



August 25, 2023

Jefferson Parish  
Department of Purchasing  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053  
(504) 364-2678

Dear Jefferson Parish Government:

Information Resource Group (IRG) is pleased to submit our proposal to the Jefferson Parish Government in response to RFP 0464-To Provide Information Technology Support Services and Supplemental Staffing for the Departments of Electronic Information Systems (EIS) and Telecommunications, in accordance with the requirement and provisions stated therein. Information Resource Group (IRG) is a global IT professional services firm bringing innovative solutions to system analysis projects.

IRG has diverse experience in successfully providing IT resources and solutions to several clients, developing and implementing large-scale systems and managing project teams effectively. Our consultants have a wide range of experience, which will allow us to leverage our experience to provide IT expertise to our clients in a cost effective manner without compromising on quality.

IRG understands that the Parish is looking to obtain competitive proposals as allowed by Jefferson Parish Code of Ordinances Section 2-895 et. seq. from bona fide, qualified Proposers who are interested in providing Scope of Work as defined in Part II hereof. IRG agrees to comply with all provisions of Louisiana law as well as compliance with the Jefferson Parish Code of Ordinances, Louisiana Code of Ethics, applicable Jefferson Parish ethical standards, and Jefferson Parish (hereinafter sometimes referred to as the "Parish") standard terms and conditions as adopted by Jefferson Parish Council Resolution.

We understand that the Parish is looking to select a Technology firm with proven experience and expertise to support the Parish IT department and our users. In addition to providing supplemental staffing at our current level, the Parish expects responding firms to provide as-needed technical assistance for existing hardware and software, strategic planning, product acquisitions, special projects, and any other technology-based support.

IRG has been providing similar services for more than 20 years. In addition, we have multiyear contracts with several states to provide operational support services. IRG has also been working on upgrade and rewrite projects for mainframe applications and brings very strong experience to the table with highly experienced employees who are available to provide consultation to any Contract IRG supports.

IRG has built its reputation on performance, excellence, and integrity. Our top priority is delivering services of the highest quality and value. IRG embraces the principle that customer satisfaction is synonymous with project success. We value the opportunity to work with Jefferson Parish Government.

Shyam Goel, IRG Company President, is an authorized signatory of IRG, as shown in Appendix A: State of Missouri Filing. We would be pleased to provide any additional information, if needed. Should you have any questions, please contact me at [LAREQ@Irginc.net](mailto:LAREQ@Irginc.net).



---

Sincerely,

A handwritten signature in blue ink, appearing to read "Shyam Goel".

Shyam Goel, Company President  
Information Resource Group, Inc.  
1617 Southridge Dr. Ste. 200 | Jefferson City, MO  
573-632-6474 | [LAREQ@irginc.net](mailto:LAREQ@irginc.net)

# Information Technology Support Services and Supplemental Staffing for the Departments of Electronic Information Systems (EIS) and Telecommunications

Jefferson Parish Government

RFP 0464

Technical Proposal

Submitted By:

**Information Resource Group, Inc.**

1617 Southridge Drive, Suite 200

Jefferson City, MO 65109

573-632-6474 | [LAREQ@IRGINC.NET](mailto:LAREQ@IRGINC.NET)





**Table of Contents**

**1    Signature Page .....1**

**2    Proposer Qualifications and Experience .....2**

     2.1    Company Experience ..... 2

**3    Innovative Concepts .....11**

**4    Project Schedule.....13**

**5    Financial Profile.....22**

     5.1    Balance Sheet..... 22

     5.2    Statement of Cash Flow ..... 23

**6    Transition Plan .....25**

**7    Appendix A: State of Missouri Filing.....28**

**8    Appendix B: Certificate of Insurance .....29**



## 1 Signature Page

The Jefferson Parish Department of Purchasing is soliciting Request for Proposals (RFP'S) from qualified proposers who are interested in providing Information Technology Support Services and Supplemental Staffing for the for the Jefferson Parish Electronic Information Systems (EIS) and Telecommunications Department.

**Request for Proposals will be received until 3:30 p.m. Local Time on: August 25, 2023.**

Acknowledge Receipt of Addenda:                      Number:           1            
   Number:                                     
   Number:                                     
   Number:                                     
   Number:                                     
   Number:                                   

Name of Proposer: Information Resource Group, Inc. (IRG)

Address: 1617 Southridge Drive, Ste. 200, Jefferson City, Missouri 65109

Phone Number: 573-632-6474   Fax Number 877-295-7989

Type Name of Person Authorized to Sign: Shyam Goel

Title of Person Authorized to Sign: Company President

Signature of Person Authorized to Sign: 

Email Address of Person Authorized to Sign: LAREQ@irginc.net

Date: August 25, 2023

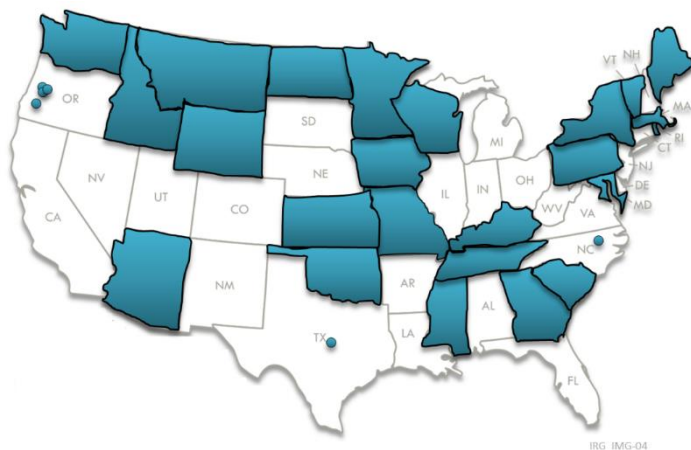
This RFP signature page must be signed by an authorized Representative of the Company/Firm for proposal to be valid. Signing indicates you have read and comply with the Instructions and Conditions.

## 2 Proposer Qualifications and Experience

Information Resource Group, Inc. (IRG) is an established Information Technology (IT) professional services firm that brings leading edge solutions to enterprise systems.

Founded in February 1998, IRG has been providing IT Services to public and private sector clients for over 25 years. We are headquartered in the IRG Building on Southridge Drive, Jefferson City, Missouri and certified by the States of Missouri, Tennessee and Wisconsin as a Minority Business Enterprise (MBE). We have extensive experience providing Digital Government and Enterprise Application services to state clients.

IRG currently has over forty (40) IT contracts and agreements across twenty-two (22) states as shown in the US map below. Throughout our experience, IRG has established itself as an IT solutions provider with significant state government experience and a history of successfully completing our projects on-time and on-budget.



### section HIGHLIGHTS

We currently have over 40 IT contracts and agreements across the US. The majority of the projects completed on these contracts are to provide staff augmentation and fixed-price bids.

- ✓ IRG maintains a vast pool of resources to perform a variety of tasks.
- ✓ IRG is a solution-agnostic vendor that has a vested interest in proposing what's right for each client we work with.

IRG has earned a reputation among our customers and industry peers for delivering quality IT services, at competitive prices. We are able to provide support to our clients with a full range of information service professionals, from a single programmer to a full development team. We can address specific needs from occasional staff augmentation to total project staffing.

IRG is committed to helping our clients achieve success on information technology projects, and our consultants and management team have worked hard to demonstrate that commitment. Our organization can leverage information technology to achieve strategic and operational benefits that enhances competitiveness.

### 2.1 Company Experience

The following prior projects best illustrate IRG's qualifications relevant to this project.



### **2.1.1 MoDOT Managed Services to Provide Support for Oracle Databases**

**Location and Owner's contact information:**

Missouri Department of Transportation  
830 MoDOT Drive, Jefferson City, MO 65109

**Description of Services Provided:**

The Missouri Department of Transportation (MoDOT) sought a managed service to provide support for MoDOT's Oracle database environments, to include servers and operating systems as it relates to our databases. The purpose of this service was to serve as an expert technical resource for MoDOT Information Systems staff. The services includes, but were not limited to, the following: availability to answer general or specific technical questions, provide technical training and supporting documentation, ability to assist with projects, product licensing support, platform support, operating system support, storage support, database support, troubleshooting, diagnosis and resolution of issues.

Following is a list of requirements that were met by IRG:

- Must have support resources available to MoDOT staff for assistance 24 X 7 X 365
- Must provide onsite support for emergency issues as determined by MoDOT.
- Must provide response to critical issues, as determined by MoDOT, within a minimum of two (2) hours to include production and test environments.
- Must be proactive in identifying any issues discovered when conducting work in accordance with this Scope of Work by notifying the appropriate MoDOT representative.
- Must provide performance tuning to assure MoDOT is operating at maximum efficiency, when requested by MoDOT
- Must provide written monthly documentation of all services provided and hours used each month, as well as year-to-date totals.
- Must provide a tracking system for reported incidents
- Must be able to effectively communicate in oral and written formats with MoDOT staff
- Must adhere to MoDOT security policies when accessing MoDOT's network and data while safeguarding such with all precautions necessary
- Any and all modifications to MoDOT applications and/or database environments must first be discussed with and authorized by an appropriate MoDOT representative before work begins
- Offeror must allow an increase/decrease in the support hours as agreed upon by both parties

**Length of Services Provided:** 4 years

**Cost of Services Provided:** \$500,000.00

### **2.1.2 State of Kansas Oracle DBA Temporary Staffing Request**

**Location and Owner's contact information:**



Manager or Designee placing request: Ken Ballew

Phone # 785-215-5768 (cell)

Department Name: Human Services Executive Branch Information Technology HS EBIT IRG assisted in database administration of the KDADS database environment. The scope of work included installation, configuration, testing, debugging, documenting and maintenance of primarily Oracle Architecture at an experienced level. This position worked closely with functional end users and application developers to continually enhance this system. IRG worked with KDADS staff to maintain and enhance an Oracle/APEX environment.

**Description of Services Provided:**

**General Duties:**

DBA II - Coordinate changes to computer databases, test and implement the database applying knowledge of database management systems. May plan, coordinate, and implement security measures to safeguard computer databases.

**Specific Duties:**

Server Platform: - hardware; system and utility software Oracle/Apex:

This position configured and maintained Oracle database instances on Unix or Oracle servers, including disk space allocation, security, synchronization of multiple database instances, performance monitoring, and performance tuning. This position was responsible for performing database backups and data recovery, configuring database user accounts, and will manage Unix files involved with database exports and imports.

This position performed database modeling, development and testing with desktop computers. Incumbent produced routine documents that detail server status reports (percentage of uptime), maintenance downtime announcements and reports describing activities of the past week. These reports, and others, were generated using e-mail, word processing, and or spreadsheets on office automation software (Microsoft Office).

Information: data capture, processing and delivery; application software, web services, architecture, and project management:

This position determined and documented requirements for processing and storing business data in KDADS information systems. The position used automated tools to model databases and generate program code, integrate software products with the database system, and test and document application software using the database. This position corrected errors in data values and assisted users with the use and interpretation of stored data. Position worked with application development team to review project requests describing database user needs in an effort to estimate the time and costs required to accomplish project goals.





Server Platform: Hardware; system and utility software SQL/ASP:

This position configured and maintained Structured Query Language (SQL) database instances on Windows servers, including disk space allocation, security, synchronization of multiple database instances, performance monitoring, and performance tuning. This position was responsible for performing database backups and data recovery, configuring database user accounts, and managed SQL files involved with database exports and imports.

This position produced routine documents that detail server status reports (percentage of uptime), maintenance downtime announcements and reports describing activities of the past week. These reports, and others, were generated using e-mail, word processing, and or spreadsheets on office automation software (Microsoft Office).

Performance Tuning:

This position assisted developers in the development and performance tuning of database objects, scripts, and other performance related areas.

**Length of Services Provided:** 4 months

**Cost of Services Provided:** 72,600.00

### **2.1.3 Missouri Consolidated Scorecard System Phase I**

**Location and Owner's contact information:**

DED-MO Consolidated Scorecard System—PAQ-2015-001

ITSD-DED

Missouri Department of Economic Development, Division of Workforce Development

Ed Torufa

Workforce Information Database Administrator/Economist

EdwardEd.Torufa@dhewd.mo.gov

(573) 751-3639

**Description of Services Provided:**

Missouri Department of Economic Development (DED) requested assistance with analysis, design, development and implementation of Missouri Consolidated Scorecard System. The goal of Phase 1 of this project was to perform comprehensive education and workforce business process analysis, documenting findings, creating a file inventory, etc., to start development in phase II. Based on IRG's success with the Scorecard Phase I Analysis, IRG was awarded the contract to complete phase II. The goal of the second phase was to develop scorecard system based on results from the phase I analysis. . The development tasks for this phase of the project included modifying the data warehouse, developing screens to follow



process workflow, building an architectural framework, and providing enhancements to the MOSIS and EMSAS systems. In addition, IRG provided detailed documentation on work completed and an enhancement requirement document as part of the business analysis.

Missouri Department of Economic Development (DED) requested assistance with analysis, design, development and implementation of Missouri Consolidated Scorecard System. The Missouri Scorecard was the development to provide institutional and program information to the public along with data on program demographics, graduate earnings, and employment. The Missouri Scorecard is a public website that provides prospective students and other users with easily accessible information on available programs, institutions, and instructional sites. Program information will be displayed along with additional data on student demographics, completion rates, earnings, and employment. It also provides more sophisticated reporting capability to select institutional staff from each institute. In addition, the Scorecard leverages an existing multi-agency data sharing MOU signed by DED, the MDHE, and others, and a pre-built data warehouse including state wage records provided by the Missouri Department of Labor and Industrial Relations. All student level data in the data warehouse are also de-identified when loaded. The institutions include public/private community colleges and universities, as well as smaller credential-offering training providers. There were two main goals for the application: provide data to public to assist in their educational decisions and comply with institution reporting requirements from the state and federal government.

For analysis phase, IRG provided five resources, one project manager, three business analysts, and a technical Architect.

The goal of Phase 1 of this project was to perform comprehensive education and workforce business process analysis, documenting findings, creating a file inventory, etc to start development in phase II.

IRG's team completed the scorecard analysis, which required the team to complete the following tasks:

- Develop a comprehensive education and workforce business process analysis to include activities such as interviewing subject-matter experts from all stakeholders, documenting findings, creating a file inventory, etc. Analysis will consider existing files and reports from institutions and state agencies, new data and analysis needed for the Scorecard and desired by the stakeholders (to be considered for project inclusion or next phases based on resources), and the best approach to collecting noncredit program information
- Provide analysis of the most efficient, cost-effective manner to continue upgrades and enhancements, including feasibility, costs and timeframe for the Eligible Training Provider (ETPS), so that features such as performance measures for all institutions can be incorporated and reported
- Identify feasibility of using the Missouri Student Information System (MOSIS) site to capture required Scorecard and ETPS data to include recommending file formats, security and processing requirements, and design enhancements needed to include noncredit programs and any ETPS information that can be more efficiently gathered through an enhanced site



- Create a database integration plan to ensure that the ETPS, Career Explorer, and other relevant data from the Workforce Information Database, Workforce Longitudinal Data System, and Toolbox are integrated to meet the needs of the Scorecard, determination of eligible training providers, ensure efficient maintenance and performance, and maximum potential for future analysis reporting. If the business process analysis identifies other state agency data that would benefit stakeholders then contractor would recommend best approach to integrate needed information
- Create an integrated software project plan for the ETPS, Career Explorer, Wage Explorer, and selected Labor Market Information data to unite the ability to query, display, and report information for several customer groups in easy-to-use web-based interfaces
- Document the architectural framework of a new consolidated scorecard data system

Based on IRG's success with the Scorecard Phase I Analysis, IRG was awarded the contract to complete phase II. The goal of the second phase was to develop scorecard system based on results from the phase I analysis. For this phase, IRG provided five resources, one project manager, one business analyst, two .NET developers, and a technical Architect. The development tasks for this phase of the project included modifying the data warehouse, developing screens to follow process workflow, building an architectural framework, and providing enhancements to the MOSIS and EMSAS systems. In addition, IRG provided detailed documentation on work completed and an enhancement requirement document as part of the business analysis.

This project was completed utilize .NET, SSRS reporting, and ASP.NET chart control

**Length of Services Provided:** 14 Months

**Cost of Services Provided:** \$374,148.00

#### **2.1.4 FAMIS – Benefit Center Upgrade (IVR)**

**Location and Owner's contact information:**

Missouri ITSD – DSS

**Description of Services Provided:**

IRG provided a team of over 15, which included Developers, Web Designers, Business Analysts, and System Analysts. Throughout the life of the project, the IRG team developed the web application, made the technology mobile friendly, pre-screened the application for each program, performed data integration, and provided 24x7 web supports. To accomplish this development, IRG used .NET technology to develop the online application system and the pre-eligibility tool. This deployment allowed a participant to apply for benefits over the internet and reduced the Eligibility Specialist efforts in manually entering applications in FAMIS.



#### MO .Net Web Application

The Missouri Department of Social Services was seeking a vendor to deploy an application for SNAP, TA, CC, and MO HealthNet for adults on the web. This deployment would allow for a participant to apply for benefits over the internet; thereby reducing Eligibility Specialist time to manually enter applications in FAMIS. IRG was awarded the contract to complete all development for the project.

IRG provided a team of over 15, which included Developers, Web Designers, Business Analysts, and System Analysts. Throughout the life of the project, the IRG team developed the web application, made the technology mobile friendly, pre-screened the application for each program, performed data integration, and provided 24x7 web supports. To accomplish this development, IRG used .NET technology to develop the pre-eligibility tool.

#### Responsibilities

- Project experience detail in Responsibility area
- Performing security audits, risk analysis, application-level vulnerability testing, and security code reviews
- The IRG team performed security audits, risk analysis, application-level vulnerability testing, and security code reviews while performing the development tasks of the project
- Develop and implement technical solutions to help mitigate security vulnerabilities
- The development team, throughout the life of the project, implemented technical solutions to help mitigate security vulnerabilities
- Conduct research to identify new attack vectors.
- In order to prevent future security risks, IRG conducted research to identify new attack vectors

The DSS Family Support Division (FSD) administers a number of public assistance programs including Medicaid, Food Stamps, Temporary Assistance, Child Care Assistance, and the Low-Income Heat Energy Assistance Program and the FAMIS system integrates the related programs. To maintain or improve the quality of life for the people of Missouri, DSS provides services to the public, with respect, responsiveness, and accountability; thus, enabling individuals and families to better fulfill their potential. Some of these services are provided by DSS using Family Assistance Management Information System (FAMIS). FAMIS processes and maintains eligibility and benefits for six business program areas with multiple subprograms within each business program. The integrated nature of the system and environments, where multiple repairs and enhancements are in various stages of development, requires monitoring and support activity.

IRG was awarded to develop a new .NET application. This web application was for SNAP, TA, CC, and MO HealthNet for adults on the web. This deployment would allow for a participant to apply for benefits over the Internet; thereby reducing Eligibility Specialist time to manually enter applications in FAMIS. IRG provided a team of developers, web designers, business analysts, and system analysts. Throughout the life of the project, the IRG team developed the web application, made the technology mobile friendly,



pre-screened the application for each program, performed data integration, and provided 24x7 web support.

IRG completed this project within time and budget with Minimal/No issues in production. IRG also provided 90-day warranty support to the state. IRG is also providing maintenance and support for the Web application.

The Missouri Department of Social Services was seeking a vendor to deploy an application for SNAP, TA, CC, and MO HealthNet for adults on the web. This deployment would allow for a participant to apply for benefits over the internet; thereby reducing Eligibility Specialist time to manually enter applications in FAMIS. IRG was awarded to contract to complete all development for the project.

IRG provided a team of over 15, which included developers, web designers, business analysts, and system analysts. Throughout the life of the project, the IRG team developed the web application, made the technology mobile friendly, pre-screened the application for each program, performed data integration, and provided 24x7 web support. To accomplish this development, IRG used .Net technology to develop the pre-eligibility tool.

**Length of Services Provided:** 2 years

**Cost of Services Provided:** \$1,600,000.00

## **2.1.5 MO Dept of Agriculture: Project Category-Security, Privacy and Accessibility**

### **Description of Services Provided:**

The Missouri Department of Agriculture functions as a licensing and regulatory agency, which requires them to create and process a large number of paper forms in their mission to serve, promote, and protect the agricultural producers, processors, and consumers. The objective of this project was to develop a web forms application to modernize their process of forms, payments, and licenses. IRG used agile software development methodology for the primary tasks required in this project including; requirements gathering, creation of functionality specifications, database design and development, testing, deployment and system documentation. The web application was designed and coded ADA Section 508 compliant as well as designed to address and mitigate OWASP Top 10 Security threats and subject to automated code security analysis.

Web Forms | Missouri Department of Agriculture - Web Application with Responsive Design

September 2013 to June 2014

The Department of Agriculture's mission is to serve, promote, and protect the agricultural producers, processors, and consumers. This includes Missouri's food, fuel, and fiber products. To support this mission, MDA functions as a licensing and regulatory agency, which requires them to create and process



a large number of paper forms. The objective of this project was to develop a web forms application to modernize the process of forms, payments, and licenses.

The following presents the anticipated deliverable web forms:

- Animal Health—Vet Student Loans
- Animal Health—Disease Control
- Animal Health—Livestock Market
- Animal Health—Dogs and Cats
- Grain Inspection and Warehousing—Commodities
- Grain Inspection and Warehousing—Grain Regulatory
- Office of Director—MDA Forms
- Weight and Measures—Complaint Forms
- Weight and Measures—Device and Commodity
- Weight and Measures—Metrology Lab
- Weight and Measures—Moisture Meter

IRG is using the agile software development methodology, where requirement and solutions evolve through collaboration between a self-organizing and cross-functional team. The primary tasks required for this project include:

- Requirements gathering
- Creation of functionality specifications
- Database design
- Development
- Testing
- Deployment
- System documentation

This project has some of similar functionality as requested in this PAQ.

**Length of Services Provided:** 16 Months

**Cost of Services Provided:** \$240,000.00



### **3 Innovative Concepts**

Information Resource Group, Inc. (IRG) is an established Information Technology (IT) professional services firm that brings leading edge solutions to enterprise systems.

Founded in February 1998, IRG has been providing IT services to public and private sector clients for over 25 years. We are headquartered in Jefferson City, Missouri. IRG is a certified Minority Business Enterprise in the States of Missouri, Tennessee, and Wisconsin. In the State of Maryland, IRG is a certified small business.

IRG currently has over 40 IT contracts and agreements across 24 states as shown in the US map below. Throughout our experience, IRG has established itself as an IT solutions provider with significant state government experience and a history of successfully completing our projects on time and on budget.

Our goal for every project is to deliver innovative, high-quality, and cost-effective results that make a difference. IRG does this by providing our clients and partners with experienced, highly skilled professionals that have the knowledge to help minimize risks and provide the right level of functionality to meet user requirements.

We continually provide knowledge and innovation in delivering Information Technology Solutions leveraging our technical experience, product knowledge, project management methodologies, and focused resources. IRG is dedicated to bringing the right technology, the right approach, and right team to help clients accomplish their mission and improve their business performance.

IRG has earned a reputation among our customers and industry peers for delivering quality IT services, at competitive prices. We are able to provide support to our clients with a full range of information service professionals, from a single programmer to a full enterprise development team. We are capable of addressing specific needs from occasional staff augmentation to total project staffing.

As part of our innovations, we conduct market analysis to analyze trends and train our resources in upcoming tools and technologies, send them to seminars and trainings to ensure that they are market-ready and able to handle client requirements for upcoming technology implementation.

You may count on the IRG team to meet your needs on time and on budget from start to finish. We will bring you in-depth technological knowhow, and the experience to mitigate the risks that are inherent in efforts. Your IRG team applies thorough knowledge of the full array of systems, software, database, and communications technologies to your challenges. IRG selects the best resources to create new solutions or modify existing systems quickly. IRG recognizes that every business must have easily maintainable, high-quality systems. IRG's staff is comprised of experienced and highly-skilled professionals. They have the knowledge to help minimize risks and provide the right level of functionality to meet user requirements. Another aspect of our approach centers on the way we work with our clients.



We will work from day one to fully understand not only what you need your system to do today, but also how to help anticipate and prepare for future needs. As a result, our systems and solutions will meet your objectives and be easy to maintain, manage, and operate long after our job is finished. IRG is capable of helping you maximize the results you achieve through IT and minimize the risks. We are able to help you define the right approach by carefully merging strategic goals with business functions. No matter the scope of your challenges, you may count on IRG's team to implement and integrate the best possible solution – a value-added solution that will strengthen your business processes and deliver the most appropriate technology for your business.

Our organization is capable of leveraging information technology to achieve strategic and operational benefits that enhance competitiveness. You need a partner who fully understands your issues and challenges and then follows through with a powerful solution and system, which are carefully implemented to minimize risks and strategically integrated to maximize results. That partner is IRG.



## 4 Project Schedule

The IRG Team will develop an optimal approach and methodology to meet the requirements of this PAQ. Figure 1: IRG Playbook Methodology presents the different stages that the project will go through during the life cycle.



Figure 1: IRG Playbook Methodology

### 4.2.1 IRG Playbook Methodology

IRG has built its reputation on performance, excellence, and integrity. Our most important priority is delivering services of the highest quality and value. IRG embraces the principle that customer satisfaction is synonymous with project success, we know that every project is different, and that one size does not fit all. IRG's service delivery model is tailored to meet the industry standards and best practices.

While IRG is not providing development services for this project our Project Manager will leverage his experience with our project delivery method to ensure that the all the stakeholders, including State staff and Vendor resources, understand the importance of standards; and that quality is built into the process during the all phases of the project life cycle.

This section also provides our detailed methodology for providing Risk and Issue Management, Project Monitoring and Reporting, Tracking of Effort and Resource Utilization, and Change Reporting.

### *Project Phases*

#### 4.2.2 Initiate and Plan

During this phase, IRG will work with you to identify the key stakeholders and plan for their involvement in defining these requirements.

#### **4.2.3 Define**

Defining IT project requirements is a crucial task when initiating new projects. The first step is for the project team and end users to define and document all of the business and functional requirements of the project. This process usually begins with a requirements document, or use cases. This documentation details business and functional requirements of the project, the "what" of the project.

#### **4.2.4 Design and Document**

The purpose of the Design and Document Phase is to develop an overall solution design, which is consistent with the requirements that were gathered and validated during the System Analysis Phase. During this phase, identified stakeholders/SMEs further elaborate the requirements and review the application design, layout and any report specifications, and possible changes to the existing environment. Workflow diagrams, business rules, and requirements can also be documented during this stage, to ensure all of the information is captured accurately.

#### **4.2.5 Development**

Development addresses the activities for designing, developing, and testing the customized components that have been identified and tailored for this project. It includes interfaces and startups, code migration, and manual configuration as well as hardware and software infrastructure deployment. The key tasks included in this discipline are:

- Prepare for Coding, Unit and String Testing
- Develop, Test, and Review Code
- Design Solution
- Detailed Test Plan
- Test Scripts
- Set-up Test Environment
- Execute Test

#### **4.2.6 Testing**

IRG'S uses a test model, which is illustrated in the Figure below, as the foundation for the testing approach. It addresses requirements for the team to perform rigorous unit, system, integration, and performance testing; in addition to assisting with final user acceptance testing performed by the State, prior to acceptance of the system. It demonstrates a proven testing approach including traceability, such that requirements will trace directly to a test or group of tests and each test should trace to a requirement or group of requirements.

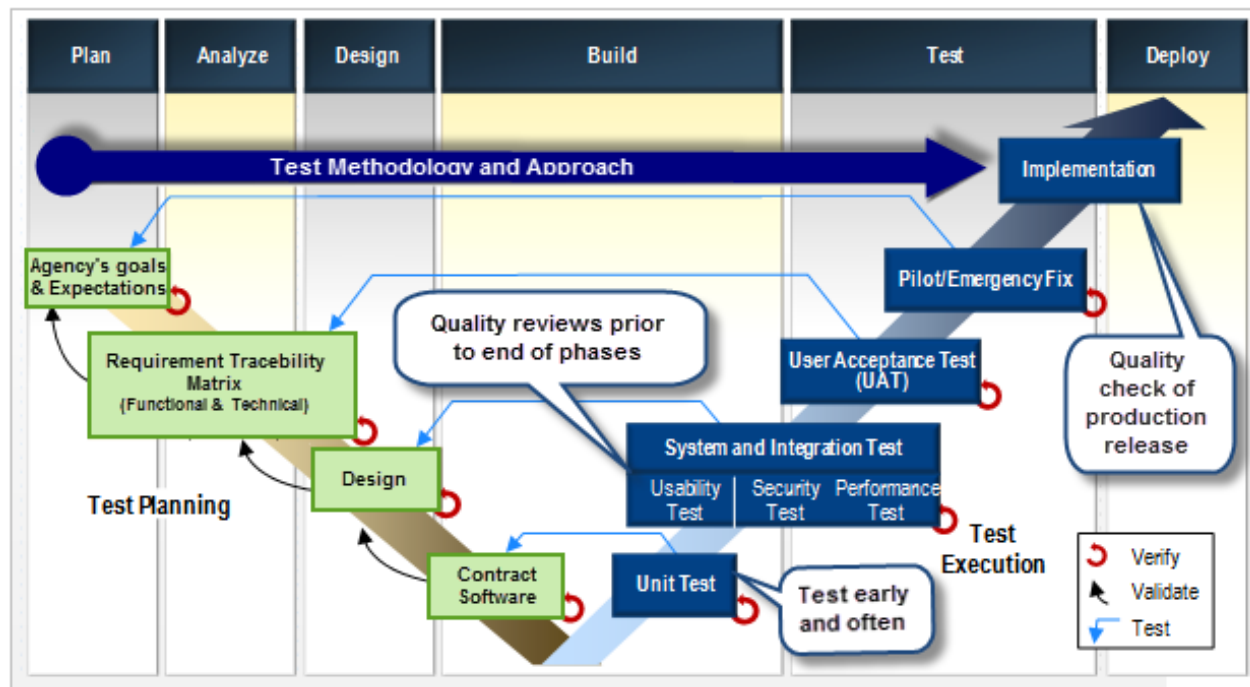


Figure 2: V-Model Testing Approach

The V-Model provides a structured development framework, emphasizing quality from the initial requirements stage through the final testing stage. The V-Model structures the delivery processes to build quality in at every point in the process. The V-Model framework promotes stage containment by organizing the verification, validation, and testing across a project, including people, technology, and business processes.

The “Top Down” (left) side of the V-Model shows how we define requirements and test plans. We begin with the highest-level requirements and drill down to specific code requirements and test conditions. The “Bottom Up” (right) side of the V-Model shows the execution of individual test plans beginning with the lowest level of detail. We begin with Unit Test to validate that we address individual code requirements before we move on to the next test stage. As we complete the test planning steps on the left side of the V-Model, we complete the parallel activities on the right side.

The process of verification and validation is an attempt to catch as many errors as possible, and to catch them early in the development life cycle. This follows leading test practices to build quality into each testing stage. Testing verifies that the team properly constructs the components of the application and that the requirements are delivered. By using the V-Model, the State Agency benefits from the following:

- Improved quality and reliability
- Reduction in the amount of rework
- Reduction in the cost of problem correction

- Efficient testing by focusing on the objectives of the tests
- Requirements traceability, allowing informed decisions
- Improved risk management
- Delivery per the schedule
- Success criteria determined, encouraging a focused effort

Entry and exit criteria state what is required from previous processes to support a given stage (entry criteria) and what is required of a given process to determine completeness (exit criteria). Entry and exit criteria are defined for each stage to assure quality deliverables from one stage to the next. The V-Model specifies that activity in one stage must be completed before moving on to the next stage. Ultimately, at the “Top Right” of the V-Model prior to Production Verification, State testers will verify that the system complies with requirements as documented in the business requirements document during User Acceptance Test.

A key concept inherent in the V-Model is that development and testing processes must be structured and repeatable. It is essential that the stages of the V-Model, and the processes to complete each stage, are well defined, structured, and standardized. Processes that are not repeatable are not measurable, and therefore do not easily lend themselves to improvement.

#### **Testing Scenarios and Test Scripts**

- Business Requirements are mapped to Business Scenarios
- Business Scenarios are mapped to Test Scripts
- Throughout testing each requirement will be tested by one or more swim lanes (roles) and one or more test scripts
- Throughout testing each test script will be mapped to one or more requirements
- Improved quality and reliability
- Reduction in the amount of rework
- Reduction in the cost of problem correction
- Efficient testing by focusing on the objectives of the tests
- Requirements traceability, allowing informed decisions

#### **4.2.7 Deployment**

Deployment addresses the transition to the modified application. It includes planning tasks related to the business deployment, readiness testing, system deployment, and support preparation and stabilization.

#### **4.2.8 Close**

A project is considered complete when it has been successfully implemented and transitioned to the performing organization, and approved by the Project Sponsor. At this point in the project management lifecycle, the responsibilities of the Project Manager are to assess how closely the project met Customer



needs, highlight what worked well, learn from mistakes made during the project, identify patterns and trends, derive ways to improve upon processes executed throughout the project, and, most importantly, communicate results. The purpose of Conduct Post-Implementation Review is to gather the information required to meet those responsibilities, and to present the information in a Post-Implementation Report.

## **Project Disciplines**

In addition to project phases, the IRG Playbook is organized into project disciplines. Disciplines group the activities of a specific area as the team goes through the project life cycle. The Disciplines are project management, quality management, process and application, information management, and development and deployment.

### **Project Management**

Project Management provides approaches and assets for effective project management and planning. It aligns with the Project Management Institute's Project Management Body of Knowledge (PMBOK), and embeds best practices and standards.

### **Quality Management**

Quality Management includes tasks to plan and monitor for quality, verify and validate products/work products, and audit project processes and assets against defined organizational standards. This Discipline is described in greater detail in *Section 9, Quality Assurance Plan*.

### **Process and Application Management**

Process and Application addresses business process design, software development and enhancement, user requirements definition and management, business process controls, functional testing, and business continuity planning. The tasks that fall under this discipline are:

- Establish the Business Requirements
- Plan Requirements Engineering Activities
- Perform Requirements Engineering Activities
- Baseline Requirements
- Audit Requirements Traceability

### **Information Management**

The Information Management Discipline focuses on the design and creation of the underlying data structures. The tasks that fall under this discipline are:

- Design Logical Data Model
- Design Physical Data Model

Because the logical and physical data models are already created, the tasks in this discipline are focused on the possible addition of entity (table) attributes, so that the data model meets the finalized requirements.



### **Resource Staffing Approach**

IRG's project staffing strategy takes various things into account from day one:

- Requirements
- On-site/off-site needs
- Client location
- Skill sets needed
- Experience needed (niche positions or specific agency knowledge, etc)
- Project duration

IRG has a pool of skilled professional. This provides the state the highest confidence that we can satisfy the inevitable contingencies and "surge" staffing demands.

First, we carefully assess the specific skills and knowledge required for the role. Using our internal staffing and scheduling application, we identify candidates that meet the requirements. This candidate identification system searches our IRG resource pool and assesses the skills, abilities, and experience and provides a list of those candidates that most closely matches the needs of the state agency. In addition, project opportunities are posted internally and current IRG employees can propose themselves to fill project roles.

The respective team lead reviews the resume, narrows the list of resumes based on project needs and interviews the candidates to assess experience and fit. Selected candidates are interviewed by more than one team lead and/or by project management and the previous manager or supervisor is contacted for a reference. After the IRG team is satisfied that the candidate is a fit for the position, we present the resume to the state agency leadership for review and approval. We follow the same basic process for filling subcontractor positions with our subcontractor resources.

Once approved, the new person receives orientation and training to confirm their understanding of project standards and procedures. Training is an ongoing process as team members need to be educated when transitioning into new phases of the project or taking on new assignments. We also provide on-the-project training to address the methodology, tools, and processes that we use on the project.

For persons departing the team, project management and team leads review releases to confirm satisfactory knowledge transfer. The individual departing the project must complete his or her obligations by transferring relevant documentation, project, process, or application knowledge to the appropriate recipients via the knowledge transfer protocol.

### **On-boarding Process**

#### *Resource Selection*

Once an individual is selected as the ideal candidate, the HR department conducts the background check and E-verify documentation paperwork. The on-boarding process is completed through Zenefits. Zenefits is a human resources (HR) software that simplifies the way we hire and onboard new employees. From sending offer letters and running background checks to letting new hires onboard themselves before their first day—it's all done online, in one place, in minutes.



By utilizing Zenefits, our process is streamlined and everything is properly documented and secure on a cloud-based system. IRG's Director of Human Resources utilizes Zenefits for not only the new hire documentation requirements but also IRG's security paperwork. All employees at IRG are required to sign a confidentiality agreement. This document covers all content from IRG, our partners, and government entities. This agreement is in addition to the state requirement agreements that are completed at the beginning of a project.

Upon their first day on site, the HR Manager and Recruiter work to establish the individual to the area. In some cases, a formal meet-and-greet is scheduled.

#### *Background Checks*

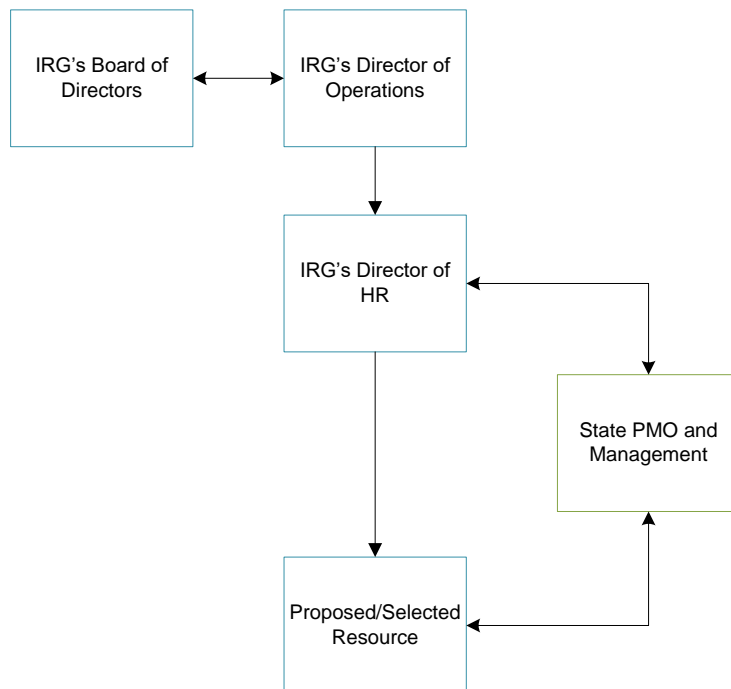
Once approved and the individual passes all background checks, the new individual receives orientation and training to confirm their understanding of project standards and procedures. Training is an ongoing process as team members need to be educated when transitioning into new phases of the project, or when taking on new assignments. We also provide on-the-project training to address the methodology, tools, and processes that we use on the project.

#### **Recommended Project Organization**

Each project is unique and requires a different resource organization. With all of our projects, before we submit our bid, we work with our internal teams to understand what the client is needing and truly staff a project to get the work done. In some cases the client might request a developer; however, due to our expertise we know that the project will require some documentation and other efforts so we will provide the resource the support they need to ensure the successful project and the client's expectations to be matched.

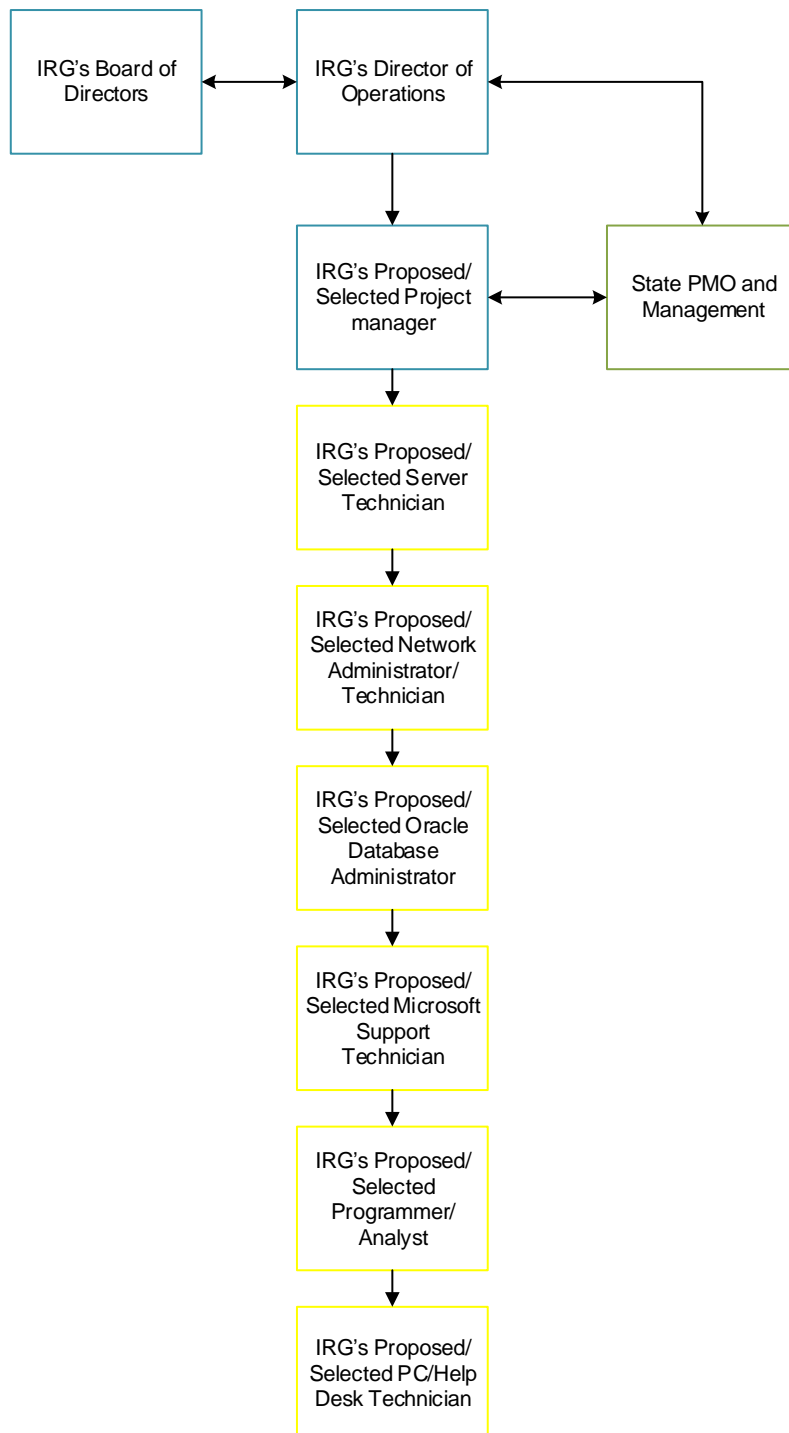
In all cases, each project request will follow the same organization structure with our Director of Operations being the oversight manager to monitor and report on the projects. this oversight allows our management and executive teams keep track of the projects and migrate any concerns that might take place during the various project durations.

For staffing projects, the organization structure will mimic the following (dependent on requirements, etc):



For full development projects, the organization structure will mimic the following (dependent on requirements, etc):







## 5 Financial Profile

### 5.1 Balance Sheet

IRG is a private company, and we have not had our finances audited. However, as shown in our balance sheets, we have had much financial success. Please see the following Balance Sheet for the last three years:

#### Three Year Balance Sheet

	<u>Dec 31, 22</u>	<u>Dec 31, 21</u>	<u>Dec 31, 20</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
Checking/Savings			
Jefferson bank Checking account	6,255,710.95	6,618,005.02	5,361,131.99
<b>Total Checking/Savings</b>	6,255,710.95	6,618,005.02	5,361,131.99
<b>Accounts Receivable</b>			
Accounts Receivable	1,659,557.96	483,930.81	969,474.26
<b>Total Accounts Receivable</b>	1,659,557.96	483,930.81	969,474.26
<b>Other Current Assets</b>			
Employee Advances	58,272.63	58,772.63	59,734.63
Payroll Asset	-4,205.00	-4,205.00	0.00
<b>Total Other Current Assets</b>	54,067.63	54,567.63	59,734.63
<b>Total Current Assets</b>	7,969,336.54	7,156,503.46	6,390,340.88
<b>Fixed Assets</b>			
Automobile			
Automobile depiciation	84,205.00	84,205.00	80,555.00
Lexus	43,475.00	43,475.00	45,350.00
Mercedese Benz	14,976.81	14,976.81	16,751.81
<b>Total Automobile</b>	142,656.81	142,656.81	142,656.81
<b>Total Fixed Assets</b>	142,656.81	142,656.81	142,656.81
<b>TOTAL ASSETS</b>	<b>8,111,993.35</b>	<b>7,299,160.27</b>	<b>6,532,997.69</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable			
Accounts Payable	722,426.88	1,035,130.92	587,351.05
<b>Total Accounts Payable</b>	722,426.88	1,035,130.92	587,351.05
<b>Other Current Liabilities</b>			
Payroll Liabilities	878,707.75	360,855.40	340,088.29
<b>SBA PPP LOAN</b>			513,000.00
<b>Total Other Current Liabilities</b>	878,707.75	360,855.40	853,088.29



<b>Total Current Liabilities</b>	<u>1,601,134.63</u>	<u>1,395,986.32</u>	<u>1,440,439.34</u>
<b>Total Liabilities</b>	<u>1,601,134.63</u>	<u>1,395,986.32</u>	<u>1,440,439.34</u>
<b>Equity</b>			
<b>Capital Stock</b>	1,000.00	1,000.00	1,000.00
<b>Retained Earnings</b>	9,847,173.95	9,049,516.35	8,026,075.91
<b>Shareholder Distribution</b>	-3,945,000.00	-3,945,000.00	-3,445,000.00
<b>Net Income</b>	<u>607,684.77</u>	<u>797,657.60</u>	<u>510,482.44</u>
<b>Total Equity</b>	<u>6,510,858.72</u>	<u>5,903,173.95</u>	<u>5,092,558.35</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>8,111,993.35</u></u>	<u><u>7,299,160.27</u></u>	<u><u>6,532,997.69</u></u>

## 5.2 Statement of Cash Flow

Information Resource Group, Inc. (IRG) is a financially stable organization; IRG has over 6 Million dollars in the bank to handle cash flow and over \$1.5 Million dollars are account receivables. The owners of IRG have committed an additional \$2 Million dollars in loan guarantees. IRG does not have any debt at this time and IRG is confident that it can arrange additional cash from financial institutions, if needed. IRG single handedly carried the financial weight of ongoing resources allocation and support of multiple deliverable based projects of 1-12 Million dollars simultaneously for a duration of over a year.

IRG is attaching a letter from our banking institution (Jefferson Bank of Missouri) where IRG has been doing business since their inception in February 1998.



## JEFFERSON BANK

June 7, 2023

Re: Information Resource Group Inc.  
1617 Southridge Drive, Suite 200  
Jefferson City, MO 65109

To: Whom it May Concern

The above customer, Information Resource Group Inc., has been a customer of the Jefferson Bank since 1998 and maintains satisfactory checking accounts with an average balance over the past 12 months of a low eight-figure and a current balance of a high seven-figure.

Their credit standing with the bank is excellent and all past and current debts are paid as agreed. They have not experienced any borrowing needs in the recent past, but the bank would welcome the opportunity to extend them credit and would expect that they would qualify for a high six figure credit line secured by qualifying accounts receivable and personal guarantees.

If you need any additional information, please call me at (573) 634-0823. Thank you.

Sincerely,

A handwritten signature in blue ink, reading 'Mark A. Mueller', is positioned below the word 'Sincerely,'.

Mark A. Mueller  
Senior Vice President





## 6 Transition Plan

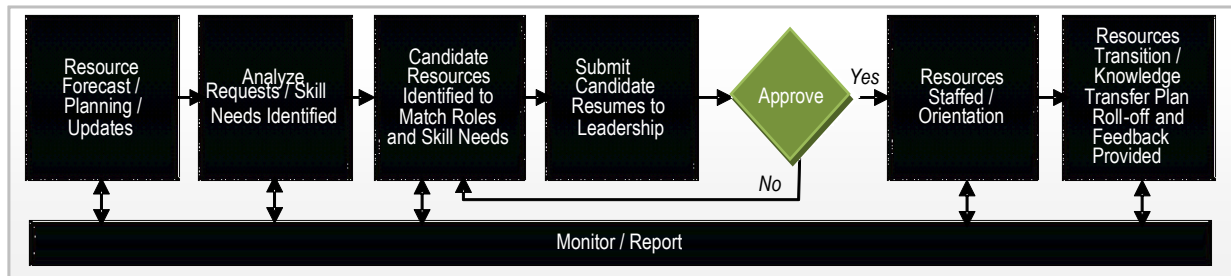
To the extent possible and as required by the State agency, we will report staff departures to State agency security staff no later than five business days prior to the last date the employee is employed. Although staffing departures cannot always be anticipated, IRG has a strong employee retention strategy and program. In addition, at the PMO level, we incorporate an “exit” process similar to our “on-boarding” process. The exit process checklist includes collecting security access and identification cards, cancelling system access passwords, and further notifying appropriate personnel of the team member’s departure from the project.

IRG will also conduct comprehensive knowledge transfer from departing staff to incoming staff. To aid with knowledge transfer, our resources will have a head start on project, program and system knowledge as a result of our award-winning staff training program described below in the Bringing Replacement/Additional Personnel Up-to-Date sub-section.

- IRG has the unique ability to leverage our resource pool to find resources, who has worked on a similar system and/or technology. The amount of time required to bring these resources up to speed would be minimal.
- IRG will replace all key personnel with staff members of equivalent skills and experience. If a full time equivalent replacement cannot be found in a timely manner, we will fill the position with an equivalent temporary resource until the permanent replacement is found. Before bringing any key personnel onto the project, the State agency will have the opportunity to review and approve the resume and resource.
- IRG will verify that knowledge is transferred from an employee leaving a position to a new employee, to the extent possible, following a structured knowledge transfer approach to verify that necessary knowledge and skills are gained prior to the departure of the exiting employee
- IRG would create a succession/backup assignment plan for key personnel and identify candidates with similar qualifications for the State agency’s consideration and approval.
- IRG is committed to providing a highly skilled project team and coupling that with our industry-leading technology and systems development capability to offer the State agency the right skilled resources at the right time to deliver the State agency’s project. We have a structured, well-formed recruiting arm which looks for skill matches internally and externally when needed.
- In the unlikely event a key staff member can no longer work on the project, we search for a qualified replacement, provide the State agency with a resume and a chance to talk with the proposed candidate, and, upon State agency approval, they start work on the project the next week.
- IRG would assess the impact of resource loss and provide the State agency with the needed changes to the work plan to stay on schedule. Upon State agency approval for the personnel change, we schedule an immediate start date and staff the individual on the project. Equally important, we conduct an effective and smooth transition from any resource that leaves to their replacement. If there is a foreseeable delay in the new resource approval process, or we are at a critical junction that may affect the project, IRG provides a short-term qualified interim resource

with the verbal approval of the State agency Project Director. We secure approval of the permanent resource as soon as possible. We will review the plan for bringing the new resource up to date on the State agency's project with the State agency Project Director.

#### Project Staffing Processes and Tools



#### Staff planning and transition approach

The above figure shows our approach to identifying, selecting, and staffing for project positions. IRG has a pool of skilled professional. This provides the State the highest confidence that we can satisfy the inevitable contingencies and “surge” staffing demands.

First, we carefully assess the specific skills and knowledge required for the role. Using our internal staffing and scheduling application, we identify candidates that meet the requirements. This candidate identification system searches our IRG resource pool and assesses the skills, abilities, and experience and provides a list of those candidates that most closely matches the needs of the State Agency. In addition, project opportunities are posted internally and current IRG employees can propose themselves to fill project roles.

The respective team lead reviews the resume, narrows the list of resumes based on project needs and then interviews the candidates to assess experience and fit. Selected candidates are interviewed by more than one team lead and/or by project management and the previous manager or supervisor is contacted for a reference. After the IRG team is satisfied that the candidate is a fit for the position, we present the resume to the State agency leadership for review and approval. We follow the same basic process for filling subcontractor positions with our subcontractor resources.

Once approved, the new person receives orientation and training to confirm their understanding of project standards and procedures. Training is an ongoing process as team members need to be educated when transitioning into new phases of the project or taking on new assignments. We also provide on-the-project training to address the methodology, tools, and processes that we use on the project.

For persons departing the team, project management and team leads review releases to confirm satisfactory knowledge transfer. The individual departing the project must complete his or her obligations by transferring relevant documentation, project, process, or application knowledge to the appropriate recipients via the knowledge transfer protocol.



**Confidentiality agreements:** The employees at IRG sign confidentiality and non-disclosure agreements at the onset of a project. We ensure that the professionals and administrators at IRG who have access to sensitive information have signed the required confidentiality agreements.

IRG will follow the Parish protocol for the network user accounts and passwords transition, knowledge & intellectual property transfer.

## 7 Appendix A: State of Missouri Filing

John R. Ashcroft Secretary of State  
2023 ANNUAL REGISTRATION REPORT  
BUSINESS

00451816  
Date Filed: 4/21/2023  
John R. Ashcroft  
Missouri Secretary of State

\*SECTION 1, 3 & 4 ARE REQUIRED

REPORT DUE BY: <u>4/30/2023</u>		RENEWAL MONTH: <u>JANUARY</u> <input type="checkbox"/> I OPT TO CHANGE THE CORPORATION'S RENEWAL MONTH TO FOR A \$25.00 FEE	
00451816 INFORMATION RESOURCE GROUP, INC. CSC-LAWYERS INCORPORATING SERVICE COMPANY 221 BOLIVAR STREET JEFFERSON CITY MO 65101		PRINCIPAL PLACE OF BUSINESS OR CORPORATE HEADQUARTERS: * 1617 Southridge Dr Ste 200 (Required) STREET Jefferson City MO 65109 CITY / STATE ZIP	
If changing the registered agent and/or registered office address, please check the appropriate box(es) and fill in the necessary information. <input type="checkbox"/> The new registered agent IF CHANGING THE REGISTERED AGENT, AN ORIGINAL WRITTEN CONSENT FROM THE NEW REGISTERED AGENT MUST BE ATTACHED AND FILED WITH THIS REGISTRATION REPORT. <input type="checkbox"/> The new registered office address Must be a Missouri address, PO Box alone is not acceptable. This section is not applicable for Banks, Trusts and Foreign Insurance.			
OFFICERS NAME AND PHYSICAL ADDRESS (P.O. BOX ALONE NOT ACCEPTABLE). MUST LIST PRESIDENT AND SECRETARY BELOW <b>PRESIDENT</b> Goel, Shyam S STREET 314 Virginia Trail CITY/STATE/ZIP Jefferson City MO 65109 <b>SECRETARY</b> Goel, Shyam S STREET 314 Virginia Trail CITY/STATE/ZIP Jefferson City MO 65109 <b>VICE PRESIDENT</b> Somasundaram, Rajendiran STREET 14000 Parkhill Ln CITY/STATE/ZIP Overland Park KS 66221-2884 STREET CITY/STATE/ZIP		BOARD OF DIRECTORS NAME AND PHYSICAL ADDRESS (P.O. BOX ALONE NOT ACCEPTABLE). MUST LIST AT LEAST ONE DIRECTOR BELOW <b>NAME</b> Vacant, Vacant STREET 1617 Southridge Dr Suite 200 CITY/STATE/ZIP Jefferson City MO 65109-5877 USA <b>NAME</b> STREET CITY/STATE/ZIP <b>NAME</b> STREET CITY/STATE/ZIP	
The undersigned understands that false statements made in this report are punishable for the crime of making a false declaration under Section 575.060 RSMo. Photocopy or stamped signature not acceptable.			
Authorized party or officer sign here SHYAM S GOEL (Required) Please print name and title of signer: SHYAM S GOEL / President NAME TITLE			
REGISTRATION REPORT FEE IS: ___\$20.00 If filed on or before 4/30/2023 ___\$35.00 If filed on or before 5/31/2023 ___\$50.00 If filed on or before 6/30/2023 ___\$65.00 If filed on or before 7/31/2023 ADD AN ADDITIONAL \$25.00 FEE IF CHANGING THE RENEWAL MONTH.		WHEN THIS FORM IS ACCEPTED BY THE SECRETARY OF STATE, BY LAW IT WILL BECOME A PUBLIC DOCUMENT AND ALL INFORMATION PROVIDED IS SUBJECT TO PUBLIC DISCLOSURE	
E-MAIL ADDRESS (OPTIONAL):			

REQUIRED INFORMATION MUST BE COMPLETE OR THE REGISTRATION REPORT WILL BE REJECTED  
RETURN COMPLETED REGISTRATION REPORT AND PAYMENT TO: Secretary of State, P.O. Box 778, Jefferson City, MO 65102





## 8 Appendix B: Certificate of Insurance



INFORES-01

S4MWINN

### CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
7/13/2023

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

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

<b>PRODUCER</b> AssuredPartners of Missouri P.O. Box 1768 Jefferson City, MO 65102		<b>CONTACT NAME:</b> House Account <b>PHONE (A/C, No, Ext):</b> (573) 634-2727 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b>	
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC #</b>
		<b>INSURER A: Continental Casualty</b>	<b>20443</b>
		<b>INSURER B: National Fire Insurance Co. of Hartford</b>	<b>20478</b>
		<b>INSURER C: Phoenix Insurance Company</b>	<b>25623</b>
		<b>INSURER D: Cincinnati Insurance Company</b>	<b>10677</b>
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADOL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY) POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EPLI GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> SUBJECT <input checked="" type="checkbox"/> LOC OTHER:	X	X	4017978635	1/15/2023 1/15/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY	X	X	4017978716	1/15/2023 1/15/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			4034590143	1/15/2023 1/15/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/ MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	4J886003-22-42-G	8/20/2023 8/20/2024	<input checked="" type="checkbox"/> PER <input type="checkbox"/> STATUTE <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Prof. Liab/Tech E&O			6024719295	2/21/2023 2/21/2024	Cyber w/ \$10,000 ded \$ 5,000,000
D	Crime			EMP 0553188	10/1/2022 10/1/2023	Crime \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
State of Arizona, its departments, agencies, boards, commissions, universities, officers, official, agents, and employees are additional insureds with a waiver of subrogation on the general liability and auto liability with respects to work performed by the insured when required by written contract.

<b>CERTIFICATE HOLDER</b>  Arizona Dept of Administration State Procurement Office 100 N 15th Ave. Ste. 402 Phoenix, AZ 85007	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
---	--

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD