



## **RFP 920-C1- Digital Imaging Services**

**SUBMITTED BY:**

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Texas-based Neubus Inc., founded in April 2000, is a leading provider to government agencies of digital imaging services and has been a provider of these services to the State of Texas since 2001. Neubus is a well-rounded, experienced company with a comprehensive range of services that include document conversion, business process reengineering (BPR), and a robust suite of applications that make up its Electronic Service Delivery (ESD) service platform.

Neubus has successfully completed hundreds of projects including numerous large-scale, multi-year, complex imaging projects. Neubus has a demonstrated proven track record of success covering the scope of needs analysis through image repository hosting. Neubus has several major Texas state agency engagements, which can serve as support for this assertion.

Neubus has built a set of document imaging procedures with checks and balances that have proven time and again to deliver a quality end product for its customers. The process begins with performing a Needs Assessment and Analysis (NAA) for PA. Neubus will provide a comprehensive NAA and/or Project Plan report that includes projected costs, a milestone schedule, and recommendations. Neubus will provide one of two types of reports as follows:

1. Initial Assessment and Review. After Neubus has gone onsite to the PA's location and reviewed the digital imaging services work to be done, Neubus is able to scope the work to be done and can provide a complete report that includes projected costs, a project schedule, and recommendations. The report will also provide any basic tangible savings and intangible benefits that can be expected as a result of implementing a digital imaging services project. After acceptance of this report, Neubus will begin the Project Design Phase of the work.
2. Business Process Reengineering. After Neubus has gone onsite to the PA's location and reviewed the digital imaging services work to be done, Neubus has determined that additional analysis and assessment are required for the PA to realize the full benefit of the imaging services. In this case, Neubus will recommend that the PA participate in a business process reengineering study, which includes developing an AS-IS and TO-BE model of the business and then developing the cost-benefit analysis. This report will demonstrate how the PA can become more efficient in processing its work, how work steps may be changed from manual processes to automated processes, and how the PA will realize a variety of savings from reengineering its work processes.

Neubus performs Needs Analysis services at no charge in order to put the best solution in place to meet and exceed the PA's needs. Recommendations may be one of the following:

1. Neubus recommends the PA continue with the digital imaging services.
2. Neubus does not recommend that the PA continue with digital imaging services.

If the PA continues with digital imaging services, the NAA is followed by customizing Neubus' service components based on the results of NAA, delivering digitized content to the image repository, and managing and maintaining the image repository.

Neubus provides a suite of web-based applications and cloud-based software as a service (SaaS) to its clients which are fully customizable and configurable to each PA's specific needs to help

them manage their information in support of the complete life cycle (i.e. creation, dissemination, use, and preservation/disposition of data) of the content to be managed:

- Production Control Service (PCS) – Controls all aspects of Neubus’ production workflow
- Support Management Services (SMS) – Provides incident and problem management including telephone and online trouble tickets
- Content Management Services (CMS) – Handles image repository hosting and content (i.e. images, video, audio) search, access, and retrieval
- Records Management Service (RMS) – Manages records throughout the records life-cycle from records creation to their eventual disposal including identification, classification, prioritization, storing, archiving, preserving, retrieving, and tracking of records
- Information Management Service (IMS) – Handles hot standby, failover in addition to management of backup (disk-to-disk, disk-to-tape) and restore, and archives

All of these web-based applications can be customized as needed to meet the requirements of each PA SOW:

#### **1. Production Control Services (PCS)**

PCS is Neubus’ web-based production workflow engine, which is state-driven. Through PCS, Neubus schedules, dispatches, tracks, and manages all aspects of the document conversion process, from shipment of physical documents from the PA to the delivery of the final digital document. By utilizing PCS, both customers and Neubus are capable of planning, implementing, and controlling the efficient, effective flow of physical documents once they are prepared for shipping to the Neubus facility. This includes the tracking and management of physical document shipping, receiving, internal handling, and final return of physical documents back to the PA. PCS also tracks each document conversion task including imaging, imaging QA, indexing, indexing QA, processing, recognition, backup, delivery of electronic files, and return of physical source media. In addition, PCS is the platform for the web-based and client-server based applications for all document conversion tasks including scanning, image sampling, indexing, index sampling, packaging, etc.

#### **2. Support Management Services (SMS)**

These support services will provide problem resolution and research assistance. Neubus’ Support Management Services (SMS) offers a web-based service that will serve as the primary vehicle by which all PA defects or problems and issues are identified, managed, and resolved. The online ticketing system is an enterprise-grade ticketing system that enables Neubus staff to intelligently and efficiently manage tasks, issues, and requests submitted by PA users. The online ticketing system manages key tasks such as problem identification, prioritization, assignment, resolution, and notification. The online ticketing system includes automatic ticket escalation. With Neubus’ weekly internal reviews of any open tickets, Neubus can ensure the timely resolving and closure of all PA submitted issues.

The advantages of using the online ticketing system for the resolution of all system-related defects or issues include the following:

- a. At the point at which PA initiates an online system ticket, information is immediately transmitted to the appropriate members of the Neubus support team. For a given level of severity, if an appropriate response is not made within an appropriate time frame, the system is designed to escalate to the next level through a beeper/paging system.
- b. Use of the online ticketing system ensures that there is complete visibility and ease of tracking as it relates to the resolution of a problem. The system allows Neubus to manage, respond to, and resolve all issues that need to be resolved in a more expeditious manner than if any other communication vehicle were being used (e.g., email). This is because all problems are centralized in one application, allowing the Neubus team to be able to more efficiently track, respond to, and solve the problems.

An authorized PA user can log into the online ticketing system at any time to view the status of a ticket and to either request additional assistance or to add additional information to the existing ticket. When the ticket is resolved, Neubus will close the ticket in the online ticketing system and confirm with the PA who initiated the ticket that the problem has been resolved. Because of the immediacy of the online ticketing system, the PA will be kept “in-the-loop” and will always know that their issue/problem is being addressed.

Neubus has successfully used its online ticketing system for the past ten years throughout the entire State of Texas to manage and resolve PA issues.

### **3. Content Management Services (CMS)**

In support of PA’s image repository hosting and maintenance requirements, Neubus proposes its Content Management Service allowing a PA to share information internally or beyond agency walls, with field offices, other government or institutional entities, or the general public. Neubus’ image repository hosting and maintenance services focus on Total Cost of Ownership (TCO) for the PA.

#### *Image Repository Hosting*

Neubus’ CMS supports secure login, user IDs, password controls, auditing, and monitoring.

Neubus’ CMS is configurable, allowing for the support of the PA’s specific service levels (e.g. Response Time and Availability).

Neubus' CMS is fully customizable to meet the PA’s specific requirements. It includes key-field and full-text search functionality for all digital content, similar to the function of Google Search on the Internet. Unlike paper files, which are limited to searching within a specific folder or file cabinet, or other electronic document management solutions, which limit searches to keywords entered during the capture process, Neubus' industry-leading, full-text search enables PA staff to search across the entire collection of content. This technology provides much greater insight and access to your information, speeding up the search process and making it easier for users to find the information they

need. Search results are limited so that users only see the results for items they have rights to see.

#### **4. Records Management Services (RMS)**

Neubus' proposed RMS is unique in that both the file plan creation and the declaration and classification of records are fully automated and integrated with Neubus' conversion services, which makes the exercise effortless for the PA. Optionally, the PA records manager provides a mechanism for managing the lifecycle of records, or Neubus can perform this function on the PA's behalf. In all cases, final approval on record disposition rests with the PA. This greatly reduces the cost and administration, while ensuring regulatory compliance and improved record access.

Neubus' RMS is compliant with the following standards:

- State – Gov't Code 441.180-204 and rules 13 TAC 6
- Local – Local Government Records Act – Local Gov't Code 201-205 and rules 13 TAC 7

#### **5. Information Management Service (IMS)**

Neubus' proposed Information Management Service (IMS) is part of a full suite of Web services built on its Electronic Service Delivery platform.

Neubus offers a wide selection of storage options for electronic content, including online, nearline, and offline storage, as well as full consulting services to help the PA determine which option most closely meets its needs. IMS includes full backup and recovery services to maintain the PA's critical records and decrease exposure to service interruptions, ensure redundancy, minimize the risk of loss, and aid in disaster recovery. Migration of files between the various options can be fully automated as well, using retention management tools. IMS works closely with RMS when records retention and disposition are required.

### **Project Team**

The Neubus Project Team consists of Neubus senior management, highly experienced project managers, and the most senior of Neubus' production staff. The senior members of the Neubus team have been working with the State and PAs for over 13 years developing a partner relationship that inspires a sense of trust and confidence.

### **Guaranteed Quality Control**

Neubus will apply its best-in-class quality control processes for the digital imaging services project. Using U.S. National (ANSI/AIIM) standards and practices combined with the Statistical Quality Control Methodology (SPC & SQC), Neubus is confident the resulting product for each PA's SOW will meet or exceed the project quality objectives. Neubus' quality control methods will be applied to all phases of Neubus' imaging process, which will include pickup, production preparation, scanning, indexing, packaging, and delivery.

## **Technology Obsolescence Avoidance and Standards-based Systems**

Through years of experience, Neubus has built a solid technical approach to document conversion services. At the forefront of this approach is Neubus' insistence on building on industry standards, which include ISO, ANSI, AIIM, and federal and state standards as they apply.

The Neubus proposed solution is based on industry standards for scanner calibration, scanning procedures, document formats, upload files, indexing files, and batch acceptance. These standards will allow the State to view the images on any other standards-based hardware and software system without endangering business readiness because of technology obsolescence. Neubus' standards-based approach also allows PA systems, provided by Neubus, to be upgraded over time without a significant risk of document and index loss.

## **Security**

Neubus deploys the latest security measures including anti-virus software, firewall, and digital certificates. Neubus' policy for the security of computer networks and systems consists of systems, processes and controls that allow seamless information sharing while safeguarding against security violations. Neubus will configure systems using the access control methodology of least privilege, limiting user access on systems to that necessary to complete their work. The system will be physically and logically isolated, it will not access internal State systems, it will only connect to the Internet with prior documented approval from PAs, and it will only connect out via approved encrypted links for the purpose of satisfying PA SOW requirements. Physical access to State information and systems containing that information will be similarly controlled. The State information that Neubus handles in executing this contract will be isolated from any other data Neubus may handle as required by PA SOW.

## **Disaster Recovery**

Neubus has a comprehensive disaster management plan that aims to minimize potential economic loss, reduce disruption to normal operations, ensure orderly recovery, and increase asset protection. Neubus' disaster recovery and contingency planning follows national and state standards including *NIST Special Publication 800-34: Contingency Planning Guide for Information Technology Systems* and *State of Texas Department of Information Resources Business Continuity Planning Guidelines*.

## **Capacity On-Demand**

As a current CCG contract holder, Neubus has the facilities, programs and procedures, and all required resources to begin processing PA requests for digital imaging services immediately upon award of the contract. Neubus has one of the largest document imaging production facilities in Texas, with the capacity to process 60 million pages per month (not including 9.9 million images from microfilm), which can be easily expanded to 100 million pages per month. Neubus operations are statewide with regional and field office support.

Recent engagements demonstrate Neubus' capacity and experience in handling large-scale PII and PHI projects for the State of Texas.

Capacity also includes the ability to scan paper documents that range in size from index cards to oversize engineering drawings; all types of paper from standard office paper to older onionskin, older fragile paper, and photographs; and all types of microfilm and microfiche including permanent records. Neubus works directly with its equipment providers to ensure that the equipment and software are always technologically up-to-date, non-proprietary, and standards based.

## **Vendor Independence**

Neubus proposes to ensure vendor independence by developing State-approved standards-based specifications for each work request. These proposed specifications will contain all knowledge pertaining to each PA's work request necessary to deliver services. So that in case of contract difficulties, the State will have the capability to utilize the services of another vendor with minimal disruption to the contract's schedule. Neubus does not use any proprietary document formats or indexing data and does adhere to AIIM, ISO, and ANSI standards, thus allowing the same work product to be provided by another vendor.

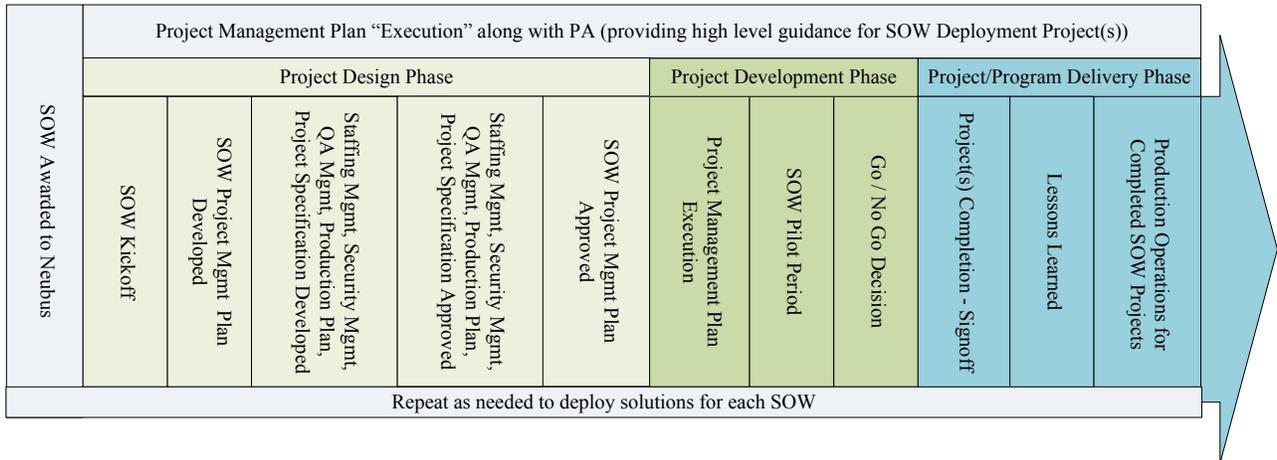
Having served the State of Texas for the past thirteen years, Neubus has developed, and currently uses, a set of well-honed management processes and procedures that reflect lessons learned as well as strict adherence to project management principals, best-in-class technologies, and well-trained and certified staff. Neubus proposes to implement Digital Imaging Services for each PA SOW through its structured, three-phased provisioning approach that ensures a clear definition of, and agreement with, the SOW project requirements:

1. *Project Design* is the design phase, in which Neubus will thoroughly review the PA's SOW requirements and begin developing the project's organizational structure, the scope, and the Project Management Plan (PMP). These activities are done through scheduling SOW kickoff sessions with key PA personnel and subject matter experts.
2. *Project Development* is the development phase and allows for provisioning of the logical resources and environment required for Project/Program Delivery. This includes, executing the PMP, staffing as needed, implementing the security plan, developing and implementing test and quality assurance procedures, and installing and configuring hardware and software. Because Neubus has the "shell" in place for all PA work, the development phase allows us to customize and configure existing facilities, equipment, and software in accordance with project specifications.
3. *Project/Program Delivery* Phase is the operations phase that allows for the ongoing delivery of Digital Imaging Services to the PA as defined during the Project Design and Project Development phases. This project will be for Digital Imaging Services as related to services and documents as specified in each awarded PA SOW. Monitoring and reporting, as required in the SOW, will also be included in the Project/Program Delivery Phase.

Neubus' project management processes and overall methodology are in alignment with the Project Management Institute's (PMI's) Guide to the Project Management Body of Knowledge. As part of this process, Neubus will draft a Project Management Plan in order to have a clear idea of how the project will be managed. The Project Management Plan will contain all key contact information for all project stakeholders, all key deliverables as driven by the SOW, every risk identified during the project, and tracking for every major milestone and activity to be performed. This is understood to be a living document that will change for each SOW. The

following diagram represents a high-level view of the Neubus provisioning approach, which includes the design, development, and operations phase of the Project Management Plan.

### High-Level CCG Program Overview



Neubus has used the above methodology very successfully for hundreds of its State of Texas projects and it employs best-in-class industry processes and practices, combined with applied statistical quality control methods, to achieve accuracies and efficiencies that are among the highest in the digital imaging industry.

With hundreds of successful State of Texas digital imaging projects to draw upon, Neubus brings a tremendous wealth of knowledge, experience, and lessons learned to the State, and is able to leverage and build on that knowledge with each new awarded SOW. Neubus has learned that a digital imaging project requires not only the ability to scan paper or manage the project, but also the ability to truly understand the needs of the PA, partner with the PA as Neubus has done with many agencies and enable the PA to realize a successful project.

One of the important things Neubus has learned from working with the State and the PAs is that millions of paper documents in file rooms and field offices are only the tip of the requirements iceberg. What lies hidden beneath that tip are real and potentially larger and more complex requirements. It is the ability to discover, draw out, and address these hidden requirements that enables the success or failure of a project.

## ***Summary***

Neubus proposes a digital imaging solution that offers the highest level of quality and quickest turnaround at the lowest cost. This commitment to quality and price was demonstrated by the CCG's assessment of a \$7.85 million savings to the State of Texas (1Q FY09 - 3Q FY10) attributed directly to Neubus' contract with the State. Neubus proposes a superbly engineered technical architecture that seamlessly integrates web-based imaging services that allow for the lifecycle management of digital documents while also being capable of rapidly scaling to address the varied requirements without sacrificing speed, quality, or cost.

Clearly, Neubus is unmatched when it comes to comparing its experience with the State of Texas, its exceeding willingness to work with all customers, from the smallest agency to the largest, providing platinum level customer service, high quality output, and extensive service offerings (without limiting a smaller agency to a subset of Neubus' offerings) – all at an outstandingly tremendous value to the PAs.