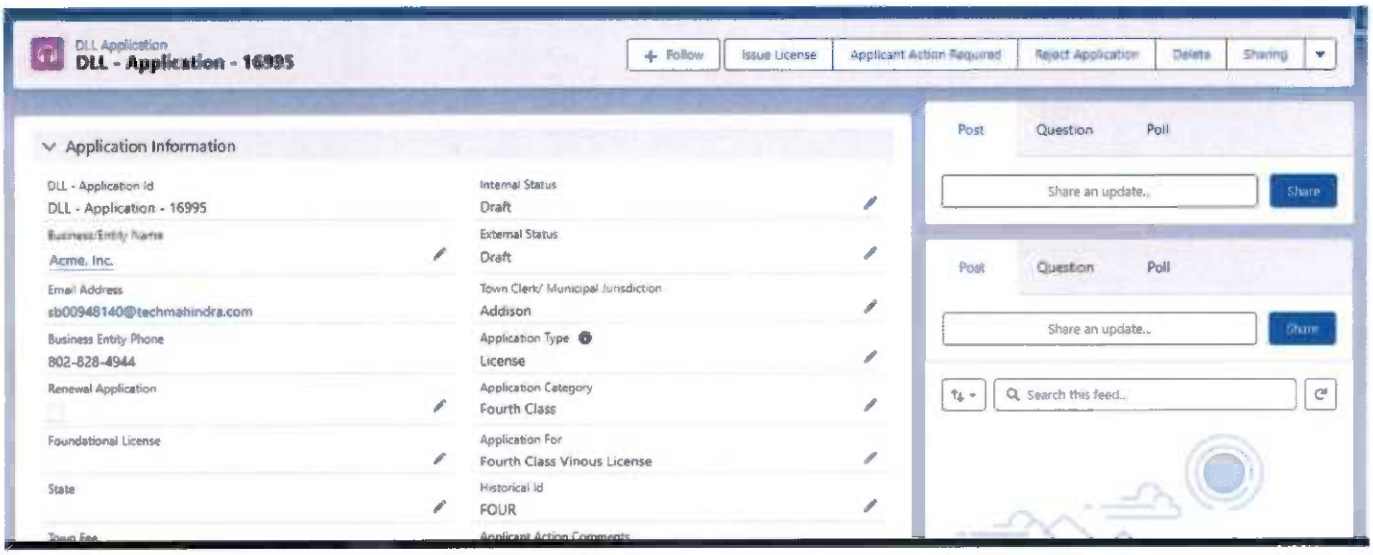
This is a detailed dashboard view of an internal staff with today's tasks and events including license applications statuses.



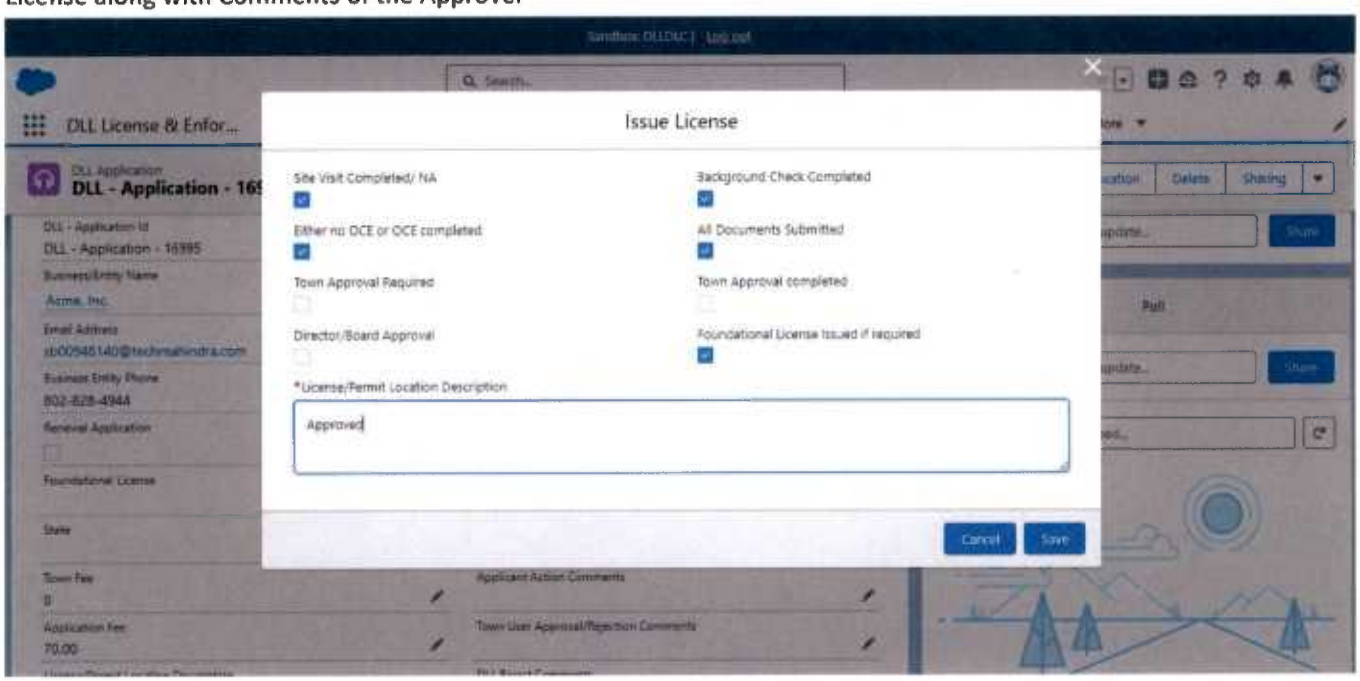
Here is the List View of All the Applications in the system assigned to a particular Staff.



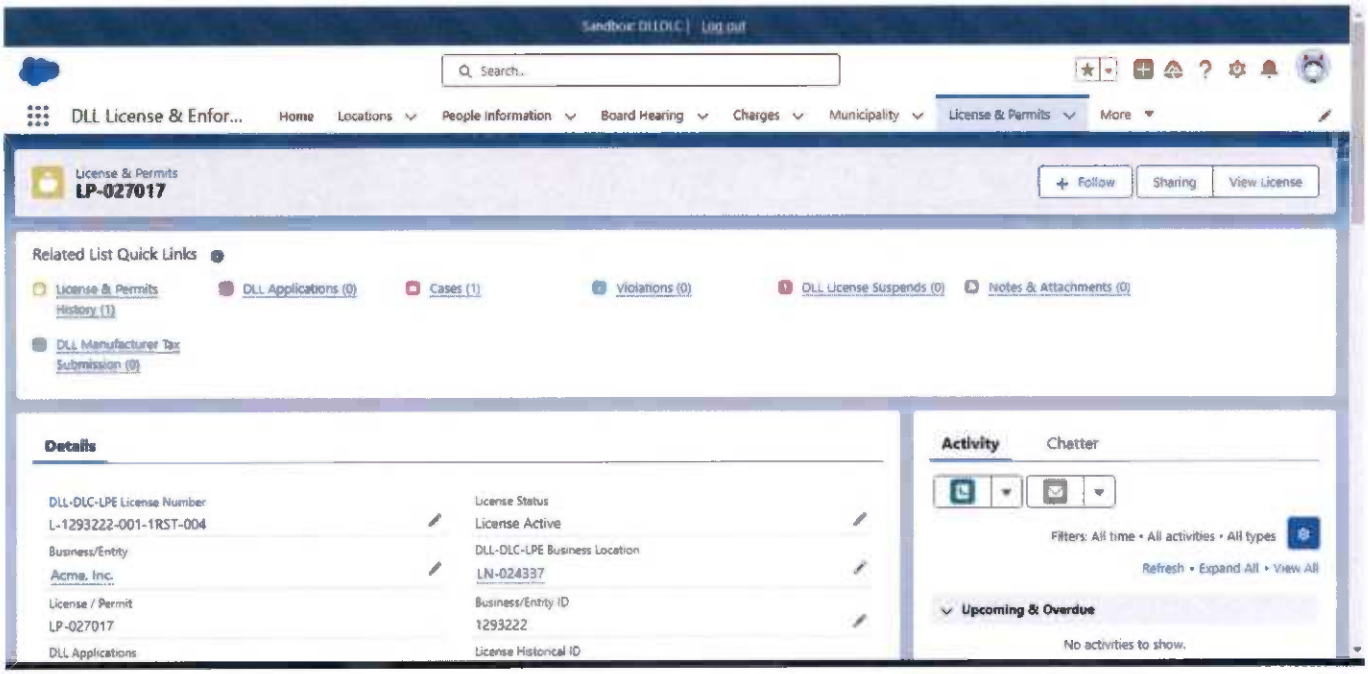
The Staff can click on the application which will open the detailed view of it. Individual Application View with some Custom Actions as Highlighted for Internal User to Perform



On Clicking on Issue License a Popup Window Displays with some Mandatory Checks to be done before Issuing any License along with Comments of the Approver

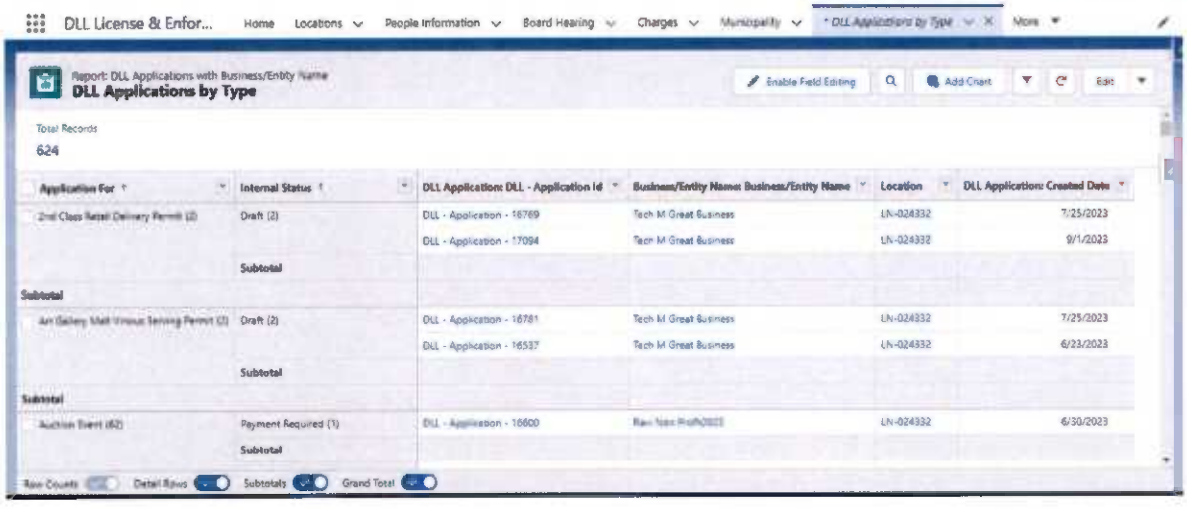


After Application has been Processed and License Issued. License will be created with Status as License Active and other related Information and User will be Notified



By Clicking on View License Button in License a PDF of License will be generated which can be Downloaded. Also, more Information about this License can be obtained by Scanning the QR Code in the PDF.

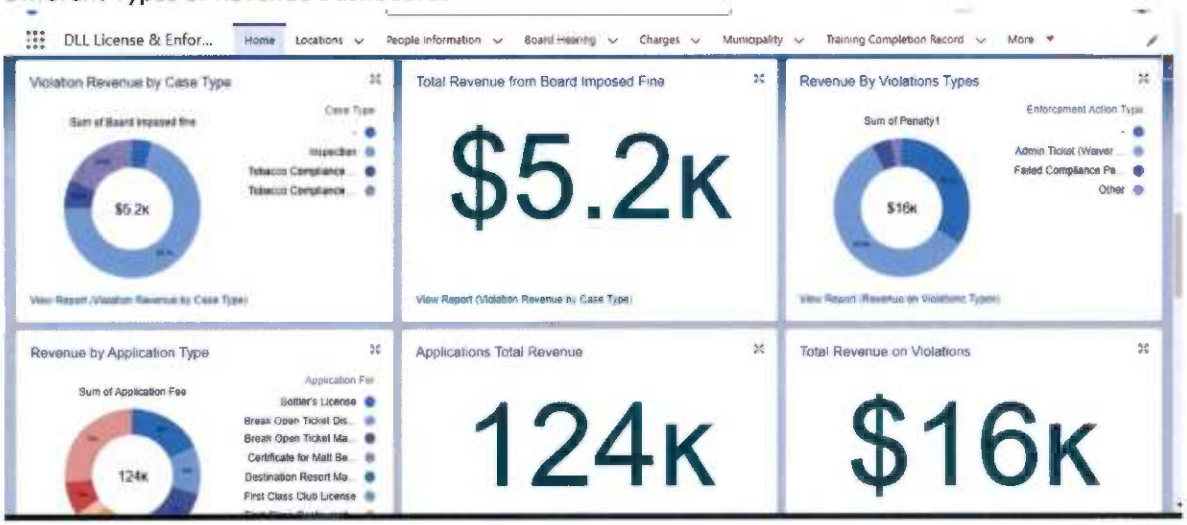
Here is a view of a report w.r.t the type of Applications received and processed by the team.



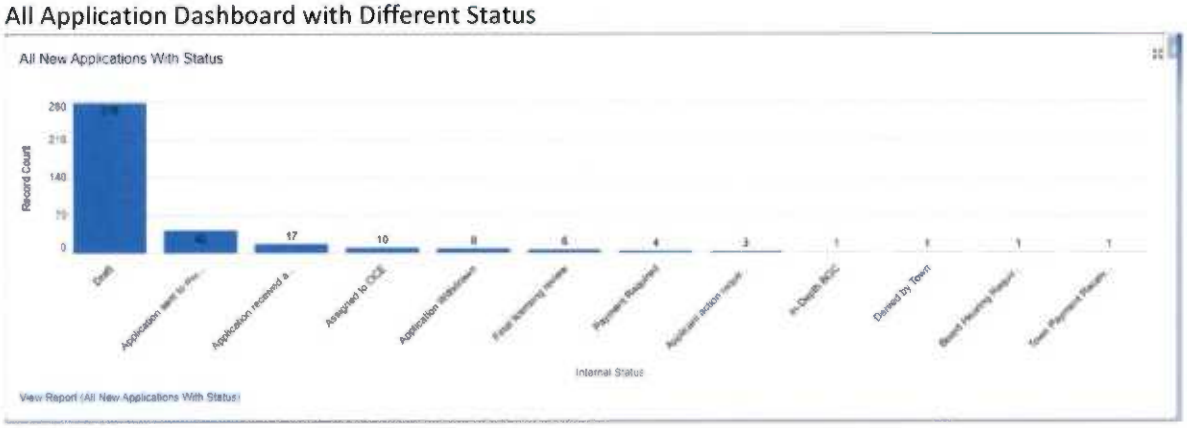
DashBoard View

All Active Licenses (By Type) Dashboard

Different Types of Revenue Dashboards



All Application Dashboard with Different Status



Appendix 4 – Proposed Project Plan (MPP Extract) and Detailed Session Plans

We are pleased to provide our detailed project plan and preliminary session plan for this project. We have assumed 6th May 2024 as the project start date for this representation. This plan will be further modified as per feedback from NHLC during due diligence phase.

Outline Number	Task Name	Duration	Start	Finish	Predecessors
0	**TechM NH Lottery CRM**	**130 days**	**Mon 5/6/24**	**Fri 11/1/24**	
1	Project Kickoff	1 day	Mon 5/6/24	Mon 5/6/24	
2	Requirement Gathering	4 wks	Mon 5/6/24	Fri 5/31/24	1SS
3	**User Story Creation**	**20 days**	**Mon 5/13/24**	**Fri 6/7/24**	
3.1	Licensing Applications	1 wk	Mon 5/13/24	Fri 5/17/24	2SS+1 wk
3.2	Inspection & Investigation	1 wk	Mon 5/20/24	Fri 5/24/24	4
3.3	Other Features	2 wks	Mon 5/27/24	Fri 6/7/24	5
4	Solution Design	2 wks	Mon 5/20/24	Fri 5/31/24	3SS+1 wk
5	Sprint 1 User Story (US) Refinement & Planning	3 days	Wed 5/22/24	Fri 5/24/24	7SS+2 days
6	**Development/ Build**	**60 days**	**Mon 5/27/24**	**Fri 8/16/24**	
6.1	**Sprint 1**	**10 days**	**Mon 5/27/24**	**Fri 6/7/24**	
6.1.1	Sprint 1 Development	10 days	Mon 5/27/24	Fri 6/7/24	8
6.1.2	Sprint 1 Demo	3 days	Wed 6/5/24	Fri 6/7/24	11SS+7 days
6.1.3	Sprint 2 US Refinement & Planning	5 days	Mon 6/3/24	Fri 6/7/24	11FF
6.2	**Sprint 2**	**10 days**	**Mon 6/10/24**	**Fri 6/21/24**	
6.2.1	Sprint 2 Development	2 wks	Mon 6/10/24	Fri 6/21/24	13
6.2.2	Sprint 2 Demo	3 days	Wed 6/19/24	Fri 6/21/24	15SS+7 days
6.2.3	Sprint 3 US Refinement & Planning	5 days	Mon 6/17/24	Fri 6/21/24	15FF
6.3	**Sprint 3**	**10 days**	**Mon 6/24/24**	**Fri 7/5/24**	
6.3.1	Sprint 3 Development	10 days	Mon 6/24/24	Fri 7/5/24	17
6.3.2	Sprint 3 Demo	3 days	Wed 7/3/24	Fri 7/5/24	19SS+7 days
6.3.3	Sprint 4 US Refinement & Planning	5 days	Mon 7/1/24	Fri 7/5/24	19FF
6.4	**Sprint 4**	**10 days**	**Mon 7/8/24**	**Fri 7/19/24**	
6.4.1	Sprint 4 Development	10 days	Mon 7/8/24	Fri 7/19/24	21
6.4.2	Sprint 4 Demo	3 days	Wed 7/17/24	Fri 7/19/24	23SS+7 days
6.4.3	Sprint 5 US Refinement & Planning	5 days	Mon 7/15/24	Fri 7/19/24	23FF
6.5	**Sprint 5**	**10 days**	**Mon 7/22/24**	**Fri 8/2/24**	
6.5.1	Sprint 5 Development	10 days	Mon 7/22/24	Fri 8/2/24	25
6.5.2	Sprint 5 Demo	3 days	Wed 7/31/24	Fri 8/2/24	27SS+7 days
6.5.3	Sprint 6 US Refinement & Planning	5 days	Mon 7/29/24	Fri 8/2/24	27FF
6.6	**Sprint 6**	**10 days**	**Mon 8/5/24**	**Fri 8/16/24**	
6.6.1	Sprint 6 Development	2 wks	Mon 8/5/24	Fri 8/16/24	29
6.6.2	Sprint 6 Demo	3 days	Wed 8/14/24	Fri 8/16/24	31SS+7 days
7	**Data Migration**	**50 days**	**Mon 6/24/24**	**Fri 8/30/24**	
7.1	Data Migration & Verification Cycle 1	5 wks	Mon 6/24/24	Fri 7/26/24	17
7.2	Data Migration & Verification Cycle 2	3 wks	Mon 8/12/24	Fri 8/30/24	36FF
8	User Acceptance Testing (UAT)	2 wks	Mon 8/19/24	Fri 8/30/24	32
9	User Training	5 days	Mon 8/19/24	Fri 8/23/24	32

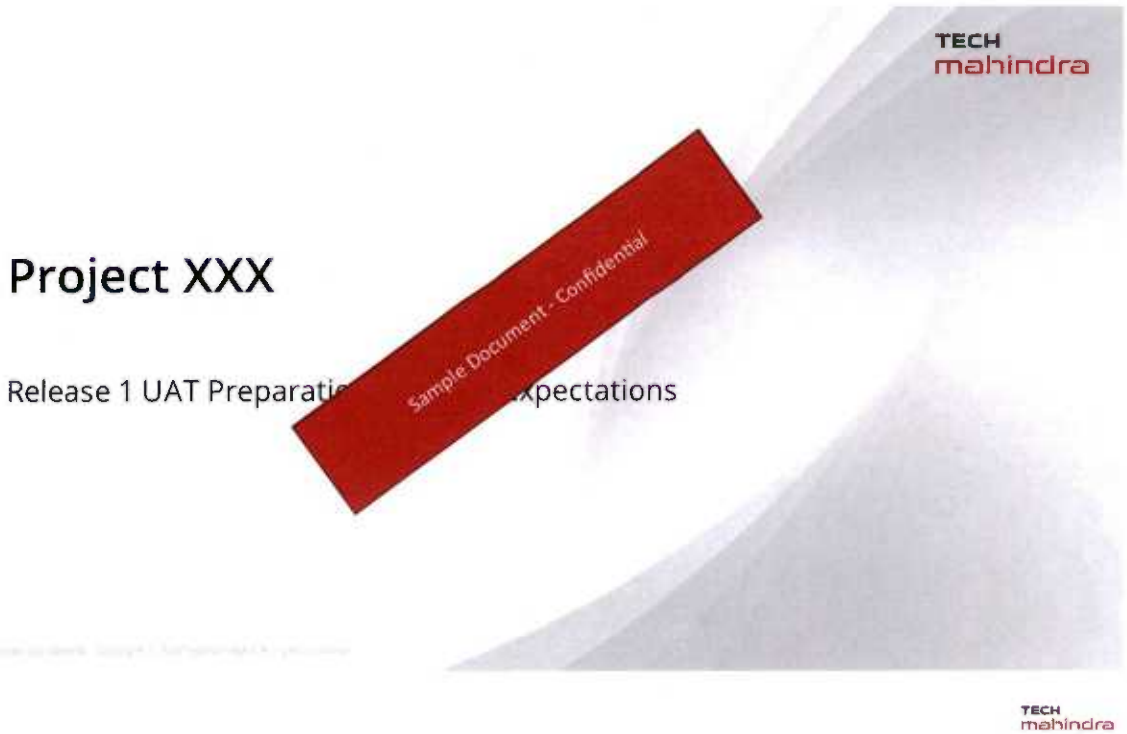
10	Final Data Load	5 days	Mon 9/2/24	Fri 9/6/24	36
11	Release Deployment	5 days	Mon 9/2/24	Fri 9/6/24	36
12	**Deliverables**	**89 days**	**Mon 5/6/24**	**Fri 9/6/24**	
12.1	**Project Kickoff Complete**	0 days	Mon 5/6/24	Mon 5/6/24	1
12.2	**R1 Approved User Stories**	0 days	Fri 6/7/24	Fri 6/7/24	3
12.3	**Solution Design Document**	0 days	Fri 5/31/24	Fri 5/31/24	7
12.4	**Sprint 1 Signoff**	0 days	Fri 6/7/24	Fri 6/7/24	12
12.5	**Sprint 2 Signoff**	0 days	Fri 6/21/24	Fri 6/21/24	16
12.6	**Sprint 3 Signoff**	0 days	Fri 7/5/24	Fri 7/5/24	20
12.7	**Sprint 4 Signoff**	0 days	Fri 8/23/24	Fri 8/23/24	37
12.8	**Sprint 5 Signoff**	0 days	Fri 8/2/24	Fri 8/2/24	28
12.9	**Sprint 6 Signoff**	0 days	Fri 8/16/24	Fri 8/16/24	32
12.1	**UAT Sign Off**	0 days	Fri 8/30/24	Fri 8/30/24	36
12.11	**User Training Sign-Off**	0 days	Fri 8/23/24	Fri 8/23/24	37
12.12	**Go-Live**	0 days	Fri 9/6/24	Fri 9/6/24	39,38
13	Warranty	2 mons	Mon 9/9/24	Fri 11/1/24	52

Preliminary Session plan

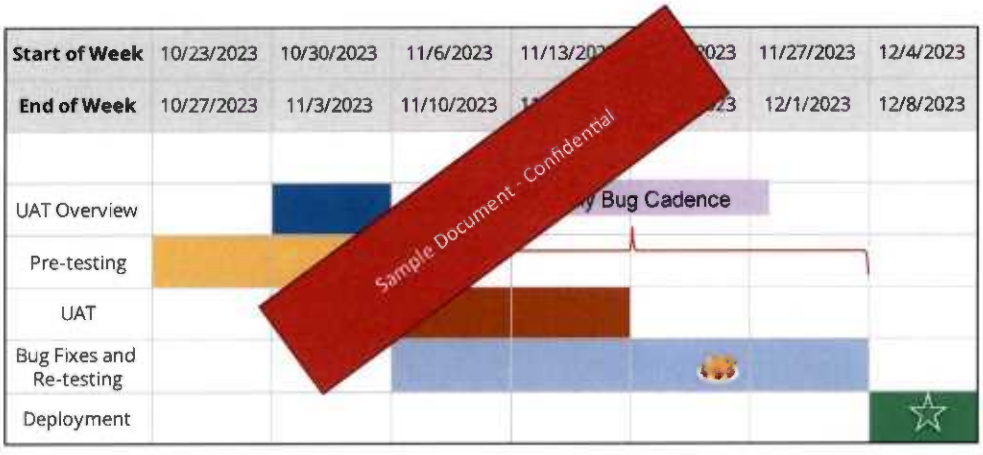
Session #	Session Topic	Facilitator	Key Participants	Outcomes
1	Project Kickoff	Project Manager	Project Team, Key Stakeholders (Lottery Executive, Department Leads, etc.)	• Agreement on overall project goals and objectives. • Established communication plan and timeline. • Defined roles and responsibilities.
2	Business Process Mapping	Business Analyst	Key Users from Customer Service, Licensing, Auditing, IT	• Visual mapping of current workflows across all relevant departments. • Identification of pain points and bottlenecks • Initial discussion of potential areas for automation.
3	Customer Service Deep Dive	Customer Service Lead	Customer Service Reps, Customer Service Manager, IT	• Detailed breakdown of customer service interactions (channels, volume, types of inquiries). • Identification of common customer needs. • Desired future state of customer service.
4	Licensing Deep Dive	Licensing Lead	Licensing Staff, Licensing Manager, IT	• Detailed breakdown of licensing processes for all license types. • Identification of challenges and approval workflow requirements. • Discussion of self-service portal capabilities.

5	Inspections, Investigations, & Auditing Deep Dive	Audit Lead	Inspectors, Investigators, Auditors, IT	• Detailed breakdown of workflows regarding inspections, investigations, and audits. • Discussion of mobile requirements, offline capabilities, and desired reporting.
6	Data and Reporting Workshop	Data Analyst	Data Analyst, Department Heads, IT	• Identification of key metrics and KPIs for decision making. • Exploration of desired dashboards, reports, and visualizations. • Discussion of data quality and governance.
7	Technical Architecture and Integrations	IT Lead	IT Staff, Salesforce Architect (if applicable), Vendor Representatives (as needed)	• Thorough review of existing systems and data sources. • Detailed mapping of integration requirements and data flow. • Discussion of security requirements and technical limitations.
8	User Interface and Experience (UI/UX) Focus	UI/UX Specialist (if available)	Sample End Users Across Departments, IT	• Exploration of user needs and preferences. • Discussion of desired navigation and layout. • Review of best practices for usability. • Initial wireframes/mockups (if time permits).
9	Change Management and Training	Project Manager	Department Heads, Key Users	• Development of a preliminary change management plan. • High-level outline of training needs and approaches. • Discussion of user adoption strategies.
10	Discovery Review and Next Steps	Project Manager	Project Sponsors, Project Team, Key Stakeholders	• Presentation of major findings from the discovery phase. • Validation of requirements and proposed solutions. • Finalization of project scope and plan.

Appendix 5 – Sample UAT Plan



Timeline



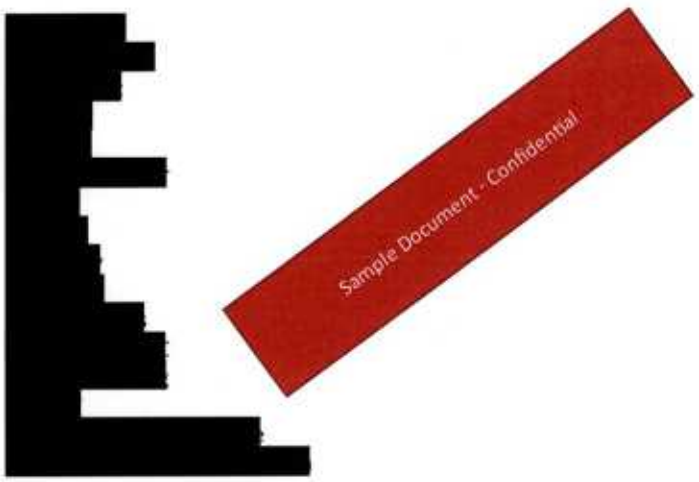
Pretesting

	Activity	R	Expected Dates
1	Review Test Cases		Oct 27
2	UAT Overview*		Oct 31- Nov 1
3	ADO Training**	M	Oct 31 – Nov 1
4	Get login credentials	TechM	Nov 1
5	Ensure UAT testers log once.	Business Leads	Nov 2-3
6	Explore the UAT environment	Business Leads	Nov 2-3

* Full demo of UAT functionality

** ADO Training on - How to execute test cases/ how to log bugs/ how to track and test bug fixes.

UAT Testers



UAT Overview

- Scope of Release 1
- Stakeholders needed for UAT
- Testing Environment Details
- Test Credentials
- Defect Management Process
- UAT Sign off process

Scope of Release 1

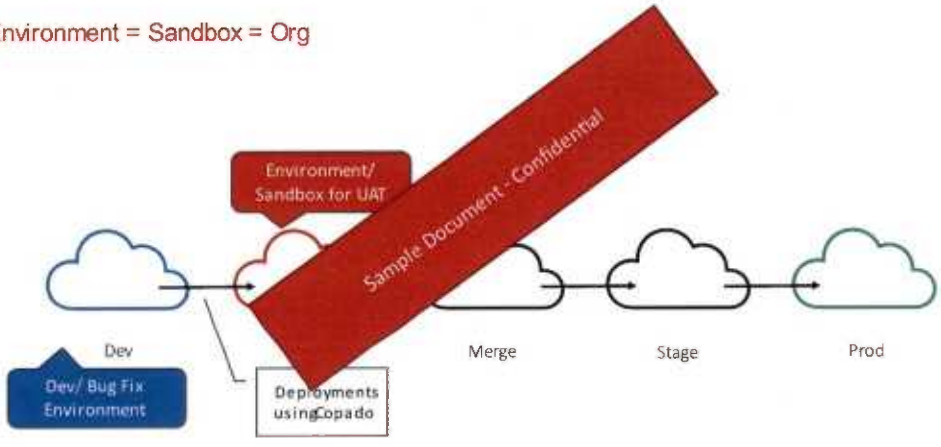
User Stories/Test Cases

Sprint 1 – 6 User Stories ***/Test Cases***
Sprint 2 – 9 User Stories ***/Test Cases***
Sprint 3 – 17 User Stories ***/Test Cases***
Sprint 4 – 14 User Stories ***/Test Cases***
Sprint 5 – 16 User Stories ***/Test Case***
Sprint 6 – 11 User Stories ***/Test C***

Total 73 User stories

Salesforce Environments

Environment = Sandbox = Org



Test Credentials/ Stakeholders needed

QA Sandbox Test User details:

ANR Internal Users Roles:

1. Program manager
2. Finance Team

URL For Backoffice/ Internal Users

[redacted]

QA External Roles:

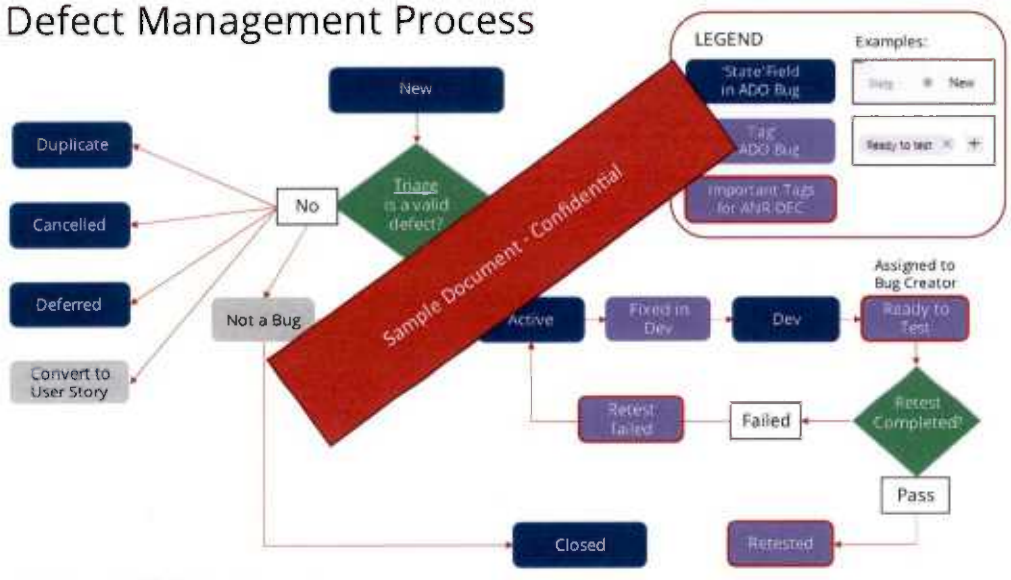
1. Applicant Users Pri[illegible]ndividual -

This is to access community portal[illegible] create Business Entities, contacts and project details for test data

URL For User Access Portal/ External Users

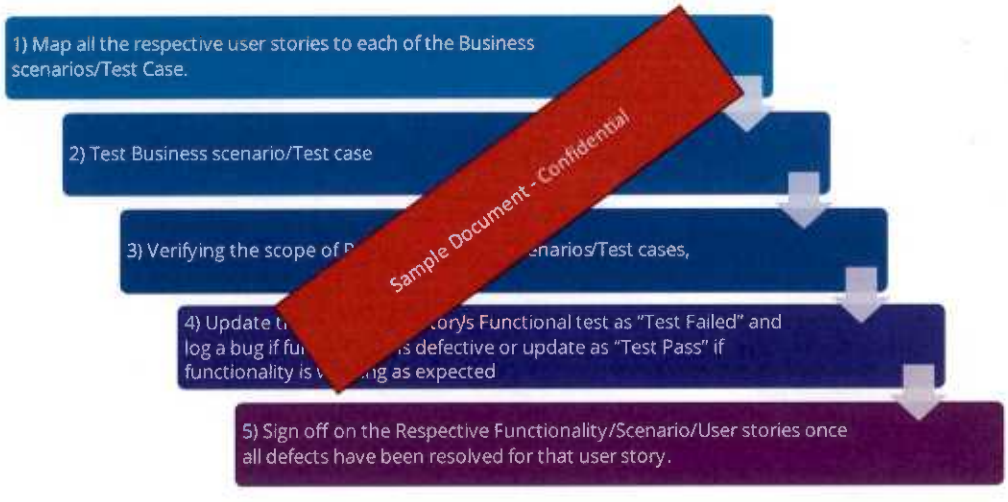
[redacted]

Defect Management Process



TECH mahindra

Sign off Process



Appendix 6 – User Training Approach

TechM build custom training programs to meet specific requirements of the project/customer. For this project we are proposing Train-the-Trainer approach, which has yield very successful results in our Salesforce project as well as in our other public sector projects.

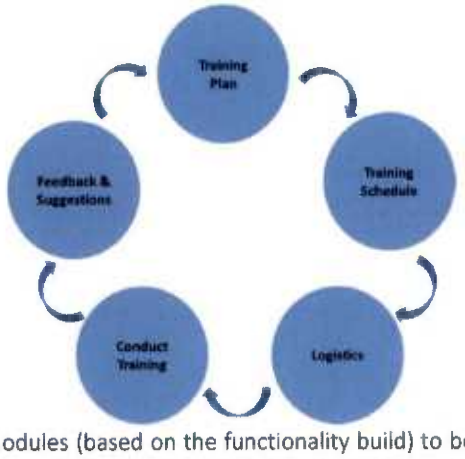
Training – Train-The-Trainer Approach

TechM would offer a tailored Training approach, customized to State's unique culture and environment that would offer several techniques to support learning needs. TechM suggests the 'Train – The – Trainer' training method in which the State team will identify 'Super Users' (rather, 'Power Users') who will be given extensive training on the build application & business process, and this group will be entrusted the responsibility of cascading the training to other users. This is a very good way to build engagement in the team, create repeatable training methods and drive ownership of the solution.

Training Plan

As part of the engagement TechM will develop a training plan specific to the needs of State and deliver this course of training to the staff designated by the State.

Continuous Improvement Training Approach:



The training plan will identify the training modules (based on the functionality build) to be conducted to the Super Users. TechM will provide the training kit that will include training handouts, user manuals, and practice cases in English language.

Training Scope:

- Super Users shall be trained to operate and maintain the required system independently
- Training will be provided at various levels depending on the target audience (Different Users –ex: - Permit Specialist, Customer Service Representative etc.)

Proposed Training:

Training will consist of a combination of Virtual sessions and closely guided or assisted production work.

- Training will be conducted by TechM consultants who have the necessary expertise in the tool(s) and the implemented Business process Preferably the Business Analyst along with the Technical person.
- Necessary documentation material will be prepared to conduct the training in a structured manner

Type	Description
Mode	Mode of training will be in-person or web virtual training (based on the availability of the State Business user's location/remote presence)
Location	Conference room / Virtual Web Training

Coverage	▪ Overview of Personal Setup & Home Page ▪ Familiarize with Application User Interface ▪ Demo of the Business flow of functional modules and its processes pertaining to the user's specific roles ▪ Custom Views ▪ View and generate reports / Dashboards ▪ End User Training Details and More as per implemented features, and relevant content
Deliverable	▪ Training Videos ▪ Training Documentation ▪ Any other hand-outs

Additionally, TechM will enable and conduct a separate session about the learning from Salesforce Trailhead links to cover some of the basic Admin and Public Sector Foundation Advance Cloud-related modules relevant as part of the feature development. The detailed Knowledge transition phase is outlined below:

Transition Phase Planning

Key Activities
▪ High Level Business / Functional and Technical knowledge acquisition for Salesforce Application under scope ▪ Establish – ▪ Intended Business users who will be part of the Transition ▪ Administration & Repository Management to upload the training collateral ▪ Publish / Socialize ▪ Transition Calendar (SME Calendar / Availability) ▪ KT Plan ▪ Templates & Artefacts ▪ Knowledge repository

Expectations from State	Deliverables
▪ SME Availability for transition activities. ▪ Help with connectivity/ infrastructure setup. ▪ Provide access to Knowledge repositories / tools. ▪ Provide access to Salesforce Sandboxes and Production Environments. ▪ Access to any supporting tools/utilities as required. ▪ Help resolve blockers raised by TechM team during transition. ▪ Access to Test repositories and related documentation	▪ Final Transition plan ▪ Overall Transition project plan ▪ KT plan (by application) ▪ SME Calendar / Availability (for KT) ▪ KT Agenda ▪ Training progress status Report

Power user Training key activities:

Key Activities
▪ Overview of the newly build Business / Functional Process of Salesforce Application to the intended Business users. ▪ Explanation of the Technical Architecture of the application at a high-level. ▪ Education on the following Technical components – Functionality built, Workflows, Approvals, Email Templates, Apex Classes, Visual force Pages, Web Services (Integrations), Scheduled Batch Classes and Triggers, Profiles and Hierarchies, Custom Objects, Record Types, etc. ▪ Overview on the Integrated Applications and the data flow - Inbound / Outbound Batch Jobs. ▪ User Management - User Re-certifications process (Roles & Profiles) & Authorization (Permission Sets & Groups). ▪ Compliance and Regulatory requirements, at a high level. ▪ Data Security and Encryption requirements / implementation details. ▪ Coding Framework / Best practices specific to Therapeutic Cannabis Registry System ▪ Explanation of State's Salesforce QA and UAT Processes and support requirements, reporting needs and tools leveraged ▪ Version control and Tools used

▪ High level Testing scenarios and Feature's testing.

Expectations from State	Deliverables
▪ SME Participation based on published KT Calendar ▪ Provide latest application and process documentation ▪ Participate in Governance/Status meetings ▪ Help resolve blockers raised by TechM team ▪ Participate in KT Play-back sessions ▪ Gate Review and Signoff of the KT Phase	▪ KT Progress / Status Report ▪ Issue Log (Outstanding Items) ▪ Parallel Run plan for Handover phase

Shadow Phase key activities (Post Service/Support Contract):

Key Activities
▪ Shadow - Shadow Support to SMEs Onsite team to work closely and understand the application (process, issues / defects etc.) Interact with business users to understand issues related to the application Work closely with SMEs to resolve issues during the period Share (Reverse Shadow) - SMEs shadow TechM's Resource TechM team moves forefront to support all the issues and resolution provided for each issue is closely monitored by the SMEs Continuous updating of the application run book is done during this period.

Expectations from State	Deliverables
▪ Guided Execution Support - Provide guidance in Incident resolution as per need ▪ Quality Assurance/Review of Independent Execution - Randomly review some of the incident resolutions to ensure the correctness and completeness ▪ Review/Perform Stabilization Readiness Assessment ▪ Provide Oversight - Support in exception cases.	▪ Application support Plan ▪ Status Reports ▪ Issue Log (Defects handled during this period) ▪ Stabilization readiness report/KT Evaluation report

TechM will prepare a comprehensive user guide/document for the State users. The user guide will be specifically built for State user for this project as per the system built for the CRM system. The document can be downloaded or printed as per the requirement of State user.

The document will have topics such as :

- overview of the system with its features & capabilities,
- User Roles & permissions
- Step-by-step instructions for logging into Salesforce
- Guidance on accessing the Salesforce instance, whether it's a production or sandbox environment.
- Explanation of key elements, such as tabs, app launcher, global search, and record detail pages
- Creating, editing, and deleting records
- Guidance on personalizing dashboards
- Introduction to creating and running reports, Building and customizing dashboards for data visualization
- Overview of automation tools like Process Builder and Flows
- Screen with guided path
- Common issues and solutions

For an admin the document will at a high-level, those user documents will serve as a reference document to cover some of the below aspects:

- To Find an object, field in the built application
- To create custom workflow (which can be used to give the needed notification on a specific workflow completion)
- To create custom approval process that allows the Business user to render the approval, sign-off, etc.
- To create a custom report for business user consumption.

- To enable the user permission that was not granted as part of your user's profile.
- To restrict the users in accessing own or others' records
- Address some of those error messages which will prompt to contact the system administrator for help or more information

TechM will accommodate documentation requirements for system, administrator, and/or user documentation as per business requirement of the State

State of New Hampshire

Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that TECH MAHINDRA (AMERICAS) INC. is a New Jersey Profit Corporation registered to transact business in New Hampshire on October 23, 2013. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **699441**

Certificate Number: **0006679058**

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 30th day of April A.D. 2024.

David M. Scanlan

Secretary of State

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/20/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Marsh Risk & Insurance Services
1735 Technology Drive, Suite 790
San Jose, CA 95110
Attn: SanJose.certrequest@marsh.com

CN103181849–GAUWC-23-24

CONTACT NAME:
PHONE (A/C, No, Ext): | **FAX (A/C, No):**
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Massachusetts Bay Insurance Co.	22306
INSURER B : N/A	N/A
INSURER C : Allmerica Financial Benefit Ins Co	41840
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Tech Mahindra (Americas) Inc.
Tech Mahindra Limited
Attn:Pritesh Lakhotiya
5700 Democracy Drive, Suite 2000
Plano, TX 75024

COVERAGES **CERTIFICATE NUMBER:** SEA-003661076-14 **REVISION NUMBER:** 3

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			ZDY-A967214-07	07/01/2023	07/01/2024	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE [X] OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
	Contractual Liability						MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	X POLICY [ ] PRO-JECT [ ] LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:						Deductible:	$ 1,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	$
	DED / RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N			WMY-A967221-07	07/01/2023	07/01/2024	X PER STATUTE / OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [N] N/A						E.L. EACH ACCIDENT	$ 1,000,000
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

State of New Hampshire
Administrative Services
Bureau of Purchase and Property
25 Capitol Street
Room 102
Concord, NH 03301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Marsh Risk & Insurance Services

TECH
mahindra

Tech Mahindra Limited
Sharda Centre, Off Karve Road,
Pune - 411004, Maharashtra, India

Tel. +91 20 6601 8100
Fax. +91 20 2542 4466

techmahindra.com
connect@techmahindra.com

To
New Hampshire, Department of Administrative Services
State House Annex, 25 Capitol Street, Concord, NH 03301

Subject: Letter of Confirmation on the validity of Power of Attorney of Mr. Santosh Kumar Nair. Contract with the State of New Hampshire for Salesforce Professional Services:

I Anil Khatri, Company Secretary of Tech Mahindra Limited having its Registered Office at Gateway Building, Apollo Bunder, Mumbai – 400 001, wish to inform you that the Board of Directors of the company vide resolution dated 25, June 2013 has conferred Power of Attorney to Mr. Santosh Kumar Nair - Assistant General Counsel, to inter- alia sign all contracts on behalf of the Company and Subsidiaries of the Company. We hereby confirm that the Power of Attorney issued to Mr. Santosh Kumar Nair on 17th September, 2013 has not been revoked till date and is valid and subsisting.

For Tech Mahindra Limited

Anil Khatri
Company Secretary

01 May 2024

Tech Mahindra Limited PUNE

95 mc

State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street - Room 120
Concord, New Hampshire 03301
Office@das.nh.gov

Charles M. Arlinghaus
Commissioner
(603) 271-3201

Joseph B. Bouchard
Assistant Commissioner
(603) 271-3204

Catherine A. Keane
Deputy Commissioner
(603) 271-2059

August 20, 2021

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

REQUESTED ACTION

Authorize the Department of Administrative Services to enter into a contract with Tech Mahindra Americas Inc. of Plano, TX (Vendor No. 255204), for an aggregate price limitation of $10,000,000.00 among all awarded vendors, for Salesforce Professional Services. The term shall be effective upon Governor and Council approval and ending on December 31, 2023 with the option to extend for two (2) additional one-year extension terms.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

EXPLANATION

The Department of Administrative Services, through the Bureau of Purchase and Property, and in collaboration with the Department of Information Technology, issued a request for proposal on February 3, 2021 with responses due on March 3, 2021. There were 11 compliant responses received.

It is the Department's intent to enter into contracts with the 10 highest scoring vendors where through a Request for Quote (RFQ) and Statement of Work (SOW) process the Department of Administrative Services, on behalf of a requesting State agency, will issue RFQ/SOW to all contractors. Each SOW will detail various requirements related to the services, planning and implementation of new projects. The project engagement will be based upon the highest scoring response. Project engagements under the agreements with a dollar value exceeding $10,000 shall be brought before the Executive Council for approval prior to proceeding with the engagements.

As the State's experience and expertise with Salesforce matures, it will expand its Salesforce capabilities and services offered. The production Salesforce environment is centrally managed. The State has implemented an Enterprise Government Model that seeks to establish Standard Operating Procedures (SOP) and processes on the use of third party solutions.

Through the proposed contracts, the State anticipates improvements in the following areas: automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT environment.

Enabling these capabilities will often require the use of expert resources that can assist the State to efficiently design, govern, maintain and provide ongoing management of these platforms in a secure, responsible and effective manner. Contracting mechanisms that shorten the "time to value" are needed to procure resources to work with State agencies and IT staff to supplement existing constrained resources that are needed to provide the skills necessary for the State to excel in its Digital Government Initiatives. Based on the foregoing, I am respectfully recommending approval of the contract with Tech Mahindra Americas Inc.

Respectfully submitted,

Charles M. Arlinghaus
Commissioner

Division of Procurement Support Services
Bureau of Purchase Property

Gary S. Lunetta
Director
(803) 271-2201

Bid Description	Salesforce Professional Srvc	Agency:	Statewide
Bid #	RFP 2425-21	Requisition: #	N/A
Agent Name	Paul Rhodes	Bid Closing:	3/3/21 @ 10:00 AM

Tech Mahindra	92.9
CoreSphere	90.9
Deloitte	87.1
MTX Group	86.0
22nd Century	82.6
Spruce Tech	82.5
Catalyst	80.0
Brite Systems	79.7
Publicis Sapient	79.5
Slalom	75.2
AquaLagoon	64.0

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

August 12, 2021

Charles M. Arlinghaus, Commissioner
Department of Administrative Services
State of New Hampshire
25 Capitol Street
Concord, NH 03301

Dear Commissioner Arlinghaus,

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into seven (10) contracts as described below and referenced as DoIT No. 2021-081.

The ten (10) contracts being requested are for:

1. Brite Systems Inc. of Indianapolis, IN
2. Catalyst Consulting Group, Inc. of Chicago, IL
3. Spruce Technology, Inc. of Clifton, NJ
4. Deloitte Consulting LLP of Concord, NH
5. Coresphere, LLC of Bethesda, MD
6. MTX Group of Albany, NY
7. 22nd Century Technologies, Inc. of Mclean, VA
8. Tech Mahindra Americas Inc. of Plan, TX
9. Sapient Corporation d/b/a Publicis Sapient of Boston, MA
10. Slalom, LLC of Boston, MA

This is a request to enter into a statewide contract with ten (10) vendors to allow agencies to release RFQ's/SOW's for Salesforce Professional Services. These contracts will provide a mechanism for agencies requiring assistance with ongoing and future projects. Currently, all applications are internally focused and used exclusively by State agency personnel; public data submission is currently done through web to case. It is anticipated that as the State's experience and expertise with Salesforce matures, it will expand its Salesforce capabilities and services offered.

The total amount of the ten (10) contracts is not to exceed $10,000,000, and shall become effective upon Governor and Executive Council approval through December 31, 2023.

Denis Goulet
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

A copy of this letter should accompany the Department of Administrative Services' submission to the Governor and Executive Council for approval.

Sincerely,

Denis Goulet

DG/ik
DoIT #2021-081

cc: Paul Rhodes, DAS

FORM NUMBER P-37 (version 12/11/2019)

Notice: This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

AGREEMENT

The State of New Hampshire and the Contractor hereby mutually agree as follows:

GENERAL PROVISIONS

1. IDENTIFICATION.

1.1 State Agency Name Department of Administrative Services		1.2 State Agency Address State House Annex 25 Capitol Street Concord, NH 03301	
1.3 Contractor Name Tech Mahindra Americas Inc.		1.4 Contractor Address 5700 Democracy Dr. Plano, TX 75024	
1.5 Contractor Phone Number 224-616-7440	1.6 Account Number	1.7 Completion Date December 31, 2023	1.8 Price Limitation $10,000,000.00
1.9 Contracting Officer for State Agency Paul Rhodes, Purchasing Manager		1.10 State Agency Telephone Number 603-271-3350	
1.11 Contractor Signature Santosh kumar Nair Santosh kumar Nair (Jul 20, 2021 18:53 GMT+5.5)	Date: 20th July 2021	1.12 Name and Title of Contractor Signatory Mr. SantoshKumar Nair Authorised Signatory	
1.13 State Agency Signature [signature]	Date: 8-23-21	1.14 Name and Title of State Agency Signatory Charles M. Arlinghaus, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel *(if applicable)* By:		Director, On:	
1.16 Approval by the Attorney General (Form, Substance and Execution) *(if applicable)* By: [signature]		On: 8/30/2021	
1.17 Approval by the Governor and Executive Council *(if applicable)* G&C Item number:		G&C Meeting Date: OCT 13 2021	

[signature] DEPUTY SECRETARY OF STATE

Contractor Initials *Santosh*
Date 20th July, 2021

2. SERVICES TO BE PERFORMED. The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

3. EFFECTIVE DATE/COMPLETION OF SERVICES.

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.17, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

4. CONDITIONAL NATURE OF AGREEMENT.

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds affected by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

7. PERSONNEL.

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

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8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

8.3. No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT B. In addition, at the State's discretion, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement.

10. DATA/ACCESS/CONFIDENTIALITY/ PRESERVATION.

10.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

11. CONTRACTOR'S RELATION TO THE STATE. In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice, which shall be provided to the State at least fifteen (15) days prior to the assignment, and a written consent of the State. For purposes of this paragraph, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.2 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State. The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

13. INDEMNIFICATION. Unless otherwise exempted by law, the Contractor shall indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the

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Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

14. INSURANCE.

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than $1,000,000 per occurrence and $2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

15. WORKERS' COMPENSATION.

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A *("Workers' Compensation")*.

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

16. NOTICE. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

17. AMENDMENT. This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

18. CHOICE OF LAW AND FORUM. This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party. Any actions arising out of this Agreement shall be brought and maintained in New Hampshire Superior Court which shall have exclusive jurisdiction thereof.

19. CONFLICTING TERMS. In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and/or attachments and amendment thereof, the terms of the P-37 (as modified in EXHIBIT A) shall control.

20. THIRD PARTIES. The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

21. HEADINGS. The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

22. SPECIAL PROVISIONS. Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

23. SEVERABILITY. In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

24. ENTIRE AGREEMENT. This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

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EXHIBIT A

SPECIAL PROVISIONS

1. Delete Section 13. INDEMNIFICATION in its entirety and substitute with the following:

The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all claims, liabilities and costs for any personal injury or property damages, patent or copyright infringement, or other claims asserted against the State, its officers or employees, which arise out of (or which may be claimed to arise out of) the acts or omission of the Contractor, or subcontractors, including but not limited to the negligence, reckless or intentional conduct. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph.

The Contractor shall require any subcontractor, delegates, or transferees to agree in writing to defend, indemnify and hold harmless the State, its officers and employees from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the subcontractor, delegate, or transferee.

Further, notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this Agreement

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EXHIBIT B
SCOPE OF SERVICES

1. INTRODUCTION

This Master Agreement is entered into by and between Tech Mahindra Americas Inc. (hereinafter referred to as the "Contractor") and the State of New Hampshire (hereinafter referred to as the "State"). The Contractor hereby agrees to provide the State and its agencies with for Salesforce Professional Services in accordance to this Agreement and the terms of Request for Quotes (RFQ)/Statements of Work (SOW) to this Agreement.

2. CONTRACT DOCUMENTS

This Contract consists of the following documents ("Contract Documents"):

a. State of New Hampshire Terms and Conditions, General Provisions Form P-37
b. EXHIBIT A Special Provisions
c. EXHIBIT B Scope of Services
d. EXHIBIT C Method of Payment
e. EXHIBIT D RFP 2425-21
f. EXHIBIT E RFQ/SOW

In the event of any conflict among the terms or provisions of the documents listed above, the following order of priority shall indicate which documents control: (1) Form Number P-37, as modified in Exhibit A, Special Provisions, (2) EXHIBIT B "Scope of Services," (3) EXHIBIT C "Method of Payment," (4) RFQ/SOW Worksheet, and (5) EXHIBIT D "RFP 2425-21."

All RFQ/SOW and Purchase Orders shall be subject solely to the terms of this Contract. In the event of any conflict among the terms or provisions of this Contract and the SOW and Purchase Orders, the terms of this Contract must take precedent.

3. TERM OF CONTRACT

The term of this Contract shall commence upon the approval by the Governor and Executive Council and shall continue thereafter through December 31, 2023, a period of approximately two and one-half (2.5) years, unless extended for additional terms.

The Contract may be extended for five (5) additional one-year extension terms thereafter upon the same terms, conditions and pricing structure upon the approval of the Governor and Executive Council.

The maximum term of the Contract (including all extensions) cannot exceed seven and one-half (7.5) years.

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4. SCOPE OF WORK

All SOWs that are negotiated between the Parties shall be in writing and executed by both Parties and shall be attached hereto as supplemental Exhibits, and shall be incorporated into, and governed by, this Agreement. A standard template to request a quote is attached (Exhibit E). Contractor must be capable of providing information technology professional services for implementing Salesforce solutions.

Contractor will receive RFQs/SOW from the Department of Administrative Services with a Salesforce Professional Services Scope of Work. Each Scope of Work will detail various requirements related to the planning and implementation of new projects. Each Scope of Work may request Salesforce implementation and experience in varying functional areas or require mandatory expertise. Requests for Services or Deliverables under the Contract will be submitted on behalf of State Agencies in the form of an RFQ/SOW to all contractors. An RFQ/SOW shall not constitute a binding order until a Purchase Order and RFQ/SOW have been approved per the requirements of the Contract.

In cases where special licenses, accreditations or certifications are required by the State, federal or local law or regulation to perform Services of specified job descriptions or RFQ/SOW, Contractor shall provide copies of such license, accreditation or certification within five (5) business days upon award when requested by the State.

Individual RFQs/SOW may include additional contractual requirements, certifications, or approvals that must be satisfied at the time the Purchase Order (PO) is placed or upon delivery. Any federal requirements or additional funding requirements will be defined by the State in the RFQ/SOW and incorporated in Purchase Orders (PO).

I. STANDARDS FOR FUTURE PROJECTS

i. USE OF CONTRACTOR SOLUTIONS

- When awarded a project through the RFQ/SOW process, Contractor will provide the services as specified within the RFQ/SOW.
- Contractor shall explicitly state what Salesforce licenses are required as well as any third party applications when responding to a RFQ/SOW.
- Each RFQ/SOW may include requirements about the System Integrator's (SI) experience in implementing a similar solution. Experience shall include requirements that include but are not limited to, how many solutions of a similar nature are implemented and operational, the size and complexity of the project, and any experience with statutory, regulatory, or industry standards. The specific Contractor proposed functionality must be described.

II. SECURITY AND TESTING

i. APPLICATION SECURITY

Contractor shall:

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- Develop Software applications based on industry best practices and incorporating information security throughout the Software development life cycle;
- Perform a Code Review prior to release of the application to the State to move it into production. The code Review may be done in a manner mutually agreeable to the Contractor and the State. Copies of the final, remediated results shall be provided to the State for Review and audit purposes;
- Follow Change Control Procedures (CCP) relative to release of code; and
- Develop applications following security-coding guidelines as set forth by organizations such as, but not limited to Open Web Application Security Project (OWASP) Top 10, SANS Common Weakness Enumeration (CWE) Top 25 or CERT Secure Coding.

ii. TEST PLANNING AND PREPARATION

Contractor shall meet the State's testing and acceptance requirements. All Testing and Acceptance addressed herein shall apply to testing the System. This shall include planning, test scenario development, Data and System preparation for testing, and execution of Unit Testing, System integration testing, conversion/migration testing, installation testing, performance, and stress testing, Security Review and testing, and support of the State during user Acceptance Testing (UAT).

Contractor must disclose in their RFQ/SOW responses the scheduling assumptions used in regard to the Using Agency's resource efforts during testing.

Contractor shall certify, in writing, that the Contractor's own staff has successfully executed all prerequisite testing, along with reporting the actual testing results.

The State will commence its testing within five (5) business days of receiving Certification from the Contractor that the State's personnel have been trained and the System is installed, configured, complete, and ready for State testing. The testing will be conducted by the State in an environment independent from the Contractor's development environment. Contractor must assist the State with testing in accordance with the Test Plan and the Work Plan, utilizing test and live Data to validate reports, and conduct stress and performance testing.

iii. TESTING

Testing begins upon completion of the Software configuration as required and user training according to the Work Plan. Testing ends upon issuance of a letter of UAT Acceptance by the State.

Contractor shall adhere to the State's standard methodology described in Table III-C: State Recommended Testing Methodology.

Table III-C: State Recommended Testing Methodology

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Unit Testing	Application components are tested on an individual basis to verify that the inputs, outputs, and processing logic of each application component functions without errors. Unit Testing is performed in either the development environment or a testing environment. The goal is to find errors in the smallest unit of Software. If successful, subsequent integration testing should only reveal errors related to the integration between application components.
System Integration Testing	a. Validates the integration between the individual unit application components and verifies that the new System meets defined requirements and supports execution of interfaces and business processes. The Systems Integration Test is performed in a test environment. b. Emphasizes end-to-end business processes and the flow of information across applications. It includes all key business processes and interfaces being implemented, confirms Data transfers with external parties, and includes the transmission or printing of all electronic and paper documents. c. The State will conduct System Integration Testing, utilizing scripts developed, as identified in the Test Plan, to validate the functionality of the System and its interfaces. The State will also use System Integration Testing to validate modifications, fixes and other System interactions with the Contractor supplied Software Solution.
Conversion /Migration Validation Testing	The Conversion/Migration Validation Testing should replicate the entire flow of the converted Data through the Software Solution. As the Software Solution is interfaced to legacy or third-party applications, the testing verifies that the resulting converted legacy Data performs correctly.
Installation Testing	Application components are installed in the System test environment to test the installation routines and are refined for the eventual production environment. This activity serves as a dry run of the installation steps in preparation for configuring the production System.

User Acceptance Testing (UAT)	The User Acceptance Test (UAT) is a Verification process performed in a copy of the production environment. The User Acceptance Test verifies System functionality against predefined Acceptance criteria that support the successful execution of approved business processes. a. The Contractor's Project Manager must certify in writing, that the Contractor's own staff has successfully executed all prerequisite Contractor testing, along with reporting the actual testing results prior to the start of any testing executed by State staff. b. The State will be presented with a State approved Test Plan, test scenarios, test cases, test scripts, test Data, and expected results, as well as written Certification of the Contractor's having completed the prerequisite tests, prior to the State staff involvement in any testing activities. c. UAT will also serve as a performance and stress test of the System. It may cover any aspect of the new System, including administrative procedures such as backup and recovery. The results of the UAT provide evidence that the new System meets the User Acceptance criteria as defined in the Work Plan Upon successful conclusion of UAT and successful System deployment, the State will issue a letter of UAT Acceptance and the respective Warranty Period shall commence as described in Section 4.12 Warranty Period.
Regression Testing	As a result, of the user testing activities, problems will be identified that require correction. The State will notify the Contractor of the nature of the testing failures in writing. The Contractor will be required to perform additional testing activities in response to State and/or user problems identified from the testing results. Regression Testing means selective re-testing to detect faults introduced during the modification effort, both to verify that the modifications have not caused unintended adverse effects, and to verify that the modified and related (possibly affected) System components still meet their specified requirements. a. For each minor failure of an Acceptance Test, the Acceptance Period shall be extended by corresponding time defined in the Test Plan.

b. The Contractor shall notify the State no later than five (5) business days from the Contractor's receipt of written notice of the test failure when the Contractor expects the corrections to be completed and ready for retesting by the State. The Contractor will have up to five (5) business days to make corrections to the problem unless specifically extended in writing by the State.

c. When a programming change is made in response to a problem identified during user testing, a Regression Test Plan should be developed by the Contractor based on the understanding of the program and the change being made to the program. The Test Plan has two objectives:

1. Validate that the change/update has been properly incorporated into the program; and

2. Validate that there has been no unintended change to the other portions of the program.

d. The Contractor shall:

1. Create a set of test conditions, test cases, and test data that will validate that the change has been incorporated correctly;

2. Create a set of test conditions, test cases, and test data that will validate that the unchanged portions of the program still operate correctly; and

3. Manage the entire cyclic process.

e. The Contractor will be expected to execute the Regression Test, provide actual testing results, and certify its completion in writing to the State prior to passing the modified Software application to the users for retesting.

In designing and conducting such Regression Testing, the Contractor will be required to assess the risks inherent to the modification being implemented and weigh those risks against the time and effort required for conducting the Regression Tests. In other words, the Contractor will be expected to design and conduct Regression Tests that will identify any unintended

<table>
<tr><td></td><td>consequences of the modification while taking into account Schedule and economic considerations.</td></tr>
<tr><td>Security Review and Testing</td><td>IT Security involves all functions pertaining to the securing of State Data and Systems through the creation and definition of security policies, procedures and controls covering such areas as Identification, Authentication and non-repudiation.

All components of the Software shall be Reviewed and tested to ensure they protect the State's hardware and Software and its related Data assets.

<table>
<tr><th>Service Component</th><th>Defines the set of capabilities that:</th></tr>
<tr><td>Identification and Authentication</td><td>Supports obtaining information about those parties attempting to log onto a system or application for security purposes and the validation of users.</td></tr>
<tr><td>Access Control</td><td>Supports the management of permissions for logging onto a computer or network.</td></tr>
<tr><td>Encryption</td><td>Supports the encoding of Data for security purposes</td></tr>
<tr><td>Intrusion Detection</td><td>Supports the detection of illegal entrance into a computer system.</td></tr>
<tr><td>Verification</td><td>Supports the confirmation of authority to enter a computer system, application or network.</td></tr>
<tr><td>Digital Signature</td><td>Guarantees the unaltered state of a file.</td></tr>
<tr><td>User Management</td><td>Supports the administration of computer, application and network accounts within an organization.</td></tr>
</table>
</td></tr>
</table>

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	Role/Privilege Management	Supports the granting of abilities to users or groups of users of a computer, application or network.
	Audit Trail Capture and Analysis	Supports the identification and monitoring of activities within an application or system.
	Input Validation	Ensures the application is protected from buffer overflow, cross-site scripting, SQL injection, and unauthorized access of files and/or directories on the server.
	Prior to any System being moved into production, Contractor shall provide results of all security testing to the Department of Information Technology for Review and Acceptance. All Software and hardware shall be free of malicious code (malware).	

III. GENERAL REQUIREMENTS

I. CONTRACTOR STAFF

The Contractor's Project Manager requires approval of the State prior to award of any RFQ/SOW. The State's approval process may include, without limitation, at the State's discretion, review of the proposed Project Manager's resume, qualifications, references and background checks, and an interview. The Contractor's Project Manager must be qualified to perform the obligations required of the position under the Contract, have full authority to make binding decisions, and shall function as the Contractor's representative for all administrative and management matters. The Project Manager must be available to promptly respond during Normal Working Hours within two (2) hours to inquiries from the State, and be at the site as needed.

The Contractor shall not change key staff and Project Manager commitments (collectively referred to as "Project Staff") unless such replacement is necessary due to sickness, death, termination of employment, or unpaid leave of absence. Any such changes to the Contractor's Project Staff shall require the prior written approval of the State. Replacement Project Staff shall have comparable or greater skills with regard to performance of the Project as the staff being replaced and be subject to the provisions of this Contract.

The State may conduct reference and background checks on the Contractor's Project Staff. The State shall maintain the confidentiality of reference and background screening results. The State reserves the right to reject the Contractor's Project Staff as a result of such reference and background checks. The State also reserves the right to require removal or reassignment of the Contractor's Key Project Staff found unacceptable to the State.

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Notwithstanding anything to the contrary, the State shall have the option to terminate the Contract, at its discretion, if it is dissatisfied with the Contractor's replacement Project Staff.

The Contractor shall not allow its personnel or subcontractors to store State data on portable devices, including personal computers, except as specified and allowed by the Contract, and then only on devices that are used and kept at its data centers within the Continental United States. The Contractor shall permit its personnel and contractors to access State data remotely only to provide technical support and as specified or required by the contract.

ii. Program Support Roles

A. PROJECT MANAGER

The Contractor must have, maintain for the duration of this Agreement and engage Project Manager in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Project Manager shall have at least 5+ years of Program/Project Management experience managing a contract and IT project team within the Public Sector or Government environments.
- Strong ability to establish and maintain effective working relationships with associates, subordinates, public officials and other professionals. A very strong verbal, written and presentation skills and an ability to express ideas clearly and concisely both orally and in all forms of communication.
- Certification in the field of Project Management.
- Understanding of Agency business strategies and oversees short and long-term Salesforce strategies for IT infrastructure, operations and Agency IT Plan (AITP), and works with project team to define objectives, research IT requirements, provide cost benefit analysis and directs projects towards the best Salesforce solution.
- Provides input into the design and implementation of project management/infrastructure processes where modifications are beneficial to support project outcomes. This may include items such as deliverable templates, invoice processing, time approval, or sub-team reporting where such infrastructure is not existent or not meeting the needs of the project.
- Demonstrates technical and judgmental skills required to perform project management.
- Provides direction and support for assigned projects (project intake/prioritizations, and workflow and document management) to ensure timely and efficient completion of tasks.
- Assumes responsibility for projects and assigned staff and consultants, including delegation and scheduling of work across agencies and provides timely project progress reviews and feedback to senior leadership in DoIT, Project participants and sponsors.
- Maintain continuous and effective oversight of analysis and coordination efforts, including business analysts to support project mission and objectives.
- Leads analysis as well as project management tasks and activities as needed to move project efforts towards completion.
- Maintains project plan monitoring, control and updates as authorized and approved by DoIT management.

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- Participates in intra- and inter- agency discussions, requiring logical and technological expertise, particularly to share and document information and coordinate with project stakeholders from DoIT and other agencies.
- Continually seeks to improve practices to add quality and value in support of the intended assigned project missions and goals.
- Facilitate ongoing status reporting and conduct periodic project reviews.
- Ability to perform financial management duties – producing bills/invoices and tracking the project budget.
- Maintains a Program Management Schedule that tracks upcoming work, major accomplishments, and risks.
- Ability to manage project staff and ensure that they meet approved project deadlines.

B. Scrum Master

The Contractor must have, maintain for the duration of this Agreement and engage Scrum Master in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Scrum Master shall have at least 5+ years of experience a Salesforce project team within the Public Sector or Governmental environments.
- At least 1 of the following certifications: Certified Scrum Master, PMI Agile Certified Practitioner, Professional Scrum Master II Certification.
- Experience with facilitating Scrum Events and Activities.
- Experience with ensuring the project team and government staff understand the scrum or agile framework that will be used for sprints and releases.
- Experience with leading Scrum or Scrum Sessions.
- Experience with ensuring that the Sprint Stays aligned to Sprint Goals and meets the definition of done.
- Experience with tracking and communicating issues that are discussed during the Daily Scrums or Scrum of Scrum sessions.
- Experience with facilitating Sprint Retrospective and identify areas of improvement.
- Experience with supporting the development team in creating user stories for each sprint.
- Experience in application design and development as well a systems maintenance and operations of a large-scale IT system.
- Experience with maintaining the Scrum Task board or Kanban Board for the development team and government to review the latest status of the sprint.

C. Salesforce Administrator

The Contractor must have, maintain for the duration of this Agreement and engage Salesforce Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Administrator shall have at least 3+ years of experience a Salesforce project team within the Public Sector or Governmental environments.
- Must have Salesforce Certified Administrator certification.
- Experience with setting up organization profiles, configuring User interfaces and configure search settings.

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- Experience with creating and maintaining an enterprise contact list within Salesforce.
- Experience with setting up and managing user profiles, troubleshooting user login issues.
- Experience with deploying lift and shift Salesforce solutions.
- Experience with managing Security and data access based on: restricting logins, determining object access, establish record access controls, manage record access with role hierarchy, deal with record access exceptions, and manage field-level security.
- Experience with customizing Salesforce solutions by creating new custom fields, developing picklists & lookups, establishing page layouts, create record types while maintaining data quality.
- Experience with managing Sales force data based on: importing new records using the import wizards, updating existing records, mass transfer of records between users, cleaning of records/data integrity, backing up data, and maintaining a data dictionary.
- Experience with demonstrating the ability to automate email template responses, workflows, process builder, and establish rules within Salesforces capabilities.
- Experience with developing reports and dashboards within Salesforce based on the following: running and modifying reports, creating new reports, building dashboards using data visualization tools, and exporting data from reports.
- Must have strong business analysis and functional experience, including requirements gathering, creating/deploying solutions to end users, and managing User Acceptance Testing (UAT)/deployment process.
- Experience with the following: deploying Salesforce's solutions within a Government Cloud environment, knowledge (and experience) with Transport Layer Security (TLS) and Secure Sockets Layer (TSL), Salesforce Apex, Salesforce Object Query Language SOQL, Chatter, Salesforce's Lightning Component, VisualForce, Mulesoft, DocGen(Nintex), DevOps and Continuous Integration Tools, GitHub or similar tools.
- Experience with developing the following: Sales force intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning Solutions, Case Management Solutions, Salesforce Reporting solutions, Salesforce Resource Management Solutions, Salesforce Financial Management Solutions, and experience with designing Salesforce UI and UX.

D. Salesforce Platform Developer

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Administrator in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Developer shall have at least 3+ years of Salesforce Platform Developer experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have at least one of the following certifications: Salesforce Platform Certified Develop I, Salesforce Platform Developer II, or Salesforce Platform App Builder.

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- Experience with product development life cycle and software testing, which includes creating unit test cases establishing unit testing protocols and appropriate testing environments, coordinate and execute software testing.
- Experience with deploying lift and shift Salesforce solutions.
- Ability to design, code, test, debug, package and deploy quality scalable and well-documented solutions on the Salesforce solutions.
- Experience with deploying Salesforce's solutions within a Government Cloud environment.
- Successfully document/maintain documentation on application code, application use and flow, and training materials.
- Experience with demonstrating the ability to automate email template responses, workflows, process builder, and establish rules within Salesforce capabilities.
- Experience with: Salesforce design/development, DevOps and Continuous Integration Tools, Salesforce Apex, developing Salesforce mobile solutions, MuleSoft and API programming, Chatter, VisualForce, Salesforce's Lightning Component, JavaScript, C3 or C++, SQL or Data Manipulation Language (DML), Salesforce Object Query Language (SOQL), GitHub or similar tools and code versioning best practices, designing Salesforce UI and UX, and DocGen (Nintex).
- Experience with developing: Salesforce intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning solutions, Salesforce Case Management solutions, Salesforce Reporting solutions, Salesforce Resource Management solutions, and Salesforce Financial Management solutions.

E. Salesforce Technical Architect

The Contractor must have, maintain for the duration of this Agreement and engage as a Technical Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Technical Architect shall have at least 5+ years of Salesforce Technical Architecture experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have the at least one of the following certifications: Salesforce Certified Application Architect, Salesforce Certified System Architect, or Salesforce Certified Technical Architect.
- Experience with architecting solutions that address security complexities, Dev-Ops, application design/development, and capabilities on the Lightning Platform as part of a functional security model.
- Experience with identifying development-related risks, considerations, and limits for the platform across the architecture.
- Experience with deploying lift and shift Salesforce solutions.
- Understanding of data migration considerations, design trade-offs, and common ETL tools.
- Ability to document and maintain current As-Is and To-Be Salesforce Solutions' Architecture for government review.
- Ability to discuss and demonstrate all aspects of the Salesforce platform, including but not limited to business processes, hosting infrastructure, security,

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integration to other IT systems across the State of New Hampshire's IT Enterprise.

- Experience with Service Oriented Architecture (SOA).
- Understanding of systems architecture and ability to design scalable performance-driven solutions.
- Experience with Salesforce Apex.
- Experience with VisualForce.
- Experience with Salesforce's Lightning Component.
- Experience with JavaScript.
- Experience with deploying Salesforce's solutions within a Government Cloud environment.
- Must have 3+ years of experience with GitHub or similar tools and code versioning best practices.
- Strong knowledge of the SDLC framework.
- Experience with DevOps and Continuous Integration Tools e.g. (Jenkins).
- Experience with MuleSoft or similar tools and API programming..
- Experience with Single Sign-on (SSO) and Security Assertion Markup Language (SAML)
- Experience and knowledge with Transport Layer Security (TLS) and Secure Sockets Layer (TSL).
- Experience with DocGen (Nintex)
- Experience with developing: Salesforce Intake solutions, Salesforce Investigation solutions, Salesforce Assessment solutions, Salesforce Service Planning solutions, Salesforce Case Management solutions, Salesforce Reporting solutions, Salesforce Resource Management solutions, Salesforce financial Management solutions, Salesforce Object Search Language (SOQL, and HTML.

F. Salesforce Data Architect

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Data Architect in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Technical Architect shall have at least 5+ years of Salesforce Data Architecture experience with a Salesforce project team within the Public Sector or Governmental environments.
- Experience in agile deliver.
- Must be a Salesforce certified Data Architecture and Management Designer.
- Experience with Data Modeling/Database Design.
- Experience with large scale Data Migration efforts and Indexing.
- Experience with performing Extract, Transform, Load (ETL) efforts.
- Must maintain data quality, a data dictionary, and As-Is and T0-Be data models (logical and physical) for users to reference.
- Experience with Salesforce Shield for data security.
- Experience with Oracle database.
- Experience with leveraging Master Data Management (MDM) Tools.
- Experience with deploying Salesforce's solutions within a Government Cloud environment.
- Experience with Salesforce Apex.
- Experience with MuleSoft and API programming.

- Experience with VisualForce.
- Experience with Salesforce's Lightning Component.
- Experience with SQL or Data Manipulation Language (DML).
- Experience with Salesforce Object Query Language (SOQL).
- Experience with GitHub or similar tools and code versioning best practices.
- Experience with JavaScript.
- Experience with Tableau or similar data visualization tool.
- Experience with data analytics, data governance, and Business Intelligence solutions within Salesforce.
- Experience with DocGen (Nintex).
- Experience with developing Salesforce Intake solutions.
- Experience with developing Salesforce Investigation solutions.
- Experience with developing Salesforce Assessment
- Experience with developing Salesforce Service Planning solutions.
- Experience with developing Salesforce Case Management solutions.
- Experience with developing Salesforce Reporting solutions.
- Experience with developing Salesforce Resource Management solutions.
- Experience with developing Salesforce Financial Management solutions.
- Experience and knowledge with Transport Layer Security (TLS) and Secure Sockets Layer (TSL).

G. Salesforce Business Analyst

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Business Analyst in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Business Analyst shall have at least 3+ years of Salesforce Business Analyst experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have the Salesforce Certified Administrator certification.
- Experience in agile delivery.
- Proficient in MS Excel, Word, PowerPoint and Visio.
- Experience with writing user stories, use case, business/IT requirements, and User Acceptance Testing documents.
- Experience with writing manuals and standard operating procedures.
- Experience with developing As-Is and To-Be process.
- Experience with Salesforce Solutions.
- Experience with Tableau or similar data visualization tools.
- Strong knowledge of the SDLC framework.
- Experience with facilitating requirements gathering sessions and problem solving.
- Experience developing reports that meeting Federal Standards.
- Experience with gathering requirements for DocGen (Nintex).
- Experience with gathering requirements for Salesforce Intake solutions.
- Experience with gathering requirements for Salesforce Investigation solutions.
- Experience with gather requirements for Salesforce Assessment solutions.
- Experience with gathering requirements for Salesforce Service Planning solutions.
- Experience with gathering requirements for Salesforce Case Management solutions.

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- Experience with gathering requirements for Salesforce Reporting solutions.
- Experience with gathering requirements for Salesforce Resource Management solutions.
- Experience with gathering requirements for Salesforce Financial management solutions.

H. Salesforce Training Consultant

The Contractor must have, maintain for the duration of this Agreement and engage as a Salesforce Training Consultant in any RFQ/SOW in this Agreement with the following minimum qualifications:

- Salesforce Training Consultant shall have Salesforce Training experience with a Salesforce project team within the Public Sector or Governmental environments.
- Must have Salesforce Certified Administrator certification.
- Proficient in MS Excel, Word, PowerPoint, and Visio.
- Experience with writing user guides and training manuals.
- Experience with Tableau or similar data visualization tool.
- Experience with Learning Management Solutions such as Moodle.
- Experience with training and teaching an audience on Salesforce solutions.
- Strong knowledge of the SDLC framework.
- Experience with gathering training requirements for future training sessions.
- Experience with facilitating requirements gathering sessions and problem solving.
- Experience with providing training on DocGen (Nintex).
- Experience with providing training on Salesforce Intake solutions.
- Experience with providing training on Salesforce Investigation solutions.
- Experience with providing training on Salesforce Assessment solutions.
- Experience with providing training on Salesforce Service Planning solutions.
- Experience with providing training on Salesforce Reporting solutions.
- Experience with providing training on Salesforce Resource Management solutions.

Experience with gathering requirements for Salesforce Financial management solutions.

IV. DELIVERABLES

The Contractor shall provide the State with the Deliverables and Services in accordance with the time frames in their response to RFQs/SOW. All Deliverables shall be subject to the State's Acceptance as set forth in Testing and Acceptance, herein. Upon its submission of a Deliverable, the Contractor shall represent that it has performed its obligations under the Contract and RFQ/SOW associated with the Deliverable.

By unconditionally accepting a Deliverable, the State reserves the right to reject any and all Deliverables in the event the State detects any Deficiency in the System, in whole or in part, through completion of all Acceptance Testing, including but not limited to, Software/System Acceptance Testing, and any extensions thereof.

For each denial of Acceptance, the Acceptance Period may be extended, at the option of the State, by the corresponding time required to correct the Deficiency, retest or Review.

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i. WRITTEN DELIVERABLES REVIEW

The State will Review RFQ/SOW Written Deliverables for an Acceptance Period of five (5) business days after receiving written Certification from the Contractor that the Written Deliverable is final, complete, and ready for Review. The State will notify the Contractor in writing of its Acceptance or Non-Acceptance of a Deliverable by the end of the five (5) day Review Period. If any Deficiencies exist within RFQs/SOW, the State will notify the Contractor in writing of the Deficiency and the Contractor must correct the Deficiency within five (5) business days of receiving notice from the State at no charge to the State. Upon receipt of the corrected Deliverable, the State will have five (5) business days to Review the corrected Written Deliverable and notify the Contractor in writing of its Acceptance or rejection thereof.

ii. SOFTWARE DELIVERABLES

Testing and Acceptance are completed based on the requirements defined herein.

iii. NON-SOFTWARE DELIVERABLES REVIEW

The State will Review RFQ/SOW Non-Software Deliverables to determine whether any Deficiency exists and notify the Contractor in writing of its Acceptance or non-acceptance of the Non-Software Deliverable. The Contractor must correct the Deficiencies within five (5) business days, or within the period identified in the Work Plan, as applicable. Following correction of the Deficiency, the State will notify the Contractor in writing of its Acceptance or rejection of the Deliverable.

iv. SOFTWARE LICENSE GRANT

The Software License shall grant the State a worldwide, perpetual, irrevocable, non-exclusive, non-transferable, limited license to use the Software and its associated Documentation, subject to the terms of the Contract.

v. SOFTWARE AND DOCUMENTATION COPIES

The Contractor shall provide the State with a sufficient number of hard copy versions of the Software's associated Documentation and one (1) electronic version in Microsoft WORD and PDF format. The State shall have the right to copy the Software and its associated Documentation for its internal business needs. The State agrees to include copyright and proprietary notices provided to the State by the Contractor on such copies.

vi. RESTRICTIONS

Except as otherwise permitted within, the State agrees not to:

- Remove or modify any program markings or any notice of Contractor's proprietary rights;
- Make programs or materials available in any manner to any third party for use in the third party's business operations, except as permitted herein; or
- Cause or permit reverse engineering, disassembly or recompilation of the programs.

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vii. TITLE

The Contractor must hold the right to allow the State to use the Software or hold all title, right, and interest (including all ownership and intellectual property rights) in the Software and its associated Documentation.

viii. REMEDIES

If the Contractor fails to correct a Deficiency within the period of time allotted by the State, the Contractor shall be deemed to have committed an Event of Default, pursuant Section 8, State of New Hampshire Terms and Conditions - P-37, General Provisions.

Notwithstanding any provision of the Contract, the State's option to terminate the Contract and pursue the stated remedies will remain in effect until the Contractor completes the Contract to the satisfaction of the State.

ix. SYSTEM ACCEPTANCE

Upon completion of the Warranty Period, the State will issue a Letter of Final System Acceptance.

x. WARRANTY PERIOD

The Warranty Period for each project will initially commence upon the State issuance of a Letter of Acceptance for UAT and will continue for ninety (90) days. If within the last thirty (30) calendar days of the Warranty Period, the System Software fails to operate as specified, the Warranty Period will cease, the Contractor will correct the Deficiency, and a new thirty (30) calendar day Warranty Period will begin. Any further Deficiencies with the Software must be corrected and run fault free for thirty (30) days.

The Contractor shall warrant that the System must operate to conform to the Specifications, terms, and requirements of the Contract and RFQ/SOW.

The Contractor shall warrant that the Software is properly functioning within the System, compliant with the requirements of the Contract, and will operate in accordance with the Specifications. Software shall be archived and or version controlled through the use of the State of New Hampshire's configuration management system.

The Contractor shall warrant that it has good title to, or the right to allow the State to use all Services, equipment, and Software provided under this Contract, and that such Services, equipment, and Software ("Material") do not violate or infringe any patent, trademark, copyright, trade name or other intellectual property rights or misappropriate a trade secret of any third party.

The Contractor shall warrant that the Software will not contain any viruses, destructive programming, or mechanisms designed to disrupt the performance of the Software in accordance with the Specifications.

The Contractor shall warrant that all System components, including any replacement or upgraded System Software components provided by the Contractor to correct Deficiencies or as an Enhancement, shall operate with the rest of the System without loss of any functionality.

The Contractor shall warrant that all Services provided under the Contract will be provided in a professional manner in accordance with industry standards and that Services will comply with performance standards.

xi. WARRANTY SERVICES

The Contractor shall agree to maintain, repair, and correct Deficiencies in the System Software, including but not limited to the individual modules or functions, during the Warranty Period at no additional cost to the State, in accordance with the Specifications and terms and requirements of the Contract, including without limitation, correcting all errors, and Defects and Deficiencies; eliminating viruses or destructive programming; and replacing incorrect, Defective or Deficient Software and Documentation.

Warranty Services shall include, without limitation, the following:

- Maintain the System Software in accordance with the Specifications, terms, and requirements of the Contract;
- Repair or replace the System Software or any portion thereof so that the System operates in accordance with the Specifications, terms, and requirements of the Contract;
- The Contractor shall have available to the State on-call telephone assistance, with issue tracking available to the State, twenty four (24) hours per day and seven (7) days a week with an email / telephone response within two (2) hours of request, with assistance response dependent upon issue severity;
- On-site additional Services within four (4) business hours of a request;
- Maintain a record of the activities related to Warranty Repair or maintenance activities performed for the State; and
- For all Warranty Services calls, the Contractor shall ensure the following information will be collected and maintained:
    - Nature of the Deficiency;
    - Current status of the Deficiency;
    - Action plans, dates, and times;
    - Expected and actual completion time;
    - Deficiency resolution information;
    - Resolved by;
    - Identifying number i.e. work order number; and
    - Issue identified by.
- The Contractor must work with the State to identify and troubleshoot potentially large-scale Software failures or Deficiencies by collecting the following information:
    - Mean time between reported Deficiencies with the Software;
    - Diagnosis of the root cause of the problem; and
    - Identification of repeat calls or repeat Software problems.
- All Deficiencies found during the Warranty Period and all Deficiencies found with the Warranty Releases shall be corrected by the Contractor no later than five (5) business days, unless specifically extended in writing by the State, at no additional cost to the State.

If in the Event of Default, the Contractor fails to correct the Deficiency within the allotted period of time (see above), the State shall have the right, at its option: 1) to declare the Contractor in default, terminate the Contract, in whole or in part, without penalty or liability to the State; 2) to return the Contractor's product and receive a refund for all amounts paid to the Contractor, including but not limited to, applicable license fees within ninety (90) days of notification to the Contractor of the State's intent to request a refund; and 3) to pursue its remedies available at law or in equity.

Notwithstanding any provision of the Contract, the State's option to terminate the Contract and pursue the remedies above will remain in effect until satisfactory completion of the full Warranty Period.

xii. ONGOING SOFTWARE MAINTENANCE AND SUPPORT LEVELS

The Contractor shall maintain and support the System in all material respects as described in the applicable program Documentation after delivery and the Warranty Period of ninety (90) days through the completion of the Contract term.

The Contractor will not be responsible for maintenance or support for Software developed or modified by the State.

xiii. MAINTENANCE RELEASES

The Contractor shall make available to the State the latest program updates, general maintenance releases, selected functionality releases, patches, and Documentation that are generally offered to its customers, at no additional cost.

xiv. CONTRACTOR RESPONSIBILITY

The Contractor shall be responsible for performing on-site or remote technical support in accordance with the Contract Documents, including without limitation the requirements, terms, and conditions contained herein.

As part of the Software maintenance Agreement, ongoing Software maintenance and support levels, including all new Software releases, shall be responded to according to the following:

- Class A Deficiencies - The Contractor shall have available to the State on-call telephone assistance, with issue tracking available to the State, eight (8) hours per day and five (5) days a week with an email / telephone response within two (2) hours of request; or the Contractor shall provide support on-site or with remote diagnostic Services, within four (4) business hours of a request;

- Class B & C Deficiencies –The State shall notify the Contractor of such Deficiencies during regular business hours and the Contractor shall respond back within four (4) hours of notification of planned corrective action;

The Contractor shall repair or replace Software, and provide maintenance of the Software in accordance with the Specifications, Terms and Requirements of the Contract;

The Contractor shall maintain a record of the activities related to warranty repair or maintenance activities performed for the State;

For all maintenance Services calls, the Contractor shall ensure the following information will be collected and maintained:

i. Nature of the Deficiency;
ii. Current status of the Deficiency;
iii. Action plans, dates, and times;
iv. Expected and actual completion time;
v. Deficiency resolution information;
vi. Resolved by;
vii. Identifying number i.e. work order number; and
viii. Issue identified by.

The Contractor must work with the State to identify and troubleshoot potentially large-scale System failures or Deficiencies by collecting the following information: 1) mean time between reported Deficiencies with the Software; 2) diagnosis of the root cause of the problem; and 3) identification of repeat calls or repeat Software problems.

If the Contractor fails to correct a Deficiency within the allotted period of time Stated above, the Contractor shall be deemed to have committed an Event of Default, pursuant to Section 8: State of New Hampshire Terms and Conditions - P-37. The State reserves the right to retum the Contractor's product and receive a refund for all amounts paid to the Contractor, including but not limited to, applicable license fees, within ninety (90) days of notification to the Contractor of the State's refund request

xv. ADMINISTRATIVE SPECIFICATIONS

The State will not be responsible for any travel or out of pocket expenses incurred in the performance of the Services.

The Contractor shall assume all travel and related to include, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and out of pocket expenses.

The State will not pay for any shipping or delivery fees unless specifically itemized in the Contract.

The State agency will work with the Contractor to determine the requirements for providing all necessary workspace and office equipment, including desktop computers for the Contractor's staff. If Contractor has specific requirements, they must be included in the Contractor's response to any RFQ/SOW.

Contractor personnel shall provide Services between the Work Hours as identified by the requesting State Agency, excluding State of New Hampshire holidays. Changes to this Schedule may be made upon Agreement with the State Project Manager.

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As applicable, and reasonably necessary, and subject to the applicable State and federal laws and regulations and restrictions imposed by third parties upon the State, the State will provide the Contractor with access to all program files, libraries, personal computer-based systems, software packages, network systems, security systems, and hardware as required to complete the contracted Services.

The Contractor shall provide the State access to all Documents, State Data, materials, reports, and other work in progress relating to the Contract ("State Owned Documents"). Upon expiration or termination of the Contract, Contractor shall turn over all State-owned Documents, State Data, material, reports, and work in progress relating to this Contract to the State at no additional cost to the State. State-Owned Documents must be provided in both printed and electronic format.

Upon successful completion and/or termination of the Implementation of the Project, the Contractor shall own and hold all, title, and rights in any Software modifications developed in connection with performance of obligations under the Contract, or modifications to the Contractor provided Software, and their associated Documentation including any and all performance enhancing operational plans and the Contractors' special utilities. The Contractor shall license back to the State the right to produce, publish, or otherwise use such Software, source code, object code, modifications, reports, and Documentation developed under the Contract.

In no event shall the Contractor be precluded from developing for itself, or for others, materials that are competitive with, or similar to Custom Software, modifications developed in connection with performance of obligations under the Contract. In addition, the Contractor shall be free to use its general knowledge, skills, experience, and any other ideas, concepts, know-how, and techniques that are acquired or used in the course of its performance under this Agreement.

All work done must conform to standards and procedures established by the Department of Information Technology and the State.

In consideration for receiving access to and use of the computer facilities, network, licensed or developed Software, Software maintained or operated by any of the State entities, systems, equipment, Documentation, information, reports, or Database Administrator of any kind (hereinafter "Information"), Contractor understands and agrees to the following rules:

- Every Authorized User has the responsibility to assure the protection of information from unauthorized access, misuse, theft, damage, destruction, modification, or disclosure;
- Information shall be used solely for conducting official State business; and all other use or access is strictly forbidden including, but not limited to, personal, or other private and non-State use and that at no time shall Contractor access or attempt to access any information without having the express authority from the State to do so;
- At no time shall Contractor access or attempt to access any information in a manner inconsistent with the approved policies, procedures, and /or agreements relating to system entry/access;
- All Software Licensed, developed, or being evaluated by the State cannot be copied, shared, distributed, sub-licensed, modified, reverse engineered, rented, or sold, and that at all times Contractor must use utmost care to protect and keep

such Software strictly confidential in accordance with the license or any other Agreement executed by the State. Only equipment or Software owned, licensed, or being evaluated by the State, can be used by the Contractor. Personal Software (including but not limited to palmtop sync Software) shall not be installed on any equipment; and

- If the Contractor is found to be in violation of any of the above-stated rules, the Contractor may face removal from the Contract, and/or criminal or civil prosecution, if the act constitutes a violation of law.

E-Mail and other electronic communication messaging systems are State of New Hampshire property and are to be used for business purposes only. Email is defined as "internal email systems" or "State-funded email systems." Contractor understands and agrees that use of email shall follow State standard policy (available upon request).

The Internet/Intranet is to be used for access to and distribution of information in direct support of the business of the State of New Hampshire according to State standard policy (available upon request).

xvi. FORCE MAJUERE

Neither Contractor nor the State shall be responsible for delays or failures in performance resulting from unforeseeable events beyond the control of such party and without fault or negligence of such party. Such events shall include acts of God, strikes, lock outs, riots, and acts of War, epidemics, fire, power failures, nuclear accidents, earthquakes, and unusually severe weather.

Except in the event of the foregoing, Force Majeure events shall not include Contractor's inability to hire or provide personnel needed for the Contractor's performance under the Contract.

xvii. STATE CONFIDENTIAL INFORMATION

In performing its obligations under the Contract, the Contractor may gain access to information of the State, including State Confidential Information. "State Confidential Information" shall include, but not be limited to, information exempted from public disclosure under New Hampshire RSA chapter 91-A: Access to Public Records and Meetings (see e.g. RSA chapter 91-A: 5 Exemptions). The Contractor shall not use the State Confidential Information developed or obtained during the performance of, or acquired, or developed by reason of the Contract, except as is directly connected to and necessary for the Contractor's performance under the Contract.

The Contractor agrees to maintain the confidentiality of and to protect from unauthorized use, disclosure, publication, and reproduction (collectively "release"), all State Confidential Information that becomes available to the Contractor in connection with its performance under the Contract, regardless of its form.

Any disclosure of the State Confidential information shall require prior written approval of the State. The Contractor shall immediately notify the State if any request, subpoena or other legal process is served upon the Contractor regarding the State Confidential Information, and

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the Contractor shall cooperate with the State in any effort it undertakes to contest the request, the subpoena or other legal process, at no additional cost to the State.

In the event of unauthorized use or disclosure of the State's Confidential Information, the Contractor shall immediately notify the State, and the State shall immediately be entitled to pursue any remedy at law and in equity, including, but not limited to injunctive relief.

Insofar as the Contractor seeks to maintain the confidentiality of its confidential or proprietary information, the Contractor must clearly identify in writing the information it claims to be confidential or proprietary. The Contractor acknowledges that the State is subject to the Right to Know Law, RSA chapter 91-A. In the event the State receives a request for the information identified by the Contractor as confidential, the State will notify the Contractor and specify the date the State will be releasing the requested information. At the request of the State, the Contractor shall cooperate and assist the State with the collection and Review of the Contractor's information, at no additional expense to the State. Any effort to prohibit or enjoin the release of the information shall be the Contractor's sole responsibility and at the Contractor's sole expense. If the Contractor fails to obtain a court order enjoining the disclosure, the State shall release the information on the date specified in the State's notice to the Contractor without any State liability to the Contractor.

In the event of a Data Breach, the Contractor shall comply with provisions of NH RSA 359-C.

xviii. TRANSMISSION OF CONFIDENTIAL DATA

Application Encryption: Contractor attests the applications have been evaluated by an expert knowledgeable in cybersecurity and that said application's encryption capabilities ensure secure transmission via the internet if transmitting data containing confidential data between applications.

Computer Disks and Portable Storage Devices: Contractor may not use computer disks or portable storage devices, such as a thumb drive, as a method of transmitting Confidential Data. Encrypted thumb drives may be used with written exception from the State.

Encrypted Email: Contractor may only employ email to transmit Confidential Data if email is encrypted and being sent to and being received by email addresses of persons authorized to receive such information.

Encrypted Web Site: If Contractor is employing the Web to transmit Confidential Data, all data must be encrypted in transit using TLSv1.2 or higher.

File Hosting Services, also known as File Sharing Sites: Contractor may not use file hosting services, such as Dropbox or Google Cloud Storage, to transmit Confidential Data, without written exception from the State.

Ground Mail Service: Contractor may only transmit Confidential Data via certified ground mail or other delivery service with document/parcel tracking and receipt signature systems, such as UPS or FedEx, within the continental U.S. and when sent to a named individual.

Open Wireless Networks: Contractor may not transmit Confidential Data via an open wireless network, unless employing a secure method of transmission or remote access, such as a virtual private network (VPN).

Remote User Communication: If Contractor is employing remote communication to access or transmit Confidential Data, a secure method of transmission or remote access must be used.

SSH File Transfer Protocol also known as Secure File Transfer Protocol (SFTP): If Contractor is employing an SFTP to transmit Confidential Data, Contractor will structure the Folder and access privileges to prevent inappropriate disclosure of information. SFTP folders and sub-folders used for transmitting Confidential Data will be coded for 24-hour auto-deletion cycle (i.e. Confidential Data will be deleted every 24 hours).

Wireless Devices: If Contractor is transmitting Confidential Data via wireless devices, all Confidential Data must be encrypted to prevent inappropriate disclosure of information and devices must be password protected.

xix. RETENTION AND DISPOSITION OF IDENTIFIABLE RECORDS

The Contractor shall retain the Confidential Data for the duration of this Contract. Upon the termination of the Contract, the Contractor shall return the Data in whatever form it may exist to the State within 30 days of the Contract termination. Only upon return of the Data to the State, the Contractor shall destroy the Data unless instructed otherwise by the State.

I. Retention

Contractor agrees:

- Not to store, transfer or process Confidential Data collected in connection with the services rendered under this Contract and RFW/SOW outside of the United States. This physical location requirement shall also apply in the implementation of cloud computing, cloud service or cloud storage capabilities, and includes backup data and Disaster Recovery locations.
- Confidential Data will not be stored on personal devices.
- To ensure proper security monitoring capabilities are in place to detect potential security events that can impact State of NH systems and/or State Confidential Data for contractor provided systems accessed or utilized for purposes of carrying out this Contract.
- To provide or require security awareness and education for/of its End Users in support of protecting Confidential Data.
- To retain all electronic and hard copies of Confidential Data in a secure location.
- Confidential Data stored in a Cloud must be in a Government Cloud compliant solution and comply with all applicable statutes and regulations regarding the privacy and security. All Contractor controlled servers and devices must follow the hardening

standards as outline in NIST 800-123 (https://nvlpubs.nist.gov/nistpubs/legacy/sp/nistspecialpublication800-123.pdf). As well as current, updated, and maintained anti-malware utilities (e.g. anti-viral, anti-hacker, anti-spam, anti-spyware). The environment, as a whole, must have intrusion-detection services and intrusion protection services, as well as, firewall protection.

- To cooperate with the State's Chief Information Security Officer (CISO) in the detection of any security vulnerability of the hosting infrastructure.

ii. Disposition

- If the Contractor will maintain any Confidential Data on its systems (or its sub-contractor systems), the Contractor will maintain a documented process for securely disposing of such data upon request or contract termination. The Contractor will also obtain written certification for any State of New Hampshire data destroyed by the Contractor or any subcontractors as a part of ongoing, emergency, and or disaster recovery operations When no longer in use, electronic media containing State of New Hampshire Confidential Data shall be rendered unrecoverable via a secure wipe program in accordance with industry-accepted standards for secure deletion and media sanitization, or otherwise physically destroying the media (for example, degaussing) as described in NIST Special Publication 800-88, Rev 1, Guidelines for Media Sanitization, National Institute of Standards and Technology, U. S. Department of Commerce.

- The Contractor shall provide the State with written certification, including date and time of data destruction, asserting that data was destroyed per this Agreement. The written certification will include all details necessary to demonstrate Confidential Data has been properly destroyed and validated. Where applicable, regulatory and professional standards for retention requirements will be jointly evaluated by the State and Contractor prior to destruction. In the event where the contractor has comingled Confidential Data and the destruction is not feasible the State and Contractor will jointly evaluate regulatory and professional standards for retention requirements prior to destruction.

xx. PROCEDURES FOR SECURITY

1. Contractor agrees to safeguard the Confidential Data received under this Contract, and any Derivative Data or files, as follows
   a. The Contractor will maintain proper security controls to protect Confidential Data collected, processed, managed, and/or stored in the delivery of contracted services.
   b. The Contractor will maintain policies and procedures to protect Confidential Data throughout the information lifecycle, where applicable, (from creation, transformation, use, storage and secure destruction) regardless of the media used to store the data (i.e., tape, disk, paper, etc.).
   c. The Contractor will maintain appropriate authentication and access controls to contractor systems that collect, transmit, or store Confidential Data where applicable.
   d. If the Contractor will be sub-contracting any core functions of the Contract and or RFQ/SOW supporting the services thereunder, the Contractor will ensure End User(s)

will maintain an internal process or processes that defines specific security expectations, and monitoring compliance to security requirements that are equivalent with the obligations imposed on the Contractor by this Agreement.

e. The Contractor will work with the State to sign and comply with all applicable State of New Hampshire and Department system access and authorization policies and procedures, systems access forms, and computer use agreements as part of obtaining and maintaining access to any Confidential Data or system(s). Agreements will be completed and signed by the Contractor and any applicable sub-contractors prior to system access being authorized.
f. If the State determines the Contractor is a Business Associate pursuant to 45 CFR 160.103, the Contractor will execute a HIPAA Business Associate Agreement (BAA) with the State and is responsible for maintaining compliance with the BAA.
g. In the event of an Incident, Computer Security Incident, or Privacy Breach the Contractor shall make immediate efforts to contain the Incident/Privacy Breach, to minimize any damage or loss resulting from the Incident, Computer Security Incident, or Privacy Breach, as well as, investigate the cause(s) and promptly take measures to prevent future Incidents, Computer Security Incidents, or Privacy Breaches of a similar nature from reoccurring.
h. Contractor agrees to maintain a documented Breach Notification and Incident Response process that complies with the requirements of this Information Security Requirements Exhibit.
i. Contractor must, comply with all applicable state and federal laws relating to the privacy and security of Confidential Data, and safeguard the Confidential Data at a level consistent with the requirements applicable to state and federal agencies. Contractor agrees to establish and maintain appropriate administrative, technical, physical, and organizational safeguards to protect the confidentiality of the Confidential Data and to prevent unauthorized use or access to it. The safeguards must provide a level and scope of security that is not less than the level and scope of security requirements that is set forth in the principles of NIST 800-53 (Rev.4).
j. Contractor agrees to use the minimum necessary Confidential Data in performance of this Contract.
k. The Contractor is responsible for ensuring End User compliance with the terms and conditions of the Contract and this Information Security Requirements Exhibit.
l. The State reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided herein, HIPAA, and other applicable laws and Federal regulations until such time as the Confidential Data is disposed of in accordance with this Contract.

2. The State reserves the right to conduct onsite inspections to monitor compliance with this Contract, including the privacy and security requirements provided herein, HIPAA, and other applicable State and federal laws and regulations until such time as the Confidential Data is disposed of in accordance with this Contract.

xxi. LOSS REPORTING

The Contractor must notify the State of any information security events, computer security incidents, or privacy breaches as soon as feasible, but no more than 24 hours after the Contractor has determine that the aforementioned has occurred and that Confidential Data may have been exposed or compromised.

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If a suspected or known information security event, computer security incident or privacy breach involves Social Security Administration (SSA) provided data or Internal Revenue Services (IRS) provided Federal Tax Information (FTI), the contractor must notify the State immediately and without delay.

The Contractor must comply with all applicable state and federal laws relating to the privacy and security of Confidential Data, and safeguard the Confidential Data at the level consistent with the requirements applicable to state and federal agencies. In addition to, and notwithstanding, Contractor's compliance with all applicable obligations and procedures, Contractor's procedures must also address how the Contractor will:

a. Identify Incidents;
b. Determine if Confidential Data is involved in Incidents;
c. Report suspected or confirmed Incidents as required in this Information Security Requirements Exhibit;
d. Identify and convene a core response group to determine the risk level of Incidents and determine risk-based responses to Incidents and mitigation measures;
e. Identify Incident/Breach notification method and timing; and
f. Address and report Incidents, Computer Security Incidents, Privacy, and/or Breaches that implicate personal information (PI) in accordance with NH RSA 359-C:20 and this Agreement.

5. TERMINATION

a. Termination for Default

Upon the occurrence of any Event of Default, the State may take the following action:

- Procure Services that are the subject of the Contract from another source and the Contractor shall be liable for reimbursing the State for the replacement Services, and all administrative costs directly related to the replacement of the Contract and procuring the Services from another source, such as costs of competitive bidding, mailing, advertising, applicable fees, charges or penalties, and staff time costs; all of which shall be subject to the limitations of liability set forth in the Contract.

b. Termination Procedure

Upon termination of the Contract for any reason, the State, in addition to any other rights provided in the Contract, may require the Contractor to deliver to the State any property, including without limitation, Software and Written Deliverables, for such part of the Contract as has been terminated.

After receipt of a notice of termination, and except as otherwise directed by the State, Contractor shall:

1. Stop work under the Contract on the date, and to the extent specified, in the notice;

2. Provide written Certification to the State that Contractor has surrendered to the State all said property.

c. Termination

All RFQ/SOW shall automatically terminate in the event that this Contract terminates for any reason.

6. OBLIGATIONS AND LIABILITY OF THE CONTRACTOR

The Contractor shall provide all services strictly pursuant to, and in conformity with, the specifications under the terms of this Contract and as described in State RFP #2348-21.

LIMITATION OF LIABILITY
CONTRACTOR

Subject to applicable laws and regulations, in no event shall the Contractor be liable for any consequential, special, indirect, incidental, punitive or exemplary damages and the Contractor's liability to the State for any claims, liabilities, or expenses relating to this Contract shall not exceed two times (2X) the total Contract price set forth in Contract Agreement – P-37, General Provisions, Block 1.8.

Notwithstanding the monetary limitation contained in this paragraph above, in the event a claim or action is brought against the State in which infringement, violation of Contractor's obligations under the Business Associate Agreement, and/or any third party claims for bodily injury, death, or damage to real or tangible personal property to the extent caused by the

Contractor's negligence or willful misconduct are alleged, the Contractor, at its own expense, shall defend, indemnify and hold harmless the State against all such claims or actions for any expenses, costs or damages, including legal fees and expenses, incurred by the State in connection with such claims or actions.

7. DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS

The Contractor certifies, by signature of this Contract, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal or State Department or Agency.

8. INSURANCE

Certificate of insurance amounts must be met and maintained throughout the term of the Contract and any extensions as per the P-37, section 14 and cannot be cancelled or modified until the State receives a 10 day prior written notice.

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9. CONFIDENTIALITY & CRIMINAL RECORD

If requested by the Using Agency, the Contractor and its employees, and Sub-Contractors (if any), shall sign and submit a Confidential Nature of Department Records Form and a Criminal Authorization Records Form. These forms shall be submitted to the Using Agency prior to the start of any work.

10. ADDITIONAL REQUIREMENTS

a. The State requires ten (10) days' advance knowledge of work schedules to provide security and access to respective work areas. No premium charges will be paid for any off-hour work.

b. The State shall require correction of defective work or damages to any part of a building or its appurtenances when caused by the Contractor's employees, equipment or supplies. The Contractor shall replace in satisfactory condition all defective work and damages rendered thereby or any other damages incurred. Upon failure of the Contractor to proceed promptly with the necessary corrections, the State may withhold any amount necessary to correct all defective work or damages from payments to the Contractor.

c. The Contractor or their personnel shall not represent themselves as employees or agents of the State.

d. While on State property, Contractor's employees shall be subject to the control of the State, but under no circumstances shall such persons be deemed to be employees of the State.

e. All personnel shall observe all regulations or special restrictions in effect at the State Agency.

f. The Contractor's personnel shall be allowed only in areas where services are being performed. The use of State telephones is prohibited.

g. TERMS AND DEFINITIONS

Acceptance	Notice from the State that a Deliverable has satisfied Acceptance Test or Review.
Access Control	Supports the management of permissions for logging onto a computer or network.
Appendix	Supplementary material that is collected and appended at the back of a document.
Authorized User	The Contractor's employees, Contractors, Subcontractors or other agents who have permission to access the State's Personal Data

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	to enable the Contractor to perform the Service required.
Breach or Breach of Security	Unlawful and unauthorized acquisition of unencrypted computerized Data that materially compromises the security, Confidentiality or integrity of personal information maintained by a person or commercial entity.
Certification	The Contractor's written declaration with full supporting and written Documentation (including without limitation test results as applicable) that the Contractor has completed development of the Deliverable and certified its readiness for applicable Acceptance Testing or Review.
Change Control	Formal process for initiating changes to the proposed Solution or process once development has begun.
Change Control Procedures (CCP)	Formal process for initiating changes to the proposed Solution or process once development has begun through the use of a Change Request/Order or CR.
Change Management	A process designed to help control the life cycle of strategic, tactical, and operational changes to IT services through standardized procedures. The goal of Change Management is to control risk and minimize disruption to associated IT services and business operations.
Change Order	Consists of changes which range from minor changes to significant changes that drastically alter the project, however, typically formal change requests involve more significant changes and the less impactful changes are made at the project management level. The change order must be made formally, via a written proposal or request form typically, and that changes are not to be implemented until they are formally approved.

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CJIS	Means sensitive information like fingerprints and criminal backgrounds gathered by local, state, and federal criminal justice and law enforcement agencies as defined in the Criminal Justice Information Services (CJIS) Security Policy, a joint program of the FBI, State Identification Bureaus, and CJIS Systems Agency.
Cloud/Cloud Government Environment	Refers to all the cloud computing and virtualization products and solutions that are developed specifically for government organizations and institutions.
Completion Date	End date for the Contract.
Computer Security Incident	Means "Computer Security Incident" as stated in Section 2.1 of NIST Publication 800-61 Rev. 2, Computer Security Incident Handling Guide
Confidential Data	Means all information owned, managed, created, received, from or on behalf of the State that is protected by information security, privacy or confidentiality rules and state and federal laws. This information includes but is not limited to Derivative Data, Protected Health Information (PHI), Personally Identifiable Information (PII), Federal Tax Information, Social Security Administration, and CJIS (Criminal Justice Information Services) data.
Confidential Information	Information required to be kept Confidential from unauthorized disclosure under the Contract.
Contract	This Agreement between the State of New Hampshire and a Contractor, which creates binding obligations for each party to perform as specified in the Contract Documents.
Contract Conclusion	Refers to the conclusion of the Contract, for any reason, including but not limited to, the successful Contract completion, termination for convenience, or termination for default.
Contract Documents	Documents that comprise this Contract.
Contract Managers	The persons identified by the State and the Contractor who shall be responsible for all

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	contractual authorization and administration of the Contract. These responsibilities shall include but not be limited to processing Contract Documentation, obtaining executive approvals, tracking costs and payments, and representing the parties in all Contract administrative activities.
Contract Price	The total, not to exceed amount to be paid by the State to the Contractor for product and Services described in the Contract Agreement. This amount is listed in Part 1, P-37 General Provisions - Section 1.8: Price Limitation.
Contractor/Contracted Contractor	The Contractor whose proposal or quote was awarded a Contract with the State and who is responsible for the Services and Deliverables of the Contract.
Cure Period	The thirty (30) day period following written notification of a default within which a Contractor must cure the default identified.
Custom Software	Software developed by the Contractor specifically for a project for the State.
Data	State's records, files, forms, Data and other documents or information, in either electronic or paper form, that will be used /converted by the Contractor during the Contract Term.
Data Breach	The unauthorized access by a non-authorized person/s that results in the use, disclosure or theft of the State's unencrypted Non-Public Data.
Deficiencies/Defects	A failure, Deficiency or Defect in a Deliverable resulting in a Deliverable, the Software, or the System, not conforming to its Specifications.
Deliverable	A Deliverable is a fully qualified IT consultant provided by the Contractor to the State under the terms of a Contract requirement.
Department	An agency of the State
Department of Administrative Services (DAS)	Responsible for providing innovative leadership, quality statewide management of

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	services, and ensuring an efficient/cost-effective state government.
Department of Health and Human Services (DHHS)	Responsible for the health, safety and well-being of the citizens of New Hampshire. DHHS provides services for individuals, children, families and seniors, and administers programs and services such as mental health, developmental disability, substance abuse, and public health.
Department of Information Technology (DoIT)	The Department of Information Technology established under RSA 21-R by the Legislature effective September 5, 2008.
Derivative Data	Means data or information based on or created from Confidential Data
DevOps	Is a set of practices that automates the processes between software development and IT teams, in order to build, test, and release software faster and more reliably.
Digital Signature	Certification that guarantees the unaltered state of a file, also known as "code signing".
Documentation	All information that describes the installation, operation, and use of the Software, either in printed or electronic format.
Effective Date	The Contract and all obligations of the parties hereunder shall become effective on the date the Governor and the Executive Council of the State of New Hampshire approves the Contract.
Encryption	Supports the transformation of Data for security purposes.
End User	Means any person or entity (e.g. contractor's employee, business associate, subcontractor, other downstream user) that receives Confidential Data in accordance with the terms of this Contract.
Enhancements	Updates, additions, modifications to, and new releases for the Software, and all changes to the Documentation as a result of

	Enhancements, including, but not limited to, Enhancements produced by Change Orders.
Fully Loaded	Rates are inclusive of all allowable expenses, including, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and out of pocket expenses.
Governor and Executive Council	The New Hampshire Governor and Executive Council.
Health Insurance Portability and Accountability (HIPAA)	Means the Health Insurance Portability and Accountability Act of 1996 and the regulations promulgated thereunder.
Identification and Authentication	Supports obtaining information about those parties attempting to log on to a System or application for security purposes and the validation of those users.
Incident	Means an act that potentially violates an explicit or implied security policy, which includes successful attempts to gain unauthorized access to a system or its data, unwanted disruption or denial of service, the unauthorized use of a system for the processing or storage of data; and changes to system hardware, firmware, or software characteristics without the owner's knowledge, instruction, or consent. Incidents include the loss of data through theft or device misplacement, loss or misplacement of hardcopy documents, and misrouting of physical or electronic mail.
Input Validation	Ensure that the values entered by users or provided by other applications meets the size, type and format expected. Protecting the application from cross site scripting, SQL injection, buffer overflow, etc.
Intrusion Detection	Supports the detection of illegal entrance into a computer system.
Information Technology (IT)	Refers to the tools and processes used for the gathering, storing, manipulating, transmitting, sharing, and sensing of information including, but not limited to, Data processing, computing, information systems,

	telecommunications, and various audio and video technologies.
Key Project Staff	Personnel identified by the State and by the Contractor as essential to work on the Project.
Licensee	The State of New Hampshire
Non Exclusive Contract	A contract executed by the State that does not restrict the State from seeking alternative sources for the Deliverables or Services provided under the Contract.
Non-Software Deliverables	Deliverables that are not Software Deliverables or Written Deliverables, e.g., meetings, help support, service, other.
Notice to Proceed (NTP)	The State Contract Manager's written direction to the Contractor to begin work on the Contract on a given date and time.
Not to Exceed (NTE)	The total contract value committed by the State of New Hampshire that will not exceed the amount of the Contractor's firm proposal and estimates.
Open Wireless Network	Means any network or segment of a network that is not designated by the State of New Hampshire's Department of Information Technology or delegate as a protected network (designed, tested, and approved, by means of the State, to transmit) will be considered an open network and not adequately secure for the transmission of unencrypted Confidential Data.
Operational	The System is operating and fully functional, all Data has been loaded; the System is available for use by the State in its daily operations, and the State has issued an Acceptance Letter.
Order of Precedence	The order in which Contract/Documents control in the event of a conflict or ambiguity. A term or condition in a document controls over a conflicting or ambiguous term or condition in a document that is lower in the Order of Precedence.

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Personally Identifiable Information (PII)	Means any data that could potentially identify a specific individual. Any information that can be used to distinguish one person from another and can be used for de-anonymizing anonymous data can be considered PII
Privacy Breach	Means the loss of control, compromise, unauthorized disclosure, unauthorized acquisition, unauthorized access, or any similar term referring to situations where persons other than authorized users and for an other than authorized purpose have access or potential access to personally identifiable information, whether physical or electronic. With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
Project	The planned undertaking regarding the entire subject matter of this Contract, RFQ/SOW and the activities of the parties related hereto.
Project Team	The group of State employees and contracted Contractor's personnel responsible for managing the processes and mechanisms required such that the Services are procured in accordance with the Work Plan on time, on budget and to the required specifications and quality.
Project Management Plan	A document that describes the processes and methodology to be employed by the Contractor to ensure a successful project.
Project Managers	The persons identified who shall function as the State's and the Contractor's representative with regard to Review and Acceptance of Contract Deliverables, invoice sign off, and review and approval of Change Requests (CR) utilizing the Change Control Procedures (CCP).
Protected Health Information (PHI)	With regard to Protected Health Information, "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
Regression Test Plan	A plan integrated into the Work Plan used to ascertain whether fixes to Defects have

	caused errors elsewhere in the application/process.
Review	The process of reviewing Deliverables for Acceptance.
Review Period	The period set for Review of a Deliverable. If none is specified then the Review Period is five (5) business days.
Role/Privilege Management	Supports the granting of abilities to users or groups of users of a computer, application or network.
Schedule	The dates described in the Work Plan for deadlines for performance of Services and other Project events and activities under the Contract.
Security Rule	Means the Security Standards for the Protection of Electronic Protected Health Information at 45 C.F.R. Part 164, Subpart C, and amendments thereto.
Services	The work or labor to be performed by the Contractor on the Project as described in the Contract.
Software	All custom Software and COTS Software provided by the Contractor under the Contract.
Software Deliverables	The Software provided under this Contract and any Enhancements.
Software License	Licenses provided to the State under this Contract.
Solution	The Solution consists of the total Solution, which includes, without limitation, Software and Services, addressing the requirements and terms of the Contract Specifications as a response to this RFP.
Specifications	The written Specifications that set forth the requirements which include, without limitation, this RFP, the Proposal, the Contract, any performance standards, Documentation, applicable State and federal policies, laws

	and regulations, State technical standards, subsequent State-approved Deliverables, and other Specifications and requirements described in the Contract Documents. The Specifications are, by this reference, made a part of the Contract as though completely set forth herein.
Standard Operating Procedure (SOP)	Is a set of step-by-step instructions compiled by an organization for users to carry out complex routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication within the organization.
State	STATE is defined as: State of New Hampshire Department of Administrative Services 20 Capitol Street Concord, NH 03301 The term "State" shall include all state agencies.
Statement of Work (SOW)	A Statement of Work clearly defines the basic requirements and objectives of a Project. The Statement of Work also defines a high level view of the architecture, performance and design requirements, the roles and responsibilities of the State and the Contractor. The SOW defines the results that the Contractor remains responsible and accountable for achieving.
State's Confidential Records	State's information regardless of its form that is not subject to public disclosure under applicable state and federal laws and regulations, including but not limited to RSA Chapter 91-A.
State Data	Any information contained within State systems in electronic or paper format.
State Fiscal Year (SFY)	The New Hampshire State Fiscal Year extends from July 1st through June 30th of the following calendar year.

State's Project Manager (PM)	State's representative with regard to Project management and technical matters. Agency Project Managers are responsible for review and Acceptance of specific Contract Deliverables, invoice sign off, and Review and approval of a Change Request (CR).
Subcontractor	A person, partnership, or company not in the employment of, or owned by, the Contractor, which is performing Services under this Contract under a separate Contract with or on behalf of the Contractor.
System	All Software, specified hardware, and interfaces and extensions, integrated and functioning together in accordance with the Specifications.
System Integrator (SI)	A Contractor that specializes in bringing together component subsystems into a whole and ensuring that those subsystems function together, a practice known as system integration. They also solve problems of automation.
TBD	To Be Determined
Term	Period of the Contract from the Effective Date through Contract End Date.
Test Plan	A plan, integrated in the Work Plan, to verify the code (new or changed) works to fulfill the requirements of the Project. It may consist of a timeline, a series of tests and test Data, test scripts and reports for the test results as well as a tracking mechanism.
Using Agency	A State of New Hampshire Agency that submitted a request for a quote from vendor(s).
Verification	Supports the confirmation of authority to enter a computer system application or network.
Virtual Private Network (VPN)	Extends a private network across a public network, and enables users to send and receive Data across shared or public networks

	as if their computing devices were directly connected to the private network.
Warranty Period	A period of coverage during which the contracted Contractor is responsible for providing a guarantee for products and services delivered as defined in the contract.
Work Hours	Contractor personnel shall provide Services between the Work Hours as identified by the requesting State Agency, excluding State of New Hampshire holidays. Changes to this schedule may be made upon agreement with the State Project Manager. State holidays are: New Year's Day, Martin Luther King Day, President's Day, Memorial Day, July 4th, Labor Day, Veterans Day, Thanksgiving Day, the day after Thanksgiving Day, and Christmas Day. Specific dates will be provided upon request.
Work Plan	The overall plan of activities for the Project created in accordance with the RFQ/SOW. The plan and delineation of tasks, activities and events to be performed and Deliverables to be produced under the Project. The Work Plan shall include a detailed description of the Schedule, tasks/activities, Deliverables, critical events, task dependencies, and the resources that would lead and/or participate on each task.

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EXHIBIT C
METHOD OF PAYMENT

1. CONTRACT PRICE

The Contractor hereby agrees to provide Salesforce Professional services in complete compliance with the terms and conditions of this Agreement and any future Statement of Work awarded to the Contractor. The Contractor acknowledges and agrees that this is a not-to-exceed Agreement with an aggregate price limitation of $10,000,000.00 for all future SOW. This price limitation is shared between multiple vendors, and no funds will be paid to the Contractor once the price limitation is reached. This price limitation is not considered a guaranteed or minimum figure; however it shall be considered a maximum figure for all future SOW from the effective date through the expiration date as indicated in Form P-37 Block 1.7.

Both Parties acknowledge and agree that this Contract shall not be exclusive in any respect.

2. PRICING STRUCTURE

Contractor shall provide the services at the not-to-exceed hourly rates set in the Table below. This pricing for hourly staff or Project staffing shall be effective for the term of this Contract, any extensions thereof and the Statement of Work.

Position	Year 1 Contract Approval – 12/31/21	Year 2 1/1/22 – 12/31/22	Year 3 1/1/23 – 12/31/23
	Hourly Rate Not to Exceed	Hourly Rate Not to Exceed	Hourly Rate Not to Exceed
Program Manager	$130.00	$133.00	$135.00
Scrum Master	$124.00	$127.00	$129.00
Salesforce Technical Architect	$127.00	$130.00	$133.00
Salesforce Administrator	$93.00	$94.00	$96.00
Salesforce Platform Developer	$97.00	$99.00	$101.00
Salesforce Data Architect	$98.00	$100.00	$102.00
Salesforce Business Analyst	$94.00	$96.00	$98.00

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Salesforce Training Consultant	$85.00	$89.00	$91.00

3. FUTURE PRICING REQUESTS

The State reserves the right to either seek additional discounts from Contractor or to contract separately for a single purchase, if in the judgment of the State, the Project required is sufficiently large, to enable the State to realize a cost savings, over and above the prices set forth in Exhibit C Section 2, whether or not such a savings actually occurs.

4. INVOICE

Itemized invoices shall be submitted to the requesting agency after the completion of the job/services and shall include a brief description of the work done along with the location of work.

Contractor shall be paid within 30 days after receipt of properly documented invoice and acceptance of the work to the State's satisfaction.

5. PAYMENT

Payments may be made via ACH or P-Card. Use the following link to enroll with the State Treasury for ACH payments: **https://www.nh.gov/treasury**

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EXHIBIT D

RFP #2425-21 is incorporated here within.

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EXHIBIT E – Salesforce Managed Services RFQ Worksheet/Template

Purpose: To request a proposal from prequalified Salesforce Managed Services vendors for a specific Scope of Work. All Statements of Work shall adhere to this worksheet. All the terms and conditions within the Salesforce Managed Services Contract RFP 2348-21 are applicable to this scope of work.

Salesforce Professional Services Managed Services RFQ	
INFORMATION	
Date: MM/DD/YYYY	**Proposal Due Date:** MM/DD/YYYY
Project Name:	
Agency Supported:	**Submitter:** <Name> <Title> <Contact Information>
Mandatory Expertise or Contractor Qualifications: • Text	
Key Staff Required with Subject Matter Expertise: • Staff assigned to the following roles shall have knowledge of (X) Programs and experience with (X) requirements o Staff Title – Text o Staff Title – Text	
Sample Work plan and Methodology Required?	**Key Contractor Staff Resumes Required?**
Compliance Requirements:	
STATEMENT OF WORK	
Project Overview: Describe how the work will meet statutory/regulatory/business requirements for the Agency that is associated with the project.	
Background and Current Processes:	
Assumptions/Risk Mitigation Plan:	
PROJECT DELIVERABLES AND MILESTONES	
Deliverables:	

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Milestones:

INTERFACE REQUIREMENTS

Interfaces Required?

Assumptions/Risk Mitigation Plan

STATE TEAM

SOW Project Manager

<Name>
<Title>
<Contact Information>

Key Team Members

<Role>
<Name>
<Title>
<Contact Information>

<Role>
<Name>
<Title>
<Contact Information>

Evaluation Criteria (for SOW awards)

All awards for the SOW will be based on the following criteria. (The agency will select award criteria and point allocations.)

For example purposes only:

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

Note: Points must total 100.

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State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street – Room 100
Concord, New Hampshire 03301
(603) 271-3201 Office@das.nh.gov

Charles M. Arlinghaus
Commissioner

Catherine A. Keane
Deputy Commissioner

Sheri L. Rockburn
Assistant Commissioner

December 20, 2023

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

REQUESTED ACTION

Authorize the Department of Administrative Services to enter into an amendment to an existing contract (Contract #8002968) with Tech Mahindra (Americas) Inc. (VC#255204), Plano, TX, for salesforce professional services by extending the completion date from December 31, 2023 to December 31, 2024, with no change to the price limitation of $10,000,000.00, effective upon Governor and Executive Council approval. The original contract (Contract #8002968) was approved by Governor and Executive Council on October 13, 2021, item #95.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

EXPLANATION

As previously stated, the original contract (Contract #8002968) was approved by the Governor and Executive Council on October 13, 2021, item #95.

The Department of Administrative Services (DAS), through the Bureau of Purchase and Property (BoPP), issued request for information (RFI) 2024-370 on August 16, 2023, with responses due on August 30, 2023. This RFI reached 41 vendors through the NIGP electronic sourcing platform and one additionally sourced vendor. There were thirteen responses received providing updated pricing and identifying new opportunities in the market. Further assessment of responses received determined that a one-year extension would be in the best interest of the State

in order to prevent service interruption for projects while building a new Request for Proposal (RFP) to solicit updated rates and improved services that will fit evolving industry needs.

Upon approval, this requested contract amendment with Tech Mahindra (Americas) Inc. will allow continued support and services for the Department of Information Technology (DoIT) to support the strategic business objectives of State agencies; to create and sustain a secure and reliable information technology environment; and to ensure careful and responsible management of the State's information technology resources. Not providing this service would increase the probability of shortfalls in all agency-secured information technology environments that would likely create data breaches.

The current spend of $473,549.33, plus the estimated annual spend for a one-year extension at $157,849.78, gives an estimated term spend of $631,399.11. There are no additional funds requested as the current contract price limitation of $10,000,000.00 can support the one-year extension.

Contract financials	
Original contract price limitation	$10,000,000.00
Less current spend on contract	$473,549.33
One-year extension	$157,849.78
Estimated term spend (Including one-year extension)	$631,399.11
Available balance in price limitation	$9,368,600.89

Based on the foregoing, I am respectfully recommending approval of the contract amendment with Tech Mahindra (Americas) Inc.

Respectfully submitted,

Charles M. Arlinghaus
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

October 31, 2023

Charles M. Arlinghaus, Commissioner
Department of Administrative Services
State of New Hampshire
25 Capitol Street – Room 100
Concord, NH 03301

Dear Commissioner Arlinghaus:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract amendment with Brite Systems Inc., Spruce Technology, Inc., Deloitte Consulting LLP, Coresphere, LLC, MTX Group , Tech Mahindra Americas Inc., and Sapient Corporation d/b/a Publicis Sapient, as described below and referenced as DoIT No. 2021-081A.

The purpose of this request is to provide statewide Salesforce Professional Services and for the continued support and services for the Department of Information Technology (DoIT) to support the strategic business objectives of State agencies, to create and sustain a secure and reliable information technology environment, and to ensure careful and responsible management of the State's information technology resources.

The Total Price Limitation will not change and shall remain $10,000,000, effective upon Governor and Executive Council approval through December 31, 2024.

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

Sincerely,

Denis Goulet

DG/jd
DoIT #2021-081A

cc: Rebecca Bolton, IT Manager

Division of Procurement Support Services
Bureau of Purchase Property

RFI Summary

Gary S. Lunetta
Director
(603) 271-2201

RFI Description	Salesforce Professional Services	Agency	DoIT
RFI#	2024-370	Vendor	Tech Mahindra (Americas) Inc.
Agent Name	Claudia Roy	RFI Closing	6/30/2023 @ 9:00 AM

Estimated annual spend	$157,849.78
Estimated term spend (including 1 year extension)	$631,399.11
Current price limitation	$10,000,000.00
Available balance in price limitation	$9,368,600.89

Recommendation Summary	
Statewide Contract or Amendment	Amendment
Term of Contract	4.00
Price Limitation	$10,000,000.00
Number of Solicitations Received	13
Number of Sourced bidders	1
Number of NIGP Vendors Sourced	41
Number of non-responsive bidders	29
P-37 Checklist Complete	Yes
D&B Report Attached	NA
Method of Payment (P-card/ACH)	Both
FOB Delivered	Yes

Special Notes:	The current price limitation is $10,000,000.00. Based on the current spend of $473,549.33, plus the estimated annual spend for a one-year extension at $157,849.78, there are no additional funds requested as the current contract price limitation can support the one-year extension.

FIRST AMENDMENT TO THE CONTRACT
BETWEEN TECH MAHINDRA (AMERICAS) INC.
AND
THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ADMINISTRATIVE SERVICES,
FOR SALESFORCE PROFESSIONAL SERVICES
CONTRACT # 8002968

This First Amendment (hereinafter referred to as the "Amendment"), dated this 7th day of December, 2023, is by and between the State of New Hampshire, Department of Administrative Services (hereinafter referred to as "the State") and Tech Mahindra (Americas) Inc. (hereinafter referred to as "the Contractor") for Salesforce Professional Services.

WHEREAS, pursuant to an agreement effective October 13, 2021, Item #95, set to expire December 31, 2023, (hereinafter referred to as "the Agreement"), the Contractor agreed to perform certain Salesforce Professional Services for the State in consideration of payment by the State of certain sums as specified therein; and

WHEREAS, pursuant to Section 17 of the Agreement, the Agreement may be amended by an instrument in writing executed by both parties;

NOW, THEREFORE, for and in consideration of the mutual promises set forth in this Amendment and the underlying Agreement, the parties do mutually agree as follows:

1. Delete in its entirety Form Number P-37, Item 1.7 Completion Date and substitute the following:

   1.7 December 31, 2024

2. Paragraph 2 as set forth in Exhibit C (Pricing Structure) is deleted in its entirety and replaced with the following:

   2. Pricing Structure. Contractor shall provide the services at the not-to exceed hourly rates set forth in the table below.

Position	Hourly Rate
Program Manager	$135.00
Scrum Master	$129.00
Salesforce Technical Architect	$133.00
Salesforce Administrator	$96.00
Salesforce Platform Developer	$101.00
Salesforce Data Architect	$102.00
Salesforce Business Analyst	$98.00
Salesforce Training Consultant	$91.00

3. All other provisions of the Agreement, approved by the Governor and Executive Council on October 13, 2021, Item #95, shall remain in full force and effect.

Contractor Initials: SN

Date: 12/7/23

Tech Mahindra (Americas) Inc.

By: Santosh kumar Nair
Santosh kumar Nair (Dec 8, 2023 09:11 GMT-5:5)

Santoshkumar Nair
(Print Name)

Title: Assistant General Counsel

Date: 7 December 2023

STATE OF NEW HAMPSHIRE

By: _____

Charles M. Arlinghaus
(Print Name)

Title: Commissioner
Department of Administrative Services

Date: 12-8-23

OFFICE OF THE ATTORNEY GENERAL

By: Duncan A. Edgar

Duncan A. Edgar
(Print Name)

Title: Attorney

Date: December 8, 2023

The foregoing contract was approved by the Governor and Council of New Hampshire on

_____, _____

Signed: _____

_____
(Print Name)

Title: _____

Contractor Initials: SN

Date: 12/7/23

State of New Hampshire
Department of State

CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that TECH MAHINDRA (AMERICAS) INC. is a New Jersey Profit Corporation registered to transact business in New Hampshire on October 23, 2013. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: **699441**

Certificate Number: **0006323370**

IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 20th day of September A.D. 2023.

David M. Scanlan
Secretary of State

TECH
mahindra

Tech Mahindra (Americas) Inc.
Sharda Centre, Off Karve Road,
Pune - 411004, Maharashtra, India

Tel. +91 20 6601 8100
Fax. +91 20 2542 4466

techmahindra.com
connect@techmahindra.com

To
New Hampshire, Department of Administrative Services
State House Annex, 25 Capitol Street, Concord, NH 03301

Subject: Letter of Confirmation on the validity of Power of Attorney of Mr. Santosh Kumar Nair. Contract with the State of New Hampshire for Salesforce Professional Services:

I Anil Khatri, Company Secretary of Tech Mahindra (Americas) Inc. having its Registered Office at Gateway Building, Apollo Bunder, Mumbai – 400 001, wish to inform you that the Board of Directors of the company vide resolution dated 25, June 2013 has conferred Power of Attorney to Mr. Santosh Kumar Nair - Assistant General Counsel, to inter- alia sign all contracts on behalf of the Company and Subsidiaries of the Company. We hereby confirm that the Power of Attorney issued to Mr. Santosh Kumar Nair on 17th September, 2013 has not been revoked till date and is valid and subsisting.

For Tech Mahindra (Americas) Inc.

Anil Khatri
Company Secretary

07 December 2023

Tech Mahindra Limited PUNE

Sri. V. Srikanth

STAMP DUTY ANDHRA PRADESH NON JUDICIAL

Rs. 0000100 17.9.2015

INDIA

CHAMBER OF INDIAN TRADE & INDUSTRY 13 MAY 2015 DELHI

Power of Attorney

To all whom these presents shall come, we Tech Mahindra Limited, a Company incorporated under the Companies Act, 1956, and having its Registered Office at Gateway Building, Apollo Bunder, Mumbai 400 001 and Corporate Office at Plot No. 1, Phase III, Rajiv Gandhi Infotech Park, Hinjewadi, Pune – 411 057, Maharashtra, India (hereinafter referred to as "The Company") do hereby nominate, constitute and appoint the following officer of the Company:

Mr. Santosh Kumar Nair, Vice President– Legal

to be our true and lawful attorney in fact and in law of the Company and of its Subsidiaries, worldwide, for and in the name and behalf of the Company and its Subsidiaries to execute and perform all and /or any of the following acts, deeds, matters and things:

i. To negotiate, execute and sign all the agreements and contracts with the customers and sub contractors for providing Software Development Services, Software Consultancy Services, outsourcing contracts other Services/matters and License of Software from its suppliers, or anything in connection therewith.

ii. To negotiate, sign and execute all agreements with vendors for providing Software Development Services, Software Consultancy Services, other Services/matters and License of Software, or anything in connection therewith.

iii. To accept service of any writ of summons or other legal process and to appear and to represent the Company or its Subsidiaries in any Court or Quasi-Judicial Authorities, whether civil or criminal or insolvency or Court hearing, Company matters or Sales tax, Wealth tax, matters or Land reference and other matters of whatsoever nature and before all Land Authorities or any other authority whatsoever and Compensation or Accommodation Officers, Collectors, Custom Officers, Commissioners, Central Board of Revenue or corresponding authorities having jurisdiction in any Sovereign Territories worldwide and all other Judicial or other Officers, tribunals and public officers and authorities whatsoever shall be thought advisable by the Attorney and for the Company or its Subsidiaries and in the name of the Company or of its Subsidiaries or otherwise to commence, carry on or continue, action or other proceedings before any such authorities or in any Court of Justice or before the Income Tax, Sales Tax, Wealth tax, Custom or Revenue Officers, Controllers or any other public authorities or officer whatsoever for the recovery of any debt, sum of money refund, right, title, interest, property matter of thing whatsoever now due or payable or to become due or payable or in any way belonging to the Company or of its Subsidiaries by any means or any account whatsoever or in respect of any offence or crime in respect of the any property, estate or chattels of the Company or of its Subsidiaries and to defend all actions, suits, proceedings of every nature and kind and to prosecute or discontinue or become non suited therein if the Attorney shall see cause and also to file, defend, appeals, references, reviews, revisions and other applications from the decisions in such proceedings and to carry to final determination as the Attorney shall think fit and also to take such other lawful ways and means for recovering or getting in such sum of money, refund or other thing whatsoever and also to appoint any number of Solicitors, Pleaders, Advocates, Barrister or other Legal Advisers to prosecute or defend in the premises aforesaid or any of them as occasion may require, wither in the name of the Company or of its Subsidiaries of in the name of Attorney and for the purposes aforesaid to sign, wear, declare

Tech Mahindra Limited

and verify all plaints, petitions, applications, affidavits, declarations, written statements, memos of appeals, reviews, revision applications, and all other documents as may be deemed necessary and advisable by the Attorney in the premises nothing excepted.

iv. To sign and execute all documents, deeds, applications, declarations of whatsoever nature, the Company and/or its Subsidiaries may be required to execute/sign under the provisions of any statutes, rules or regulations, for the time being in force in any Sovereign Territories worldwide.

v. To sign, execute and to perform all and/or any acts, deeds, undertakings, affidavits matters and things incidental or ancillary to the matters or authorities mentioned above, to fully effectuate the same.

And the Company and/or its Subsidiaries, as the case may be, do/es hereby undertake/s to ratify and confirm whatever the Attorney may lawfully does or causes to be done by virtue of these presents.

The power delegated by virtue of this Power of Attorney to act on behalf of the Company and/or its Subsidiaries in respect of the above matters will be held valid as long as the said Attorney is in employment of the Company or till the Company revokes the same at anytime for any reason whatsoever.

Given this day the 17th September, 2013

For Tech Mahindra Limited

G. Jayaraman
Company Secretary

Tech Mahindra Limited

Mr. Santosh Kumar Nair shall sign as: 17/09/2013

CHAMBER OF INDIAN TRADE & INDUSTRY
13 MAY 2015
DELHI

ATTESTED

DINESH KR. SINGH
Exec. Secretary
Chamber of Indian Trade & Industries
DELHI

Cr 4247

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/20/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh Risk & Insurance Services 1735 Technology Drive, Suite 790 San Jose, CA 95110 Attn: SanJose.certrequest@marsh.com CN103181849–GAUWC-23-24	**CONTACT NAME:** **PHONE (A/C, No, Ext):** **FAX (A/C, No):** **E-MAIL ADDRESS:**
INSURED Tech Mahindra (Americas) Inc. Tech Mahindra Limited Attn:Pritesh Lakhotiya 5700 Democracy Drive, Suite 2000 Plano, TX 75024	**INSURER(S) AFFORDING COVERAGE** — **NAIC #** **INSURER A :** Massachusetts Bay Insurance Co. — 22306 **INSURER B :** N/A — N/A **INSURER C :** Allmerica Financial Benefit Ins Co — 41840 **INSURER D :** **INSURER E :** **INSURER F :**

COVERAGES **CERTIFICATE NUMBER:** SEA-003681076-14 **REVISION NUMBER:** 3

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			ZDY-A967214-07	07/01/2023	07/01/2024	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
	Contractual Liability						MED EXP (Any one person)	$ 10,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	$ 1,000,000
	X POLICY PRO-JECT LOC						GENERAL AGGREGATE	$ 2,000,000
	OTHER:						PRODUCTS - COMP/OP AGG	$ 2,000,000
	AUTOMOBILE LIABILITY						Deductible:	$ 1,000
	ANY AUTO						COMBINED SINGLE LIMIT (Ea accident)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per person)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WMY-A967221-07	07/01/2023	07/01/2024	X PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: N	N/A					E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

State of New Hampshire
Administrative Services
Bureau of Purchase and Property
25 Capitol Street
Room 102
Concord, NH 03301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Marsh Risk & Insurance Services

95 mc

State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES
25 Capitol Street - Room 120
Concord, New Hampshire 03301
Office@das.nh.gov

Charles M. Arlinghaus
Commissioner
(603) 271-3201

Joseph B. Bouchard
Assistant Commissioner
(603) 271-3204

Catherine A. Keane
Deputy Commissioner
(603) 271-2059

August 20, 2021

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

REQUESTED ACTION

Authorize the Department of Administrative Services to enter into a contract with Tech Mahindra Americas Inc. of Plano, TX (Vendor No. 255204), for an aggregate price limitation of $10,000,000.00 among all awarded vendors, for Salesforce Professional Services. The term shall be effective upon Governor and Council approval and ending on December 31, 2023 with the option to extend for two (2) additional one-year extension terms.

Funding shall be provided through individual agency expenditures, none of which shall be permitted unless there are sufficient appropriated funds to cover the expenditure.

EXPLANATION

The Department of Administrative Services, through the Bureau of Purchase and Property, and in collaboration with the Department of Information Technology, issued a request for proposal on February 3, 2021 with responses due on March 3, 2021. There were 11 compliant responses received.

It is the Department's intent to enter into contracts with the 10 highest scoring vendors where through a Request for Quote (RFQ) and Statement of Work (SOW) process the Department of Administrative Services, on behalf of a requesting State agency, will issue RFQ/SOW to all contractors. Each SOW will detail various requirements related to the services, planning and implementation of new projects. The project engagement will be based upon the highest scoring response. Project engagements under the agreements with a dollar value exceeding $10,000 shall be brought before the Executive Council for approval prior to proceeding with the engagements.

As the State's experience and expertise with Salesforce matures, it will expand its Salesforce capabilities and services offered. The production Salesforce environment is centrally managed. The State has implemented an Enterprise Government Model that seeks to establish Standard Operating Procedures (SOP) and processes on the use of third party solutions.

Through the proposed contracts, the State anticipates improvements in the following areas: automating business processes, providing prompt responses to tracking or delivering constituent needs, refining business operations based on access to insightful data, securing information within compliance of State and Federal regulations, and deploying rapid solutions throughout the State of New Hampshire's IT environment.

Enabling these capabilities will often require the use of expert resources that can assist the State to efficiently design, govern, maintain and provide ongoing management of these platforms in a secure, responsible and effective manner. Contracting mechanisms that shorten the "time to value" are needed to procure resources to work with State agencies and IT staff to supplement existing constrained resources that are needed to provide the skills necessary for the State to excel in its Digital Government Initiatives. Based on the foregoing, I am respectfully recommending approval of the contract with Tech Mahindra Americas Inc.

Respectfully submitted,

Charles M. Arlinghaus
Commissioner

Division of Procurement Support Services
Bureau of Purchase Property

RFI Summary

Gary S. Lunetta
Director
(603) 271-2201

RFI Description	Saleforce Professional Services	Agency	DoIT
RFI#	2024-370	Vendor	Tech Mahindra (Americas) Inc.
Agent Name	Claudia Roy	RFI Closing	8/30/2023 @ 9:00 AM

Estimated annual spend	$157,849.78
Estimated term spend (including 1 year extension)	$831,399.11
Current price limitation	$10,000,000.00
Available balance in price limitation	$9,368,600.89

Recommendation Summary	
Statewide Contract or Amendment	Amendment
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Number of non-responsive bidders	29
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D&B Report Attached	NA
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FOB Delivered	Yes

Special Notes:	The current price limitation is $10,000,000.00. Based on the current spend of $473,549.33, plus the estimated annual spend for a one-year extension at $157,849.78, there are no additional funds requested as the current contract price limitation can support the one-year extension.

FIRST AMENDMENT TO THE CONTRACT
BETWEEN TECH MAHINDRA (AMERICAS) INC.
AND
THE STATE OF NEW HAMPSHIRE, DEPARTMENT OF ADMINISTRATIVE SERVICES,
FOR SALESFORCE PROFESSIONAL SERVICES
CONTRACT # 8002968

This First Amendment (hereinafter referred to as the "Amendment"), dated this 7th day of December, 2023, is by and between the State of New Hampshire, Department of Administrative Services (hereinafter referred to as "the State") and Tech Mahindra (Americas) Inc. (hereinafter referred to as "the Contractor") for Salesforce Professional Services.

WHEREAS, pursuant to an agreement effective October 13, 2021, Item #95, set to expire December 31, 2023, (hereinafter referred to as "the Agreement"), the Contractor agreed to perform certain Salesforce Professional Services for the State in consideration of payment by the State of certain sums as specified therein; and

WHEREAS, pursuant to Section 17 of the Agreement, the Agreement may be amended by an instrument in writing executed by both parties;

NOW, THEREFORE, for and in consideration of the mutual promises set forth in this Amendment and the underlying Agreement, the parties do mutually agree as follows:

1. Delete in its entirety Form Number P-37, Item 1.7 Completion Date and substitute the following:

   1.7 December 31, 2024

2. Paragraph 2 as set forth in Exhibit C (Pricing Structure) is deleted in its entirety and replaced with the following:

   2. Pricing Structure. Contractor shall provide the services at the not-to exceed hourly rates set forth in the table below.

Position	Hourly Rate
Program Manager	$135.00
Scrum Master	$129.00
Salesforce Technical Architect	$133.00
Salesforce Administrator	$96.00
Salesforce Platform Developer	$101.00
Salesforce Data Architect	$102.00
Salesforce Business Analyst	$98.00
Salesforce Training Consultant	$91.00

3. All other provisions of the Agreement, approved by the Governor and Executive Council on October 13, 2021, Item #95, shall remain in full force and effect.

Contractor Initials: SN

Date: 12/7/23

Tech Mahindra (Americas) Inc.

By: Santosh kumar Nair
Santosh kumar Nair (Dec 8, 2023 09:11 GMT-5:5)

Santoshkumar Nair
(Print Name)

Title: Assistant General Counsel

Date: 7 December 2023

STATE OF NEW HAMPSHIRE

By: _____

Charles M. Arlinghaus
(Print Name)

Title: Commissioner
Department of Administrative Services

Date: 12-8-23

OFFICE OF THE ATTORNEY GENERAL

By: Duncan A. Edgar

Duncan A. Edgar
(Print Name)

Title: Attorney

Date: December 8, 2023

The foregoing contract was approved by the Governor and Council of New Hampshire on

DEC 20 2023

Signed: _____

(Print Name)

SECRETARY OF STATE

Contractor Initials: SN

Date: 12/7/23

Tech Mahindra

Tech Mahindra Limited
Sharda Centre, Off Karve Road
Pune 411004, Maharashtra, India

Tel +91 20 6601 6100
Fax +91 20 2542 4466

techmahindra.com
connect@techmahindra.com

Registered Office:
Gateway Building, Apollo Bunder
Mumbai 400 001, India

CIN L64200MH1986PLC041370

To
New Hampshire, Department of Administrative Services
State House Annex, 25 Capitol Street, Concord, NH 03301

Subject: Letter of Confirmation on the validity of Power of Attorney of Mr. Santosh Kumar Nair. Contract with the State of New Hampshire for Salesforce Professional Services.

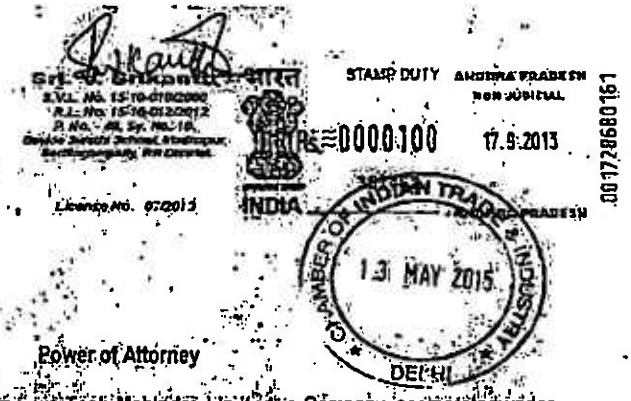
I Anil Khatri, Company Secretary of Tech Mahindra Limited having its Registered Office at Gateway Building, Apollo Bunder, Mumbai – 400 001, wish to inform you that the Board of Directors of the company vide resolution dated 25, June 2013 has conferred Power of Attorney to Mr. Santosh Kumar Nair - Assistant General Counsel, to inter- alia sign all contracts on behalf of the Company and Subsidiaries of the Company. We hereby confirm that the Power of Attorney issued to Mr. Santosh Kumar Nair on 17th September, 2013 has not been revoked till date and is valid and subsisting.

For Tech Mahindra Limited

Tech Mahindra Limited PUNE

Anil Khatri
Company Secretary

21 July, 2021



Power of Attorney

To all whom these presents shall come, we Tech Mahindra Limited, a Company incorporated under the Companies Act, 1956, and having its Registered Office at Gateway Building, Apollo Bunder, Mumbai 400 001 and Corporate Office at Plot No.1, Phase III, Rajiv Gandhi Infotech Park, Hinjewadi, Pune – 411 057, Maharashtra, India (hereinafter referred to as "The Company") do hereby nominate, constitute and appoint the following officer of the Company

Mr. Santosh Kumar Nair, Vice President – Legal

to be our true and lawful attorney in fact and in law of the Company and of its Subsidiaries, worldwide, for and in the name and behalf of the Company and its Subsidiaries to execute and perform all and/or any of the following acts, deeds, matters and things:

i. To negotiate, execute and sign all the agreements and contracts with the customers and sub contractors for providing Software Development Services, Software Consultancy Services, outsourcing contracts other Services/matters and License of Software from its suppliers, or anything in connection therewith.

ii. To negotiate, sign and execute all agreements with vendors for providing Software Development Services, Software Consultancy Services, other Services/matters and License of Software, or anything in connection therewith.

iii. To accept service of any writ of summons or other legal process and to appear and to represent the Company or its Subsidiaries in any Court or Quasi Judicial Authorities, whether civil or criminal or insolvency or Court hearing, Company matters or Sales tax, Wealth tax, matters or Land reference and other matters of whatsoever nature and before all Land Authorities or any other authority whatsoever and Compensation or Accommodation Officers, Collectors, Custom Officers, Commissioners, Central Board of Revenue or corresponding authorities having jurisdiction in any Sovereign Territories worldwide and all other Judicial or other Officers, tribunals and public officers and authorities whatsoever, shall be thought advisable by the Attorney and for the Company or its Subsidiaries and in the name of the Company or of its Subsidiaries or otherwise to commence, carry on or continue, action or other proceedings before any such authorities or in any Court of Justice or before the Income Tax, Sales Tax, Wealth tax, Custom or Revenue Officers, Controllers or any other public authorities or officer whatsoever for the recovery of any debt, sum of money refund, right, title, interest, property matter of thing whatsoever now due or payable or to become due or payable or in any way belonging to the Company or of its Subsidiaries by any means or any account whatsoever or in respect of any offence or crime in respect of the any property, estate or chattels of the Company or of its Subsidiaries and to defend all actions, suits, proceedings of every nature and kind and to prosecute or discontinue or become non suited therein if the Attorney shall see cause and also to file, defend, appeals, references, reviews, revisions and other applications from the decisions in such proceedings and to carry to final determination as the Attorney shall think fit and also to take such other lawful ways and means for recovering or getting in such sum of money, refund or other thing whatsoever and also to appoint any number of Solicitors, Pleaders, Advocates, Barrister or other Legal Advisers to prosecute or defend in the premises aforesaid or any of them as occasion may require, wither in the name of the Company or of its Subsidiaries of in the name of Attorney and for the purposes aforesaid to sign, wear, declare

and verify all plaints, petitions, applications, affidavits, declarations, written statements, memos of appeals, reviews, revision applications, and all other documents as may be deemed necessary and advisable by the Attorney in the premises nothing excepted.

iv. To sign and execute all documents, deeds, applications, declarations of whatsoever nature, the Company and/or its Subsidiaries may be required to execute/sign under the provisions of any statutes, rules or regulations, for the time being in force in any Sovereign Territories worldwide.

v. To sign, execute and to perform all and/or any acts, deeds, undertakings, affidavits matters and things incidental or ancillary to the matters or authorities mentioned above, to fully effectuate the same.

And the Company, and/or its Subsidiaries, as the case may be, do/es hereby undertake/s to ratify and confirm whatever the Attorney may lawfully does or causes to be done by virtue of these presents.

The power delegated by virtue of this Power of Attorney to act on behalf of the Company and/or its Subsidiaries in respect of the above matters will be held valid as long as the said Attorney is in employment of the Company or till the Company revokes the same at anytime for any reason whatsoever.

Given this day the 17th September, 2013

For Tech Mahindra Limited

G. Jayaraman
Company Secretary

Tech Mahindra Limited

Mr. Santosh Kumar Nair shall sign as: 17/09/2013

CHAMBER OF INDIAN TRADE & INDUSTRY
13 MAY 2015
DELHI

ATTESTED

DINESH KR. SINGH
Exec. Secretary
Chamber of Indian Trade & Industries
DELHI

4247

State of New Hampshire

Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that TECH MAHINDRA (AMERICAS) INC. is a New Jersey Profit Corporation registered to transact business in New Hampshire on October 23, 2013. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 699441

Certificate Number: 0005407617

IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed the Seal of the State of New Hampshire, this 14th day of July A.D. 2021.

William M. Gardner

Secretary of State

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 07/02/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marsh Risk & Insurance Services 1735 Technology Drive, Suite 790 San Jose, CA 95110 Attn: SanJose.certrequest@marsh.com CN103181849--GAWUC-21-22	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: FAX (A/C, No):	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Massachusetts Bay Insurance Co.	22306
INSURED Tech Mahindra (Americas) Inc. Tech Mahindra Limited AtulPritesh Lathiotiya 5700 Democracy Drive, Suite 2000 Plano, TX 75024	INSURER B : N/A	N/A
	INSURER C : Allmerica Financial Benefit Ins Co	41840
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES CERTIFICATE NUMBER: SEA-003661076-07 REVISION NUMBER: 3

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			ZDY-A967214-05	07/01/2021	07/01/2022	EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION $							$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			WMY-A987221-05	07/01/2021	07/01/2022	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N N (Mandatory in NH)	N/A					E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
State of New Hampshire Administrative Services Bureau of Purchase and Property 25 Capitol Street Room 102 Concord, NH 03301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE of Marsh Risk & Insurance Services Petronella Massey Petronella Massey

Roy, Claudia

From: Arpit Shastri <Arpit.Shastri@TechMahindra.com>
Sent: Tuesday, July 25, 2023 9:46 AM
To: Roy, Claudia
Subject: RE: Salesforce Contracts

Hi Claudia,

Good Morning !!

Yes, we are interested in extending the current contract.

Please let me know if you need any more information from my side.

Thanks for the opportunity.

Regards
Arpit Shastri
Public Sector | Tech Mahindra Americas Inc
+1 224 616 7440
Arpit.Shastri@techmahindra.com

From: Roy, Claudia <Claudia.I.Roy@das.nh.gov>
Sent: Tuesday, July 25, 2023 9:43 AM
Subject: Salesforce Contracts
Importance: High

Good morning,

I am reviewing the current contracts in place for salesforce professional services and see there is an opportunity to extend for an additional year.

We are obligated to send out an RFI to the public in order to verify we are doing our due diligence to ensure the best price for our taxpayers. While you are not obligated to reply to the RFI, I would like to verify if each of you are interested in extending for an additional year at the same price, terms, and conditions via email.

Please reply to me by 7/31/2023 if you wish to extend or if you wish to not extend your contract after it lapses on 12/31/23.

Thank you for your continued service with the State of New Hampshire.

Claudia Roy
Senior Purchasing Agent

State of New Hampshire
Department of Administrative Services
Division of Procurement & Support Services
25 Capitol Street,
Concord, NH 03301
Email: Claudia.I.Roy@DAS.NH.gov
Phone: (603) 271-2202

***Caution:** Please do not click links or open attachments unless you recognize the sender and know the content is safe.*