# New Hampshire Liquor Commission

50 Storrs Street
Concord, NH  03301
(603) 230-7015

Joseph W. Mollica
Chairman

Nicole Brassard Jordan
Deputy Commissioner

Kelly A. Ayotte
Governor

September 15, 2025

Her Excellency, Governor Kelly A. Ayotte,
     and the Honorable Council
State House
Concord, NH 03301

## REQUESTED ACTION

Authorize the New Hampshire Liquor Commission ("NHLC") to amend an existing **Sole Source** contract with System Automation Corporation (VC #170313), Columbia, Maryland, for the development, deployment, and maintenance of a Records Management System by increasing the price limitation by $4,937,400.00 from $1,236,556.00 to $6,173,956.00, adding additional scope of work to include the development, deployment, and maintenance of a Comprehensive Regulatory Compliance System, and exercising a contract renewal option to extend the completion date from July 31, 2027, to July 31, 2029, effective upon Governor and Council approval. The original contract was approved by Governor and Executive Council on June 28, 2023, item #114. 100% Liquor Funds.

Funds are available in the following account for Fiscal Years 2026 and 2027, and are anticipated to be available in Fiscal Years 2028, 2029 and 2030 upon the availability and continued appropriation of funds in the future operating budget, with the authority to adjust encumbrances between fiscal years within the price limitation through the Budget Office, if needed and justified.

02-77-77-770512-78780000 Enforcement, Licensing, and Education

| Fiscal Year | Class - Account | Class Title | Amount |
|---|---|---|---|
| 2026 | 038-500177 | Technology - Software | $1,443,750.00 |
| 2027 | 038-500177 | Technology - Software | $1,925,000.00 |
| 2028 | 038-500177 | Technology - Software | $958,950.00 |
| 2029 | 038-500177 | Technology – Software | $562,800.00 |
| 2030 | 038-500177 | Technology - Software | $46,900.00 |
|  |  | **Total:** | **$4,937,400.00** |

# EXPLANATION

This contract amendment is **Sole Source** because the 2022 Request for Information process discussed below demonstrated that the vendor System Automation Corporation ("System Automation") was the most cost-effective solution with the fastest time to value of the ten vendors that responded. Since the initial implementation was so successful, it makes sense to fill out the remainder of the NHLC's Division of Enforcement & Licensing's application portfolio with products from the same vendor.

The NHLC's Division of Enforcement & Licensing ("Division") is responsible for, among other duties, licensing individuals and businesses to engage in the distribution and sale of alcohol and tobacco products within the State of New Hampshire. The Division also enforces compliance with applicable New Hampshire laws governing these activities. As part of this mandate, the Division accepts and processes license applications, collects relevant information from prospective licensees, and monitors ongoing compliance with the terms and conditions of licensure.

In February of 2022, the Division was invited by the Department of Information Technology ("DoIT") to participate in a Request for Information ("RFI") process aimed at identifying a replacement for the existing enterprise licensing software system, MyLicense Office ("MLO"). MLO was in use at the time by the New Hampshire Liquor Commission, Department of Health and Human Services ("DHHS"), Lottery Commission, and the Office of Professional Licensure and Certification ("OPLC"). The Division attended ten vendor presentations starting in April of 2022 as part of the RFI evaluation process.

In July of 2022, OPLC notified the Division that they had secured American Rescue Plan Act ("ARPA") funding to initiate the development and replacement of the licensing system. System Automation, one of the vendors that submitted a proposal during the RFI process and the developer of the current MLO system, was selected as the vendor for the replacement system. Initially, the vision for the new system was to serve as a shared enterprise licensing platform for the Division, OPLC, DHHS, and the Lottery Commission. Concurrently, the Division was also seeking to replace its Records Management System ("RMS"), which was set to lose vendor support as of January of 2024.

In December of 2022, the Division was informed that DoIT and OPLC would proceed with a contract for a new licensing system, MLO One, developed by System Automation. The Division was also informed that it would not be included in the initial phase of development and that the records management module of MLO One would not begin for another 18–24 months. This presented a significant challenge, as the Division's existing RMS would be unsupported during this interim period. On January 18, 2023, the Governor and Executive Council approved the contract for MLO One. With only twelve months remaining before support for the existing RMS would end, the Division, in consultation with DoIT, pursued a sole source contract with System Automation to develop an independent RMS solution with the goal that once the Division's RMS was operational, integration with the enterprise licensing system could be explored to maintain alignment. The NHLC's contract with System Automation for the development of a new RMS titled "evoke" was approved by Governor and Executive Council on June 28, 2023.

The evoke RMS went live in June of 2024 on time and within the original budget and has significantly enhanced the Division's operational efficiency by automating and digitizing all regulatory and law enforcement records management processes. The system is fully paperless and has streamlined data entry, reporting, and compliance tracking.

In recent months, the broader enterprise licensing solution has moved in a different direction, and the concept of a unified, multi-agency platform is no longer being pursued. However, the need for the Division to replace

its licensing platform remains, as the current platform, MLO, is now considered a legacy system and is approaching the end of its serviceable life. The existing DoIT enterprise contract with System Automation for MLO's support is in its final two-year extension, and System Automation has formally announced that support for MLO will end on June 30, 2027. Additionally, the physical server currently hosting MLO and its eGov components will be end-of-life in January of 2027, and SQL Server 2016, which serves as the MLO system's database, will be end-of-life on July 16, 2026. While there is a plan to migrate the MLO system to a new server environment or upgraded database, these upcoming deadlines still present a substantial operational risk and must be addressed in any forward-looking technology strategy for the Division and its licensing operations.

Further, the need for a modernized and integrated regulatory system was highlighted in the 2018 audit conducted by the Legislative Budge Assistant ("LBA"). The audit included the following recommendations:

- "We recommend Commission management ensure Division IT systems management effectively and efficiently helps achieve expected outcomes. We recommend Division management improve IT systems management."
- "Incorporate into long-term strategy and plans elements to obtain a system to efficiently and effectively automate business practices such as automating compliance monitoring and performance measurement and processes interfacing with stakeholders including licensing, permitting, tax and fee payment, and reporting."
- "Integrate disparate databases and records into existing records management systems."

As the unified, multi-agency platform concept is no longer being pursued and given the necessity to replace MLO, after consultation with DoIT it was mutually agreed that the NHLC would explore the development of an independent licensing system tailored to its specific operational and regulatory needs. While such development was explored, the Division identified other regulatory functions requiring system and software upgrades, including: the automation of licensee audit and reporting processes, a restitution collection and payment portal, and a new training platform.

In response to these system needs and critical technology timelines, through this amendment the NHLC seeks to develop a Comprehensive Regulatory Compliance System ("CRCS"). This integrated platform is to be built as an additional portal within evoke, the Division's existing RMS. The CRCS will include:

- Licensing Portal: The Licensing Portal will streamline the application, review, and renewal process, improving efficiency and turnaround time for licensees.
- Training Portal: The Training Portal will enable licensees to participate in online and live trainings, track employee certifications, and ensure compliance with mandatory training requirements.
- Restitution Payment Portal: The Restitution Payment Portal will provide a secure and efficient system for tracking and processing restitution payments.
- Compliance & Auditing Module: The Compliance & Auditing Module will modernize and automate the reporting and audit processes for licensees, enhancing the Division's oversight and internal review capabilities.

This fully integrated platform will also link directly with evoke's enforcement systems, further enhancing data integrity, operational transparency, and time management across the Division.

The CRCS will not only modernize and streamline the Division's licensing, training, enforcement, and compliance workflows, but will also ensure business continuity beyond 2027, with a secure, scalable, and agency-specific solution. The CRCS represents a forward-looking solution that addresses both immediate operational needs and longer-term system lifecycle concerns. With multiple end-of-life dates approaching - including the end of support for MLO, its server environment, and SQL Server 2016 - development of the CRCS at this point is critical. The NHLC respectfully seeks approval to move forward with the development

of CRCS as part of its continued commitment to regulatory excellence, operational efficiency, and exceptional service to the public and regulated community.

The NHLC has determined that System Automation is in good standing with the Secretary of State's Office, has secured the required levels of insurance, and has provided evidence of authority to execute and be bound by the contract. The NHLC also requested and received approval from the Commissioner of the Department of Information Technology, DoIT #2024-003(a). Documents supporting these assertions are available at the NHLC, for review upon request.

Based on the foregoing, I am respectfully requesting approval of the amendment to the existing contract with System Automation Corporation.

Respectfully submitted,

Joseph W. Mollica
Chairman, Liquor Commission

**STATE OF NEW HAMPSHIRE**
**LIQUOR COMMISSION**

**FIRST AMENDMENT TO AGREEMENT**

This First Amendment to Agreement is made this *15th* day of September, 2025, between the New Hampshire Liquor Commission (hereinafter the "NHLC") and System Automation Corporation, with a principal place of business at 7110 Samuel Morse Drive, Suite 100, Columbia, MD 21046 (hereinafter the "Contractor") (all together, the "Parties").

WHEREAS the NHLC and Contractor entered into an agreement approved by the Governor and Executive Council of the State of New Hampshire on June 28, 2023, (the "Agreement"), effective through July 31, 2027, pursuant to which Contractor is required to provide the NHLC with a law enforcement records management system through its "evoke" platform.

WHEREAS the NHLC and Contractor desire to amend the Agreement to modify the scope of work and increase the price limitation accordingly.

WHEREAS pursuant to Exhibit B, Section 2.1 of the Agreement, the Agreement may be extended for two additional two-year terms.

WHEREAS the Parties desire to further amend the Agreement to exercise the first of the two contract extensions.

NOW THEREFORE, the NHLC and Contractor, in accordance with Section 18 of the General Provisions of the Agreement, mutually agree to amend their existing Agreement as follows:

**Form P-37 Agreement** – General Provisions is amended as follows:

1. Amend Section 1.7 to reflect a completion date of July 31, 2029.

2. Amend Section 1.8 to reflect a $4,937,400.00 increase to the current price limitation, which shall result in a Revised Price Limitation of $6,173,956.00.

**Exhibit A – Special Provisions** is amended as follows:

1. Amend Section A.7 to add Provision 30 to Form P-37 Agreement. Provision 30 shall read as follows:

"30. REQUIREMENTS FOR WEB CONTENT AND MOBILE APPLICATION ACCESSIBILITY

30.1 Under Title II of the Americans with Disabilities Act, the State is required to provide equal access to all of its services, programs, and activities that are provided or made available to the public (whether directly or through contractual, licensing, or other

Contractor Initials CR
Date 9/12/2025

arrangements) via the web and mobile applications. Accordingly, all publicly available web content and mobile applications developed, delivered, or otherwise furnished by Contractor pursuant to the terms and conditions of this Agreement shall comply with all applicable accessibility requirements under 28 C.F.R. § 35.200 and the technical standards for web content and mobile application accessibility specified in version 2.1 of the Web Content Accessibility Guidelines at Level AA conformance.

30.2 Contractor acknowledges and agrees that the State may require Contractor's compliance with the web content and mobile application accessibility standards set forth in Paragraph 30.1 to be determined by a third-party selected by the State in its sole and absolute discretion."

**Exhibit B** – Statement of Work is amended as follows:

1.  Delete Section 1: Introduction, and replace it with the following:

    "System Automation Corporation ("Contractor") hereby agrees to design and implement a Records Management System ("RMS") and a Comprehensive Regulatory Compliance System ("CRCS") for the New Hampshire Liquor Commission's (the "NHLC" or the "State") Division of Enforcement and Licensing. Contractor shall design, implement, and support the RMS and CRCS through its "evoke" platform as described in the Statement of Work Proposals included as part of Exhibit G and Exhibit H to this contract."

2.  Delete the first two paragraphs of Section 2.1: Term and replace them with the following:

    "This Agreement shall commence upon approval by the Governor and Executive Council. The initial term of the of Agreement shall terminate on July 31, 2027. The initial contract term may be extended for two additional terms of two years each, subject to the Parties' written agreement. Any such extensions shall be contingent upon satisfactory performance and continued funding.

    Upon approval by the Governor and Executive Council of the first two-year contract extension, the Agreement shall terminate on July 31, 2029."

3.  Amend Section 2.2: Amendment to read as follows:

    "Contractor and NHLC agree that this contract may, by mutual agreement, be extended or amended to account for a CRCS prior to the Completion Date, subject to the approval of the Governor and Council, as required."

4.  Amend Section 6.1.4: The Contractor's Additional Key Project Staff to read as follows:

    "Contractor's Key Project Staff must demonstrate an in-depth understanding of the data and process relationships between alcoholic beverage licensing, compliance, and related activities, and demonstrate an understanding of NHLC's specific mission and processes.

Contractor Initials CR

Date 9/12/2025

The following Contractor personnel are designated as Key Project Staff:

    b.  Rebecca Westbrook – Lead Project Manager
    c.  Yoni Goldstein – Lead Implementation Specialist
    d.  Tori Sarsfield - Lead Solution Developer
    e.  Gnanasekeran (Edison) Sakthivel - Database Administrator

Contractor's Key Project Staff shall be allocated to the Project as detailed in the Staffing Plan within Exhibit H.

The State reserves the right to require removal or reassignment of Key Project Staff who are found unacceptable to the State. Contractor shall not change Key Project Staff commitments without providing the State written notice and obtaining the prior written approval of the State. State approvals of Key Project Staff will not be unreasonably withheld. The replacement Key Project Staff shall have comparable or greater skills than Key Project Staff being replaced."

5.   Add Section 7a: Data Migration, which shall read as follows:

"Data migration shall be the responsibility of the Contractor, with the State providing input regarding data mapping, data document mapping, conversion, and loading."

6.   Amend the first sentence of Section 8: Acceptance & Testing Services to read as follows:

"The RMS and CRCS will be iteratively configured and tested through configuration "sprints" as described in Exhibits G and H."

7.   Amend the first two sentences of the second paragraph of Section 8: Acceptance & Testing Services to read as follows:

"To facilitate testing, Agency staff will participate in regular walkthroughs of the "evoke" RMS and CRCS led by the Contractor once initial configuration is completed. Following the walkthroughs, the State will provide changes to be incorporated by the Contractor in the form of comments to screenshots, as configured."

8.   Add Section 9.2a: MyLicense Office Maintenance and Support, which shall read as follows:

"Until the full implementation of the CRCS is complete and accepted by the NHLC, Contractor shall provide the NHLC with maintenance and support for the MyLicense Office platform."

9.   Amend the last sentence of Section 10.1 Data Location to read as follows:

Contractor Initials _CR_

Date _9/12/2025_

"The Contractor shall permit its personnel and subcontractors to access State data remotely only to provide technical support and as specified or required by the contract, and solely from within the Continental United States."

10. Amend Section 14: Contractor's Certificates & Other Attachments to read as follows:

"Contractor's Scope of Work Proposal and Required Contractor Certificates are attached in Exhibits G and H."

**Exhibit C** – Payment Terms and Payment Schedule is amended as follows:

1. Amend the first sentence of Section 5: Invoice Address to read as follows:

"Invoices may be sent to: Accounts Payable, New Hampshire Liquor Commission, 50 Storrs Street, Concord, NH 03301. APdept@liquor.nh.gov"

2. Amend Section 10: Payment Schedule – Phase I so that it is retitled as "Payment Schedule."

3. Amend Section 10: Payment Schedule to add a Subsection 10.1a: "CRCS Pricing." Subsection 10.1a shall read as follows:

"Payments for CRCS Implementation shall be made in equal monthly payments of $160,416.67 over a twenty-four (24) month period. The twenty-four (24) month period shall begin following approval by the Governor and Executive Council of this First Amendment to Agreement. Payments shall cover the following tasks at the stated costs:

| Task | Unit Cost | Quantity | Subtotal |
|---|---|---|---|
| Project Planning and Kickoff | $84,000 | 1 | $84,000 |
| Platform Activation (Dev, Test and Prod Environments) | $134,500 | 1 | $134,500 |
| Requirements Analysis and Design | $76,500 | 4 | $306,000 |
| Implementation Sprints - Licensing | $41,000 | 19 | $779,000 |
| Implementation Sprints - Compliance | $41,000 | 26 | $1,066,000 |
| Implementation Sprints – Enforcement (WMP & Direct Shippers Reconciliation) | $41,000 | 11 | $451,000 |
| Implementation Sprints - Interfaces | $41,000 | 5 | $205,000 |

Contractor Initials CR
Date 9/12/2025

| | | | |
|---|---|---|---|
| Data Migration and Interface Planning | $48,000 | 1 | $48,000 |
| Data Mapping for Conversion and Interfaces | $52,500 | 1 | $52,500 |
| Data Templates, Conversion Scripts, and Import Scripts | $96,900 | 1 | $96,900 |
| Trial Rounds of Data/Document Migration | $21,600 | 3 | $64,800 |
| Reporting Guide and Training | $51,800 | 1 | $51,800 |
| End User Training | $15,000 | 1 | $15,000 |
| UAT | $67,500 | 5 | $337,500 |
| Go-Live and Operational Support | $79,000 | 2 | $158,000 |
| **Total Implementation Cost** | | | **$3,850,000** |

4. Amend Subsection 10.4: Software Operations, Maintenance and Support Pricing to read as follows:

| Cost Component | Description of Services Included | Price |
|---|---|---|
| RMS Only Subscription Fee | RMS Subscription Fee, covering Licensing, Hosting, Maintenance, Support and Application Administration | $8,700/month |
| Combined RMS and CRCS Subscription Fee | Combined RMS and CRCS Subscription Fee, covering:<br>• Licensing, Hosting, Maintenance, and Support for all modules (licensing, online portals, compliance, and records management)<br>• Application Administration<br>• Annual Process Review and Update | $46,900/month |

Combined RMS and CRCS Subscription Fee shall replace the RMS Only Subscription Fee at the completion of all tasks and NHLC's acceptance of all deliverables of the CRCS Implementation outlined in Exhibit H.

**Exhibit E** – Administrative Services is amended as follows:

1. Amend Table E-1: Dispute Resolution Responsibility and Schedule Table within Section 1: Dispute Resolution to list the State's First Level Point of Contact as the "NHLC Director

Contractor Initials CR

Date 9/12/2025

of Enforcement & Licensing," the State's Second Level Point of Contact as the "NHLC Director of Administration," and the State's Third Level Point of Contact as the "Chairman of the NHLC."

**Exhibit F** – Terms and Definitions is amended as follows:

1. Amend the second sentence of the definition of "Work Plan" to read as follows:

"The plan and delineation of tasks, activities and events to be performed and Deliverables to be produced under the Project as specified in Exhibit B – Business/Technical Requirements and Deliverables and the Statement of Work Proposals contained in Exhibits G and H."

**Amend the Agreement to add an Exhibit H:** Comprehensive Regulatory Compliance System Statement of Work Proposal. Exhibit H: Comprehensive Regulatory Compliance System Statement of Work Proposal shall consist of the following attached 73 pages.

Except as provided herein, all other provisions of the June 28, 2023, Agreement shall remain in full force and effect.

**CONTRACTING OFFICER FOR STATE AGENCY**

_____         10/15/2025
Joseph W. Mollica, Chairman              Date
New Hampshire Liquor Commission

**SYSTEM AUTOMATION CORPORATION**

DocuSigned by:
Charles Rubin                            9/12/2025
CBDAA40E7BFF4F2...
Charles Rubin, President                 Date

Approved for Form, Substance and Execution

_____         9/12/2025
Assistant Attorney General               Date

Mike Grondl

Contractor Initials CR
Date 9/12/2025

EXHIBIT H -
COMPREHENSIVE
REGULATORY
COMPLIANCE SYSTEM

# evoke™
POWERFUL POSSIBILITIES

# STATEMENT OF WORK PROPOSAL

**New Hampshire Liquor Commission**
**Comprehensive Regulatory Compliance System**

August 8th, 2025

**Evoke by System Automation**

P: 800-839-4739
E: info@SystemAutomation.com
SystemAutomation.com

**Prepared by**

Brian Bennett
bbennett@systemautomation.com

**System Automation**

Contractor Initials CR
Date 9/12/2025

**■■ System Automation**　　　　　　　　　　　　　　　　**evoke**™

# Cover Letter

August 8th, 2025

Danielle Ellston, Deputy Chief
New Hampshire Liquor Commission
50 Storrs Street
Concord, NH 03301

RE: Statement of Work

Dear Ms. Ellston,

System Automation (SA) is pleased to present this proposal to upgrade licensing and compliance systems for the New Hampshire Liquor Commission (NHLC). You will find information about our history as your long-term partner, our Evoke™ Platform, and a description of the proposed implementation of Evoke as the basis of NHLC's new Comprehensive Regulatory Compliance System.

Our experience in regulatory management is critical to success in both the implementation and ongoing support of licensing and compliance systems. SA's successful recent collaboration with NHLC to deliver its replacement Records Management System (RMS) solution – on time and on budget – demonstrates this experience as well as our commitment to deliver effective, efficient solutions based on the agency's unique needs and goals. We take NHLC's mission seriously, and we pride ourselves in supporting the agency's goals to replace and consolidate existing systems while improving regulatory effectiveness.

As requested, SA has provided this Statement of Work Proposal to expand the existing Evoke-based RMS to include NHLC's licensing and compliance back-office processes, an enhanced licensee and training portal, and other specific functionality to support the agency's objectives in the areas of streamlining operations, supporting data-driven decision making, and providing responsive and timely services to licensees, citizens, legislators, and other agencies. This proposal includes an overview of SA's experience, the Evoke solution, scope of work parameters, and the intended approach to this project. An overview of our sprint-based implementation process and a breakdown of each specified task and invoicing schedule are described herein.

As an enterprise platform designed specifically for agencies like NHLC, Evoke infuses SA's deep regulatory experience built upon industry-standard low-code technologies to provide the best overall value to the State of New Hampshire. For NHLC:

- Evoke is **NOT a generic CRM or ERP platform** requiring heavy customization at great expense and lengthy project timelines to meet NHLC's needs.

- Users of the new Evoke-based Comprehensive Regulatory Compliance System will have immersive experiences within a **modern, intuitive interface and comprehensive functionalities** fully supporting applicants, licensees, NHLC staff, and stakeholders.

- The agency will continue to **work directly with their regulatory product manufacturer, SA and a team proven in understanding NHLC's business**. This allows NHLC to focus on its mission to safeguard New Hampshire's citizens.

*CR*

Contractor Initials ____
Date 9/12/2025　　　　　　　　　　　　　　　　　　　　　　　　　　　　　1

NHLC has a substantially reduced risk when it comes to implementing a new regulatory solution because of the proven licensing and compliance domain expertise brought by the SA team, which is unmatched by any other company in the market. This expertise has allowed SA to bridge the divide between IT and business, forging powerful partnerships with NHLC and other agencies.

SA's intimate understanding of NHLC's needs, operations, existing technologies, and data provides NHLC a low-risk, low-cost pathway towards successfully modernizing functions by implementing Evoke as the basis of the next generation Comprehensive Regulatory Compliance System solution, including:

- Seamless integration of licensing and enforcement activities
- User-friendly online applications and renewals
- Streamlined back-office processing
- Scheduling, assignment, and tracking of licensee training, including certificate generation and ability to link an individual's training completion with a specific licensee
- Disciplinary points tracking integrated with enforcement activities
- Wholesalers and Manufacturers processes

Our proposal demonstrates how SA's team, experience, and latest technology will exceed NHLC's expectations while positioning NHLC for digital transformation to meet future needs.

We welcome the opportunity to further our positive relationship with NHLC as well as migrating the current licensing and compliance, system, data and documents to Evoke – our next-generation regulatory platform as the basis of the new Comprehensive Regulatory Compliance System.

Please let me know if you have any questions or require further clarifications regarding the information provided.

Sincerely,

Brian Bennett
Director of Strategic Growth
(541) 382-7201
bbennett@systemautomation.com

DS
CR

Contractor Initials _____
Date 9/12/2025

2

**■■ System Automation**

*evoke*™

# Table of Contents

Contractor Initials CR
Date 9/12/2025

3

■■ **System Automation**                                                                    evoke™

# Executive Summary

System Automation is pleased to present this proposal for a Comprehensive Regulatory Compliance System which meets the NHLC's specific requirements for liquor licensing and compliance. By combining SA's expertise in supporting NHLC and dozens of regulatory agencies across the United States, the Commission will benefit from a known partner, a proven team, and a low-risk approach to implement a robust, state-of-the-art platform in Evoke. This combination will not only fulfill the Commission's current requirements for liquor licensing and related compliance activities, but also allow NHLC to leverage Evoke's powerful, flexible capabilities to improve regulation within New Hampshire for years to come.

In our discussions with NHLC, SA has learned of the following challenges with NHLC's licensing, training, reconciliation, and other compliance processes:

- Not having a "one-stop shop" for applicants and licensees to submit applications, renewals, and payments online.
- Outdated systems or spreadsheet-based processes for training, restitution payments, inspection requests and completion, product approval, and license points tracking.
- Obstacles to further implementing data-driven enforcement practices due to having processes in separate systems and spreadsheets
- Manual back-office processes such as application processing and reconciliation processes which require considerable staff time.

Based on this understanding, we are confident in expanding NHLC's existing Evoke system to successfully address NHLC's needs for licensing and other compliance activities. Evoke:

- Supports NHLC's unique processes as proven through NHLC's successful implementation of its RMS use cases, with tailored user experiences to streamline enforcement activities.
- Empowers NHLC to modernize user experience with an online system that eliminates manual and duplicate entry.
- Supports all NHLC compliance processes under a single, unified system that connects its data and workflows, giving NHLC unprecedented insight and automation.
- Is available to authorized NHLC users from anywhere, allowing agents in the field to enter data immediately while onsite, optimizing staff time and eliminating duplicate effort.
- Uses the latest web technology, providing users with an attractive, easy-to-use experience that can be configured to address new business needs, even allowing NHLC to build new apps that integrate with existing apps in the new Evoke-based solution.
- Is interoperable from the ground up, allowing real-time API integrations with NHLC interface partners and simplifying the process of connecting with new integration partners.

SA is pleased to provide NHLC this Statement of Work Proposal for a new Comprehensive Regulatory Compliance System.

Contractor Initials ⌐DS CR
Date 9/12/2025

4

■■■ **System Automation**                                         **evoke**™

# About System Automation

Headquartered in Maryland and founded in 1968 to develop and support the US Army recruiting system (contract held for 42 years), SA has since become an industry leader in designing, developing, implementing, and maintaining comprehensive information management applications for government regulatory agencies across the country.

Our licensure experience began in 1994 providing a State Licensing Board in Maryland a licensing solution and has since evolved to support many regulatory needs, including licensing, permitting, enforcement, inspections, investigations, case management, online payments, public verification, robust reporting, online self-service for applicants and license seekers, and paperless regulatory operations.

For over three decades, SA has built a solid track record successfully delivering SaaS licensure and compliance solutions to government regulatory agencies. SA is currently supporting state government agencies, licensing board, and commission regulatory operations in **22 states for nearly 800 different professions, occupations, and industries – including multiple jurisdictions where we support the alcohol beverage regulation.**



**National Leadership**

System Automation customer relationships average **16+ years!**

| 500 | 776 | 4,638 | 20M |
|-----|-----|-------|-----|
| Agencies | Professions | License Types | Licensees |

*Figure 1: System Automation's National Reach*

SA's length of time in business is indicative of our stability, financial stewardship, and resources to successfully satisfy NHLC's needs while retooling our software offering to adapt to technological advancements.

---

***Our Mission Statement***
*We exist to develop software that creates new value for our customer communities. Whether it is improving our core products or launching new products, we believe that collaborative innovation makes for a fun customer experience.*

---

Contractor Initials ⌐DS⌐ CR
Date 9/12/2025                                                                          5

**■■ System Automation**

*evoke*™

## Our Solution

SA has built unrivaled expertise in the licensing market by delighting customers with best-in-class solutions. Since our first deployment, SA has continued to iterate on our technology's design to meet the new emerging needs of our customer community as expectations have changed over time. It has since evolved into an industry-leading platform supporting many regulatory needs including licensing, transaction accounting, case management, online payments, reporting, and online self-services for regulated entities including individuals, businesses, and establishments.

Evoke empowers government agencies to quickly and easily launch enterprise regulatory systems that are fail-safe and tailored to their unique business processes. With built-in flexibility to overcome challenges and support NHLC's mission, SA is proud to offer Evoke.

*evoke*

- ***Evoke is a platform that is dedicated to the business of regulation.*** Accordingly, it is built specifically to satisfy NHLC's core business needs.
- ***Evoke provides unmatched configurability***, giving NHLC the flexibility *to **easily adapt to unpredictable regulation changes without incurring unexpected costs.***
- ***Evoke represents the future of regulatory software***: a highly reliable, scalable, and secure SaaS platform built specifically to enable efficient and effective government regulation.
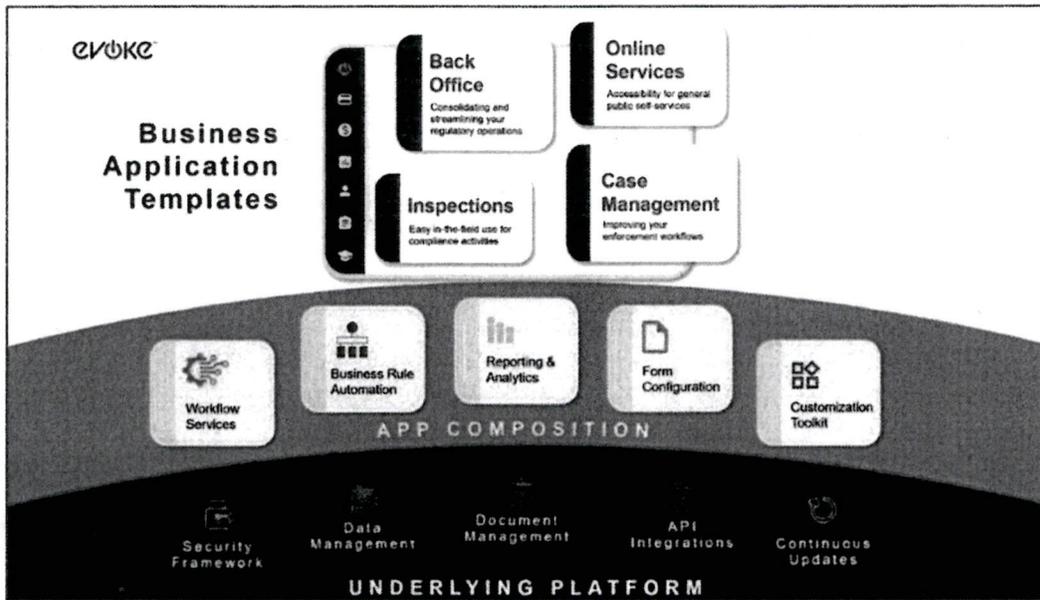


*Figure 2: Evoke's Architecture and Business Application Templates*

Evoke is a Software as a Service (SaaS) platform that delivers capabilities purpose-built to streamline regulatory workflows for agencies like NHLC. Evoke was built to exclusively serve the regulatory community, providing feature sets that have been refined over the past 30 years of SA's experience working with a community of customers to understand the top priority needs to assist with the toughest challenges in this market.

As depicted in the previous diagram, Evoke consists of the following components:

Contractor Initials _CR_
Date 9/12/2025

6

Statement of Work Proposal for NHLC's Comprehensive Regulatory Management System

- **Security:** Evoke is hosted and runs 100% in the FedRAMP-certified Azure GovCloud, assuring agencies that use Evoke comply with both Federal and State information security standards to protect citizen data, while saving agencies the added costs and challenges of supporting their own servers and system environments.

- **Data Management:** Evoke tracks all necessary data for the agency. With mechanisms in place to easily update what information is tracked, the experiences can be tailored to match what's needed throughout your agency and across the different departments. All changes to data are securely managed and tracked to meet the requirements expected within the regulatory industry.

- **Document Management:** Evoke includes a native document management system allowing documents to be uploaded, viewed, and managed throughout the system. There's no third-party software required to manage documents and there are no limitations on the amount of storage customers can use with their Evoke apps.

- **APIs:** Evoke enables third party integrations and custom queries as needed through the API. All API access can be allocated to different accounts where data sharing is necessary with internal or external entities while maintaining a high level of security.

- **Apps:** Evoke enables customers to create Apps that solve their organization's most pressing needs. Apps visualize and make accessible an agency's data and business processes. Pages in each app include various widgets that control how users access and manage agency data. The Apps may be created with Private, Public, or Portal visibility that enables both citizen and internal staff experiences. To accelerate deployment and reduce risk, Evoke provides Business Application Templates that support regulatory functions reflecting our expertise and typically meet 60-70% of agency needs out of the box.

- **Form Builder:** The built-in form builder creates guided user experiences for collecting data for both the agency and public users. The forms have been designed with regulatory use cases in mind, making it easy to implement complex forms through a single design interface.

- **Workflow Designer:** The embedded workflow designer gives NHLC control over all aspects of the business rule implementations. With the workflow designer, builders are empowered to capture almost any event in the system and determine the appropriate action that should be taken (e.g., send an email, create a task, or automate another action in the system).

- **Software Development Kit (SDK):** The Evoke SDK empowers NHLC to customize product capabilities by leveraging JavaScript natively with the embedded low-code capabilities to tailor user experiences to match exactly what the business needs.

- **Reporting and Analytics:** Evoke allows users to create reports that can access all data within the system in real time whenever needed. Staff can share reports to others throughout the system, export information when needed, and further enhance the reports by scheduling, adding dashboard visualizations or special formatting, and sending on an ongoing basis to automate recurrent reporting needs.

Out of the box, Evokes' Business Application Templates incorporate decades of experience and best practices from SA's work in professional, occupational, and business licensing. Templates deliver a set of objects, actions, workflows, and apps that cover NHLC's core functional areas, including back-office licensing, online licensing, accounting, license lookup, and license type

Contractor Initials CR
Date 9/12/2025

configuration. The result is a highly configurable software platform that allows NHLC to configure the software to meet the needs of its unique business processes, instead of being forced to adapt its business processes to the software.

The introduction of the points system is a key example of regulatory change in response to changing industry conditions. As demands for government responsiveness and integration of regulator and industry processes accelerate, the need for regulatory agencies like NHLC to adapt to change will only increase. Fortunately, though Evoke, NHLC will readily be able to adapt to new regulatory processes and requirements.

Evoke is the latest generation of technology produced by SA. Whereas many IT companies may provide custom development, general technology services, or generic one-size-fits-all solutions, SA uniquely offers a highly configurable and customizable platform, designed from the ground up to support regulatory processes, backed by deep subject matter expertise in every aspect of licensing and regulatory operations.

SA uniquely offers both a highly configurable platform, designed from the ground up for state regulatory management, as well as deep subject matter expertise in every aspect of system implementation and operations. We are excited to continue our partnership with NHLC to continue to delight its team and stakeholders with Evoke!

Contractor Initials CR
Date 9/12/2025

# Scope of Work

The objective of this engagement is to deliver value to NHLC, its licensees and constituents as quickly as possible through the configuration of a new Comprehensive Regulatory Compliance System. The solution will include both back-office license processing and a customized online licensee portal to support license applications and renewals, training, product approvals, fee and restitution payments, submission of required reconciliation forms, and other compliance functionality.

This project will focus on delivering value early and continuously throughout; accordingly, the Evoke Platform will be configured in iterative, 2-week implementation sprints as defined in the Implementation Approach below.

The following defines the high-level activities for the project and scope variables:

## Scope Summary Table

| Activities | Description |
|---|---|
| **Software to be Implemented** | Evoke Platform, to be configured according to activities outlined below. |
| **Project Plan and Ongoing Project Management** | SA will develop a project plan for review, and approval by NHLC to track the implementation. Ongoing SA-performed project management will occur to ensure the implementation remains on track per the developed plan. In addition to SA project management and implementation resources, it is expected that NHLC will have a designated Project Manager (NHLC PM) to perform duties in support of the project, including:<br>• Coordinates with SA Project Manager to ensure on-time delivery of agreed-upon scope<br>• Engages NHLC resources to ensure needed input and feedback are received timely and that NHLC resources perform assigned tasks<br>• Validates that project governance protocols are met<br>• Reviews and circulates project documentation requiring NHLC review and acceptance (e.g., signoffs, change requests)<br>• Primary point of escalation on the NHLC team |
| **Platform Setup** | This project will expand the functionality available in the existing Evoke RMS platform where system modules and forms will be managed. In order to maintain current RMS operations, separate platform instances will be used for development and testing purposes during this project. Upon final go live, the full set of both RMS and licensing/regulatory compliance functionality will be fully operable in the same production, development, and testing instances. |
| **Requirements Analysis and Prototyping** | Total of six (6) weeks to work with NHLC to gather required inputs to support the configuration of the solution. Configuration of a prototype in Evoke to demonstrate arrangement of new apps and pages, along with supplemental documentation of functional requirements for new modules and functionality to be implemented. |
| **Requirements Review and Prioritization** | In addition to the requirements analysis and prototyping, two (2) additional weeks to compile requirements into a prioritized list of functionality and business processes to be configured. |

Contractor Initials ⌐CR

Date 9/12/2025

| | |
|---|---|
| **System Implementation** | **Licensing:** 19 two-week implementation sprints for configuration of agency-specific licensing system functionality as prioritized by NHLC in the following areas:<br><br>• Licensing, including online applications, back-office processing, public verification, and online license application/fee payment. SA has based this estimate on approximately 53 license types and 40 reports/templates.<br>• QR codes on printed licenses<br>• Disciplinary points tracking on license records<br><br>**Compliance:** 26 two-week implementation sprints for configuration of agency-specific compliance functionality as prioritized by NHLC in the following areas:<br><br>• Custom configuration of licensee portal with page elements such as posting of notices/industry circulars, training information, disciplinary action summary, and fee payments<br>• Product approval forms and approval process<br>• Licensee training, including scheduling and registration for single-session in-person classes, registration and completion of online course modules, tracking of course completion on person and license records, and automated delivery of course completion certificate via e-mail.<br>• Restitution payment tracking and online payment<br>• Modifications to RMS configuration for integrated user experience<br><br>**Enforcement:** 11 two-week implementation sprints for configuration of agency-specific enforcement functionality as prioritized by NHLC in the following areas:<br><br>• Monthly filing and payment processes for wholesalers and manufacturers, including form download, upload, data parse, reconciliation, calculation, payment, historical data view,<br>• Limited Credit Report<br>• Simplified Tax Declaration<br>• Direct Shippers Reconciliation |
| **Interfaces** | Five (5) interface implementation sprints to implement the following interfaces:<br><br>• Two (2) sprints for configuration and testing of an online payment processor<br>• One (1) sprint for configuration and testing of license data feed to D365<br>• Two (2) sprints for recurring, scheduled exports of licensing fees, fines, restitution payments, and approved beer labels (up to 4 recurring imports/exports for accounting data) |
| **Configuration of User Roles** | Configuration of approximately 30 agency users, 5 agency user roles, and 2 non-agency (licensee) user roles, included in implementation sprints listed above. |
| **Data Mapping and Conversion** | For MLO data, training completion records, licensee points, and up to 6 additional 6 additional CSV source files of up to 10 columns each: Data migration planning, data mapping, data cleanup recommendations, preparation and execution of conversion scripts.<br>Note that SA will require a backup copy of the current licensing database and document repository for each iteration, or the access to obtain one. |

Contractor Initials CR

Date 9/12/2025

10

**■■■ System Automation** — — — — — — — — — — — — — — — — — — — — — — — — **evoke**™
POWERFUL POSSIBILITIES

| Data Import | For MLO data, training completion records, licensee points, and up to 6 additional CSV source files of up to 10 columns each: 3 trial rounds of data Import, UAT data and document import, and go-live data and document import. Trial rounds of data import will include document metadata and partial document loads. UAT and go live rounds of data conversion will include migration of documents associated with license (location) records in current licensing system. |
|---|---|
| **User Acceptance Testing** | **For Phase 1:** Thirty (30) workdays of User Acceptance Testing for Phase 1 (licensing and compliance) functionality, including one (1) data load for UAT. An additional 15 workdays for resolution of user feedback and go-live preparation. **For Phase 2:** Fifteen (15) workdays of User Acceptance Testing for Phase 2 (enforcement) functionality, including one (1) data load for UAT. An additional 15 workdays for resolution of user feedback and go-live preparation. |
| **Training** | Total of 3 workdays for user training. Throughout the project, NHLC will also have the opportunity to learn system administrator functions during working sessions as desired. |
| **Final System Deployment** | Management and execution of go-live activities, including final load of data and documents made available by NHLC for cutover. After the system is deployed into Production, the SA project team will provide direct post-go-live operational support for 15 workdays per phase. |

Contractor Initials ⌐DS CR
Date 9/12/2025

■■ **System Automation**

**evoke™**

POWERFUL POSSIBILITIES

# Technical Requirements Summary

The successful implementation of NHLC's new Comprehensive Regulatory Management System depends on both the vendor's understanding of NHLC's business processes and the technology's ability to support those processes. A deep understanding of licensing and enforcement, as well as our prior work with NHLC, will help drive implementation forward, allowing the team to focus on refining nuances of NHLC's process rather than retreading fundamental concepts.

SA's 30 years of experience supporting licensing and permitting for agencies like NHLC means that we come to the table not only with a strong understanding of NHLC's existing operations in MyLicense®, but with best practices learned from agencies nationwide that we can share with NHLC. Additionally, our knowledge is imbued in Evoke, built from the ground up to support regulatory processes and delivered with data models and workflows that reflect best practices in licensing and compliance. In short, Evoke will transform NHLC's licensing operations into a model of excellence.

SA's software solutions have evolved in tandem with both our customers' needs and the overall evolution of technology. Our customers stick with us through technological change because we support them through regulatory change, delivering the right tools at the right time to keep them ahead of the curve.

Here, we illustrate how Evoke will support each key requirement in NHLC's licensing, compliance, and enforcement processes, highlighting how we connect today's best technologies with NHLC's evolving needs to support NHLC's mission and goals.

> **Requirement Area 1**: Provide a modern, intuitive, efficient online application process to allow liquor licensees in New Hampshire to apply for licenses quickly and easily, with a high degree of accuracy.

An agency's online portal is key to how it is perceived by the public and by stakeholders in the regulatory process. A smooth, intuitive online experience can transform NHLC's relationship with licensees. By presenting an experience that is easy for stakeholders to use, those stakeholders will perceive NHLC as easy to work with. Furthermore, by fully supporting applicants through the process, Evoke dramatically reduces the time to submit and process licenses and permits.
Evoke provides the technology that supports modern, intuitive, and efficient application processes, and SA's implementation team will leverage the powerful configuration capabilities of Evoke to deliver an application experience that specifically aligns with NHLC's forms, processes, and regulations.

SA's implementation team delivers this applicant experience in four main ways:

1. **Dynamic, responsive forms.** Evoke forms are dynamic and responsive, revealing only the sections and fields relevant to the user's prior selections. This ensures that users only see the information they need to successfully complete their application, eliminating incorrect submissions, irrelevant information, and confused applicants. This means that NHLC's applicants will always know that they are submitting the correct data for the correct form.

Contractor Initials [CR]
Date 9/12/2025

12

Statement of Work Proposal for NHLC's Comprehensive Regulatory Management System

2. **Validation.** Evoke validates that the correct data is entered in the correct format before the applicant can submit their application, and provides meaningful, configurable feedback in line with the application to tell the user exactly what is needed to correct issues with their applications. This means that NHLC users will not need to call NHLC to answer questions about how to complete their applications correctly. It also dramatically reduces the number of issues and errors in submitted applications, thereby reducing the time to licensure.

3. **User assistance.** The number one refrain we hear from regulators across the country is that "people don't read." Ironically, the more text that is placed on an application form, the less likely users are to find the information they need to be successful. By reducing reliance on long-form instructions and guiding the user dynamically, moving parenthetical information to handy tooltips, and using inline validation to ensure successful form completion, NHLC can make its license and permit applicants more successful and more self-sufficient.

4. **Proactive communication.** Evoke provides information to applicants at the time that they need it, reducing NHLC's need to answer phones to address questions from applicants. By providing a real-time dashboard of application status, for example, NHLC applicants can answer the number one question licensing and permitting agencies are asked ("When will my license be issued?") without picking up the phone.

SA's experience has taught us that the first measure to simplify the application intake process is to ensure that the submitted application is complete and has all the information needed for review. This starts with ensuring that applicants submit the appropriate applications.



*Figure 3: Form validation ensures that all applications have the right information in the right format.*

When NHLC license applicants start an application, they will be prompted in the form to enter identifying information for the person or entity associated with the application. If an in-progress application of the selected type exists for that applicant, the applicant will be notified of this fact and is directed to link to their existing records. This reduces duplicate applications, along with the need to merge duplicate records in the licensing back office.

When starting an application for a license or permit, applicants will be presented with clear but concise instructions for navigating the process. The application form will consist of fields of NHLC's choosing, including dropdown fields where NHLC may wish to constrain the options available to the applicant. Selections in the form can hide or reveal other fields or sections of the form, guiding the applicant through the appropriate application flow by prompting them for answers based on their prior selections.

Contractor Initials ⌐DS⌐ CR
Date 9/12/2025

13

---

**Application Form**

| | |
|---|---|
| Information | Have you ever been convicted of, or entered a plea of guilty or no contest to, a felony? |
| | Yes ⌄ |
| **Background Questions** | |
| | Please attach a letter of explanation and a copy of the court documents indicating judgment and disposition of the case from the court. |

---

*Figure 4: Evoke forms are dynamic, presenting new information and fields based on prior responses.*

The application form will also guide users to upload the appropriate documents or files based on their previous selections. In the case of standard documents that NHLC requires to be completed and uploaded, applicants can be provided links to more information, examples or blank versions of the document, ensuring that applicants do not need to hunt for the appropriate documents to upload.

Applicants can "drag and drop" one or more files into the indicated area of the form, and provide additional information or metadata as required by NHLC. Furthermore, using smart document upload capabilities, NHLC will be able to provide similar criteria to minimize the submission of incorrect documents.

Each form upload control is associated with the appropriate document type, ensuring that the appropriate documentation is captured in the submission. Once documents are uploaded, applicants can view the uploaded documents to validate that the documents are correct and can remove and reupload documents as needed prior to submission.

**Understands Peer Review Requirement:** I understand these services may require the firm to enroll in a peer review monitoring program of the American Institute of Certified public accountants (AICPA) or its successor or in another peer review monitoring program for attest services, compilation services, and financial statements preparation services approved by the VBOA. In addition, the firm must comply with any requirements prescribed by the VBOA in response to the results of peer review.

Yes ⌄

Peer Review Upload *

⌃

Drag and drop or select file to upload

📄 **12.18.18 FG CO.pdf**
428 KB

*Figure 6: Evoke collects documents inline in applications, ensuring that required documents are collected at the right time.*

Should the applicant enter data incorrectly or miss any required data or documents, the form will guide the user to the locations where problems are found and will provide the user with NHLC-determined messages helping the user self-correct the errors. Common questions can be answered directly within tooltips on fields in the form, providing less experienced users with an easy self-help option while allowing more experienced users to fly through the application with no friction.

Contractor Initials ⌐DS CR
Date 9/12/2025

14

Education ❷    Add colleges and universities where coursework was completed and degrees earned.

No items added

**Add**

*Figure 5: Tooltips allow Applicants to find the information they need exactly where they need it.*

A single form can account for many different scenarios, allowing NHLC to capture as many licensing process variations as possible in one form. This process allows the applicants to answer questions in the specific hierarchy and sequence determined by NHLC so that they get to the right process, enter the right information, and upload the right documents every time. By the time that applicants submit their applications, NHLC can be assured that they have completed the process correctly.

## Comments                                          Add Comment

### Comments

Q Search          ▼ Filters    ⚏ Columns

| Comment | Comment By | Comment Date ↓ |
|---|---|---|
| I have uploaded corrected documentation--please confirm. | Paige Turner | 12-26-2023 |
| There is an issue with the documentation on your application. Please submit corrected documentation. | Will Fleagle | 12-26-2023 |

*Figure 6: Evoke facilitates bidirectional communication between NHLC applicants and staff.*

Evoke also supports the intake process by ensuring that all appropriate fees are paid prior to submission of the application. When applicants submit, they are prompted to pay the exact fee amounts required for their specific application type and flow, including any form processing fees charged by NHLC. Applicants will be transferred to NHLC's preferred payment processor, where they can pay using any form of payment supported by the processor (such as credit card, e-check, and ACH). What comes back from the processor is only the non-PCI data needed to facilitate payment reconciliation, ensuring that cardholder data is not stored in NHLC's Evoke solution.By capturing payment for the right fees at the right time, NHLC licensing staff will not need to determine whether fees are properly paid for online applications. However, Evoke still validates that fees are paid before allowing the approval and issuance of licenses, creating a backstop that ensures that any applications received on paper using cash or check payment are properly captured in Evoke and processed through the interface with NHLC's preferred payment processing vendor.

Contractor Initials ⌐DS⌐ CR
Date 9/12/2025

**■■■ System Automation**      **evoke**™

| Pay Fees | | | |
|---|---|---|---|
| **Fees** | | | |
| Item | Quantity | Price | Amount |
| Application Fee | 1 | $84.00 | $84.00 |
| Total | | | $84.00 |
| | | | [ Pay ] |

*Figure 7: Evoke ensures applicants pay the right amount, every time.*

Once the application is submitted, Evoke facilitates proactive communication with the applicant to ensure that they are informed every step of the way. When the application is submitted, applicants can receive an immediate notification of receipt (including a payment receipt), linking the user to a page where they can view their application's status throughout the process.

Here applicants can also access downloadable summaries of their application that capture the contents of the application upon submission. This ensures that the applicant can retrieve and remain accountable for the responses they provided upon initial submission, so that this version and all subsequent amendments are available for review. These summaries can be tailored to NHLC's needs, supporting NHLC branding and legal language.

To support efficient processes for national accounts, NHLC will be able to associate multiple licenses with a single Evoke account and login, which will in turn allow one user to manage multiple license records. This includes the ability for a national account holder to manage applications, renewals, paperwork uploads, compliance activities, and fee/fine payments for multiple licenses.

Evoke improves the experience of online users by supporting them every step of the way, ensuring that the form intake process is both easy and comprehensive. By reducing the amount of effort needed to perform intake and accounting for variations in application workflows, Evoke both improves stakeholder perception of NHLC and reduces the time needed by NHLC intake staff to review and process applications.

**Requirement Area 2**: Allow New Hampshire Liquor Commission's Licensing division to quickly and accurately process license and renewal requests.

SA believes that the process of reviewing applications should be simple, comprehensive, and specific to each application type. Evoke allows NHLC to design application review processes that meet these criteria, which, when met, dramatically reduce the staff workload, and reduce time to licensure. By introducing efficiencies and best practices from our experience across the country, SA's implementation team will configure Evoke according to NHLC's specific processes and regulations to both support and transform the experience of all stakeholders in the review process.

Upon application submission, if desired an Evoke workflow can automatically assign the application to the appropriate NHLC reviewer based on NHLC business rules, ensuring users in each group have a steady and even workload. Once assigned, the NHLC reviewer can begin the technical review of the application to ensure that all data and documents are in order.

Contractor Initials [ CR ]
Date 9/12/2025
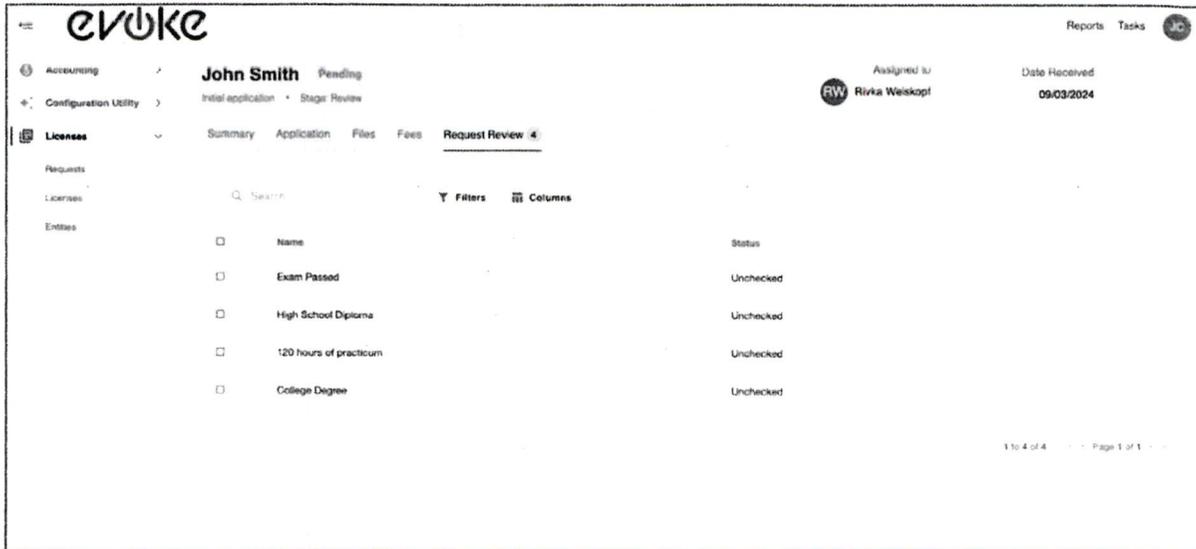
16

**System Automation**

**evoke**



*Figure 8: In Evoke, NHLC reviewers get a compact, comprehensive view of applications on a single screen.*

Reviewers have direct, interactive access to the exact version of the application as submitted by the Applicant, coupled with access to all submitted documents and information, allowing the reviewer to view and validate the application and all its attachments in one place.
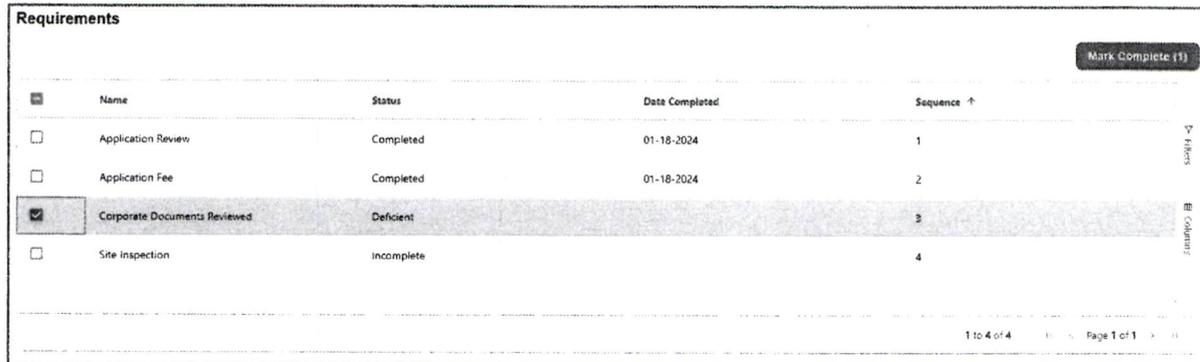


*Figure 9: Evoke simplifies tracking of the application process.*

The review process can also include the completion of an application checklist that can drive application workflows and give both NHLC staff and applicants a real-time view into progress on the application. Credential reviews in Evoke are workflow-driven, allowing tasks to flow to additional reviewers and incorporating process automation into the approval process as required by the business rules for each NHLC license type. As NHLC reviewers complete checklist items or take other actions on the application, the next reviewer can be automatically notified of a task. The review process can also keep applicants informed by sending electronic notifications when the application workflow reaches NHLC-defined milestones.

Contractor Initials CR DS
Date 9/12/2025

17

**▪■■ System Automation**

**evoke™**
POWERFUL POSSIBILITIES

| | | | |
|---|---|---|---|
| Reference Number | Request Type ● | License Type | Licensure Method ● |
| 521 | Request for Licensure | Land Surveyor in Training | Examination |
| Applicant Name | Application Starting Point | Outstanding Fee Amount | Status |
| Ashani Franklyn Samuels | Portal | 0 | Pending |
| Date Received | Time | Outstanding Requirements | Secondary Status |
| 04/10/2024 | 11:38 PM | 13 | |
| Date Resolved | Assignee | Unresolved Deficiencies | Entity |
| | Zahava Rosenbaum: Board Member | 2 | Ashani Franklyn Samuels |
| | Last Updated | Total Number of Endorsements ● | License |
| | 04/12/2024 | 0 | |

*Figure 10: Evoke allows NHLC staff to instantly see issues and control application workflows using flagged deficiencies.*

Though Evoke minimizes application deficiencies, it also provides a simple process for rejecting applications should deficiencies occur. Users can mark an application deficient by marking a checklist item deficient or simply changing the application status as allowed by NHLC business rules. NHLC can determine the best way to automate the sending of deficiency notifications, giving boards and commissions the option of either associating stock deficiency notification text with each checklist item, allowing staff to pick deficiencies from a picklist or reason codes, or a combination of both. Once deficiencies are flagged, the applicant is automatically notified of the deficiencies by email and can resolve the deficiencies in the online portal.

**Review Application**  
[Amend Application]

**Instructions**

INSTRUCTIONS FOR APPLICATION FOR REGISTERED NURSE BY EXAMINATION

SECTION 1: GENERAL INFORMATION

If you have served in the Armed Forces, submit a DD-214, or other proof of service.

SECTION 2: EXPERIENCE

Please fill out all the information. Engagements are defined as employment periods at different companies or firms or significant changes of responsibilities within the same company or firm. Position beginning dates should indicate month and year. It does not mean different projects or various placements within the same company or firm unless it is a significant change in responsibility.

SECTION 4: EDUCATION

Transcripts must be sent from all college attended, whether you graduated or not. If your post-secondary education was earned in the US or its territories, transcripts must be sent to you in a sealed envelope for you to forward to the Board with your application. If your post-secondary education was earned outside the US, you MUST: 1) refer to Board Rules 180-3- .03 and 180-3- 04 (see Board website. (http://rules.sos.ga.gov/gac/180); 2) submit a notarized copy of your transcript which must show all coursework earned, the degree granted, and the date your degree was conferred. 3) If it is not in English, include a certified English translation, also notarized. Contact NCEES at their website address, www.ncees.org or request from the Board a Foreign Evaluation application, as your transcript must be evaluated.

*Figure 11: Applicants can directly review and amend their applications online when allowed by NHLC.*

NHLC can determine the workflow for allowing applicants to review and amend their applications, controlling the conditions under which the applications can be updated, as well as the type of data that applicants can update through this process. While amending applications, applicants can provide supplemental documentation as allowed by NHLC. Upon submitting an amendment, the status of the workflow reverts to its prior review status, allowing NHLC to see a clear historical picture of the application. By giving applicants every opportunity to get it right before submitting an amended application, NHLC will reduce back-and-forth between applicants and NHLC staff, reducing the time to a final decision on the application.

As part of the pre-issuance review, an inspection can be added to an inspection request queue, as described in Requirement Area 8. This is just one of many examples of the ways Evoke will

DS  
CR

Contractor Initials _____  
Date 9/12/2025

18

support interaction between the licensing and enforcement modules. Because the licensing and enforcement functionality use the same underlying set of data, an application and license record is able to list inspection requests and completed calls for service, and a call for service can link directly to the license record.

Once all pre-issuance reviews for the requested credential are completed satisfactorily, NHLC has options for how to proceed. If allowed by NHLC business rules and license/permit type configuration, completion of all pre-issuance reviews and checklist items (including inspections) can automatically result in credential issuance. Alternatively, a final decision maker can access a consolidated view of the application and review process to make a final determination on licensure. If approved, the credential is issued. If denied, Evoke supports the automatic notification of the denial to the applicant, as well as (if permitted by NHLC business rules) a clear and simple denial appeal process.

By automating validation, data changes, and communication associated with the issuance of licenses and registrations in Evoke, NHLC will realize significant time savings in the license issuance process. Evoke thus empowers NHLC to fulfill the promise of licensure quickly and safely for Applicants who meet the indicated criteria.

---

**Requirement Area 3**: Allow New Hampshire Liquor Commission's Enforcement division to automate the tracking of disciplinary points in alignment with its administrative rules.

NHLC uses a progressive discipline model for its licensees. This model uses a points system based on violation severity and frequency to deliver transparency and consistency in NHLC's application of sanctions for statutory and regulatory violations, such as fines, suspensions, and revocations.

Having successfully implemented NHLC's Records Management System in Evoke, SA is familiar with NHLC's progressive discipline model. The Evoke RMS tracks the issued dispositions of administrative offenses as well as 30-60-90 day follow up. Final dispositions of administrative notices are documented in the licensing system. By incorporating licensing and enforcement into the same system, NHLC will be able to maintain a single set of licensee data, including associated offenses, inspections, compliance checks, and final dispositions issued after adjudication. NHLC's Evoke implementation already includes the full list of administrative charges applicable to NHLC's operations, and the offense disposition functionality will be extended to include the point value associated with each violation. This will be achieved by associating a distinct points matrix with each offense, and integrating enforcement and licensing workflows to automatically tabulate the current points totals for each offense as they are issued.

Contractor Initials CR
Date 9/12/2025

■■ **System Automation**           *evoke*™

| Profession | | Code Type | |
|---|---|---|---|
| Pharmacy | × ∨ | Statute | ∨ |

| Title | Title Description |
|---|---|
| 13 | Law and Public Safety |

| Chapter | Chapter Description |
|---|---|
| 39 | State Board of Pharmacy |

| Section | Section Description |
|---|---|
| 4 | Pharmacy Permit Requirements |

| Paragraph | Paragraph Description |
|---|---|
| 4 | Display of Permits |

*Figure 12: By collecting NHLC statutes and regulations directly in Evoke, violations can be integrated directly with NHLC's points system.*

When a final Administrative Notice is issued and updated on the license, the points will automatically be captured. These points will appear on the Evoke licensee portal as well as in the Evoke licensing and enforcement modules. Once a points threshold triggering sanctions is reached, sanctions against the licensee (such as fines or suspensions) will be generated for NHLC approval and finalization. As time passes and points reach their expiration date, Evoke will also automatically apply points abatements on the indicated schedule, ensuring that the points total for a given pairing of licensee and violation type is always correct.

Points data will be instantly reportable in Evoke, giving NHLC real-time insight through reports and dashboards. Over time, the application of points to licensees will help NHLC hone the focus of their operations. By reviewing "hot spots" where a higher concentration of licensees have higher rates of non-compliance, as indicated by license points, NHLC will be able to enhance its data-driven enforcement practices and align its resources to best support public safety in New Hampshire.

**Requirement Area 4**: Incorporate online licensee training into a streamlined experience within the licensing system.

As part of the project, SA's implementation team will implement a module within the online portal to register, deliver, and track licensee training. On the back end, the licensee training module will provide an interface for NHLC staff to upload training materials such as PDF's or PowerPoint slides to a new or existing training module, for users to view as part of an online training course. NHLC users will be able to add and update quiz questions and other course parameters such as minimum passing score, training category, and required data to be collected from the end user (e.g., license to which the training will be associated).

End users will be able to self-register for and complete an online course, and at the completion of the course the system will provide them with a certificate of completion. The system will also allow

Contractor Initials ⌐DS CR

Date 9/12/2025

20

the user to self-select a license with which the training will be associated, and licensees will be able to view the list of related persons who have completed training.

SA will also configure the system also allow NHLC staff to create records representing a scheduled, live training session with a date and time, course title, location, and enrollment limit. Users who are registered in the Compliance System (who may or may not be licensees) will be able to view a list of available training sessions and register for an available training session.

The system will display registration confirmations and completion information and also allow the user to receive both by email. As with other modules, training data will be instantly reportable in Evoke, allowing NHLC real-time access to a licensee's staff training status.

> **Requirement Area 5**: Integrate licensing and enforcement functionality into a single set of data to streamline business processes for NHLC licensing and enforcement staff.

Currently, NHLC's licensing and enforcement processes are fragmented between the New Hampshire Department of Information Technology's Enterprise MyLicense instance and NHLC's Evoke RMS. This creates several challenges for NHLC:

1. Because NHLC's licensing staff cannot see key enforcement information from the RMS in MyLicense Office and (conversely) NHLC's officers cannot see real-time licensing information from MyLicense Office in the RMS, neither side has timely notification of changes in licensing or enforcement.
2. Indicating problems on licenses in MyLicense Office related to enforcement requires manual communication between officers and licensing staff, along with manual entry of holds and other disciplinary indicators.
3. There is no one place for NHLC to cross-reference detailed enforcement and licensing data, making it difficult to detect patterns that could help NHLC identify bad actors early and drive down offenses.
4. The progressive discipline system and its final dispositions (i.e., fines, suspensions, and revocation) are documented and managed in separate systems, creating the potential for a disconnect between enforcement data and licensing and accounting data.

Integrating NHLC's licensing and enforcement processes in one Evoke system will break down these barriers, allowing these aspects of NHLC's operations to cross-communicate in real time. SA will accomplish the merger of the NHLC Evoke RMS and licensing environment by starting with the RMS environment configuration, then merging it with a templated licensing process that will serve as the starting point for design of NHLC's licensing system. This means that, from the start of the project, the NHLC and Licensing data models will be integrated. As requirements gathering, design, and prototyping proceed, additional touchpoints between licensing and enforcement operations will be implemented to meet NHLC's identified crossover requirements.

The resulting integrated system will yield many benefits to NHLC, including:

- Licensed locations in the RMS will be updated in real-time as changes occur within Licensing.
- When actions are taken on a location in the RMS, relevant information can be surfaced on the licensing side instantly, giving licensing and enforcement staff the information they need to take appropriate action.

Contractor Initials CR
Date 9/12/2025

- The combined data model is fully reportable, allowing authorized NHLC users to build and view reports with crosslinked licensing and enforcement data for unprecedented insights.
- NHLC can fully implement its progressive discipline system, enabling a real-time connection between the points system and licensing that eliminates manual steps to enter and maintain appropriate license statuses and fines.
- Field activities related to licenses can be integrated with Enforcement. For example, QR codes will be generated on printed licenses that can then be scanned by NHLC officers to link directly to the licensee's record in Evoke, allowing officers to verify key information right at the source.

Combining NHLC's licensing and enforcement operations will transform the Commission's day-to-day operations, reducing manual steps and enabling new insights.

---

**Requirement Area 6**: Integrate online payment functionality into the licensee portal experience, including application and renewal fees, restitution payments, and administrative fines.

Paper processes for managing payments are a major hindrance for both licensees and the agencies who regulate them. Agencies using paper must request forms of payment that are alien to modern consumers used to "tap-and-go" and instant online payment mechanisms. Even if an online system is in place for collecting payments the integration between the online portal, payment processor, and back office may not be sufficiently robust. This can lead to missing payment records and siloed payment and licensing processes can cause organizational nightmares for licensing agencies.

SA's experience has taught us the stakes of getting the steps right in this dance between the online portal, third-party payment processor, and back office. Evoke is built to tightly integrate with payment processors in a way that ensures that all stakeholders get what they need without incident, orchestrating the transfer of information between all three components of the system. ***This allows payment reconciliation to occur without a hitch and frees up NHLC to focus on high-value tasks.***

SA will integrate with NHLC's preferred payment processor. Our experience integrating over 20 different payment processors into our platform helps to ensure that the integration will allow NHLC to conduct business safely and efficiently. Online portal users will easily transition to the payment processor and back, and the payment record will allocate to fees and will integrate into NHLC's payment reconciliation process for transmission to the State Treasury.

### Pay Fees

**Fees**

| Item | Quantity | Price | Amount |
|---|---|---|---|
| Operational Fee | 1 | $100.00 | $100.00 |
| Total | | | $100.00 |

[ Pay ]

Contractor Initials ⌐DS⌐ CR

Date 9/12/2025

*Figure 13: NHLC can calculate and collect payment for all its fees online in Evoke.*

Payments submitted manually such as physical or in-person checks, credit, or debit card payments can also be entered by back-office staff and tracked as part of the accounting process. Once a payment is entered manually or online, the back-office reconciliation process takes over. Evoke's accounting and online payment processing capabilities allow agencies to efficiently track payments through the entire accounting lifecycle from payment receipt to reconciliation and deposit.

In Evoke, NHLC can configure account codes that are associated with revenue codes in the Treasury's statewide accounting system. These codes can then be associated with fees in the fee schedule for each board and commission under NHLC, ensuring that all fees and payments are tied to the appropriate funds.



*Figure 14: Evoke accounting process*

As payments are submitted either manually or online, they are allocated to the appropriate fees and automatically tied back to the correct revenue codes. This allows users to perform a daily reconciliation process for both manual and online payments, confirming the payments within a payment batch and generating a deposit containing a breakdown of all payment batches, including the breakdown by form of payment and revenue code. This account reconciliation process ensures that every penny is accounted for, and payments, fees, and refunds are all properly reported to Treasury.

All payments and fees tied to a license can be readily accessed through a payment search or directly from the license record, making it easy for NHLC staff to quickly find answers to questions about payment balances and outstanding fines. All payments data can also be fed into reports, including a Report of Collections generated with a daily deposit, as well as payment exception reports (e.g., refund and returned payment reports) to ensure that reversals are fully accounted for.

Contractor Initials CR
Date 9/12/2025

| Fee Schedule | | | Add Fee Type |
|---|---|---|---|

**Fee Schedule**

Q Search          ▼ Filters     ▦ Columns

| Fee Type ↑ | Fee Amount | Revenue Code |
|---|---|---|
| Application Fee | 2000 | APP-000001 |
| Operational Fee | 100 | OPR-000001 |

*Figure 15: Fees and associated revenue codes can be configured according to NHLC business rules.*

In addition to pre-defined fees and fines, NHLC will also be able to enter and track ordered restitution, restitution payments, and outstanding restitution balances. When entering the restitution, NHLC staff will be able to specify the payment options available -- full payments, partial payments, or according to a specified payment schedule. Licensees will be able to view and make online payments toward their restitution balance, and these balances will be accessible directly from the back-office licensing screens.

With Evoke, payments will be collected, allocated, reconciled, and reported as needed without the headaches associated with paper or poorly engineered accounting management processes, ensuring a better experience for NHLC staff and less time spent tracking payments, balances, and account allocations in the system.

**Requirement Area 7**: Automate required notifications, industry circulars, and other licensing and enforcement communications.

At the core of effective regulation is effective communication. When able to communicate clearly and timely with stakeholders in the regulatory process, agencies ensure that all parties are aware of their obligations with sufficient time to fulfill them. Additionally, early communication of changes in laws and regulations can give licensees time to adapt their operations and practices to ensure compliance.

Contractor Initials CR ⌐DS
Date 9/12/2025

24

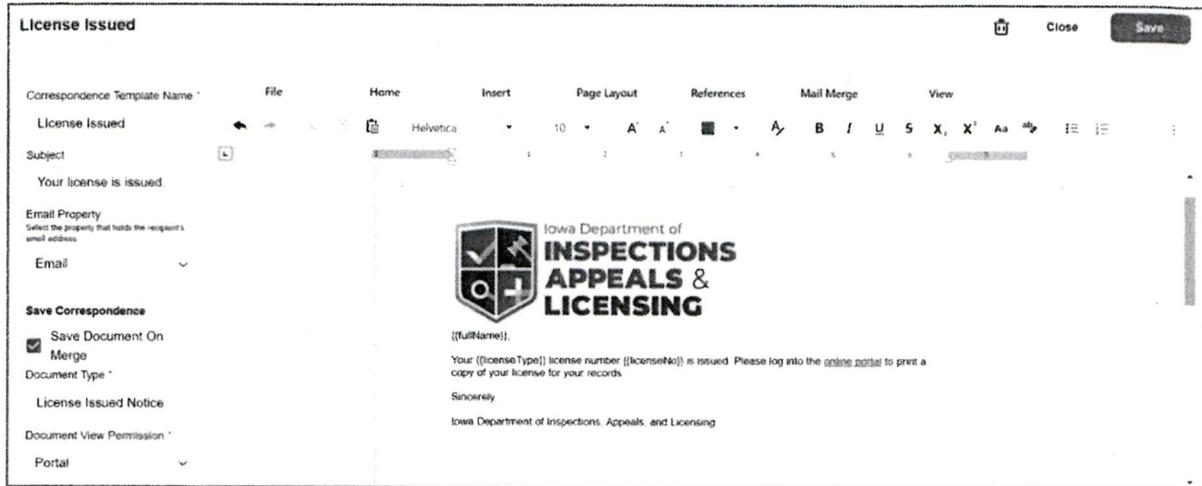**■■ System Automation**

**evoke™**



*Figure 13: The Evoke Correspondence Editor allows NHLC to create attractive and meaningful templates for correspondence.*

Evoke is built to support proactive and timely communication throughout the regulatory lifecycle. The Evoke Builder allows NHLC to define correspondence templates in any context, including (but not limited to) licensing, enforcement, permitting, and inspections. The documents generated from these templates directly merge in data from the system and can be automatically sent by email or queued for bulk PDF download and transfer to a printer for physical mailing.

Using a combination of business configuration and workflows in Evoke, NHLC can not only send notifications and other correspondence at any time but can define business rules that determine when key notifications in the regulatory lifecycle are sent. For example, when a liquor license or permit application is received or approved by NHLC, Evoke can automatically send a notice by email or queue a printed notice to be sent to a contact associated with the municipality where the licensed or permitted facility is to be located.

In addition to scheduled notifications triggered by predefined touchpoints in the regulatory lifecycle, NHLC can send ad-hoc correspondence to regulated entities. This can be done automatically—for example, when a requirements checklist item is marked deficient—or manually as required by NHLC business rules. There is a great deal of flexibility to the number of correspondences or notifications that can be sent by Evoke, allowing NHLC to scale its communications along with its operations.

Contractor Initials ⌠CR⌡ DS
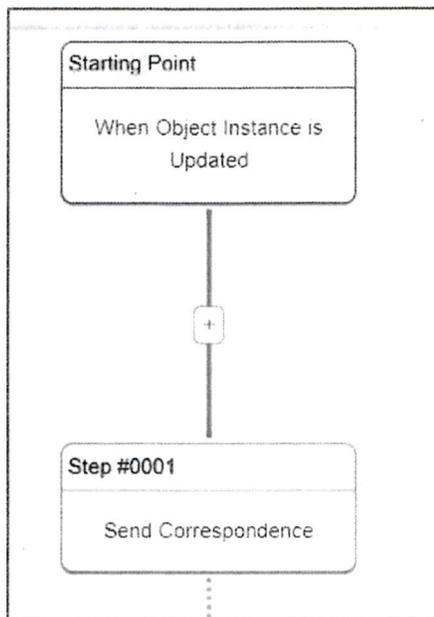Date 9/12/2025

25

evoke™



*Figure 14: The Evoke Workflow Designer allows NHLC to automate communications throughout the regulatory lifecycle.*

Each correspondence sent from Evoke can be logged to the record's history and (at NHLC's discretion) can be saved as a document on the record. This establishes a clear chain of events to be used for auditing purposes and helps hold regulated entities accountable for being responsive to these notifications. This saved correspondence can also be made available to regulated entities through an online portal, allowing these entities to review the information in them at any time, even if the original email or physical letter was lost. Furthermore, the license administrator's ability to provide confirmation of emails sent will support NHLC's ability to produce evidence of documented communication.
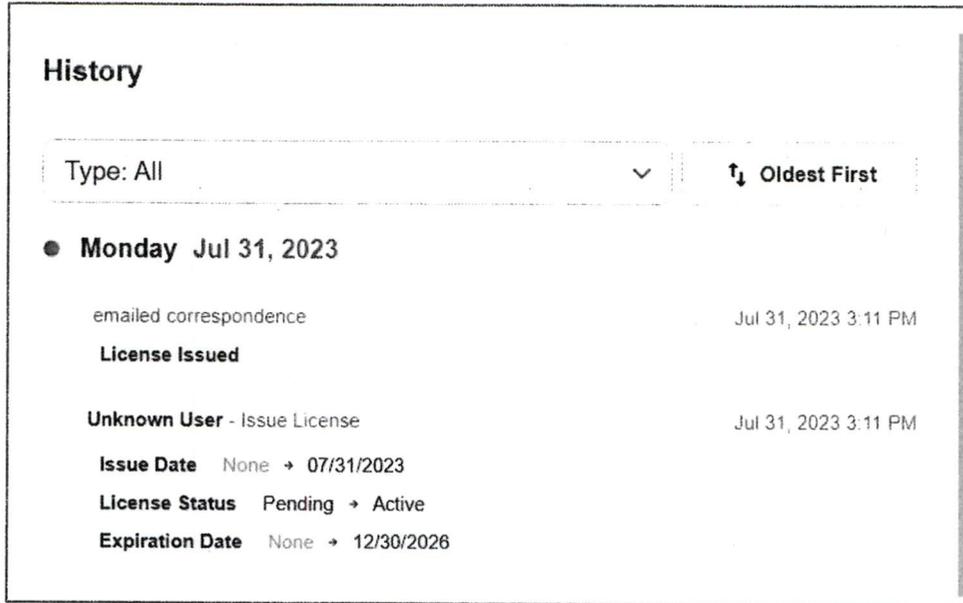
Contractor Initials CR
Date 9/12/2025

26

**■■■ System Automation**

**evoke™**

---

## History

| Type: All | ⌄ | ↑↓ Oldest First |
|---|---|---|

● **Monday Jul 31, 2023**

emailed correspondence                                    Jul 31, 2023 3:11 PM
**License Issued**

**Unknown User** - Issue License                          Jul 31, 2023 3:11 PM
**Issue Date**  None → 07/31/2023
**License Status**  Pending → Active
**Expiration Date**  None → 12/30/2026

---

*Figure 15: All correspondences and notifications are logged to audit history for later review.*

Regardless of the type of communication, NHLC can choose the mode and timing of every correspondence or notification to licensees, permittees, and other regulated entities in Evoke. Evoke opens powerful possibilities for NHLC to communicate with its stakeholders and gives NHLC the power to fully dictate the terms of and automate that communication, saving time and effort while eliminating ambiguity and confusion. It is this strength in communication that will make NHLC a model of a well-oiled regulatory team.

---

**Requirement Area 8**: Inspections request queue with link to Call for Service

As discussed in Requirements Area 5 above, combining the Licensing and Enforcement operations of NHLC in a single system will yield many benefits for NHLC. One key benefit is the ability to trigger enforcements workflows from licensing steps, and vice versa.

Contractor Initials ⌐DS CR
Date 9/12/2025

27

**▪▪▪ System Automation**                                                                    **evoke™**

---

**Inspections**

🔍 Search                        ▼ **Filters**    ▥ **Columns**

9 Results    Status is Scheduled ( +3 )  ✕   +   **Clear all**

| Inspection Number ↓ | License | Inspection Type | Inspection Date | Status ▽ |
|---|---|---|---|---|
| INSP-000021 | CVS Pharmacy - Retail Pharmacy · | Initial | | Scheduled |
| INSP-000020 | Tom's Smiles - Controlled Genera | Initial | | Scheduled |
| INSP-000019 | CVS Pharmacy - Retail Pharmacy · | Initial | | Scheduled |
| INSP-000017 | CVS Pharmacy - Retail Pharmacy · | Initial | | Scheduled |
| INSP-000016 | CVS Pharmacy - Retail Pharmacy · | Initial | | Scheduled |

*Figure 16: Evoke allows NHLC to see all scheduled inspections at a glance.*

In the inspections request queue to be configured as part of this project, when a new facility location is ready for inspection as part of its initial licensing process, a new inspection request will be automatically generated and assigned to an NHLC officer. That officer will be able to review the list of needed inspections in the inspection request queue and complete them in the most efficient order. Location-based search will be configured for the inspection request queue, allowing investigators to search for nearby locations needing an inspection, allowing NHLC to optimize travel time and costs for inspections across the state.

As the inspections are initiated, the officer can automatically create associated calls for service. Then, as the inspection is completed, the results will kick off the appropriate downstream activity. For example, inspection results could flow back to the requirements in the initial application process, completing the inspection requirement indicating to the licensing staff that the inspection was passed – or marking the inspection requirement as not passed, preventing the license application from being approved. Once the inspection is marked as passed, the licensing team will be automatically notified, so that the processing of the license can continue.
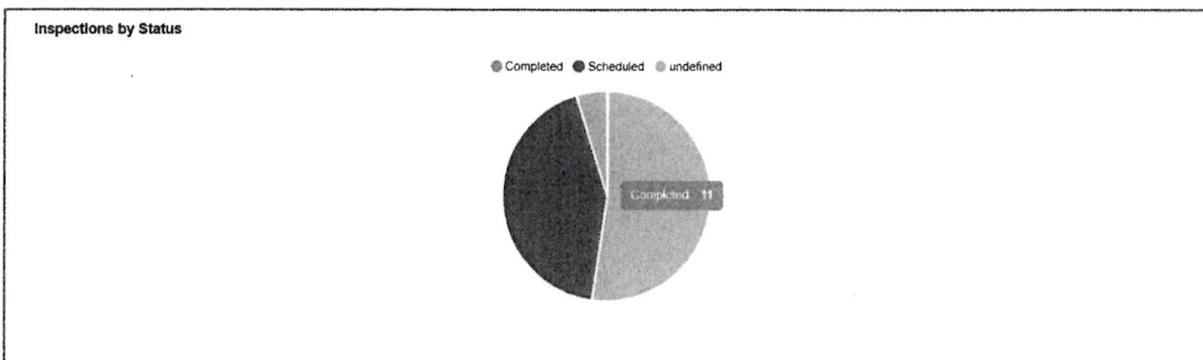
**Inspections by Status**

● Completed  ● Scheduled  ● undefined

Completed  11

*Figure 17: Evoke dashboards communicate information that can drive decision-making in the field.*

Furthermore, at the start of the calendar year, Evoke workflows will generate inspection requests for all annual inspections needed for existing licensees. As with initial inspections, the officer will be able to create associated calls for service as the annual inspections are initiated. Tracking the annual inspection queue in Evoke will allow NHLC to track completed vs. outstanding inspections

Contractor Initials ( CR
Date 9/12/2025                                                                                          28

Statement of Work Proposal for NHLC's Comprehensive Regulatory Management System

in each area, report on outcomes of each year's inspections, and provide data-informed insights throughout the year.

This will allow all inspections, whether initial, routine, or in response to an incident report, to be managed centrally in an Evoke inspections request queue. This centralized queue simplifies the process of managing inspections, regardless of the source. When licensing and enforcement operations at NHLC are combined in one system, inspections can be treated as a distinct process and flow their results back to the enforcement and licensing processes based on NHLC-defined workflows. Inspections data then becomes centrally reportable and displayable on dashboards to give NHLC real-time insights that can drive operations in the field.

---

## Requirement Area 9: Monthly, quarterly, and ad hoc reporting and dashboards

NHLC's data-driven approach to compliance and enforcement requires detailed, real-time access to data captured in its licensing, compliance, and enforcement records. NHLC also requires the ability to quickly and easily share this data with other agencies, legislators, and liquor enforcement partners.

Evoke's native reporting functionality supports the ability of NHLC users to rapidly create meaningful custom reports with little or no training. Evoke's native reporting tool is an ad-hoc reporting suite that allows non-technical users to quickly develop reports to extract any data on the spur of the moment, as requests are received from the public, the legislature, the Governor's office, and other entities. Ad hoc reporting allows users to rapidly answer that call by providing an intuitive drag-and-drop interface for building visual or tabular reports within minutes.
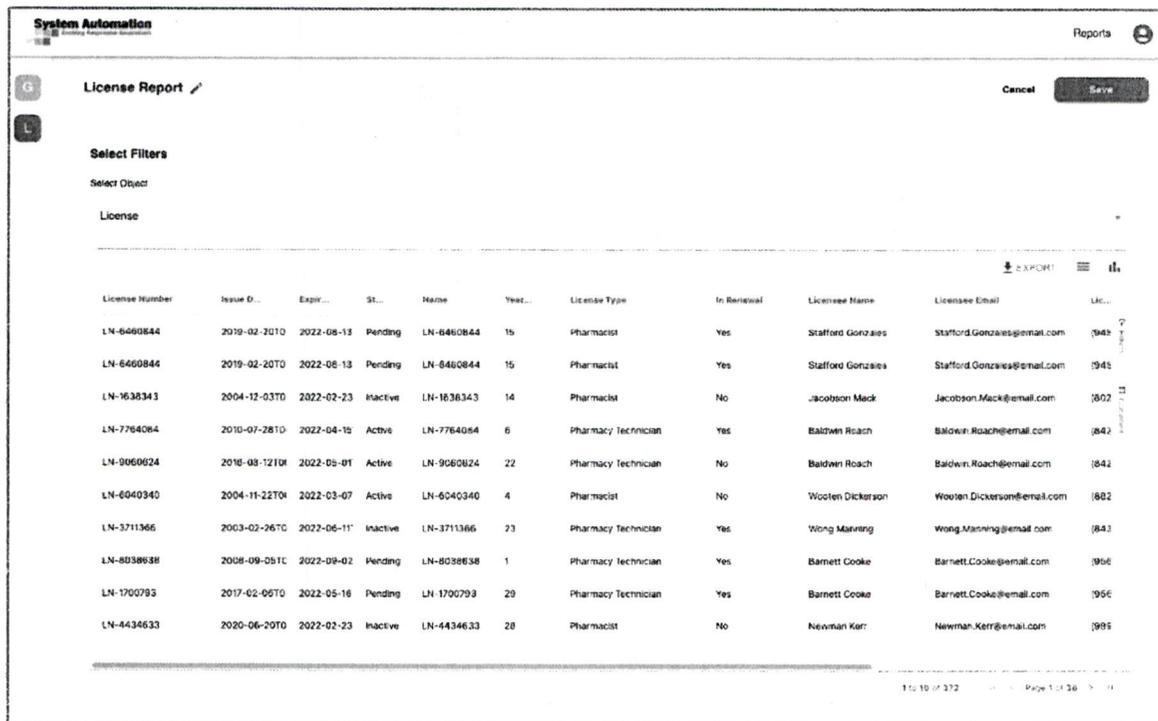


*Figure 18: The platform's ad-hoc report builder gives all NHLC users the opportunity to generate, save, share, and schedule reports.*

Contractor Initials CR
Date 9/12/2025

29

With Evoke, NHLC can not only generate Excel data on key topics in licensing and enforcement but can also translate this data to visual reports that can be shared with NHLC's stakeholders.
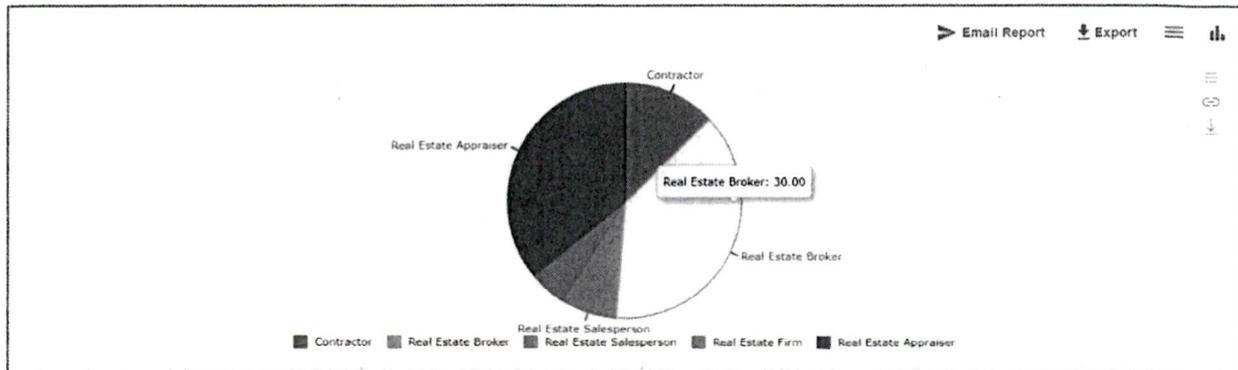


*Figure 19: NHLC can visually capture its data in a wide range of graphical formats.*

From there, users can select a chart format for the report (if desired), share the report, export it directly to file, or schedule the report for automated emailing to stakeholders at an appointed time. NHLC users can customize the columns, sort options, filter criteria, and grouping of the data that is rendered in the report.



*Figure 20: Scheduling reports automates the process of communicating data to NHLC stakeholders.*

As part of this project SA will also configure the monthly/quarterly/annual reports and customized dashboards directly within Evoke apps that display real-time data relevant to each team's role. For example, NHLC licensing staff will likely want to see dashboards showing the average time to licensure, along with a graph of licenses issued in the current year. Leadership will be able to view dashboards that provide immediate insight into NHLC operations to drive informed decision making.

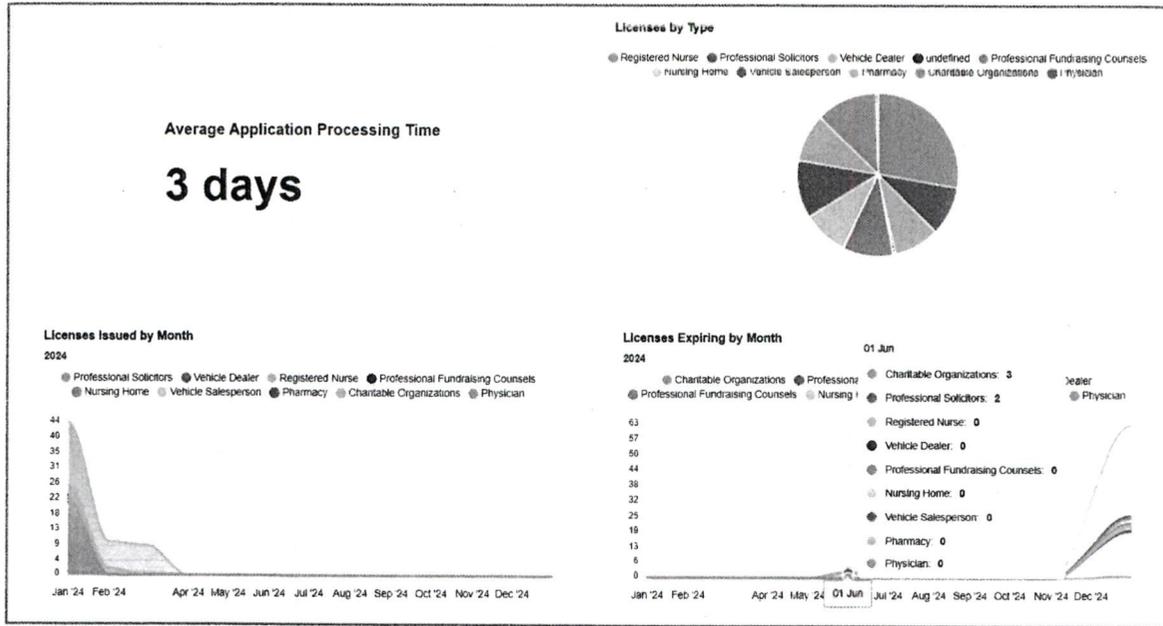Contractor Initials ⌜CR⌟
Date 9/12/2025

*Figure 21: Evoke allows NHLC to deploy dashboards that deliver transparency in real time.*

All reporting in Evoke is performed directly against the live data, and not against time-lagged copies of the data. This ensures that all data is accessible for reporting when NHLC users need it, and not a second later.

In addition to real-time dashboards and ad-hoc reporting capabilities, as part of this project SA will also configure an agency report which includes data from a user-selected time period on all NHLC activities handled by Evoke. This report will allow NHLC to summarize calls for service, inspections, arrests, incidents, events, property intake, licensure activity, training registrations and completions, product approvals, warehouse and manufacturer process, and so on. NHLC will be able to summarize each of these areas by category – for example, calls for service counts may be listed by call reason, call resolution, offense, outcome of associated incidents, and location. Events may be listed by event type with a corresponding list of related calls by category.

## Requirement Area 10: Beverage label approval process

Deploying NHLC's licenses and licensing processes in Evoke will give NHLC a major operational advantage. By pairing its licenses and licensing operations with Evoke's low-code flexibility, NHLC will be able to easily deploy related processes, such as beverage label approvals and beverage volume reporting, auditing, reconciliation, and payment, into its Evoke environment. Since real-time information about a license will be immediately available to Evoke, NHLC, and licensees, this data can be leveraged to directly integrate additional processes in an intuitive way. Approved beer label information will also be included in an interface (included in the scoped interfaces above) to D365 to maintain an updated beer directory.

Here is an example of how NHLC's beverage label approval process can be integrated into its online licensing portal. When vendors, manufacturers, brew pubs and other applicable licenses

Contractor Initials _CR_
Date 9/12/2025

are approved by NHLC, the licensee will have persistent access to their license dashboard in the NHLC online licensing portal. This will allow Beverage Vendors to make ad-hoc changes to their license information as allowed by NHLC and submit additional forms and reports required by NHLC.

Upload A Color Photograph Here That Was Taken Within The Past Six Months.

⬆

Drag and drop or select a file to upload
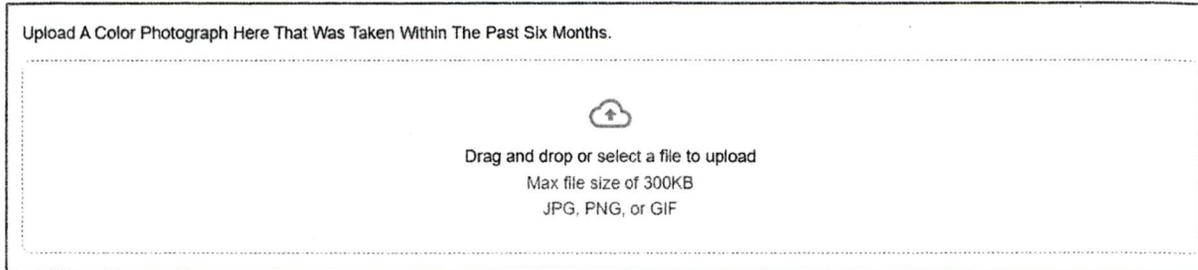Max file size of 300KB
JPG, PNG, or GIF

Figure 22: Evoke allows NHLC Product Vendors to directly upload labels to Product Approval Forms.

This includes the Beverage Product and Label Approval Form. On Beverage Vendors' license dashboards, they will see a list of current product approvals, where they can review the status and history of submitted approvals. Beverage Vendors only will have access to a button to submit additional products or labels for approval. Selecting this button will navigate the vendors to a form where they can submit the appropriate product information, including directly uploading the labels in context of the form. The form is validated to ensure that all required data and documents are submitted in the appropriate format.

Once the Product Approval Form is submitted, an NHLC staff member or product approval review team is assigned the form for review. After review, the staff member reviewing the form can approve it, reject it, or request more information. If more information is requested, the Beverage Vendor receives a notification with a link to return to the product approval request form to provide the requested information. If the product is rejected, the Beverage Vendor receives a notification with the rejection reason and instructions on next steps. If the product is approved, the Beverage Vendor receives an approval notification.

In all scenarios, both NHLC and the Beverage Vendor have instant access and insight into the status of the Beverage Vendor's submitted and approved products and labels. Because the approvals are tied directly to the license, they are easily accessed and reviewed in context of the license. Since Evoke can leverage the licensee's contact information to facilitate communication, no separate contact information need be collected with Product Approval Forms—Beverage Vendors and NHLC can communicate directly within the context of the form.

By deploying its licensing processes in Evoke, NHLC can fully integrate its operations, consolidating its application portfolio and reducing the number of steps required to perform its work.

## Requirement Area 11: Wholesaler, Manufacturer, and Direct Shipping Reconciliation Processes

As with the Beverage Approval process, NHLC can leverage the presence of its license records in Evoke to consolidate its reporting and reconciliation processes for Wholesalers, Manufacturers, Direct Shippers, and other licensees obligated to report on and pay fees based on beverage sale and distribution volumes. Unlike other platforms that force NHLC to rely on manual reconciliation

Contractor Initials _CR_
Date 9/12/2025

32

to drive its business processes, Evoke allows NHLC to capture reporting form data directly, and calculate totals and associated fees using reported and reconciled data elements.

As part of this project, NHLC's Wholesaler and Manufacturer Beverage Volume reporting, reconciliation, and payment processes will be implemented in Evoke. Because NHLC has already worked closely with NH distributors to design a process that uses Excel forms to be uploaded into the system, SA will implement the functionality required to upload, parse, save, and process the data contained in Excel formatted versions of the following reporting forms: Form 246 and Schedules A-I (Wholesale Distributors) and Forms 258, 259 and 334, 335 (Beverage Manufacturer, Brew Pubs, Nano Brewery and Beverage Vendors).

Every month on a designated day, Evoke can generate an email notification to all active Manufacturers and Wholesalers with a link to a monthly reporting page accessible when logged into the online licensing portal. This reporting page can be configured to prompt the upload of a spreadsheet that contains NHLC-specified data in a standardized format. This page will alternatively be accessible from the Manufacturer or Wholesaler's licensing dashboard, where they can review current and prior reports.
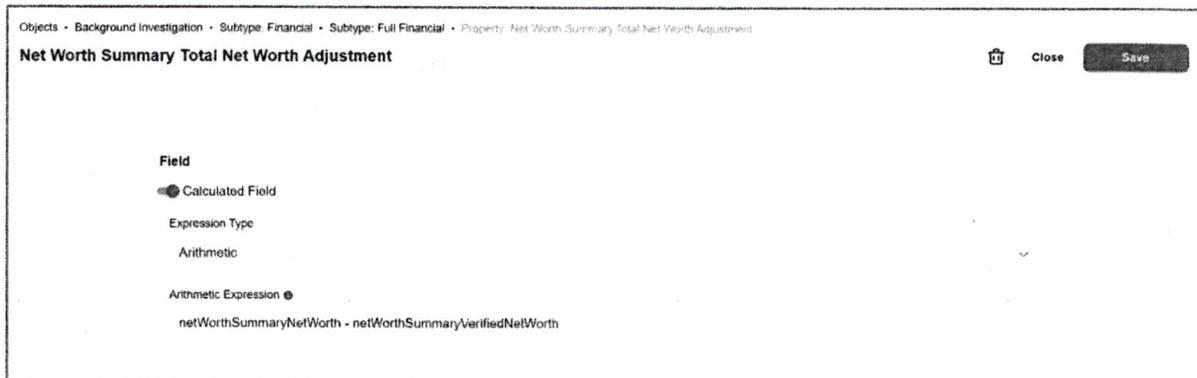


*Figure 23: Arithmetic and aggregate fields allow NHLC to automatically calculate totals and fees.*

The consolidated form will contain sections and fields reflecting the contents of the current reporting form's schedules, including with a summary tab containing calculated fields whose calculations are based on the data entered in each schedule (equivalent to the current Form 246).

Once both the Manufacturer and Wholesaler submit their forms, the forms will be assigned to an NHLC staff member for review. Evoke gives NHLC the opportunity to further automate this process. Once the Manufacturer and Wholesaler reports are submitted, these values will be compared in the same form, and adjusted values automatically calculated using Evoke calculated fields. This reduces NHLC manual effort to reconcile data submitted by licensees and calculate fees.

Contractor Initials CR
Date 9/12/2025

33

**▪▪▪ System Automation**   **evoke**™
POWERFUL POSSIBILITIES

---

# Invoice #INV-000040

ATTN: CVS Pharmacy
334 South 1st Street
Phoenix, AZ 85004

**INVOICE** for Fee #89
**DATE:** 10/22/2024
**AMOUNT:** $100
**TERMS: PAYABLE UPON RECEIPT**

**PLEASE SUBMIT ALL PAYMENTS TO:**
**Alabama State Board of Dental Examiners**

**Or pay online at** https://licensing-demo-master.evokeplatform.com/app/licensingPortal
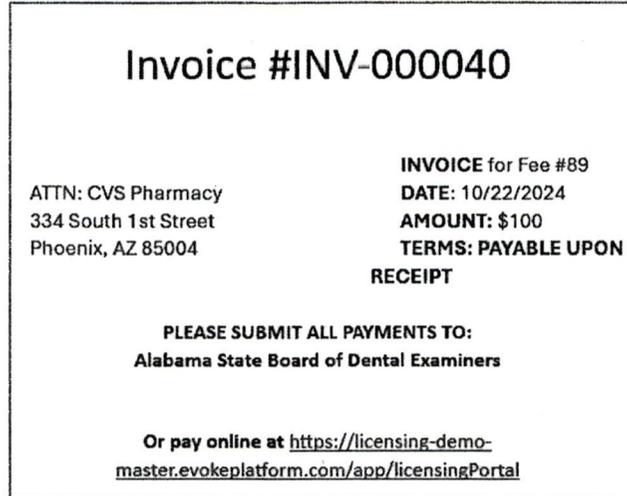
---

*Figure 24: Evoke can automatically invoice NHLC licensees with outstanding fees.*

After the forms are uploaded, Evoke can automatically generate an invoice and accept payment in the online licensing portal. Once submitted, the payment is automatically allocated to the fee, a receipt is sent to the Wholesaler and saved in their licensing dashboard for later retrieval, and the monthly reporting obligation is marked as completed. If the report is not submitted or the fee is not paid within an NHLC-defined timeframe, Evoke can automatically flag the licensee as in arrears. If the reconciliation of corresponding reports identifies inaccuracies in the submitted report, NHLC will be able to issue an invoice for the remaining fees or identify the amount needed for a credit for overpaid fees.

Other reporting, reconciliation, and payment processes, such as those for Direct Shippers and Tax Declarations, will be handled similarly. Because users can link to as many records as needed in a single account using secure access criteria (such as an access code), compliance officers who manage regulatory affairs for dozens or hundreds of licensed entities can manage all of these records and processes under a single account.

## My Licenses

[Associate License to Profile] [Get Registration Code]

Q Search...   ▼ Filters   ⊞ Columns

| License Number ↓ | License Type | License Status | Issue Date | Expiration Date |
|---|---|---|---|---|
| RP-000004 | Retail Pharmacy | Active | 05-15-2024 | |
| RP-000003 | Retail Pharmacy | Pending | | |
| RP-00000002 | Retail Pharmacy | Pending | | |
| P-000011 | Pharmacist | Active | 08-01-2024 | 08-01-2026 |

*Figure 25: Evoke allows authorized compliance officers to access multiple licenses with a single account.*

Importantly, the data collected in these processes are tied directly back to the license record. This will simplify the process of reporting this data by license and license type, eliminating the need to

Contractor Initials _CR_
Date _9/12/2025_

pull from multiple data sources to report on revenue-related activity. Through Evoke, NHLC's reporting processes will be simpler, faster, and more centralized, eliminating unnecessary steps and facilitating robust reporting on one platform.

Contractor Initials ┌─DS─┐
CR

Date 9/12/2025

35

## Implementation Approach

SA has performed implementations using waterfall, hybrid, and agile approaches to configuration. Some clients have a preferred implementation approach based on staff familiarity, project oversight requirements, and fiscal considerations. Within those considerations, we take a collaborative approach to projects, where the project team includes both SA and client staff.

Evoke empowers NHLC to specify the behavior of their applications deployed in Evoke using the following types of configurability and customizability:

1. **Platform Configuration:** Configuration of the apps, data model, workflows, forms, user roles, and global settings that dictate users' experience of the platform.

2. **Business Configuration:** Configuration of the business rules that define the behavior of agency-specific business objects such as licenses, entities, fees, and correspondence, among many others. An interface for business configuration is delivered as part of the licensing template delivered with the platform and is itself configurable.

3. **Customization:** Through the Evoke Software Development Kit (SDK), Evoke supports custom actions, workflows, and widgets tailored specifically for NHLC users using custom code injected directly into the platform. This project includes the customizations mentioned in the scope summary table above and in the task tables below.

## Overview of Sprint-Based Approach

All implementation will be performed iteratively, in two-week sprints. As noted above, this approach mitigates risk for NHLC by giving agency stakeholders a front row seat to view the solution as it's being configured and identify concerns early in the process, rather than waiting for UAT when changes are expensive and time intensive. Platform configuration is provided through the Evoke Builder. The Evoke Builder is an administrative site that allows Evoke administrators to design and build apps that meet agency needs using little or no code.

As demonstrated in NHLC's RMS project, we strongly believe that by working together with our clients as true partners throughout the implementation project, we gain a deeper understanding of each agency's unique processes and needs. This allows us to more precisely configure the system to best support the agency's specific goals. Additionally, by working alongside our staff, our clients learn how to leverage the flexibility of the Evoke platform to keep up with future changes to regulatory requirements, reporting requests, and policy goals.

At the onset of the project, the SA project team leads a series of requirements workshops with the appropriate managers, subject matter experts, and technical staff to learn the agency's existing and desired business processes. The goal of these workshops is to understand the agency's processes in sufficient detail to recommend specific configuration options and guide agency staff through a series of decisions in each functional area.

Following these workshops, the SA project team conducts implementation planning sessions with NHLC leadership to review all the modules, pages, objects, and workflows to be configured. The

Contractor Initials ⌐DS CR

Date 9/12/2025

36

outcome of these sessions is a backlog of items to be configured and divided across the implementation sprints, which NHLC will prioritize according to business needs.

The team then plans upcoming work into two-week sprints, which are organized as shown in this diagram:
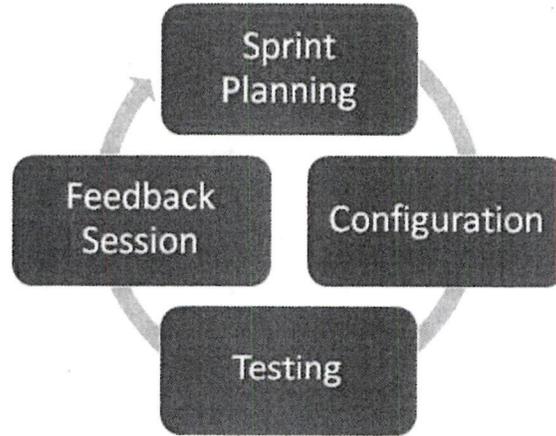


*Figure 26: Sprint-based configuration lifecycle.*

Each sprint starts with a sprint planning session, where the NHLC team meets with the SA Project Manager and implementation team to identify the scope of work to be accomplished in the coming two-week cycle. The items to be configured in that sprint are determined based on the backlog and priorities defined by NHLC.

Towards the end of the sprint, a working session will be held between SA, the NHLC project team, and any appropriate subject matter experts to review the functionality and interfaces configured in the sprint so that NHLC can provide feedback and additional input. In the subsequent sprint, the SA team will address the items identified from the working session, along with configuring the fields and functionality planned for the next sprint. As such, all fields and functionality will go through two iterations of feedback sessions.

Each sprint ends with a sprint review session that allows the team to review progress, discuss and strategize around challenges, and adjust plans for upcoming sprints. As the project team falls into a comfortable cadence and becomes confident in the alignment of the configuration and the agency's needs, the project progress typically accelerates, and opportunities to bring in project timelines are often identified. Conversely, if the team finds in testing that configuration is not working as expected, the team can decelerate the next sprint to focus on a more detailed understanding of specific requirements.

One major advantage of this approach is that it allows for the iterative release of new functionality, which gives NHLC extensive experience in the product prior to final testing and deployment. This provides a smoother transition to a new system for both NHLC and the licensees and stakeholders it serves.

This approach also delivers several other benefits to NHLC:

Contractor Initials _CR_

Date _9/12/2025_

- **Leadership** – NHLC management will have a highly experienced project manager leading the effort and supporting the organizational changes necessary to make the project successful.

- **Speed-to-Value** – SA will divide the implementation into sprints to prioritize configuration to quickly bring value to NHLC.

- **Cost Reduction** – NHLC avoids paying for implementation services that they do not need, with the option to accelerate or add onto the implementation with additional implementation sprints.

- **Flexibility** – Through its extensive experience, SA has learned that, as SA and our clients learn about each other during implementation, project priorities can shift. Our approach allows NHLC flexibility to reprioritize configuration as needed to meet its goals faster, even when those goals change.

We recommend this approach because we find it leads to faster progress, supports greater collaboration between the client and SA, and results in a system configured in close alignment to the client's individual needs.

## Approach to Tasks

The tables below provide a description of the specific tasks included with this statement of work. Please note that throughout this section, the term Agency and State are used interchangeably to represent the client organization.

| Deliverable 1 – Project Planning and Kickoff | |
|---|---|
| **SA Tasks / Description** | SA's project management approach ensures visibility of tasks, risks, schedule, and scope, which are monitored in regular status meetings. <br><br> SA will develop a detailed project plan for this project, which will include a detailed project schedule consisting of a work breakdown structure and Gantt chart. The project plan identifies the tasks, predecessors, durations, and assigned stakeholders for all project-related tasks. The approved project plan will serve as the baseline from which project performance is measured. It will be continuously monitored to ensure successful completion of the project, on time and within budget. <br><br> In addition to the project plan, SA will provide ongoing Project Management, including: <ul><li>Status meetings where the SA PM and NHLC PM review action items, issues, risk, and rolling forecast of activities/deliverables every two weeks</li><li>An online collaboration site between SA and NHLC. This resource will serve as a repository for file sharing and access to project artifacts</li></ul> |
| **NHLC Tasks** | This task requires the NHLC Project Manager (PM), and others that the NHLC PM deems required, to provide input in the process. It is expected that the NHLC PM will be heavily involved in the work plan development stage of this |

**■■■ System Automation**       **evoke™**

| | |
|---|---|
| | project. The NHLC PM will work with the SA PM in managing and reviewing the bi-weekly status reports and meetings. |
| **Deliverable** | Detailed project plan<br>Project kickoff meeting |

### Deliverable 2 – Platform Activation

| | |
|---|---|
| **SA Tasks / Description** | At the project's onset, SA will provision the initial platform environments and all components necessary to implement the solution. SA will work with NHLC to identify and configure the initial set of users who will participate on the project team and demonstrate the availability of the Development, Test, and Production sites. |
| **NHLC Tasks** | This task requires input from NHLC on the naming of the subdomain. |
| **Deliverables** | Platform activation (to include deployment of NHLC's RMS existing configuration in the new platform environment) |

### Deliverable 3 – Requirements Analysis and Sprint Backlog Development

| | |
|---|---|
| **SA Tasks / Description** | SA will conduct requirements gathering workshops with NHLC to gather required inputs to support the configuration of the system, such as:<br><br>• Review of existing processes<br>• Structure of pages, objects, and fields for data objects and modules to be configured<br>• Discussion of functional requirements for data validation and workflows<br>• Technical specifications for imports/exports/interfaces<br><br>A requirements document and/or prototype environment reflecting the above will be compiled, reviewed, finalized, and accepted to initiate the buildout of the system. Additionally, SA will capture implementation tasks into a sprint backlog. |
| **NHLC Tasks** | The NHLC PM is responsible for coordinating the NHLC resources to provide all required inputs in a timely manner to the SA team in support of the goal of a timely implementation. |
| **Deliverables** | Requirements Analysis and Design, Part 1: Up to 6 requirements gathering workshops during a 2-week period to discuss license management processes, including points tracking, QR codes on licenses, and related modifications to RMS configuration. SA will also deliver a summary of the items discussed.<br>Requirements Analysis and Design, Part 2: Up to 6 requirements gathering workshops during a 2-week period to discuss compliance portal, training, and restitution payment requirements. SA will also deliver a requirements summary of the items discussed.<br>Requirements Analysis and Design, Part 3: Up to 6 requirements gathering workshops during a 2-week period to discuss product approval and |

Contractor Initials ⌈ DS<br>CR

Date ___9/12/2025___

39

| | |
|---|---|
| | reconciliation processes. SA will also deliver a summary of the Items discussed. <br> Requirements Analysis and Design, Part 4 (Sprint Backlog Development): SA will conduct a final requirements review workshop to review the project backlog, outline tentative plan for sprints, and identify priorities for the first 2-3 sprints. |
| **SA Tasks / Description** | SA's project team will configure Evoke in two-week implementation sprints to meet NHLC's documented business requirements. Iterations may include any back-office or online services configuration, including but not limited to the following: <br> • Creation of the objects and properties for each type of record, including: <br>     o Ability to create and update each type of record <br>     o Security rules controlling which user roles can view/edit/delete each field <br> • Configuration of system modules to include: <br>     o Apps and portals to support the business processes in each module <br>     o Pages, lists, and forms to support the specific processes within each app and portal <br>     o Custom logic and workflows required for each module <br> • Configuration of interfaces per the project scope variables table <br><br> SA and NHLC will work together to prioritize implementation tasks at the start of each sprint. At the completion of each sprint, SA staff will work with the NHLC PM and business subject matter experts to review, revise, and validate the configurations. |
| **NHLC Tasks** | This task requires that NHLC participate in the prioritization of the required implementation tasks. NHLC staff will also be responsible for coordinating with SA and internal staff to review and validate revisions to the implementation. The NHLC PM will be responsible for relaying any changes to the modules in the review phase to SA. This will ensure that NHLC remains apprised of all implementation tasks performed by SA to prepare the system for UAT. <br> NHLC will provide desired document layout and logos for reports and templates, in MS Word or similar format. NHLC will also provide detailed specifications for the scheduled reports and export(s), including selection criteria, data elements and data types. |
| **Deliverables** | Two-week iterations of licensing, compliance, or enforcement functionality implementation |
| **SA Tasks / Description** | SA will work with NHLC to map and load of key data from current production system(s) into the Evoke solution. The data process will include the following steps: <br> **Data Migration and Interface Planning**: From a backup of the MLO database and additional csv files (training completion records, licensee points, and up to 6 additional csv source files), SA will develop a data migration plan, to include identification of legacy data elements to be migrated, data elements to be read or written by each interface, and data cleanup recommendations. <br> **Conversion and Interface Data Mapping**: For MLO data, training completion records, licensee points, and up to 6 additional csv source files, SA will complete a data mapping document to indicate the destination object/property |

Contractor Initials  CR
Date 9/12/2025

**■■ System Automation**   *evoke*

| | |
|---|---|
| | for each source data element and the translation of specific coded values and single-select properties.<br>**Data Templates, Conversion Scripts, and Import Scripts**: For MLO data, training completion records, licensee points, and up to 6 additional csv source files, SA will prepare data load templates, conversion scripts, and import scripts, with legacy data values converted to the correct property types and destination values.<br>**Trial Rounds of Data and Document Migration:** For MLO data, training completion records, licensee points, and up to 6 additional csv source files, SA will execute conversion and import scripts to load all data files into the Evoke system. After the load, SA will review aggregate counts of data by object type to ensure that they match and will provide error logs from the data load.<br>This project scope includes three trial iterations of data/document migration. During NHLC's review of the first trial data load, SA will work with NHLC to validate that records from the legacy system are converted properly into the new system and that the data has been transferred into the proper fields per the mapping document. The data conversion scripts will then be revised as needed for the next iterations. If the results of the third trial iteration of data conversion do not indicate UAT readiness, the SA PM will discuss options with NHLC leadership, which may include purchasing additional services from SA. |
| **NHLC Tasks** | NHLC is responsible for providing backup copies of the MLO production database at the start of the project and for each iteration of data conversion.<br>For legacy data other than licensing data from MLO (training completion records, licensee points, and up to 6 additional csv source files), NHLC will be responsible for providing the legacy data in csv format, describing the source data fields, and providing input on the desired representation of the legacy data in the new system.<br>For any documents to be loaded into the system, NHLC will be responsible for transferring the documents to a secure location and providing a mapping of the document name/ID to its associated record.<br>After the data is loaded into the system, the Agency will be responsible for reviewing the data in the Evoke system and informing SA of any issues or concerns. |
| **Deliverables** | Data Migration and Interface Plan<br>Data Mapping for Migration and Interfaces<br>Data Templates, Conversion Scripts, and Import Scripts<br>Trial Rounds of Data and Document Migration |
| **SA Tasks / Description** | SA's project team will configure Evoke interfaces in two-week implementation sprints to meet NHLC's documented business requirements. Iterations may include but are not limited to: online payment processor integration; recurring, scheduled exports of license and licensee data; and recurring, scheduled exports of licensing fees, and restitution payments, and other payments. |
| **NHLC Tasks** | NHLC will select an industry standard payment processor, provide the necessary client authorization for implementation of the payment processor, and participate as needed in partner meetings with the payment processor vendor.<br>NHLC will provide specifications for license, licensee, and accounting exports and will facilitate testing of data imports into a test instance of the accounting system. |
| **Deliverables** | Two-week iterations of interface implementation |

Contractor Initials *CR*

Date  9/12/2025

**System Automation**

**evoke**

| | |
|---|---|
| **SA Tasks / Description** | SA will work with NHLC to perform controlled acceptance testing. In preparation for UAT, SA will perform another iteration of data conversion (included in this deliverable) so that end users test against recent data that closely mirrors what they will see in Production. SA recommends that clients bring sample records from their existing workload to UAT to confirm all data was converted properly and that all business functions have been accounted for in the new system. SA will develop a Test Plan that incorporates the overall testing strategy and the testing cases identified by NHLC to thoroughly test business processes.<br><br>An SA technical consultant will provide an outline of functional areas to test and will work with designated NHLC testers to develop and complete the acceptance test process. The goal of this acceptance test process is to confirm that all system functions work as required, and that data has been converted successfully from previous systems to Evoke.<br><br>If a show-stopping defect or issue is identified preventing the execution of significant portions of test scripts, testing will be paused for immediate resolution. Otherwise, as issues are identified they will be tracked in an issue log and assigned a priority value. Issues will be resolved in accordance with the severity levels stated in Assumption 3 in this document below.<br><br>For Phase 1, the user acceptance testing will be conducted in two fifteen (15) day iterations for core licensing and compliance functionality to be delivered in a Phase 1 release, followed by a fifteen (15) day resolution of user feedback and go-live preparation.<br><br>For Phase 2, the user acceptance testing will be conducted in one fifteen (15) day iteration for additional compliance and enforcement functionality to be delivered in a Phase 2 release, followed by a fifteen (15) day resolution of user feedback and go-live preparation. |
| **NHLC Tasks** | NHLC is responsible for identifying test cases that reflect agency business processes. If NHLC opts to perform UAT in-person, NHLC is responsible for providing adequate testing facilities (e.g., testing room with desks and computers, access to the test system, projector, etc.). The NHLC PM is responsible for assembling the acceptance test group and ensuring their dedication to the task. These NHLC-selected individuals will be responsible for completing the documented test cases. The NHLC PM will drive the process to complete testing in accordance with the project plan.<br><br>The NHLC PM is responsible for notifying SA of any system deficiencies resulting from the testing process. SA expects that deficiencies will be reported at the time of discovery. After the receipt of system updates to correct the deficiencies, the NHLC acceptance test group is required to retest the system function to confirm proper operation. If the deficiency affects a related functional area, that area should be retested as well. |
| **Deliverables** | 15-day periods for user acceptance testing |
| **SA Tasks / Description** | **End user training**: SA will provide up to three days of training aligned with NHLC's needs as determined during the project's configuration phase. This training is intended to provide approximately 3 consecutive days of remote training to NHLC licensing staff, which can be delivered in either a train-the-trainer approach or in small groups up to 5 users.<br>**Reporting guide and training**: SA will provide data model documentation in the form of a data dictionary listing the reportable objects and properties, along with a written guide on how to create and |

Contractor Initials _CR_

Date 9/12/2025

42

**■■■ System Automation**

*evoke™*

| | |
|---|---|
| | pull formatted reports (single object and multi-object), how to pull cross-object data reports, and how to configure dashboards, in alignment with the functionality configured during the project. In addition to this written documentation, SA will provide up to three days of reporting training to NHLC's analyst and leadership staff, to be delivered in a small group format (up to 5 users). |
| **NHLC Tasks** | This phase requires the NHLC PM to ensure that training participants are available and prepared for training as detailed in the Training Plan. NHLC is responsible for providing facilities for the training; each training participant should be provided with a computer. |
| **Deliverables** | End User Training<br>Reporting Guide and Training |
| **SA Tasks / Description** | At the successful completion of training, the system will be prepared for production. At this point, there will be one final data migration process to promote the most current NHLC data to the new system. NHLC will be required to provide updated data to SA for loading to the new system. Once received, SA will convert and load the data. During this project stage, NHLC will not be able to process information on the old system(s). If processing continues, manual entry of the information by NHLC members may be required.<br>After successful migration of data to the production system, SA will make the system available to all system users based on an agreed upon release schedule developed by SA and NHLC. After the Production system is available to users, the SA project team will remain available on the project for ten business days to provide direct operational support and technical assistance to NHLC. |
| **NHLC Tasks** | This phase involves the NHLC PM, IT Support Staff, and NHLC Users. Additionally, the PM and designated NHLC personnel will work directly with the SA project team to assist NHLC staff with the proper use of the system. As the transition to operational status of any system is an important event, this phase will require full-time support from both the PM and SME's. The NHLC PM will be expected to sign-off on the task completion form. |
| **Deliverables** | Go Live and Operational Support: Includes final data migration, system cutover, and ten business days of operational support |

## Staffing Plan

System Automation is pleased to continue its successful relationship with NHLC by bringing key staff to the Comprehensive Regulatory Compliance System project. Through their extensive work on NHLC's existing Records Management System, these team members already understand NHLC's mission and what makes its enforcement processes unique compared to other regulatory agencies, and they will be able to begin work right away on the project.

| Team Member | Position Description | Background |
|---|---|---|

Contractor Initials  CR

Date  9/12/2025

**evoke** ™
POWERFUL. POSSIBILITIES

| | | |
|---|---|---|
| Rebecca Westbrook, Lead Project Manager (Key)<br><br>Allocation: 90% | Ensures the overall success of the project in terms of on-time, quality deliveries within scope. Ensures team communication and effective work practices. Provides the state with timely reports of progress, status, issues, risks, and mitigation plans. Manages the project team members. | Rebecca is a seasoned technical manager and consultant with over 20 years of experience leading complex software projects, managing technical teams, and aligning business initiatives with strategic goals. Her consulting experience includes strategic planning, leadership development, regulatory compliance, and IT modernization initiatives. She has a particular passion for aligning software with streamlined and user-friendly processes that support the organization's mission. Rebecca led the design and implementation of NHLC's successful RMS system using Evoke, and she looks forward to another successful project with many of the same team members. |
| Yoni Goldsten, Lead Implementation Specialist (Key)<br><br>Allocation: 100% | Understands NHLC's business requirements, configures the Evoke platform to meet NHLC's specific needs | As the dedicated implementation specialist for NHLC's RMS initial implementation and Phase 2 projects, Yoni brings a detailed understanding of not only the Evoke platform but also NHLC's enforcement processes. He is known for his keen technical perspective and determination to find the most effective and efficient technical solutions to whatever challenges SA's clients bring his way. |
| Tori Sarsfield, Lead Solution Developer (Key)<br><br>Allocation: 100% | Develops solution customizations leveraging Evoke's SDK | As an experienced software developer with a particular talent for understanding and anticipating an organization's needs, Tori is passionate about building effective, user-centric solutions. She brings experience in all aspects of the Software Development Lifecycle to her current role as NHLC's solution developer for its mobile RMS use cases. |
| Gnanasekeran (Edison) Sakthivel, Database Administrator (Key)<br><br>Allocation: 50% | Performs all database administration and database engineering tasks consistent with the requirements, designs, test cases, and project standards. | As an experienced developer with 16+ years of experience with SQL, Edison successfully converted NHLC's enforcement data from its legacy RMS system to the Evoke RMS. Edison is also one of the core developers of MLO, NHLC's current licensing system, making him the ideal team member to perform NHLC's licensing data migration. |

Contractor Initials ⌐DS CR
Date 9/12/2025

44

**System Automation**

**evoke**

**■■■ System Automation**

**evoke™**

## Proposed Timeline

The following table provides a high-level breakdown of the estimated timelines for the project tasks listed above. This is based on an estimated project start date of October 1, 2025.

| Task | Start | End |
|---|---|---|
| **NHLC Comprehensive Regulatory Compliance System Implementation** | | |
| Project Planning and Kickoff | 10/1/2025 | 11/7/2025 |
| Platform Activation (Dev, Test and Prod Environments) | 11/10/2025 | 12/6/2025 |
| Requirements Analysis and Design / Backlog Development | 12/9/2025 | 3/13/2026 |
| Phase 1 Implementation – Licensing, Compliance, and Interfaces | 3/16/2026 | 1/7/2027 |
| Data and Document Conversion: Extraction, Mapping, Cleanup, and Scripting | 4/6/2026 | 11/7/2026 |
| Data and Document Conversion: Trial Rounds | 11/10/2026 | 2/12/2027 |
| Phase 1 User Acceptance Testing | 2/16/2027 | 4/2/2027 |
| Phase 1 System Rollout and Operational Support | 4/5/2027 | 4/16/2027 |
| Phase 2 Implementation - Enforcement | 5/15/2026 | 4/9/2027 |
| Phase 2 Implementation – Additional Compliance | 4/12/2027 | 6/18/2027 |
| Phase 2 User Acceptance Testing | 6/21/2027 | 8/6/2027 |
| Phase 2 System Rollout and Operational Support | 8/9/2027 | 8/27/2027 |

Contractor Initials ⌐DS CR
Date 9/12/2025

46

# Pricing Proposal

SA is pleased to present the pricing information below to NHLC for its Comprehensive Regulatory Compliance System. There are two types of pricing contained in this proposal:

1. One-time fees associated with the professional services to manage the implementation from end to end.

2. Ongoing subscription fees that cover the maintenance, hosting, support, administration, and ongoing development of the Platform.

SA's cost proposal provides maximal value by assuming 100% of the effort to configure the Comprehensive Regulatory Compliance System, allowing NHLC to focus on other operational tasks while the project moves forward. SA welcomes the opportunity to clarify any questions NHLC may have regarding the pricing information provided below.

## Pricing

The following table describes the rolled-up implementation and subscription fees proposed for the implementation, licensing, hosting, maintenance, and support of the Comprehensive Regulatory Compliance System.

| Cost Component | Description of Services Included | Price |
|---|---|---|
| **Implementation Fees** | As described in Scope of Work section above:<br>• Project Planning and Project Management<br>• Requirements Analysis<br>• System Design and Implementation<br>• Business Process Configuration<br>• Data Migration<br>• Testing<br>• Training<br>• Go-Live and Operational Support | $3,850,000 |
| **Updated Subscription Fees** | Updated Comprehensive Regulatory Compliance System (RCS) Subscription Fee, covering:<br>• Licensing, Hosting, Maintenance, and Support for licensing, hosting, maintenance and support for all modules (licensing, online portals, compliance, and records management)<br>• Application Administration<br>• Annual Process Review and Update<br><br>Note that this updated subscription fee covers both the existing Records Management System (RMS) functionality as well as the new modules to be added as part of this project. This updated subscription fee will replace the current RMS subscription fee. | $46,900 / month |

Contractor Initials ⌐DS⌐ CR

Date 9/12/2025

This Scope of Work reflects our discussions with NHLC, conveying how Evoke will be successfully implemented to reach NHLC's specific objectives. Accordingly, the table below reflects the pricing of each deliverable for implementing NHLC's Comprehensive Regulatory Compliance System in alignment with the <u>tasks and deliverables outlined within the Implementation Approach</u> above.

SA believes that the deliverables outlined within this Scope of Work are sufficient to deliver NHLC's desired scope of functionality, and SA will coordinate closely throughout the project to prioritize the desired scope within each sprint. Should the requested functionality within a requirement area materially exceed the estimated number of sprints, SA will work with NHLC to refine other project deliverables so that the overall project scope can be achieved within the project budget. If the desired functionality still materially exceeds the deliverables outlined within this Scope of Work, NHLC will be required to purchase additional sprints to complete the project.

The following table breaks down the implementation price at a high level by deliverable. A specific billing schedule will be agreed upon by NHLC and SA upon completion of the Project Planning phase.

| Task | Unit Cost | Quantity | Subtotal |
|---|---|---|---|
| Project Planning and Kickoff | $84,000 | 1 | $84,000 |
| Platform Activation (Dev, Test and Prod Environments) | $134,500 | 1 | $134,500 |
| Requirements Analysis and Design | $76,500 | 4 | $306,000 |
| Implementation Sprints - Licensing | $41,000 | 19 | $779,000 |
| Implementation Sprints - Compliance | $41,000 | 26 | $1,066,000 |
| Implementation Sprints – Enforcement (WMP & Direct Shippers Reconciliation) | $41,000 | 11 | $451,000 |
| Implementation Sprints - Interfaces | $41,000 | 5 | $205,000 |
| Data Migration and Interface Planning | $48,000 | 1 | $48,000 |
| Data Mapping for Conversion and Interfaces | $52,500 | 1 | $52,500 |
| Data Templates, Conversion Scripts, and Import Scripts | $96,900 | 1 | $96,900 |
| Trial Rounds of Data/Document Migration | $21,600 | 3 | $64,800 |
| Reporting Guide and Training | $51,800 | 1 | $51,800 |
| End User Training | $15,000 | 1 | $15,000 |
| UAT | $67,500 | 5 | $337,500 |
| Go-Live and Operational Support | $79,000 | 2 | $158,000 |
| **Grand Total Implementation Cost** | | | **$3,850,000** |

Contractor Initials ⌐DS CR

Date 9/12/2025

48

**■■ System Automation**

*evoke*

## Assumptions

1. SA's proposal to NHLC is based on SA's understanding of the requested scope of work and requirements described in this proposal and assumes NHLC's participation in the requirements definition process. Should the team identify requirements that fall outside the estimated scope for the new system, SA will coordinate with NHLC to prioritize any capabilities that fall outside of SA's understanding and will discuss project impacts (e.g., cost and schedule) with NHLC through the implementation of change control.

2. NHLC will assign a core team of testers to test each sprint and to perform User Acceptance Testing (UAT) on the final system. NHLC will designate a single point of contact for all feedback including User Acceptance Testing.

3. To help facilitate meeting the scheduled milestones and the go-live date, SA and NHLC will work together to categorize issues discovered during testing. Issues identified during testing will be catalogued and prioritized into one of the following categories:

   a. Critical (Level 1) - The identified item affects critical functionality or critical data. It does not have a workaround.

   b. High (Level 2) - The identified item affects major functionality or major data. It has a workaround but is not obvious and is difficult to perform.

   c. Minor (Level 3) - The identified item affects minor functionality or non-critical data. It has an easy workaround.

   d. Low (Level 4) - The identified item does not affect functionality or data. It does not necessitate a workaround. It does not impact productivity or efficiency.

   SA and NHLC will collaboratively address Level 1 and Level 2 categorized items during testing in preparation for form go-live. Items categorized as Level 3 or Level 4 will be addressed in a future release received post-production implementation and will not be tied to acceptance of individual forms or the project.

4. SA will deliver (email) each deliverable to NHLC management team upon that deliverable's completion. We will invoice for each deliverable following acceptance by NHLC or after 5 days of no feedback, whichever is less.

5. It is assumed that an industry standard payment processor will be integrated with any payment processing functionality. In parallel with the implementation, SA will develop the integration with the selected payment processor. Should NHLC opt to use a non-standard payment processor, SA will produce a change request reflecting the additional effort for this configuration. If NHLC does not already have a desired payment processor, SA can make recommendations for NHLC to evaluate.

6. The SA Team assumes that all interfaces for system integration will have documentation and that access to the test system/API will be provided by the source system vendor. This documentation and access will be available during requirements gathering sessions and subsequent configuration tasks.

7. The NHLC Team is responsible for analyzing NHLC's existing legacy systems and conducting data cleanup and validation in support of data conversion. NHLC Team is also responsible for collaborating with the SA Team to determine field mappings from the legacy system to the new system. As outlined in the above tasks, SA is responsible for converting and importing NHLC-provided data files into the new system and providing feedback on errors identified during trial rounds of data migration.

Contractor Initials CR
Date 9/12/2025

■■■ **System Automation**        **evoke**™
POWERFUL POSSIBILITIES

8. Subscription fees reflecting the new compliance functionality to be deployed as part of this implementation project will be updated effective July 1, 2027 and are valid through June 30, 2029.

9. Subscription fees will be billed monthly. If NHLC wishes to be billed annually or quarterly in advance, that can be accommodated as well.

10. *If contract renewal options are exercised, subscription fees after June 30, 2029 will be subject to a 6% increase per biennium.*

11. This proposal is valid for 90 days from the proposal date.

12. We assume NHLC will provide the necessary resources to work in collaboration with the SA Team to execute according to the project schedule. In particular, the main NHLC and IT staff with knowledge and authority to make decisions will be available for all in-person and virtual meetings and will provide timely input and responses.

## Summary

We are excited to partner with NHLC on this important initiative. This project will allow NHLC to not only revolutionize its current processes but implement a comprehensive regulatory compliance system that will help NHLC continue to evolve far into the future. We look forward to a long and fruitful partnership with NHLC.

The signature below provides authorization to System Automation to perform the tasks outlined in this proposal.

Agreed to and accepted by: **New Hampshire Liquor Commission**

By: _____

Name: _____

Title: _____

Date: _____

Contractor Initials ⌐DS
           CR
Date 9/12/2025

50

**System Automation**

**evoke**
POWERFUL POSSIBILITIES

# Attachments

- Attachment 1: Summary of Licensing Capabilities
- Attachment 2: Evoke Data Conversion Approach
- Attachment 3: Evoke Terms of Service Agreement
- Attachment 4: Evoke Service Level Agreement
- Attachment 5: Evoke Application Administration Service Brief
- Attachment 6: Customer Support

Contractor Initials CR
Date 9/12/2025

51

Statement of Work Proposal for NHLC's Comprehensive Regulatory Management System

**⬛⬛ System Automation**

**evoke™**
POWERFUL POSSIBILITIES

## Attachment 1: Summary of Licensing Capabilities

The following table outlines the standard capabilities of Evoke that are included within this Scope of Work Proposal, in addition to the custom items for NHLC.

| Functional Domain | Capabilities |
|---|---|
| **Global** | <ul><li>Public (public information lookups), Private (agency users), and online Portal (licensees) apps configured to display and collect all data required by the agency per agency business requirements</li><li>Sorting, filtering, and real-time search across all data elements in the system</li><li>Granular user role assignment and role-based access control</li><li>Integrated document management (upload, download, and viewing) across all agency contexts</li><li>Event and time-driven workflows to automate business processes</li><li>Central management of correspondence templates for emailing or print</li><li>Automated and manual task generation and assignment with ability to automate assignments within user groups</li><li>Dynamic online forms to collect submissions from applicants, licensees, and complainants.</li><li>Robust and intuitive ad-hoc reporting capabilities allowing real-time, role-based access to agency data</li><li>Native integration capabilities to connect with agency interface partners</li><li>Data and form validation throughout all apps deployed by the agency</li><li>Chronological history tracking of all system records</li></ul> |
| **Online Services** | <ul><li>Grant licensees/registrants' access to secure, authenticated portal for submitting forms and documents</li><li>Enable submission of all forms related to agency business processes</li><li>Control access to online forms based on agency-defined criteria</li><li>Collect all required data within the online form and reflect changes in the back office immediately upon submission</li><li>Allow online user to upload documents during the submission</li><li>Collect answers to agency-defined questions in each form</li><li>Validate that required fields are completed in the appropriate format</li><li>Validate that required documents are uploaded</li><li>Save progress as forms are completed to allow users to leave and return to the form without losing progress</li><li>Allow user to pay for submission online through integrated State-approved payment processor</li><li>Allow users to perform batch payment of fees</li></ul> |
| **Back Office Licensing** | <ul><li>Process incoming applications and renewals from all sources (e.g., online and paper) using multi-layered approval processes</li><li>Manage and update licensee information as allowed by agency business processes</li></ul> |

Contractor Initials ⌐CR⌐ DS
Date 9/12/2025

52

| | |
|---|---|
| | • Send ad-hoc and automated correspondences and notifications to licensees |
| | • Manage business requirements and parameters (e.g., expiration policy, fee schedules) for each license type |
| | • Create and manage new license types |
| | • View, sort, manage, track, visualize licensing work items |
| | • Generate bar codes on licenses encoding data to support mobile inspections and investigations |
| | • Automatically complete application requirements based on agency-defined criteria |
| | • Flag individuals and entities for non-renewal and non-licensure |
| | • Deny licenses and renewals |
| | • View full license overview and history, including violation history |
| | • Automate initiation and completion of renewal and expiration processes |
| **Back Office Accounting** | • Create, retrieve, edit, and delete fees/fines and payment information |
| | • Associate fees/fines with account codes to facilitate fiscal reporting |
| | • Generate accounting-related correspondence (e.g., refund letters, receipts) |
| | • Enable reconciliation processes to allow joint tracking of manually entered payments and payments received online |
| | • Apply accounting controls per agency accounting requirements |
| | • Track refunded and returned payments, and changes to fee and payment balances related to refunds and returns |
| | • Generate deposits and associated reports for transmission to State Treasurer's Office |
| | • Track history of changes to accounting-related data |
| | • Enable separation of duties between agency staff through role-based access |
| | • Perform fiscal reporting using ad-hoc reporting tools |
| **Public Lookup** | • Allow members of the public to search for licensee records using agency-defined criteria |
| | • Display license type-specific data for each license selected |
| | • Allow the public to submit complaints against licensed and unlicensed entities |

Contractor Initials ⌐DS
CR
Date 9/12/2025

■■■ **System Automation**                                                                                    **evoke**™
                                                                                                          POWERFUL POSSIBILITIES

## Attachment 2: Evoke Data Conversion Approach

### Basic Data Conversion Guidelines

This document outlines the basic steps necessary to perform a project converting data from a Legacy system to Evoke™.

SA provides support and guidance throughout the data migration process by sharing best practices for data conversion, providing training on how the data is used in Evoke workflows and interfaces, and supplying templates and documentation to make this process manageable. This allows clients to make sound decisions on what data to migrate, prepare the data for successful import, and use it effectively in Evoke. *For this project, SA will perform the mapping, transformation, and loading of licensing data from MLO, training completion records, and licensee points. Other files to be imported into Evoke (up to 6 csv files of up to 10 columns each) will follow the data conversion approach described here.*

Conversion projects will be done using import formats and stored procedures provided by System Automation Corporation (SA). The purpose of the import formats is to provide a target for project completion and to prevent users from having to develop an in-depth knowledge of Evoke to complete the conversion.

### Overview of Roles

Roles involved in a data conversion include:

- **Client Data SME**: One or more technical and/or business staff with in-depth knowledge of how the legacy system data is used in current business processes. The Client Data SME(s) must be able to evaluate what data is needed to bring into Evoke and determine which legacy data fields will be mapped to which Evoke fields. After each iteration of data conversion, the Client Data SME is also responsible for performing or coordinating the validation of the data loaded into Evoke. *For this project, SA will perform the data mapping for licensing data from MLO, with input from the Client Data SME.*

- **Client DBA**: A technical resource with full access to the legacy system databases, the ability to export and manipulate the legacy data, and the ability to transfer the data into our CSV format. The Client DBA also supports the Client Data SME with data mapping as needed. *For this project, a Client DBA will need to provide a copy of the MLO database.*

- **Our Implementation Specialists**: SA technical resources that advise client team on best practices for selecting legacy data to import. Our Implementation Specialists share detailed information about how specific data fields are used in the Evoke system and workflows and provide consulting support to the Client Data SME during data mapping.

- **Our DBA/Data Specialist**: SA technical resource that develops, executes, and verifies the sequences of CSV files to convert and load the data from the source files into the Evoke database. Our DBA provides feedback to the Client Data SME and Client DBA on the data structure and format, ensuring that the data is successfully loaded into Evoke.

It is the responsibility of the data conversion specialist to understand and manipulate the data to properly move it to the import formats. It is SA's responsibility to ensure that the data is properly converted to Evoke from the import formats.

### Overview of Steps

SA's Data Conversion Plan is summarized in the below graphic:

Contractor Initials ⌐DS⌐ CR

Date 9/12/2025

54

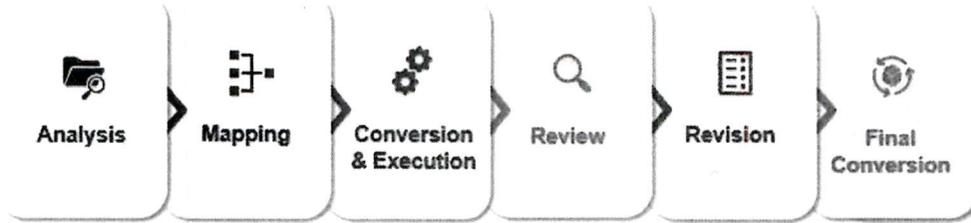# Data and Document Migration Process



*Figure 27: Evoke Data Conversion Process*

1. **Analysis** — This step, which is typically performed by the Client Data SME, involves completing a thorough analysis of the source data. The goal of this analysis is to develop an understanding of the relationships between files/tables, the general flow of data in the Legacy system, and the meanings of individual tables and fields. A data dictionary containing definitions of each source table and field is necessary for this step. *For this project, SA will perform this step for licensing data to be migrated from MLO, and NHLC will be responsible for the analysis of legacy data provided in other csv files.*

   Additionally, the Client Data SME will collaborate with other Client team members to identify the specific categories of data to be converted from the Legacy system. That source data must then be exported from the Legacy system database into the CSV format provided by SA. This preps the data to be properly imported into the Evoke system. *For this project, SA will perform this step for licensing data to be migrated from MLO, and NHLC will be responsible for providing other data in csv files.*



Contractor Initials ⌐DS CR

Date 9/12/2025

*Figure 28: Data Mapping in Evoke*

2. **Mapping** — In this step the Client Data SME, with the support of the SA Implementation Specialist, maps each data element from the Legacy system to the appropriate field in the Evoke database. Data elements configured in Evoke must also be mapped to a corresponding data element in the Legacy system. A spreadsheet will be provided that will contain the mappings from the source to the target, mappings of all coded values, and a section to track all conversion related issues/questions. *For this project, SA will perform this step for licensing data to be migrated from MLO, and NHLC will be responsible for mapping other data, with support from SA.*

3. **Conversion & Execution** — In this step, the SA DBA uploads the sequences of CSV files to be processed into the Evoke database. All the steps previously completed involving analysis and mapping make the transition to this step much easier by eliminating guesswork. The import process tracks the number of records that pass and fail, as well as the reason for failure.

*Figure 29: CSV Data File Upload*

4. **Review** — This step is performed by the Client Data SME as well as Client system administrators and end users. It involves reviewing all of the converted data as it exists in Evoke, as well as testing certain functionality in Evoke modules using the converted data. This review may identify the need for changes to the conversion procedures. *For this project, SA and NHLC will jointly review licensing data to be migrated from MLO, and NHLC will be responsible for the review of other data, with support from SA.*

5. **Revision** — This step may involve updating some of the mapping done in Step #2; revising some of the conversion procedures created in Step #3; correcting any records that may have failed in Step #4; and implementing changes discovered in Step #5. Upon completing this step, it may be necessary to return to Step #3 to redo a portion of the conversion, or possibly to redo the entire conversion again. If this is done, it will also be necessary to redo the execution, review, and revision steps again until the Client is comfortable with the process and the outcome of the data migration.

Contractor Initials _CR_
Date 9/12/2025

56

**System Automation**

**evoke**

■■■ System Automation

*evoke*

## Attachment 3: Evoke Terms of Service Agreement

This Terms of Service Agreement (the "Terms," "Terms of Service" or this "Agreement") is between System Automation Corporation ("SA," "We," "Us"), and You as a user of our Evoke Software as a Service ("SaaS") platform made available to You pursuant to a contract with NHLC, Contract No. _____ (the "Contract")."

### 1. GENERAL

SA provides its Evoke SaaS Platform (the "Services") to You under these Terms of Service.

### 2. PRIVACY POLICY; RECORDATION AND DISCLOSURE

SA will also comply with the State's Privacy Policy found here. [include link to State Privacy Policy].

SA may record activities or content in connection with the Services, as part of providing its hosting services and products. SA will maintain the confidentiality of the activities and content, and may disclose to a third party these activities or content only if required to do so by the law.

### 3. LICENSE RESTRICTIONS

This license is restricted to Your use of the Services under the Contract only. In addition, the following terms apply.

### a. PROHIBITED USE OF SERVICES

### i. Copy Restrictions

Without written permission from System Automation Corp. and to the extent permitted by applicable law, You are NOT ALLOWED to:

- decompile, disassemble, or electronically transfer the Services to third parties;
- modify the source code, compiled application, or data structures in any way;
- reverse engineer, or permit others to reverse engineer, the source code, compiled application, or data structures;
- make derivative works of the source code, compiled application, or data structures;
- translate the source code, compiled application, or data structures into another computer language;
- permit multiple users to share a single user name to the Services; or
- copy, modify, transfer, or use the Services in a way that is not specifically mentioned by the Contract or the State's Standard Terms and Conditions.

### ii. Harmful or Illegal Use

To the extent permitted by applicable law, You are NOT ALLOWED to:

- permit multiple users to share a single user name to the Services;

Contractor Initials ⌐DS CR
Date 9/12/2025

58

- use the Services network to send unsolicited bulk electronic mail messages or other mail messages commonly known as spam;
- use pirated software, emulators, hacking, phishing, spoofing, or any other misuse of the Services;
- use or launch any automated system on the Services network which is not necessary for your use of the Services, including (without limitation) "robots" or "spiders."
- use BitTorrents or related technology on the Services servers;
- use a false email return address to confuse other users;
- attempt to access other accounts or virtual machines that do not belong to You;
- undergo any act that interferes with the Services;
- circumvent security measures on the network or the Services;
- engage in illegal activities or engage in activities harmful to the operations of SA, the Services or other customers and users;
- use Services to collect or use any personally identifiable information ("PII") including, without limitation, account names, email addresses, or other User Data (as defined in 5(a) below), other than as permitted by the Contract;
- send or store infringing, obscene, libelous, or otherwise unlawful or tortious material, including material that is harmful to children or that violates any third-party IP or privacy rights; or
- provide false data on any of the Services, including fraudulent use of credit card numbers.

## 4. INTELLECTUAL PROPERTY RIGHTS

The content provided in the Services, except all User Data (as defined below), is owned by or is licensed to SA. This includes, but is not limited to the text, graphics, and interactive features created by and for SA (collectively, "SA Content"). This also includes trademarks, service marks, and logos contained in our Services ("SA Marks"), subject to copyright, trademark and other intellectual property rights under United States and foreign laws and international conventions. By accessing our Services, You are not granted a right or license to the SA Content or Marks other than to use them in connection with the Services provided under the Contract.

The SA Content and Marks displayed on our Services are provided for Contract use only. SA Content must not be used, manipulated, copied, reproduced, transmitted, distributed, broadcast, displayed, sold, licensed, or otherwise exploited for any other purpose whatsoever. This includes any use, copying, or distribution of SA Content obtained through the Services for any commercial purpose other than a purpose permitted by the Contract.

## 5. USER DATA AND ACCOUNTS

a. User Data

SA does not own any data, information, or material that You submit to the Services ("User Data"). SA cannot be held responsible for the deletion, correction, destruction, or damage to any User Data which was the direct result of Your actions, or the actions of the State user or State Licensee.

Contractor Initials ⌐DS CR
Date 9/12/2025

## Attachment 4: Evoke Service Level Agreement

Contractor shall, at all times, comply with these Service Level Guarantees and expectations specified in the Contract.

### 1. Overview

#### 1.1 Assessment of Damages

1.1.1    The parties agree that Contractor's failure to meet the Service Level Guarantees (also referred to as Service Level Agreements or SLAs) stated herein, may result in damage to the Agency. Contractor shall pay to Agency, not as a penalty but as service credits, the amounts specified in Table A as liquidated damages.

1.1.2    The amounts stated for each occurrence of each Service Level failure, and the maximum At-Risk Amount, together define the maximum service credits due from Contractor.

1.1.3    The damage remedies stated herein are in addition to any other remedy for damages provided in the Contract. If Agency recovers actual damages in addition to service credits, Agency will reduce such actual damages by the amounts received as service credits for the same events causing the actual damages.

1.1.4    In the event of Contractor's failure to meet a Service Level in Table A, Contractor will provide the credit due Agency, for the amounts due for any Service Level failures as specified in Table A.

1.1.5    **Notice.** Credits due from Service Level Agreement remedies will be reported monthly and Contractor will apply such Service Credits per Table A.

1.1.6    **Payment.** Amounts due Agency as service credits will be provided against Contractor's next monthly invoice.

#### 1.2 Service Level Agreement Effective Date

1.2.1    **Service Level.** Service Levels will be effective when the production instances of the Hosted Application, defined in the Statement of Work, are put into production as mutually agreed to by Contractor and Agency in writing using the Client Acceptance Form.

#### 1.3 Definitions

**Hosted Application** – The Hosted Application refers to the production instance of the hosted Evoke applications to be delivered by the Contractor and according to the Statement of Work.

Contractor Initials ⌐CR
Date 9/12/2025

**Incident** – An Incident is an unplanned interruption to a Contractor-provided Hosted Application or a reduction in the quality of a Contractor-provided service. Failure of any item, software, or hardware used in the support of a system that has not yet affected a Contractor-provided service is also an Incident. For example, the failure of one component of a redundant high availability configuration is an Incident even though it does not interrupt service.

**Priority Level 1 Incident – System not available to any users (C-1).** Completely prevents the normal execution of day to day Agency business operations and the Hosted Application is completely unavailable to Agency users.

**Priority Level 2 Incident - Negative impact to agency business (C-2).** The performance of the Hosted Application is severely degraded compared to performance requirements specified during implementation services, described in the Statement of Work, resulting in intermittent availability and/or negative usability of the Hosted Application.

For example,
- A function of the Hosted Application is malfunctioning according to system requirements established during implementation but Agency operations are still possible using manual or automated workarounds.
- Incidents that describe the degradation of performance of the production instance of the Hosted Application below acceptable levels established during the implementation of the application, described in the Statement of Work.

**Priority Level 3 Incident - Normal day-to-day agency business (C-3).**
Does not qualify as a Priority Level 1 or Priority Level 2 but which nonetheless prevents minor functionality from operating or causes minor functions to operate with incorrect results.

For example,
- A function of the production instance of the Hosted Application is difficult to use or is functioning intermittently.
- A function of the Hosted Application has a business or system impact but little to no immediate impact on the normal day to day business operations of the Agency.
- Incidents that represent a degradation of performance of the Hosted Application but do not prevent operation of the agency's day to day business operations and are within acceptable levels in the requirements for the system.

**Priority Level 4 Incident - General how to question (C-4).** Does not qualify as a Priority Level 1, 2, or 3 but is a general question of users, a suggested improvement to the Hosted Application, or a possible defect of the core Hosted Application that does not directly nor adversely affect normal, day-to-day, business operations of the Agency.

Contractor Initials ⌐DS CR
Date  9/12/2025

61

**Meantime to Respond** - The time between when Contractor or Agency determines a C1, C2, and C3 incidents has occurred and the Contractor has begun the incident communication process per the Escalation Process for Hosted Application.

**Meantime to Restore** - Service restoration occurs when the Agency confirms the Hosted Application is returned to a usable state. Workarounds are considered as restored for SLA regarding meantime to restore.

**Meantime Status Reporting**: Contractor shall provide incident status updates per the Escalation Process.

## 1.4    Monitoring and Reporting

1.4.1 . All Service Levels described in this Contract are subject to monitoring and audit by Agency.

1.4.2 Contractor shall measure and report upon its performance against the Service Levels as of the SLA Effective Date designated herein, unless a different date for a specific SLA is approved in writing by the Contractor, Agency Contract Administrator, and Agency Program Manager. Contractor shall provide and implement measuring tools to measure and report upon each Service Level.

1.4.3 Contractor shall report on its performance against Hosted Application Availability service levels in monthly SLA reports: (i) a set of electronic reports on or before the tenth (10th) business day of the month following the month in which performance is measured; and (ii) identification of any Service Level Credits due to Agency for failure to meet a Service Level Guarantee.

If Contractor fails to report on its actual performance as required above and Agency provides notice to Contractor that such reports have not been received, then if reports are not provided by the eleventh (11th) business day of the month in which the report is due, unless otherwise excused, or agreed by the parties, Agency will receive a 5% credit of the monthly hosting fees for the applicable services.

1.4.4 Contractor Service Level Reports will be sent to the Agency via email to the Agency Contract Administrator.

## 1.5. Modifications to Service Level Agreements

1.5.1 Agency and the Contractor may add or modify performance metrics and Service Level Guarantees as mutually agreed to in writing by the Parties. The Parties agree that:
   a.    Changes to service levels will be established based on the design parameters of the Hosted Application provided by the Contractor, and
   b.    Additional requirements may be added based on business requirements

Contractor Initials ⌐DS⌐ CR
Date 9/12/2025

evoke™
POWERFUL POSSIBILITIES

1.5.2 Notwithstanding the foregoing, the Agency may delete service levels at any time during the Term by sending written notice to Contractor.

## 1.6 Other Provisions

1.6.1 Single Triggering Event / Multiple Failures. If a single triggering event causes Contractor to miss multiple Service Levels in a calendar month, then Agency will receive credits only for one of the missed Service Levels (the greatest individual Service Level Credit) associated with such Service Level Failure in the applicable calendar month. ["no double dipping"]

## 1.7 General Exclusions.

1.7.1 Service Credits will not be available to the Agency in the following cases in which performance is impacted as a result of:

1. The acts or omissions of Agency, its employees, contractors or agents or its members, end-users, customers who utilize or access the Hosted Application, the Hosted Application Databases, or the Contractor network;
2. The failure or malfunction of equipment, applications or systems not managed by Contractor;
3. Circumstances or causes beyond the control of Contractor, including instances of a Force Majeure Event;
4. Failure caused by Agency use of Software not provided by Contractor;
5. The unavailability of required Agency personnel, including as a result of failure to provide Contractor with accurate, current contact information;
6. Planned maintenance downtime that does not exceed the planned maintenance windows agreed upon by Agency;
7. Suspension or Termination of the Services;
8. The failure of servers or services outside of a datacenter on which the Hosted Application is dependent, including, but not limited to, inaccessibility of the Internet that is not caused by Contractor's Infrastructure or network providers;
9. An attack on Contractor's Infrastructure, including a denial-of-service attack or unauthorized access (i.e., hacking) and such attack is not caused by Contractor's negligence, willful misconduct or failure to maintain the Hosted Application contracted by Agency;
10. Unavailability not reported by Agency within five (5) business days, excluding holidays, after the end of a reporting period in which the Uptime Percentage dropped below the defined requirement; or
11. The Agency's use of a separate Contractor's service that is not subject to this SLA.

## SERVICE LEVEL AGREEMENTS

The following sections apply as described in the Statement of Work. Where applicable, the minimum service levels are described within each service level measure.

Contractor Initials ⌐DS⌐ CR
Date 9/12/2025

63

A Service Level Agreement ("SLA") default is an event that triggers a financial remedy ("Service Credit") to the Agency, as a result of Contractor's performance falling under the minimum service level for any month for a measure. The total amount of all Service Credits in a month is capped by the Amount at Risk which is 100% of the Monthly Recurring Charges. Contractor shall report on all Service Levels. A service level objective ("SLO") defines a goal for the Contractor. A SLO default will not trigger a Service Credit.

## Service Levels

1. **Application Availability SLA:** The Hosted Application used by Agency for "production purposes" will be available to Agency for use 99.9% of the time. An instance of the Hosted Application is used for "production purposes" if it is used by Agency solely in Agency's production to manage the day-to-day business of issuing and renewing licenses and not used in application non-production, testing, quality assurance, demonstration, or development operations.

   a. **Service Availability Percentage** is calculated as $A = (1 - (B/C)) * 100$, where:
      A = Monthly Availability of the Hosted Application
      B = Total Minutes of the Hosted Application being unavailable
      C = 43,200 (Average Minutes in a Month)
      *Quotient is multiplied by 100 to calculate the percent figure.

   b. **Remedy.** If Contractor fails to meet the uptime requirement, Agency is entitled to a credit equal to 1 – Service Availability Percentage. For example, in the event that the Hosted Application had an availability of 80% for a particular month, the Agency would be entitled to a service credit equal to 20% of the next month's recurring hosting fee.

   | Minimum Service Level Agreement | 99.9% Measured Monthly |
   |---|---|

3. **Availability of Contractor's Incident Submission System:** Contractor's incident submission system will be available 24 hours a day, seven (7) days a week for the Measurement Period. "Incident Submission System Availability" is defined by Agency's ability to submit an incident to Contractor's support portal via the online submission forms. The phone number for authorized administrators to call is (800)839-4729.

   Availability is calculated as $A = (1 - (B/C)) * 100$, where
   A = Percentage of Incident Submission System Availability during Measurement Period.
   B = Total amount of time the Incident Submission System is unavailable.
   C = 43,200 (Average Minutes in a Month)
   *Quotient is multiplied by 100 to calculate the percent figure.

Contractor Initials CR
Date 9/12/2025

64

| Minimum Service Level Objective | 99.9% Measured Quarterly |
|---|---|

4. **Priority Incident Response Service Level Objective – Normal Business Hours**
   a. **Service Level Priority 1 (C1) During Normal Business Hours (8AM to 5PM, weekdays):** Immediately but no longer than sixty (60) minutes of Contractor's determination that there has been a C1 Incident, Contractor will assign a support representative and communicate with the Agency regarding the problem (unless Contractor was first notified by Agency).
   b. **Service Level Priority 2 or 3 (C2 or C3) During Normal Business Hours (8AM to 5PM, weekdays):** No more than four (4) hours of Contractor's determination that there has been a C2 or C3 Incident, Contractor will assign a support representative and notify Agency of the problem (unless Contractor was first notified by Agency).
   c. **Service Level Objective:** Contractor will meet the Priority Incident Response SLO nine times out of every ten occurrences.

5. **Priority Incident Response Service Level Objective – Extended Business Hours**
   a. **Service Level Priority 1 (C1) During Extended Business Hours (5PM to 8am, Weekends, and Holidays):** Immediately but no longer than four (4) hours of Contractor's determination that there has been a C1 Incident, Contractor will assign a support representative and notify the Agency of the problem (unless Contractor was first notified by Agency).
   b. **Service Level Priority 2 or 3 (C2 or C3) During Extended Business Hours (5PM to 8am, Weekends, and Holidays):** The Contractor will assign a support representative and notify Agency of the problem before the end of the next business day.
   c. **Service Level Objective:** Contractor will meet the Priority Incident Response SLO nine times out of every ten occurrences.

### TABLE A: SUMMARY OF SERVICE LEVEL MINIMUMS AND MEASURMENTS

| # | Description | Service Level Minimum | Measurement Criteria | Remedy |
|---|---|---|---|---|
| 1 | Application Availability SLA | 99.9% | Hosted Application responsive to Synthetic Web Transaction Monitoring Service | Service Credit of Monthly Subscription Fees proportional to unavailability percentage |
| 2 | Availability of Incident Reporting System SLO | 99.9% | Incident Reporting System Availability | A root cause analysis and meeting to report results to Agency personnel |

Contractor Initials ⌐DS CR
Date 9/12/2025

**■■■ System Automation**

**evoke™**
POWERFUL POSSIBILITIES

| | | | | |
|---|---|---|---|---|
| 3 | Priority Incident Response SLO During Normal Business Hours | 9 times out of every 10 occurrences | C1 — Immediately but no longer than sixty (60) minutes from incident determination C2/C3 — No more than four (4) hours from incident determination | A root cause analysis and meeting to report results to Agency personnel |
| 4 | Priority Incident Response SLO During Extended Business Hours | 9 times out of every 10 occurrences | C1 — Immediately but no longer than four (4) hours from incident determination C2/C3 — No more than the next business day | A root cause analysis and meeting to report results to Agency personnel |

Contractor Initials  CR
Date  9/12/2025

66

**■■■ System Automation**

**evoke**™
POWERFUL. POSSIBILITIES

## Attachment 5: Evoke Application Administration Service Brief

**Evoke™ Application Administration Service Brief**

| Evoke Application Administration | |
|---|---|
| **Services Summary** | The Evoke Application Administration service offering provides an SA Application Administrator dedicated to routine configuration and maintenance of Evoke applications. This resource is committed to ensuring that software and configuration changes are deployed in a safe and orderly manner in Test and Production. At a high level, these services include:<br>• **Dedicated Support** of Agency-authorized Tier-1 support contacts to expedite resolution of Evoke-related support issues<br>• **Quarterly Automatic Upgrades** to deploy new features<br>• **Evoke Configuration Maintenance** to maintain and update portals, applications, and business processes<br>• **Value-Added Services** to help support new business processes and requirements |
| **Agency Responsibilities** | • Provide two agency-authorized contacts to communicate and work with SA as the agency-authorized contacts provide Tier-1 support to agency end users<br>• Submit support tickets to Helpdesk for acquisition and resolution by SA Application Administrator, to ensure that support issues and requested configuration changes are logged and communicated in a timely manner<br>• Maintain responsibility for configuration changes outside of the scope of Application Administration (see **Scope**, below)<br>• Perform testing of Agency test cases and business scenarios as part of upgrades |
| **SA Responsibilities** | • Timely response to, and resolution of, submitted support and configuration requests<br>• Completion of all value-added services requested, within the scope of Application Administration (see **Scope**, below)<br>• Weekly status calls to review status of work performed by Application Administrator<br>• Promote configuration changes between environments as needed |
| **Scope** | **Evoke Configuration Maintenance**<br>The SA Application Administrator performs routine configuration maintenance in response to requests from Agency contacts. This includes the following tasks:<br>• Change existing license type configuration in the Evoke Setup Utility<br>• Add and modify object properties<br>• Add and modify fee rules<br>• Modify existing field requirement rules<br>• Modify existing correspondence templates as required<br>• Perform page configuration for existing license types<br>• Add new application questions and modify existing questions<br>• Add and alter notification text |

Contractor Initials ⌐DS⌐ CR

Date  9/12/2025

67

- Modify existing Enforcement configuration, and add new properties in Enforcement
- Alter Security configuration, including User Roles and User Role Assignments
- Maintain existing Actions and Workflows
- Maintain existing Exports and Imports

**Value-Added Services**
In addition to the routine services described above, the following types of requests can be accommodated to the extent that the scope of the request can be delivered during regularly scheduled weekly calls:

- Creation of a new page in Evoke that doesn't already exist, including any configuration for the page
- Development of any new action
- Modifications to existing actions

Additionally, the SA Application Administrator or other qualified technical resource will provide up to 2 sprints of additional system configuration during the first annual support period, and up to 6 sprints of additional system configuration and/or custom widget development per subsequent annual support period. This annual process review and configuration update allows the Agency to address updates needed due to new legislation, improve existing processes, and incorporate user and licensee feedback to maintain the highest level of services to its constituents. These 6 sprints must be identified and scoped in writing no later than 120 days before the end of the annual maintenance period and will be scheduled as mutually agreeable. Value-Added Services must be used within the annual maintenance period, except up to 2 sprints may extended for up to 6 months beyond the end of the annual maintenance period if unplanned circumstances prevent the services from being performed in the current maintenance period.

| | |
|---|---|
| **Service Level Objectives** | The following service level objectives apply to requests made that fall within the scope of this Evoke Application Administration Service Brief. Please note for standard customer support tickets, SA's service levels defined in its maintenance contract continue to apply, according to their severity levels. |

**Routine Maintenance and Troubleshooting:** This applies to SA's ongoing monitoring of the environment and resolution of issues after they are identified. This includes: adding new users or modifying existing users, adding or modifying object property values, modifying fee rules, adding or altering notification text, page and panel configuration for existing license types, resolving any identified data issues, and resolving any connectivity and/or infrastructure issues that are limiting or impeding business processes, etc. The Service Level Objective for these tasks is 4-8 business hours after identification.

**Ongoing Minor Change Requests:** This applies to requests received from the Agency to perform minor changes to the Application to support ongoing business needs. This includes: adding or modifying existing field requirement rules or custom merge codes; performing page and

Contractor Initials ⌐DS
CR
Date 9/12/2025

form configuration for existing license, registration, inspection, case, or violation types; changing existing business configuration in Evoke setup utility, etc. The Service Level Objective for these tasks is within 24-32 business hours after receiving the request.

**Ongoing Business Process Changes:** This applies to more complex changes made to support ongoing business processes. This includes: license type setup for Evoke processes (e.g., initial applications, renewals, reinstatements), inspection or case type setup, adding new Evoke questions or object properties, altering existing Evoke questions or object properties, exports and/or imports (i.e., value-added services), or upgrading a customer's solution configuration. For these types of tasks, SA will work with the customer to establish a mutually agreeable timeframe for completion, as these types of changes are often cyclical and require more time than routine and/or minor changes that are required.

Contractor Initials CR
Date 9/12/2025

69

**System Automation**

evoke

## Attachment 6: Customer Support

Through our nearly 30 years supporting regulatory agencies across the country, SA understands the importance of providing solution support that keeps customers moving forward both operationally and technologically. True support is more than break/fix service to address issues arising in Production—it is the process of establishing and growing a partnership that continually evolves over time to meet our customers' organizational needs. Our strategy of partnering with customers is key to our average customer lifetime of nearly two decades.

Customer issues and questions come in many forms and can have varying priorities best addressed through different channels. Accordingly, SA provides multiple channels for our clients to securely access support for Evoke, including:

- **An online service desk portal.** This is the primary portal for the agency to request and access support and allows the agency to prioritize issues according to the incident levels defined in the <u>Evoke SLA</u>, included as an attachment to this proposal.

- **Email.** A more direct option for issues requiring rapid escalation, the SA helpdesk inbox is routinely monitored to ensure timely response to emergent challenges. SA staff also communicate with some customers directly over Microsoft Teams, enabling rapid real-time collaboration on emergent issues.

- **Phone.** The SA Helpdesk is available directly by phone and is an ideal route for accessing immediate support.

SA will use the Jira Service Desk Portal during the enterprise implementation project for issue tracking and will provide ongoing support through this portal in production. The agency will have access to this portal 24 hours a day, 7 days a week to notify SA of issues. These issues will be prioritized and triaged according to SA's standard ticket management and prioritization process, adhering to the terms of the Evoke SLA.

The Service Desk Portal allows the agency to monitor response and resolution times in accordance with agreed Service Level Objectives (SLOs) and provides traceability for and access to conversations on active and closed tickets. This insight can assist SA and the agency in collaboratively reviewing past issues to identify trends and proactively prevent future issues using identified countermeasures. The Portal also provides the agency with access to helpful documentation relevant to requests that can provide immediate answers and resolutions.

Email support provides a second layer that allows the agency to gain direct contact with SA staff through a designated Helpdesk email address. By emailing the SA Helpdesk or responding to ticket notification with Service Desk, the agency can attain rapid assistance from an assigned SA support team member. The team will follow up directly with the agency staff member requesting assistance and will typically both create a new ticket for the issue and schedule time to meet directly with the agency team member to directly review and resolve the issue.

Finally, the agency can call the SA Helpdesk directly. This layer of support is especially useful for top-priority issues requiring immediate assistance and escalation. During Business Hours, calling the SA Helpdesk will connect the agency directly with a SA staff member able to assist with prioritizing, identifying, and addressing the issue. After Business Hours, SA routinely monitors the Helpdesk voicemail box for issues requiring immediate support and stands ready to assist the agency with high-priority items.

Contractor Initials  CR
Date  9/12/2025

70

■■■ **System Automation**　　　　　　　　　　　　　　　　　　　**evoke**™
POWERFUL. POSSIBILITIES

The following table shows standard SA's standard support hours, response times, and describes the channels (phone, email, web, etc.) that can be used to engage the service delivery team for support.

| | Business Hours | Non-Business Hours |
|---|---|---|
| **Hours** | 7:00AM - 5:00PM (ET) | 5:00PM - 7:00AM (ET) |
| **Days** | Monday - Friday | Everyday |
| **Response Times for Critical (C1) Issues** | 1 hour | 4 hours |
| **Response Times for Non-Critical Issues** | 4 hours | Next Business Day |
| **Email** | helpdesk@systemautomation.com | |
| **Phone** | (301) 837-8000 x258 OR (800) 839-4729 x258 | |

SA will use the following process for managing incoming support issues and managing the escalation of highly technical issues received by the agency:
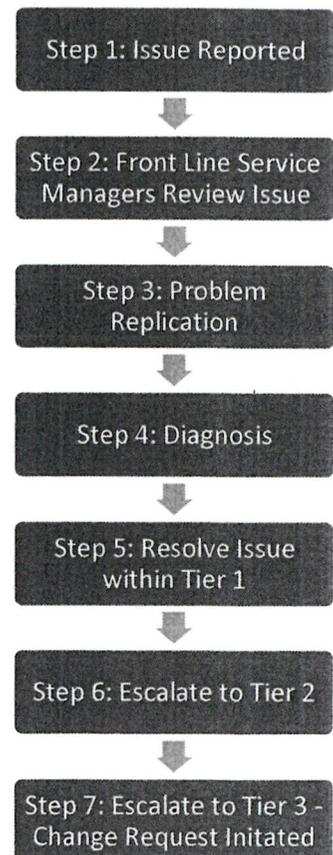
**Step 1** - Each state agency has a maximum of two dedicated internal representatives that are authorized to contact SA. These representatives can contact our support team via phone, email, or the web.

**Step 2** – If the incident submitted is a C-1 (critical incident) and is received between the hours of 7 AM – 5 PM, the EST will acknowledge the receipt of the issue within 1 hour and seek to resolve the issue as fast as possible. Lower criticality issues will be acknowledged within 3 hours if submitted during the same timeframe and by the next business day when received outside of normal business hours. The acknowledgement will be either via email or phone.

**Step 3** – SA's support team will attempt to replicate the problem using the client's data and product version. Should replication of the incident prove difficult, SA will work with the agency to reproduce and resolve the issue.

**Step 4** - SA's support team will identify if the problem exists within the application, the database, or the network. If the support team determines the problem can be corrected via training, setup, or other non-code related solutions, they will work with the agency to apply the solution.

**Step 5** - If SA's support team cannot determine the source of the problem, or if the problem requires significant time to debug, or if the problem is determined to be code or database related, the issue will be escalated to our Tier 2 support team including implementation specialists and database administrators for further analysis. SA's support team will still maintain communication with the agency and keep the affected parties updated on an hourly basis.

Step 1: Issue Reported

Step 2: Front Line Service Managers Review Issue

Step 3: Problem Replication

Step 4: Diagnosis

Step 5: Resolve Issue within Tier 1

Step 6: Escalate to Tier 2

Step 7: Escalate to Tier 3 - Change Request Initated

Contractor Initials ⌐DS CR
Date 9/12/2025

71

**■■■ System Automation**

evoke™

**Step 6** – For critical issues that cannot be solved through explanation or training, SA will escalate the incident to our Tier 3 level (product specialists), the acknowledged technical experts on the SA product line. Product Specialists will work with the support team and the agency to identify the source of the problem and to suggest possible resolutions.

**Step 7** - Should the problem require a coding change, the Core Development Team (CDT) will develop the requirements and work with the support team to ensure the prompt resolution of the issue. If the problem were deemed to be a major issue, an emergency patch release would occur that would fix the problem. Otherwise, the defect would be fixed in the next standard quarterly release.

All maintenance and security activities shall adhere to a Production Support Plan. This includes details surrounding data exchange and integrity, patching, upgrades, support, and repair policies.

Upon request, SA will deliver all state data in a timely and urgent manner dictated by the complexity of the task and the agreed-upon timelines for delivery.

Contractor Initials ┌─DS
 CR
Date 9/12/2025

72

# New Hampshire Liquor Commission

**114**

50 Storrs Street
Concord, N.H. 03301
(603) 230-7015

Joseph W. Mollica
Chairman

Nicole Brassard Jordan
Deputy Commissioner

Christopher T. Sununu
Governor

June 12, 2023

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

## REQUESTED ACTION

Authorize the New Hampshire Liquor Commission ("NHLC") to enter into a **sole source** contract with System Automation Corporation ("SA") (VC # 170313), Columbia, Maryland, to complete design, development, and deployment, of a new Records Management System ("RMS") for the NHLC's Division of Enforcement and Licensing in an amount not to exceed $1,236,556.  This contract shall be effective upon Governor and Council approval through July 31, 2027. Funding: 100% Liquor Funds.

Funding is available in Fiscal Year 2023 and anticipated to be available in the operating budgets as follows, contingent upon the availability and continued appropriations of funds in future operating budgets.

| Fiscal Year | Co.-Activity-Acctg. Unit-Class Code | Class Title | Amount |
|---|---|---|---|
| 2023 | 02-77-77-770512-88800000-046-500465 | Consultant Services | $24,585 |
| 2023 | 02-77-77-770512-78780000-046-500465 | Consultant Services | $521,500 |
| 2024 | 02-77-77-770512-78780000-046-500465 | Consultant Services | $281,571 |
| 2024 | 02-77-77-770512-78780000-038-500177 | Technology - Software | $87,000 |
| 2025 | 02-77-77-770512-78780000-038-500177 | Technology - Software | $104,400 |
| 2026 | 02-77-77-770512-78780000-038-500177 | Technology - Software | $104,400 |
| 2027 | 02-77-77-770512-78780000-038-500177 | Technology - Software | $104,400 |
| 2028 | 02-77-77-770512-78780000-038-500177 | Technology - Software | $8,700 |

# EXPLANATION

NHLC's Division of Enforcement and Licensing (the "Division") is responsible for, among other things, licensing individuals and businesses to engage in the distribution and sale of alcohol and tobacco products within the State of New Hampshire, and for enforcing the requirements of New Hampshire law with respect to those same individuals and businesses. In the exercise of its obligations to process license applications, the Division accepts and processes license applications, collects information about the prospective licensees, and assures the licensees' on-going compliance with the terms of each license. As part of its enforcement functions, the Division conducts regular checks for compliance, initiates investigations of licensees, collects and analyzes evidence, and prosecutes alleged offenders for violations of law. To fulfill the records management requirements of its various obligations, the Division has, since 2005, relied upon an IMC Software product provided by TriTech Software Systems pursuant to a series of contracts and extensions. The most recent extension occurred in 2018 and expires on December 31, 2023. The IMC Software product has reached the end of its useful. Accordingly, NHLC has sought a new RMS to replace the IMC Software.

In light of the above, NHLC had been investigating a new RMS product for more than a year. NHLC had declined to pursue a new RMS vendor until this time because it anticipated that the Division's needs for a new RMS would be addressed as part of the deployment of the MyLicense One platform provided by SA pursuant to a recently-approved contract between SA and the New Hampshire Department of Information Technology (DoIT contract #2023-014, approved by Governor and Council on January 18, 2023, Item #38). Upon an analysis of the terms of the final contract between SA and DoIT, however, the Division determined that the MyLicense One product addresses only a portion of the needs of the Division. More importantly, the portions of the MyLicense One platform that would be potentially useful to the Division are not expected to be deployed until late 2024 or beyond. Given the imminent end of the existing contract with TriTech, the end of TriTech's support for the IMC Software product, the end-of-life status of that product, the incomplete alignment of the MyLicense One product with the Division's needs, and the timeline for any potential solution from the present DoIT contract, it is necessary for the NHLC to expeditiously deploy and implement a new RMS platform through this agreement.

Following on the discussions between SA and DoIT related to the contract referenced above, NHLC engaged with SA to determine the feasibility of deploying a new RMS in a timely and efficient manner. A sole source contract with SA, based upon the information exchanged during and following those discussions, is appropriate because SA is already working on other licensing contracts with the State and is, therefore, familiar with the safety, cybersecurity, and other requirements of the State of New Hampshire. SA's specialization, technological advancement, and experience with the State of New Hampshire make this the right choice for the NHLC. Moreover, SA's experience will assure that NHLC will have the expertise needed to successfully upgrade and migrate its RMS with minimal time between the end of support for the existing system and the deployment of the new system. Furthermore, engaging SA will assure that the same vendor is responsible for developing software to fulfill other licensing requirements, as well as the RMS, which will help to assure a more effective integration of those products in the future, should such an integration prove appropriate and advisable.

2

Based on the foregoing, I am respectfully requesting approval of the contract with System Automation Corporation.

Respectfully submitted,

Joseph W. Mollica
Chairman