

VOLUME II

TABLE OF CONTENTS

TAB

24	Schedule 6.1 – Statement of Work
25	Appendix A to Schedule 6.1 – Prime Vendor Implementation Methodology
26	Appendix B to Schedule 6.1 – List of Deliverables and Activities
27	Appendix C to Schedule 6.1 – Project Management Services Artifacts
28	Schedule 6.2 – Key Personnel
29	Schedule 6.3 – Project Schedule
30	Schedule 6.4 – Joint Resource Plan
31	Schedule 6.5 – Project Charter
32	Schedule 6.10 – Development Opportunities
33	Schedule 7 – Prime Vendor Tools and Utilities
34	Schedule 8 – Data Collection Devices and Support and Maintenance Services, and Technical, Site Survey and Installation Services Options
35	Exhibit 2 – Hosting Services
36	Attachment A to Exhibit 2 – Solution Listing
37	Attachment B to Exhibit 2 – Prime Vendor Environment and Technical Design and Architecture
38	Attachment C to Exhibit 2 – Service Level Agreement
39	Attachment D to Exhibit 2 – Fees and Charges
40	Attachment E to Exhibit 2 – Disaster Recovery and Business Continuity Plan
41	Attachment F to Exhibit 2 – Summary of Prime Vendor's Monitoring Activities

- 42 Exhibit 3 – Subcontractor Confidentiality and Non-Disclosure Agreement
- 43 Exhibit 4 – Third Party Confidentiality and Non-Disclosure Agreement for IT Solutions
- 44 Exhibit 5 – Source Code Escrow Agreement

~~45~~ 44.1 Confirmation of
Receipt of Deposit
Escrow



Status Report

Issued on: Monday, March 24, 2014

To: Washington State Department of Enterprise
Rebecca Riley
1500 Jefferson Street SE
Olympia, WA 98504-1408

EscrowTech greatly appreciates your business. In order to provide you with the best service possible we have issued the following Status Report. This report summarizes the current status of your account, including a Deposit History Log and list of other Related Parties to your account. Please notify EscrowTech immediately if you see any discrepancy with your Status Report. You may add additional parties to your account or submit deposits at any time. Contact EscrowTech at 801-852-8202 or mail@escrowtech.com for the appropriate forms.

Use EscrowTech's RealTime Escrow to manage and review your account online.
To register visit <https://www.escrowtech.com/RealTimeEscrow>.

General Information

Account Number: 23635 SB
Beneficiary: Washington State Department of Enterprise
Current Balance: \$0.00
Main Contact: Reabecca Riley
Email: becci.riley@des.wa.gov

Related Parties

The following companies are related parties to your account.

Active Owners

WorkForce Software. LLC

Deposit History

The following is your account's Deposit History Log. This log contains a record of every deposit we have received.

Product: Deposit from WorkForce Software

<i>Date Received</i>	<i>Media Label</i>
1) Feb 18, 2014	Key Programmers EmpCenter-9.5.0.1-Minimal-Source EmpCenter-9.5.0.1 EmpCenter-7.8.1.8-Minimal-Source EmpCenter-7.8.1.8
2) Mar 11, 2014	EmpCenter-9.4.0.8-Minimal-Source EmpCenter-9.4.0.8-Distribution EmpCenter-9.4.0.7-Minimal-Source EmpCenter-9.4.0.7-Distribution EmpCenter-9.5.0.2-Minimal-Source EmpCenter-9.5.0.2-Distribution Key Programmers



Confirmation of Receipt of Deposit

To: Washington State Department of Enterprise
Rebecca Riley
1500 Jefferson Street SE
Olympia, WA 98504-1408

Email: becci.riley@des.wa.gov

Account No: 23635 SB
Owner: WorkForce Software. LLC
Beneficiary: Washington State Department of Enterprise
Date Received: Mar, 11 2014
Product: Deposit from WorkForce Software
Media Label: EmpCenter-9.4.0.8-Minimal-Source
EmpCenter-9.4.0.8-Distribution
EmpCenter-9.4.0.7-Minimal-Source
EmpCenter-9.4.0.7-Distribution
EmpCenter-9.5.0.2-Minimal-Source
EmpCenter-9.5.0.2-Distribution
Key Programmers

This notice confirms that EscrowTech has received the above deposits from Owner. Each deposit was accompanied by a Deposit Inventory Form, a copy of which is attached to this Confirmation. It is Owner's responsibility to ensure that the Form accurately describes the deposit. No verification has been conducted by EscrowTech. It is the Beneficiary's responsibility to review the Deposit Inventory Form and to give notice to Owner if the deposit is incomplete or otherwise deficient or if the Form is not clear. It is the Owner's responsibility to make further deposits as necessary to make the deposit complete or to cure the deficiency. If the Beneficiary does not receive further confirmation from EscrowTech of such further deposit(s), it is the Beneficiary's responsibility to contact Owner to resolve the matter.

This Confirmation only applies to the deposit which accompanied the attached Deposit Inventory Form. If the Beneficiary does not receive additional Confirmations for Deposit Updates expected by Beneficiary, it is the Beneficiary's responsibility to contact Owner to resolve the matter.

If you have any questions, please feel free to contact EscrowTech.

Jeffrey Babb,
EscrowTech International, Inc



Electronic Deposit Inventory Form

Escrow No. 23635 SB

Account: 23635 SB
Owner: WorkForce Software. LLC
Deposit ID: 15921

Date Received: March 11, 2014
Deposited by: Joseph Bilderbeck (Username: jbilderbeck@workforcesoftware.com)

Additional Info: EmpCenter-Version-9.4.0.8-Minimal-Source-Zip
EmpCenter-Version-9.4.0.8-Distribution-Zip
EmpCenter-Version-9.4.0.7-Minimal-Source-Zip
EmpCenter-Version-9.4.0.7-Distribution-Zip
EmpCenter-Version-9.5.0.2-Minimal-Source-Zip
EmpCenter-Version-9.5.0.2-Distribution-Zip
Key Programmers - Word File

Files Submitted:

EmpCenter-9.4.0.8-Minimal-Source
EmpCenter-9.4.0.8-Distribution
EmpCenter-9.4.0.7-Minimal-Source
EmpCenter-9.4.0.7-Distribution
EmpCenter-9.5.0.2-Minimal-Source
EmpCenter-9.5.0.2-Distribution
Key Programmers

The Owner has certified that the above items are deposited with EscrowTech to be held in accordance with the Agreement with EscrowTech.



Electronic Deposit Inventory Form

Escrow No. 23635 SB

Account: 23635 SB
Owner: WorkForce Software. LLC
Deposit ID: 15921

Date Received: March 11, 2014
Deposited by: Joseph Bilderbeck (Username: jbilderbeck@workforcesoftware.com)

Additional Info: EmpCenter-Version-9.4.0.8-Minimal-Source-Zip
EmpCenter-Version-9.4.0.8-Distribution-Zip
EmpCenter-Version-9.4.0.7-Minimal-Source-Zip
EmpCenter-Version-9.4.0.7-Distribution-Zip
EmpCenter-Version-9.5.0.2-Minimal-Source-Zip
EmpCenter-Version-9.5.0.2-Distribution-Zip
Key Programmers - Word File

Files Submitted:

EmpCenter-9.4.0.8-Minimal-Source
EmpCenter-9.4.0.8-Distribution
EmpCenter-9.4.0.7-Minimal-Source
EmpCenter-9.4.0.7-Distribution
EmpCenter-9.5.0.2-Minimal-Source
EmpCenter-9.5.0.2-Distribution
Key Programmers

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Confirmation of Receipt of Deposit

To: Washington State Department of Enterprise
Rebecca Riley
1500 Jefferson Street SE
Olympia, WA 98504-1408

Email: becci.riley@des.wa.gov

Account No: 23635 SB
Owner: WorkForce Software. LLC
Beneficiary: Washington State Department of Enterprise
Date Received: Mar, 11 2014
Product: Deposit from WorkForce Software
Media Label: EmpCenter-9.4.0.8-Minimal-Source
EmpCenter-9.4.0.8-Distribution
EmpCenter-9.4.0.7-Minimal-Source
EmpCenter-9.4.0.7-Distribution
EmpCenter-9.5.0.2-Minimal-Source
EmpCenter-9.5.0.2-Distribution
Key Programmers

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Jeffrey Babb,
EscrowTech International, Inc



Electronic Deposit Inventory Form

Escrow No. 23635 SB

Account: 23635 SB
Owner: WorkForce Software. LLC
Deposit ID: 15879

Date Received: February 18, 2014
Deposited by: Joseph Bilderbeck (Username: jbilderbeck@workforcesoftware.com)

Additional Info: Key Programmers-Word Document
EmpCenter-Version-9.5.0.1-Minimal-Source-Zip
EmpCenter-Version-9.5.0.1-Distribution-Zip
EmpCenter-Version-7.8.1.8-Minimal-Source-Zip
EmpCenter-Version-7.8.1.8-Zip

Files Submitted:

Key Programmers
EmpCenter-9.5.0.1-Minimal-Source
EmpCenter-9.5.0.1
EmpCenter-7.8.1.8-Minimal-Source
EmpCenter-7.8.1.8

The Owner has certified that the above items are deposited with EscrowTech to be held in accordance with the Agreement with EscrowTech.



Confirmation of Receipt of Deposit

To: Washington State Department of Enterprise
Rebecca Riley
1500 Jefferson Street SE
Olympia, WA 98504-1408

Email: becci.riley@des.wa.gov

Account No: 23635 SB
Owner: WorkForce Software. LLC
Beneficiary: Washington State Department of Enterprise
Date Received: Feb, 18 2014
Product: Deposit from WorkForce Software
Media Label: Key Programmers
EmpCenter-9.5.0.1-Minimal-Source
EmpCenter-9.5.0.1
EmpCenter-7.8.1.8-Minimal-Source
EmpCenter-7.8.1.8

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Jeffrey Babb,
EscrowTech International, Inc

SCHEDULE 6.1
STATEMENT OF WORK

(SEE ATTACHED)

STATEMENT OF WORK
FOR THE
TLA SOLUTION PROJECT

BETWEEN

WASHINGTON STATE DEPARTMENT OF ENTERPRISE SERVICES

AND

WORKFORCE SOFTWARE, LLC

TABLE OF CONTENTS

	<u>Page</u>
1.0 Introduction and Overall Approach	1
1.1 Structure of Statement of Work.....	1
1.2 Methodologies, Phases and Timeline	4
1.3 Discovery / Data Gathering and Best Practices.....	8
1.4 Changes in State Pay Practices.....	8
1.5 Requirements Traceability Matrix (RTM).....	8
1.6 Cooperation with Other DES Technology Suppliers and the SAP Upgrade	10
1.7 Updating of Project Documents	11
1.8 Upgrades During the Project.....	12
1.9 Products and DES Business Units Implemented	12
1.9.1 Products Implemented	12
1.9.2 State of Washington Enterprise Core System Implemented	13
1.9.3 State of Washington Agencies Implemented	13
1.10 List of Deliverables and Activities.....	13
1.11 Project Management Services Artifacts	13
2.0 Training and Knowledge Transfer.....	14
2.1 Training	15
2.1.1 Objective	15
2.1.2 Approach.....	15
2.1.3 Requirements.....	16
2.1.4 Deliverables, Activities and Certification Criteria.....	17
2.2 Knowledge Transfer.....	20
2.2.1 Objective	20
2.2.2 Approach.....	21
2.2.3 Requirements.....	21
2.2.4 Deliverables, Activities and Certification Criteria.....	22
3.0 Project Initiation and Kickoff	24
3.1 Objective	24
3.1.1 Executive and State Leadership Sessions.....	24
3.1.2 Deliverables, Activities and Certification Criteria.....	25

3.2	Project Preparation and Orientation Sessions.....	25
3.2.1	Objective.....	25
3.2.2	Approach.....	25
3.2.3	Requirements.....	26
3.2.4	Deliverables, Activities and Certification Criteria.....	27
3.3	Project Kickoff.....	29
3.3.1	Objective.....	29
3.3.2	Requirements.....	29
3.3.3	Deliverables, Activities and Certification Criteria.....	30
3.4	Project Team Solution Education.....	30
3.4.1	Objective.....	30
3.4.2	Approach.....	30
3.4.3	Requirements.....	30
3.4.4	Deliverables, Activities and Certification Criteria.....	31
4.0	Discovery / Data Gathering; Fit/Gap; Solution Design; Build, Configure and Validate.....	32
4.1.	Discovery / Data Gathering; Fit/Gap.....	32
4.1.1	Objectives.....	32
4.1.2	Approach.....	32
4.1.3	Requirements.....	33
4.1.4	Deliverables, Activities and Certification Criteria.....	34
4.2	Solution Design.....	36
4.2.1	Objective.....	36
4.2.2	Approach.....	37
4.2.3	Requirements.....	38
4.2.4	Deliverables, Activities and Certification Criteria.....	40
4.3	Build, Configure and Validate.....	42
4.3.1	Objectives.....	42
4.3.2	Approach.....	42
4.3.3	Requirements.....	43
4.3.4	Deliverables, Activities and Certification Criteria.....	45
4.4	State Enterprise Data Integration.....	47
4.4.1	Objectives.....	47
4.4.2	Approach.....	48
4.4.3	Requirements.....	50
4.4.4	Deliverables, Activities and Certification Criteria.....	51

4.5	Reports.....	52
4.5.1	Objectives	52
4.5.2	Approach.....	52
4.5.3	Requirements.....	53
4.5.4	Deliverables, Activities and Certification Criteria.....	54
5.0	Technical Activities	57
5.1	Interfaces.....	57
5.1.1	Objective	57
5.1.2	Approach.....	57
5.1.3	Requirements.....	58
5.1.4	Deliverables, Activities and Certification Criteria.....	59
5.2	Extensions.....	60
5.3	Data Conversion and Migration.....	60
5.3.1	Objective	60
5.3.2	Approach.....	60
5.3.3	Requirements.....	61
5.3.4	Deliverables, Activities and Certification Criteria.....	62
5.4	Disaster Recovery and Business Continuity	65
5.4.1	Objective	65
5.4.2	Approach.....	65
5.4.3	Requirements.....	66
5.4.4	Deliverables, Activities and Certification Criteria.....	66
5.5	Application-Level Security.....	68
5.5.1	Objective	68
5.5.2	Approach.....	68
5.5.3	Requirements.....	69
5.5.4	Deliverables, Activities and Certification Criteria.....	69
5.6	Performance Standards Management	71
5.6.1	Objective	71
5.6.2	Approach.....	71
5.6.3	Requirements.....	72
5.6.4	Deliverables, Activities and Certification Criteria.....	76
5.7	Technology Environments	77
5.7.1	Objective	77
5.7.2	Approach.....	77

5.7.3	Requirements.....	77
5.7.4	Deliverables, Activities and Certification Criteria.....	77
6.0	Testing.....	78
6.1	Objectives.....	78
6.2	Approach and General Testing Activities.....	78
6.2.1	Testing Initiation Activity.....	81
6.2.2	Test Strategy Activity.....	81
6.2.3	Planning Activity.....	82
6.2.4	Test Plans and Test Material Activity.....	82
6.2.5	Analysis Activity.....	82
6.2.5.1	Test Requirements Matrix (TRM).....	82
6.2.5.2	Test Conditions and Cases.....	83
6.2.5.3	Test Scenarios and Test Scripts.....	83
6.2.5.4	Test Environments.....	83
6.2.5.5	Test Data.....	84
6.2.5.6	Testing Documentation.....	84
6.3	Test Stages.....	84
6.3.1	Functional Test Stage.....	84
6.3.1.1	Objective.....	84
6.3.2	Accessibility Test Stage.....	84
6.3.2.1	Objective.....	84
6.3.2.2	Approach.....	85
6.3.2.3	Requirements.....	85
6.3.2.4	Deliverables, Activities and Certification Criteria.....	85
6.3.3	Unit Test Stage.....	86
6.3.3.1	Objective.....	86
6.3.3.2	Approach.....	86
6.3.3.3	Requirements.....	87
6.3.3.4	Deliverables, Activities and Certification Criteria.....	87
6.3.4	System and Integration and Enterprise Integration Test Stages.....	88
6.3.4.1	Objectives.....	88
6.3.4.2	Approach.....	88
6.3.4.3	Requirements.....	89
6.3.4.4	Deliverables, Activities and Certification Criteria.....	91
6.3.5	User Acceptance Test Stage.....	93

6.3.5.1	Objective.....	93
6.3.5.2	Approach.....	93
6.3.5.3	Requirements.....	94
6.3.5.4	Deliverables, Activities and Certification Criteria.....	94
6.3.6	Regression Test Stage.....	95
6.3.6.1	Objective.....	95
6.3.6.2	Approach.....	95
6.3.6.3	Requirements.....	96
6.3.6.4	Deliverables, Activities and Certification Criteria.....	97
6.3.7	Security Test Stage.....	98
6.3.7.1	Objective.....	98
6.3.7.2	Approach.....	98
6.3.7.3	Requirements.....	99
6.3.7.4	Deliverables, Activities and Certification Criteria.....	100
6.3.8	Device/Equipment Test Stage.....	101
6.3.8.1	Objective.....	101
6.3.8.2	Approach.....	101
6.3.8.3	Requirements.....	101
6.3.8.4	Deliverables, Activities and Certification Criteria.....	102
6.3.9	Performance Test Stage.....	103
6.3.9.1	Objective.....	103
6.3.9.2	Approach.....	103
6.3.9.3	Requirements.....	103
6.3.9.4	Deliverables, Activities and Certification Criteria.....	104
6.3.10	Data Conversion and Migration Test Stage.....	105
6.3.11	Disaster Recovery and Business Continuity Plan Test Stage.....	105
7.0	Cutover to Production.....	106
7.1	Objective.....	106
7.2	Approach.....	106
7.3	Requirements.....	107
7.4	Deliverables, Activities and Certification Criteria.....	107
8.0	Post-Production Activities.....	111
8.1	Stabilization Period.....	111
8.1.1	Objectives.....	111

8.1.2	Approach.....	111
8.1.3	Requirements.....	111
8.1.4	Deliverables, Activities and Certification Criteria.....	112
8.2	Transition to Support and Hosting Services – Post Production (Go-Live)	113
8.2.1	Objective	113
8.2.2	Approach.....	113
8.2.3	Requirements.....	113
8.2.4	Deliverables, Activities and Certification Criteria.....	113
8.3	Optimization Period	114
8.3.1	Objective	114
8.3.2	Approach.....	115
8.3.3	Requirements.....	116
8.3.4	Deliverables, Activities and Certification Criteria.....	116
9.0	Project Management	118
9.1	Project Management.....	118
9.1.1	Objective	118
9.1.2	Approach.....	118
9.1.3	Requirements.....	118
9.1.4	Deliverables, Activities and Certification Criteria.....	119
9.2	Work Management	122
9.2.1	Objectives	122
9.2.2	Approach.....	122
9.3	Scope Control.....	123
9.3.1	Objective	123
9.3.2	Approach.....	123
9.3.3	Requirements.....	123
9.3.4	Deliverables, Activities and Certification Criteria.....	124
9.4	Change Orders.....	124
9.4.1	Objective	124
9.4.2	Approach.....	125
9.4.3	Requirements.....	125
9.4.4	Deliverables, Activities and Certification Criteria.....	125
9.5	Issue Management	126
9.5.1	Objective	126
9.5.2	Approach.....	126

9.5.3	Requirements.....	126
9.6	Risk Management.....	127
9.6.1	Objective.....	127
9.6.2	Approach.....	127
9.6.3	Requirements.....	127
9.7	Project Cost Management.....	128
9.7.1	Objective.....	128
9.7.2	Approach.....	128
9.7.3	Requirements.....	129
9.7.4	Deliverables, Activities and Certification Criteria.....	129
9.8	Quality Management.....	130
9.8.1	Objective.....	130
9.8.2	Approach.....	130
9.8.3	Requirements.....	131
9.8.4	Deliverables, Activities and Certification Criteria.....	132
9.9	Lessons Learned.....	133
9.9.1	Objective.....	133
9.9.2	Approach.....	134
9.9.3	Requirements.....	134
9.9.4	Deliverables, Activities and Certification Criteria.....	134
10.0	Assumptions.....	136
Appendix A – Prime Vendor Implementation Methodology.....		137
Appendix B – List of Deliverables and Activities.....		138
Appendix C – Project Management Services Artifacts.....		146

1.0 INTRODUCTION AND OVERALL APPROACH

The TLA Solution Project is a sub-project of the TLA Program with the objective of designing, installing, configuring, testing and deploying the TLA Solution. The TLA Solution will consist of an enterprise core system that will encapsulate the standard needs of the State as well as Agency specific design, configuration, testing and deployment for the Department of Ecology (ECY) and the Department of Transportation (DOT).

The TLA Solution will accomplish the following objectives:

- Achieve the business and technical requirements of the State and provide the flexibility to make timely changes to the TLA Solution;
- Effectively manage business policies, processes, practices and functions within the TLA Solution; and
- Keep current with technology innovations and is improved over time.

Specific business goals for the TLA Solution include the ability to:

- Improve access to complete and accurate data;
- Improve implementation, tracking and enforcement of numerous collective bargaining agreements;
- Enable compliance with all applicable Laws, including the federal Fair Labor Standards Act;
- Automate and streamline manual processes, where possible, reducing risk of errors and eliminating duplication of efforts;
- Adopt standardized processes and procedures; and
- Support DES specific business and technical requirements through efficient and effective system configuration.

1.1 Structure of Statement of Work

Structure

The Statement of Work sets forth the general description of the TLA Solution Project; provides a complete description of the scope of Services and the responsibilities of each of the parties; sets forth a complete description of the assumptions applicable to the scope of Services; and identifies major Deliverables with associated Certification Criteria. The Statement of Work consists of the following major Sections, each of which will be considered in the context of the entire TLA Solution Project (e.g., global design), and will apply, as applicable, for each Phase, all of which as may be further defined below:

- Introduction and Overall Approach
- Training and Knowledge Transfer
- Project Initiation and Kickoff
- Discovery/Data Gathering; Fit/Gap; Solution Design; Build, Configure and Validate
- Technical Activities
- Testing
- Cutover to Production
- Post-Production Activities
- Project Management
- Assumptions

Responsibility Charts

Various Sections in this Statement of Work set forth a matrix which describes the level of participation of each party in completing activities and/or Deliverables by indicating who is the responsible party ("**R**", as further described below), and who is a contributor, consulted, or actively involved and/or contributing party ("**C**", as further described below). As used in the charts, "**PV**" means Prime Vendor, and "**DES**" means the Washington State Department of Enterprise Services or its Third Party consultants.

"**R**" or "**Responsible**" means the following:

For Deliverables and documents, the party who is responsible for generating the Deliverable (in the case of Prime Vendor) or document (in the case of DES), and ensuring that the final form of such Deliverable captures the agreement of the parties, is accurate and complete, and meets the quality standards and applicable Certification Criteria. Each Deliverable prepared by Prime Vendor is subject to the Certification process described in the Agreement, which requires the ultimate approval of DES.

For presentations, sessions, activities and events, the party who is responsible for developing the materials for and leading such presentations and sessions.

For activities and events, the party who is responsible for ensuring that the activity or event accomplishes the objectives of the session or event.

"**C**" or "**Contributor or Actively Involved and/or Contributing**" means the following:

The party that is consulted for a particular activity or task, and generally provides input so the Responsible party can fulfill its obligations to generate a Deliverable or document. The Contributor is not required, nor expected, to assume drafting responsibility for generating the Deliverable or document. In certain cases, DES will be actively involved in the development of the Deliverable, however, prime responsibility for the Deliverable will still rest with Prime Vendor. For presentations, sessions, activities and events, the Contributing party will participate in such items to provide input and direction as needed, but will not be requested nor will lead or facilitate such presentation, session, activity or event.

Certification Criteria

Deliverables requiring certification by DES pursuant to the certification process described in the Agreement are identified in Deliverables, Activities and Certification Criteria charts. Each chart identifies the Deliverable by Deliverable ID and name, describes the Deliverable, sets forth the Certification Criteria that apply to such Deliverable and provides the applicable Review Period in business days for DES. In certain areas, an activity may have Certification Criteria (for example, see Deliverable ID 3.1.2.3, Executive and State Leadership Sessions). In these instances, a Certification Form will be completed for the activity.

Descriptions of Scope

Included in this Statement of Work are: (a) detailed descriptions of the Prime Vendor-provided solutions being implemented; (b) the Services provided by Prime Vendor, except where a particular activity is expressly stated to be reserved to DES; and (c) any limitations with respect to the scope of Services to be provided by Prime Vendor. Where Prime Vendor is providing Services for a particular area, such as configuring devices, providing templates and/or developing rules, the scope will include an amount of Services required, appropriate and/or sufficient to meet the DES Business and Technical Requirements. Where there are references to initial configuration, initial build or other "initial" activities, such activities will include all subsequent configurations, builds, *etc.*, leading up to the cutover to Production event. The phrase "educate and train," "education and training" or any similar phrase or other combinations thereof, means to provide formal and informal education to State personnel, plus the hands on, side-by-side, as appropriate, training and transfer of Knowledge to State personnel to enable the State personnel to become self-sufficient in the given activity or task, and to enable such personnel, within their area of responsibility, be able to maintain and support the component of the TLA Solution functions on a going forward basis.

Customizations

As of the Effective Date, there are no planned customizations based on Prime Vendor's assurances that the DES Business and Technical Requirements can be met without customizations. If, notwithstanding the foregoing, customizations are determined to be required to meet DES Business and Technical Requirements, then any customizations will be required to be certified against applicable OWASP standards.

1.2 Methodologies, Phases and Timeline

Implementation Methodologies

The Prime Vendor Implementation Methodologies will be utilized to deliver the integrated TLA Solution; deliver predictable results; accelerate the speed at which the State can achieve value from the TLA Solution; reduce the variance in implementation; and ensure that the implementation design supports the State's strategic goals. A complete copy of the Prime Vendor Implementation Methodologies is set forth in **Appendix A**. See **Section 6.6** of the TLA Solution Project Agreement governing the terms of potential changes required to the use of the Prime Vendor Implementation Methodologies.

Major events and activities of the TLA Solution Project include:

- **Executive and State Leadership Sessions** – Educate, set expectations and inform executives and State leadership about the implementation approach that will be used including expected TLA Solution Project outcomes and metrics.
- **Project Preparation** – Introduce the TLA Solution Project team and provide an overview of the team's responsibilities. The Prime Vendor Implementation Methodology is introduced and the different events within the methodology are presented.
- **Training and Knowledge Transfer** – The process whereby Prime Vendor will train and provide Knowledge transfer to the State regarding new processes, workflows and the use of the TLA Solution. These activities will occur throughout the TLA Solution Project and are critical to a successful implementation.
- **Project Kickoff Session** – The official TLA Solution Project team commencement event, the Project Kickoff Session will, among other things, introduce TLA Solution Project team members, facilitate interviews to identify workflows and conduct scope reviews. This Session will reinforce the purpose of the TLA Solution Project, the criticality of the timelines to be achieved, the unique requirements and challenges of the State and how those requirements and challenges are specifically being addressed by this Statement of Work and Prime Vendor, and the specific roles and responsibilities of Prime Vendor and how these roles may differ from Prime Vendor's business practices and standard implementation approaches and processes.
- **Discovery/Data Gathering and Fit/Gap Sessions** – Initiate discovery and data gathering to determine the fit/gap of the TLA Solution as against the DES Business and Technical Requirements. State enterprise data integration requirements involving systems that will be affected by implementing the TLA Solution will be discussed with applicable business units.

- **Solution Design Sessions** – Develop designs around discovery and fit/gap results. Identify Interfaces and reports to be developed, as well as the tools and utilities needed to meet the State enterprise data integration requirements. The parties will use the DES Business and Technical Requirements, during these design and review sessions.
- **Build, Configure, Unit Test and Validate** – The build and configuration stage of the TLA Solution Project. The initial system is unit tested by Prime Vendor and validated before turning over to DES for further testing.
- **Pre-Live Testing** – Testing will involve a series of activities including system integration, regression, user acceptance, disaster recovery and business continuity, security and performance testing.
- **Cutover to Production** – Preparation for the go-live event for the TLA Solution.
- **Lessons Learned** – Ongoing during the pendency of the TLA Solution Project after each major milestone, and immediately after a go-live (Production) event of the TLA Solution or any component thereof, the parties will engage in a detailed review of the processes to determine the successes and failures and develop revised practices to address any deficiencies.
- **Post-Production Activities** –
 - ✓ **Stabilization Period** – Post cutover to Production, the period of time in which Prime Vendor corrects any residual and/or new Defects related to the TLA Solution. To the extent Prime Vendor resources are not needed to address Defects and other Issues, Prime Vendor will provide production team support to DES to begin assessing changes to workflow or system configuration (Optimization Services) when and if DES chooses to exercise its option to acquire these Services. Prime Vendor will also use this time to begin the transition from the Prime Vendor implementation team to DES' operational support team.
 - ✓ **Transition to Support and Hosting Services** – During transition to support, Prime Vendor will transition both operational support to DES staff, and formally transition DES to Prime Vendor's Support and Maintenance Services and hosting organizations.
 - ✓ **Optimization Period (Optional Services, see TLA Project Agreement for further terms)** – Post the Stabilization Period, the period of time in which Prime Vendor will: (a) address any adoption Issues and negative user experiences with the TLA Solution; (b) examine the workflows and processes that were designed and configured into the TLA Solution for purposes of determining whether such workflows and processes should or need to be changed, improved or fine-tuned; (c) lead any changes to workflows and processes related to the TLA Solution that are approved by DES; and (d) ensure that the transfer of Knowledge to the State is completed. As a part of the process,

Prime Vendor will conduct a series of interviews, and make evaluations, observations and recommendations on how to optimize design, build and general use of the TLA Solution.

- **Deployment Across the State Enterprise and Project Completion** – The TLA Solution will be deployed throughout the remaining institutions comprising the State enterprise.

Deployment Strategy The strategy for implementing the TLA Solution involves three unique work streams known as the “Core,” “Ecology,” and “WSDOT” work streams. Prime Vendor will supply teams for each of the three work streams, and DES and its Agencies will provide a program team that will support and operate in parallel to the three work streams. The TLA Solution will be deployed to the Department of Ecology in November 2014, with the final deployment to WSDOT being completed in July 2015.

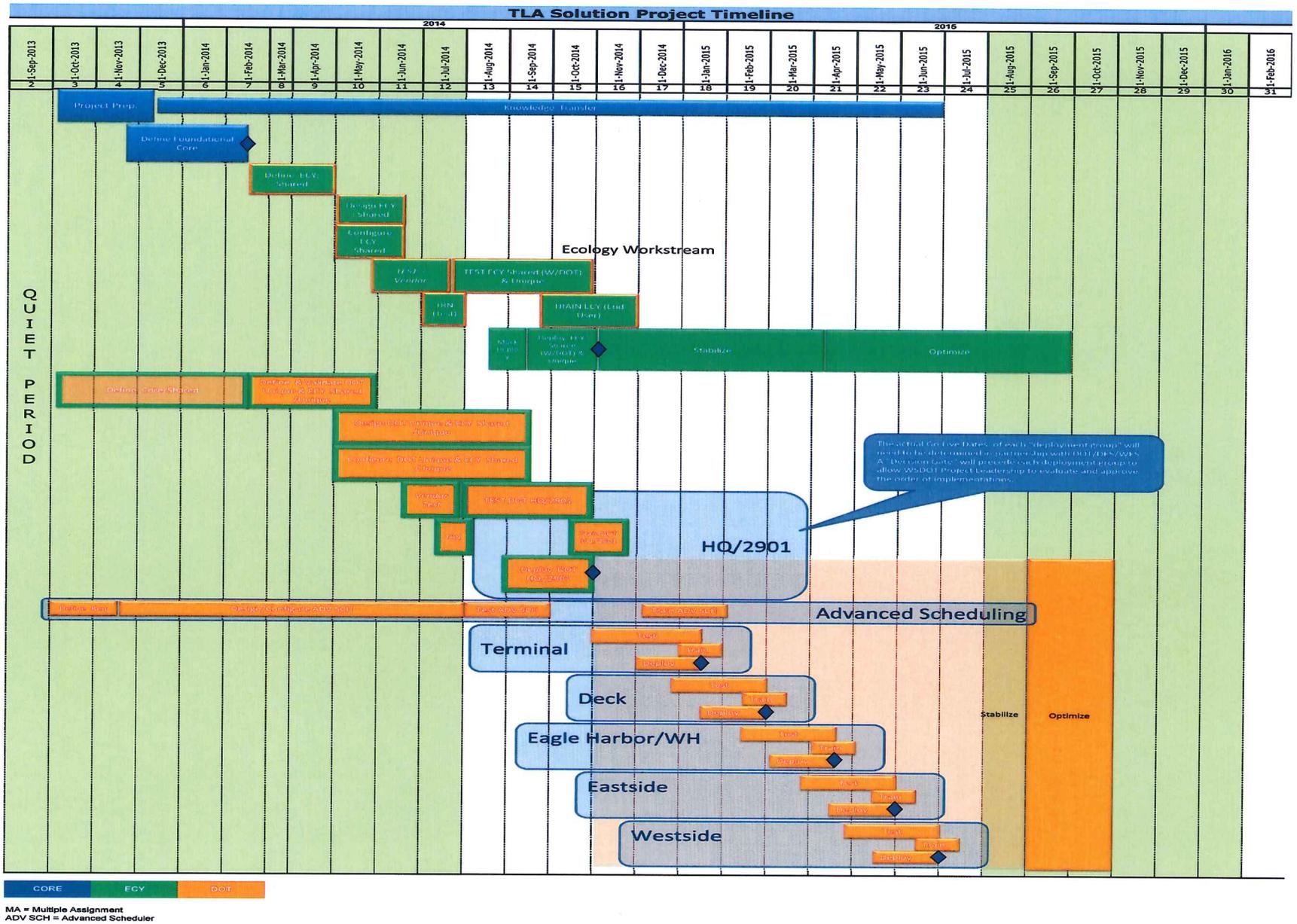
The TLA Solution Project will begin with a single overall Project Initiation and Kickoff (Preparation) phase in October 2013, and will transition into the Core work stream’s Discovery / Data Gathering; Fit/Gap (Define) phase next. The Foundational Core requirements will be defined in a series of focused 2-3 day workshops between agency-specific subject matter experts, Prime Vendor, and a central DES project lead or team. Once the requirements are defined, the Foundational Core will be designed by Prime Vendor for review, input, and acceptance by the DES program team, and constructed by Prime Vendor for use in the Ecology and WSDOT implementation work streams.

The remaining two work streams are comprised of Solution Design, Configure and Validate, Testing, Cutover to Production and Post-Production Activities for ECY and WSDOT. The Solution Design phases for these work streams will begin at approximately the same time, with functional and technical requirements being captured in a repository for future reference and re-use by DES. As the TLA Solution is built and tested, DES and Prime Vendor will jointly refine the deployment strategies, with a target of no later than November 1, 2014 for the ECY single phase “big bang” deployment to all employees. WSDOT will be deployed to end users in six phases, beginning with WSDOT HQ by November 1, 2014, and ending with the final WSDOT deployment by July 1, 2015.

The Stabilization Period will follow after July 1, 2015, and by the completion of the TLA Solution Project DES will have received training, Knowledge transfer, and mentorship on the configuration skills related to the design, build, and deployment of the TLA Solution for additional Agencies. Prime Vendor will be available to assist DES and its Agencies with any such future efforts pursuant to a Change Order or supplemental Statement of Work.

Timeline

The overall timeline for the TLA Solution Project is set forth below. For specific dates, including Critical Milestone Due Dates, see the TLA Solution Project Agreement and the TLA Solution Project Schedule.



The actual Go Live Dates of each deployment group will need to be determined in partnership with DOT/DES/WFS. As the plan dates will precede each deployment group to allow WSDOT Project Leadership to evaluate and approve the order of implementation.

Without limiting the generality of the terms in **Section 1.1**, the parties agree that the Services set forth in **Section 2**, Training and Knowledge Transfer, **Section 6**, Testing, **Section 7**, Cutover to Production, **Section 8**, Post-Production Activities and **Section 9**, Project Management, will apply to each Phase of the TLA Solution Project.

1.3 Discovery / Data Gathering and Best Practices

DES is relying on Prime Vendor's experience with large, complex governmental institutions to advance industry best practices in all parts of the design, configuration and build of the TLA Solution, including the refinement of workflows and processes during the Optimization Period. While Prime Vendor will use the DES Business and Technical Requirements as a baseline to develop the comprehensive design requirements, Prime Vendor personnel will be proactive in outlining and describing the advantages and disadvantages of various design considerations. Prime Vendor will use its subject matter experts for each TLA Solution module who have the requisite experience to help guide DES through the process of recommending and then finalizing design requirements and documenting such requirements as set forth in **Sections 4.1** and **4.2** of the Statement of Work.

1.4 Changes in State Pay Practices

Prime Vendor acknowledges that State contracts and labor agreements will be subject to negotiation and amendments and that State Pay Practices will change during the duration of the TLA Solution Project. Changes to the DES Business and Technical Requirements resulting from changes in the State Pay Practices will require a chargeable Change Order to reflect the new or additional DES Business and Technical Requirement(s)). See **Section 4.1.2** for further terms relating to the scope of Prime Vendor's obligations under this Statement of Work with respect to the implementation of Regulatory Modifications.

1.5 Requirements Traceability Matrix (RTM)

Prime Vendor will maintain a current and approved set of DES requirements in the form of a requirements traceability matrix ("**RTM**"), and will maintain and update the RTM as changes are approved by the parties. The tool used for the RTM will be subject to DES' prior approval. The RTM will be used by Prime Vendor to validate the various components of the TLA Solution throughout the implementation, deployment, and support processes and stages. The RTM is the key document to achieving success along this continuum and will be used by Prime Vendor to:

- Document DES Business and Technical Requirements;

- Evaluate, confirm and document compliance of the TLA Solution with each of the DES Business and Technical Requirements;
- For any confirmed gaps, provide a complete gap analysis for DES, which clearly identifies the DES Business and Technical Requirements that will not or cannot be met by the standard TLA Solution; and
- Along with the Test Requirements Matrix (TRM, as defined herein), validate during the testing process that the TLA Solution as implemented meets the DES Business and Technical Requirements.

The RTM includes a number of components required to be completed, and are described in the Table below. DES retains the right to approve all content in the RTM.

RTM Component	Description
Requirements	The requirements component of the RTM captures identification data for each DES Business and Technical Requirement and for all design specifications resulting from the TLA Solution design sessions. The requirements identification data includes the organization, requirement reference and requirement type. The requirements will also detail the TLA Solution requirement or functional description (as a descriptive of the functionality), and a detailed narrative of the business scenario that the functionality supports.
Requirements Management	The RTM is used to track the process for each component of the TLA Solution and the process by which Prime Vendor will make the functionality available. The requirements management component captures the TLA Solution's design/specification reference number for on-going cross reference, recording whether the functional requirement is an Interface report or custom programming, or whether it is a configurable item in the TLA Solution.
Test and Verification	The RTM is used to verify the existence of the functionality during the test stages of the TLA Solution Project. The verification component captures the detail of the reference to Test Plans and Test Scripts, and the test success for each functional component across the test stages of functionality, accessibility, unit, system and integration, user acceptance, regression, security, device/equipment, performance, data conversion and migration and disaster recovery and business continuity tests (or any other relevant test stages). Any test Issues raised during the test stage are also captured and issued status (<i>i.e.</i> , new, investigating, closed, mitigated and resolved).

Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
1.5.1	RTM	RTM - Captures the DES Business and Technical Requirements on a per component basis in a coherent manner and ensures they are managed during the design, build, configure and testing cycles.	PV	DES	All requirements identification data are captured and organized as referenced above.	10 days
1.5.2	Updated RTM	The updated RTM will capture the details of the Interfaces that are to be undertaken and the DES Business and Technical Requirements that these Interfaces satisfy.	PV	DES	All updates to the RTM are accurately captured.	5 days
1.5.3	Certification Form	Certification Form – RTM.	PV	DES	RTM is complete, current and accurate.	5 days

1.6 Cooperation with Other DES Technology Suppliers and the SAP Upgrade

For the TLA Solution to be successful, it must be Integrated with DES' HRMS (SAP/HCM) system and other Third Party and DES developed legacy software systems. Accordingly, Prime Vendor will proactively work and cooperate with DES, SAP and other Third Party software system vendors, as needed or requested by DES, to ensure that the TLA Solution Interoperates with DES' HRMS (SAP/HCM) system and the other components of DES' systems. All such cooperation will be performed by Prime Vendor within the Fixed Fee, provided that if Prime Vendor is cooperating and it determines that SAP or another DES Third Party provider is not timely working with Prime Vendor, Prime Vendor will bring such matter to DES' immediate attention so the matter can be addressed promptly.

There is a project currently underway to upgrade SAP/HCM. This project is called "HRMS Technical Migration and Basic Timesheet" and will be delivered in two phases.

The purpose of phase one will be to migrate the production HRMS Landscape from physical servers at Office Building 2 to a virtual environment at the State Data Center. As the hardware is refreshed, we will also be performing a software refresh by installing the SAP Landscape on an upgraded Windows 2008 server platform and Microsoft SQL 2012 as the backend database. As part of this hardware refresh, we will be installing the latest Enhancement Pack and Support Stack from SAP.

The purpose of phase two will be to enable and configure Enhancement Pack 6 features and functionality in order to integrate the Employee Self Service Leave application with the Timesheet. This integration will allow the users to enter their own timesheets and take the manual time entry rekeying out of the hands of DES and agencies. A proof of concept will be conducted in the testing envi-

ronment. Once the results have been evaluated and approved by the business, we will deploy the functionality on our next available business cycle.

The following matrix further describes DES' intentions for the upgrade as of the TLA Solution Project Agreement Date:

Upgrade Planning Matrix						
Component / Usage Type	Current level	Planned Level	Planned SPS	OS/DB Current	OS/DB planned	Comments
ECC	6.0 / NW 7.0 NUC	6.0 EHP6 /NW 7.31 NUC	731/SP06	Win' 2003 / MSSQL' 2008	Win' 2008 R2 / MSSQL' 2012 SP1	Planned SAP kernel 720 #401
BW	7.0 UC	7.0 UC EHP3 or 7.3 UC (if CR Approval)	730/SP09			Planned SAP kernel 720 #401
Portals	NW 7.0	NW 7.3 (if CR Approval)	SP09			Still considering the possibility to stay with 7.0
SolMan	NW 7.0 EHP1	N/A	N/A			

UC = Unicode
NUC = Non-Unicode

1.7 Updating of Project Documents

Prime Vendor acknowledges that maintaining and accurately updating important project documents is critical to ensure full transparency and visibility into the status of the TLA Solution Project, including identifying on a current basis, any and all Issues, delays or other project-related items that can impact meeting project objectives. Accordingly, during the times referenced below Prime Vendor shall provide to DES updates to any of the following documents that need updating (including other important project documents requested by DES): Project Performance (Status) Report, including all attachments; Project Schedule; Project Charter, Training Plan; Fit/Gap Document; Project Management Plan, Solution Design Document ("**SDD**"); RTM; and Joint Resource Plan (collectively referred to as "**Updated Project Documents**");

- (a) At the times set forth in this Statement of Work and/or Project Schedule;
- (b) At least three (3) business days prior to any Executive Sponsor meeting, including any executive briefings;
- (c) At least two (2) business days in advance of the submission of any Certification Form relating to a Critical Milestone; and
- (d) Within two (2) business days of any event which has the effect of impacting Prime Vendor's ability to meet any Critical Milestone Due Date.

DES shall not be obligated to review or consider any Certification Form, nor be obligated to make any payment to Prime Vendor relating to the implementation (*i.e.*, Payment Milestone payments), until and unless such updated, accurate and complete Updated Project Documents are submitted to DES prior thereto.

1.8 Upgrades During the Project

The scope of Services under this Statement of Work includes installing and implementing all Enhancements (*i.e.*, a new Release, Version, upgrade, *etc.*) and retrofitting of and maintaining compatibility with all Interfaces and software-based Deliverables during the pendency of the TLA Solution Project, including the incorporation of any new features or functionality, it being the objective of DES to have the most up-to-date TLA Solution at the time of Project Completion. If Prime Vendor announces an Enhancement during the TLA Solution Project, the parties will work together to maximize DES' objective to have DES on the most current release at time of Project Completion.

1.9 Products and DES Business Units Implemented

1.9.1 Products Implemented

The Prime Vendor-owned and other Third Party products that are being implemented under this Statement of Work are set forth in **Schedule 5.1** of the TLA Solution Project Agreement.

A mapping of the DES Business and Technical Requirements against the products provided by Prime Vendor as part of the TLA Solution Project is set forth in **Schedule 5.4-A** of the TLA Solution Project Agreement. Prime Vendor shall use the designated product referenced in the mapping to fulfill the corresponding DES Business and Technical Requirements, and, unless DES provides its prior written consent, Prime Vendor is not permitted to exchange or substitute other products to meet the DES Business and Technical Requirements from those that are designated.

If there are additional products needed by Prime Vendor to meet the DES Business and Technical Requirements, then Prime Vendor shall provide such products and the scope of Services described in this Statement of Work will be deemed expanded to include the implementation of such products, and such additional products and Services will be at no additional cost to DES.

1.9.2 State of Washington Enterprise Core System Implemented

Implementing a core system encapsulating the business rules, processes, interfaces, reports, *etc.*, that would form the basis for any Agency-specific deployment is within the scope of implementation under this Statement of Work.

1.9.3 State of Washington Agencies Implemented

The Washington State Departments of Transportation and Ecology and their respective business units are included within the scope of implementation under this Statement of Work.

1.10 List of Deliverables and Activities – Appendix B sets forth a consolidated list of Deliverables and activities. For more information on these Deliverables and activities, refer to the applicable Section in this Statement of Work.

1.11 Project Management Services Artifacts – Prime Vendor shall use the form of report, tool, methodology, approach, plan or similar document set forth in Appendix C.

2.0 TRAINING AND KNOWLEDGE TRANSFER

Implementing the TLA Solution will result in a significant change to how State organizations/Agencies process information and conduct business. The ability of the organizations/Agencies to adapt to the TLA Solution and maintain and support the TLA Solution is critical to ensure the State obtains the maximum benefit of the TLA Solution. Prime Vendor acknowledges that training and Knowledge transfer are critical steps in achieving a successful implementation and ongoing partnership.

The Training Plan will provide the overall strategy and plan for execution of training and Knowledge transfer in an efficient, compelling and effective manner. DES, through the TLA program, has developed the TLA Organizational Change Management Plan that outlines the strategy on how the TLA program will lead the organizations in preparing themselves for change. The TLA Organizational Change Management Plan will serve as the foundational building block upon which the Prime Vendor will build and execute the Training Plan.

Training and Knowledge transfer is broken down into two (2) components: business and technical. State personnel for both of these components may be from any of the organizations who are involved in the implementation and/or maintenance of the TLA Solution. For the purpose of the TLA Solution, training and Knowledge transfer are two different methods of educating State personnel.

The Prime Vendor will provide training using a blend of instructor-led classes, web-based training (WBT), coaching, and facilitated workshops to teach business personnel the Knowledge and skills required to utilize the TLA Solution. The end-user training for basic tasks will be delivered as a train-the-trainer model, leveraging the expertise of the Agency subject matter experts identified to serve as readiness coaches as the trainers delivering training to the end-users.

Knowledge transfer occurs throughout the TLA Solution Project and involves the hands-on, side-by-side, coaching, training and imparting Knowledge from Prime Vendor personnel to technical and support personnel. The Knowledge transfer strategy and plan will be a stand-alone component of the Training Plan and will be developed independently and prior to development of the Training Plan. The Knowledge transfer component will define the activities that begin in development phases of the TLA Solution Project and continue through implementation and the Stabilization Period. The types of Knowledge to be transferred will depend on the audience being trained, e.g., technical personnel or help desk personnel. A different degree of Knowledge transfer must take place for personnel who will support end-users, resembling the hands-on coaching methodology that technical personnel will receive. Knowledge transfer will involve not only information current to the implementation tasks themselves but also information and techniques to enable technical personnel, without Prime Vendor or Third Party assistance, to be able to maintain and support the TLA Solution post-Production (go-live) and for DES personnel to be able to implement and roll-out the TLA Solution at other State organizations (*i.e.*, organizations other than the Departments of Transportation and Ecology).

The Training Plan and the Knowledge transfer component will be updated on an as needed basis during the pendency of the TLA Solution Project to enhance the ability to meet the objectives. Prime Vendor shall ensure that its implementation team is well-informed on the TLA Organizational Change Management Plan so they can implement against such plans.

Prime Vendor will provide qualified resources to bring training and Knowledge transfer best practices to the implementation. The parties will continue to develop and enhance the Training Plan for the duration of the TLA Solution Project, and in accordance with the activities and processes described below.

2.1 Training

2.1.1 Objective

The objectives of training are to:

- Provide and implement a comprehensive and complete training program to enable State personnel to effectively utilize the TLA Solution;
- Assure the TLA Solution training program is integrated within the State's role-based training model;
- Address and incorporate organizational change management being undertaken by the TLA program;
- Coordinate with TLA Organizational Change Manager and team;
- Address the unique challenges and opportunities of State operations and assist State training staff to prepare business personnel for Production;
- Provide training to designated State personnel enabling them to train all appropriate users on the TLA Solution functionalities; and
- Provide a training program to DES allows it to be able to implement and roll out the TLA Solution at other State organizations (*i.e.*, organizations other than the Departments of Transportation and Ecology).

2.1.2 Approach

Prime Vendor will develop the Training Plan to ensure effective and efficient training of State staff on all components of the TLA Solution, which will be integrated into the TLA training program. Prime Vendor's experience at other customer sites, including templates, content and educational materials, will be leveraged to maximize successful adoption of the TLA Solution.

Training is broken out into three components:

- Train-the-trainer training (*i.e.*, readiness coaches from business areas throughout the organizations who will be delivering and/or rolling out the end-user training);
- End-user training (*i.e.*, for business users, employee self-service, manager/supervisor users); and
- Instructor-led training (*i.e.*, for training of business personnel that may require more robust training than is feasible via Train-the-Trainer or WBT).

The following approach will be utilized to deliver the training:

- Develop an overall training strategy in consultation with DES (through the TLA program);
- Develop training plans, materials and tools, in WBT, electronic (fully editable) and printed copy formats, as determined by DES, for the TLA Solution incorporating specific curriculum, including target audiences, education and training goals and objectives, education and training materials, tools and methods, and evaluation methodology, including specific and separately designed training materials for role-based constituencies, as described by DES in the Implementation Planning Study workshops, which will be further refined through a training needs assessment ("**Constituencies**");
- Develop and deliver comprehensive training materials and tools, specifically designed and tailored to meet the business requirements of the State as configured in the TLA Solution, covering all important business functions as determined by DES (through the TLA program);
- Develop ADA-specific training materials geared toward the specific disability of the audience;
- Deliver the Train-the-Trainer program;
- Deliver the instructor-led training; and
- Collaborate with DES (through the TLA program) in training attendance management; Prime Vendor will track and report course attendance for any Prime Vendor-led training activities.

With respect to data, the plan will include:

- Pre-implementation training of State data analysts on the data in the TLA Solution from the point of entry through to warehouse, including dependencies, mappings between data in tables/views and any Prime Vendor data solutions; and
- Participation with DES (through the TLA program) staff to identify mappings between existing State data and new TLA Solution data and training for analysts in best practices for looking at State and TLA Solution data together over time periods that spans both systems.

2.1.3 Requirements

The following Table outlines and describes the requirements to be addressed for each of the Constituencies:

Requirement #	Requirement Title	Requirement Statement
2.1.3.1	Prime Vendor Training Lead/Manager	Prime Vendor to provide a training manager (lead) to manage the overall Training Plan (including the Knowledge transfer component).
2.1.3.2	Training Plan	Prime Vendor will develop the Training Plan for State personnel, outlining the plan's objectives, schedule, strategies for conducting training needs assessments, strategies for designing and developing curricula, and supporting training materials, training environment data, and methods for implementation, including the delivery of train-the-trainer to State trainers.
2.1.3.3	Training domains / environment	Prime Vendor will provide training domains in a sufficient number as determined by DES, and will maintain such domains for the duration of the TLA Solution Project.
2.1.3.4	Customized Web Based Training (WBT)	For the Constituencies, Prime Vendor will provide customized WBTs to meet the TLA Solution training needs.
2.1.3.5	Customized training materials and tools for the Constituencies	Prime Vendor will develop customized and comprehensive training materials for the Constituencies.
2.1.3.6	Train-the-Trainer program	Prime Vendor will provide a full train-the-trainer program designed to meet the needs of each of the Constituencies.
2.1.3.7	Instructor-led Training	For the Constituencies, Prime Vendor will provide customized instructor-led training to meet the TLA Solution training needs.
2.1.3.8	Course Attendance Management	Prime Vendor will track and report course attendance for any Prime Vendor-led training activities. DES (through the TLA program) and Prime Vendor will collaborate in determining an efficient method to ensure the data is entered into the State's Learning Management System.

2.1.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
2.1.4.1	Training Plan	Provide reference materials, including samples and templates, for DES' consideration in developing the Training Plan. Finalize the Training Plan, including all aspects of the training for the Constituencies.	PV	DES	Detailed Training Plan that includes all aspects of the training for the Constituencies.	10 days
2.1.4.2	Curriculum Plan	Provide reference materials, including samples and templates, for DES' consideration in developing the Curriculum Plan. Develop the curriculum which will provide the content of the training courses including assumptions, target audience, goals, objectives, instructional materials, time frame, evaluation and accountability for State trainers.	PV	DES	The curriculum plan addresses all components required in this Section, including curricula tailored specifically to the Constituencies, and will provide the content of the training courses including assumptions, target audience, goals, objectives, instructional materials, time frame, evaluation and accountability.	10 days
2.1.4.3	End-User Training Materials and Tools	Provide reference materials, including samples and templates, for DES' consideration in developing the end-user training materials and tools. Create and provide end-user training materials and tools used to educate and train end users and support end users after training to consist of custom WBTs, a set of materials for classroom based instruction, and for each, practice scenarios.	PV	DES	Complete, comprehensive end-user training materials and tools consisting of custom WBTs, a set of materials for classroom based instruction, and for each, practice scenarios.	20 days
2.1.4.4	On-Line Help Materials	Provide materials and content for the State to post on internal websites used to support end users when using the TLA Solution.	PV	DES	Materials and content for the State to post on internal websites used to support end users when using the TLA Solution to reflect the TLA Solution environment and fit for purpose.	10 days
2.1.4.5	Instructor Course Materials	Provide instructor course materials to be used to support the trainers when they deliver instructor-led end user training for solutions not identified for custom WBT development.	PV	DES	Materials have been completed and are fit for purpose.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
2.1.4.6	Quick reference guides (QRG)	Provide Quick Reference Guides (QRG) for the State to post on internal websites to support end users when using the TLA Solution after they have received end user training.	PV	DES	The quick reference guides have been completed and are fit for purpose.	5 days per QRG
2.1.4.7	Web-based education and training delivery modules	Provide customized WBT training materials for end users to self-learn, reinforce education or refresh after training for the TLA Solution.	PV	DES	The web based training course material modules and assessments have been completed and are fit for purpose.	10 days
2.1.4.8	Trainer assessment and Train-the-Trainer course materials	Provide train-the-trainer course and accompanying materials to DES (through the TLA program) - This is the primary method to train the State trainers to enable them to deliver education and training to the end users.	PV	DES	The train-the-trainer materials have been completed and are fit for purpose.	5 days
2.1.4.9	Conduct Train-the-Trainer Training	Conduct training for State train-the-trainer personnel.	PV	DES	N/A	N/A
2.1.4.10	Conduct Instructor-led training	Conduct instructor-led training	PV	DES	N/A	N/A
2.1.4.11	Final revisions to end-user course materials, instructor course materials, on-line help materials and tools, WBTs and printed course materials	Final revisions and edits are made to end-user course materials, instructor course materials, on-line help materials and tools, WBTs and printed course materials based on input from Prime Vendor and DES.	PV	DES	Training materials are complete.	5 days
2.1.4.12	Training course handover report – Train-the-Trainer	Prepare training course handover report to confirm training to State train-the-trainer and all course materials are complete.	PV	DES	The training course handover report has been completed confirming that the State train-the-trainer are capable of delivering the end user education and training and have taken ownership of the end-user training materials.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
2.1.4.13	Instructor-led course handover report	Prepare training course handover report to confirm instructor-led training and all course materials are complete.	PV	DES	The instructor-led course handover report has been completed confirming the instructor-led training course material modules and assessments have been completed.	5 days
2.1.4.14	End User Surveys	Survey end users to determine adequacy of the training courses and materials.	DES	PV	N/A	N/A
2.1.4.15	Updated end user training Materials and Tools	Address any end user training material deficiencies; Update training materials and tools to align with configuration decisions made during the Solution Design activities and/or Enhancements.	PV	DES	End user training material deficiencies are resolved and reflect all configuration decisions made during the Solution Design activities and/or Enhancements.	10 days
2.1.4.16	Complete Training	Completion of training to ensure all end users are trained before Production.	DES	PV	N/A	N/A
2.1.4.17	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
2.1.4.18	Certification Form – Training	Certification Form –Training.	PV	DES	All training Services and materials have been provided, are updated and considered final by the State.	5 days

2.2 Knowledge Transfer

2.2.1 Objective

The objectives of Knowledge transfer are to:

- Prepare State staff in assuming ongoing operations and maintenance in the post-Production phase.
- Identify an overview of skills and positions that need to be properly staff for a smooth transition and continuation of support and maintenance by State staff.
- Be developed independently and prior to development of the overarching Training Plan.

- Begin in development phase of the project and continue through implementation.
- Prepare State personnel who will provide support to end-users.
- Develop self-assessment tools in which DES can assess the degree of knowledge transfer.
- Ensure technical Knowledge is transferred to State technical staff so the State has sufficient technical expertise in supporting the TLA Solution.

2.2.2 Approach

Prime Vendor will educate and train State support and technical personnel on the architecture, configurations, troubleshooting and Issue management and other technical operational management aspects of the TLA Solution, as requested by the State, in order to enable the State's ownership of the TLA Solution following completion of the TLA Solution Project. Prime Vendor's technical Knowledge transfer must accommodate the following role-based constituencies:

- ✓ Configuration
- ✓ Design
- ✓ Support
- ✓ Technical

2.2.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
2.2.3.1	Knowledge transfer component of the Training Plan	Develop the Knowledge transfer component of the Training Plan to educate, train and provide and Knowledge transfer to State personnel. The component must provide and include for the transfer of Knowledge of the TLA Solution to ensure that State personnel will be able to maintain and support operational, configuration and technical functions of the TLA Solution on a going forward basis.
2.2.3.2	Conduct Knowledge transfer activities and provide Knowledge transfer to State personnel	Conduct education and training for and provide Knowledge transfer to State personnel.
2.2.3.3	Knowledge transfer Assessment	Prime Vendor will develop tools to enable DES to have its users self assess their degree of Knowledge transfer, and DES will assess the effectiveness of the Knowledge transfer to State

Requirement #	Requirement Title	Requirement Statement
		personnel.
2.2.3.4	Deficiencies Addressed	If there are deficiencies identified, DES and Prime Vendor will supplement the Knowledge transfer program for personnel to close the deficiencies.

2.2.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
2.2.4.1	Knowledge transfer component of the Training Plan	Knowledge transfer component of the Training Plan.	PV	DES	Detailed component that addresses the State's level of Knowledge needs.	10 days
2.2.4.2	Conduct Knowledge Transfer	Conduct Knowledge transfer to State personnel	PV	DES	N/A	N/A
2.2.4.3	Self Assessment Tool	Develop Knowledge transfer self assessment tool	DES	PV	N/A	N/A
2.2.4.4	Personnel Survey	DES survey personnel on the adequacy of the education, training and Knowledge transfer.	DES	PV	N/A	N/A
2.2.4.5	Deficiencies Remediation	Follow-up to address any deficiencies in the Knowledge transfer to personnel.	PV	DES	All deficiencies have been resolved by Prime Vendor.	5 days
2.2.4.6	Knowledge transfer Handover Report	Prepare Knowledge transfer report to confirm Knowledge transfer to State personnel is complete.	DES	PV	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
2.2.4.7	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
2.2.4.8	Certification Form – Personnel Knowledge Transfer	Certification Form –Personnel Knowledge Transfer.	PV	DES	Validation that Knowledge transfer requirements have been met.	5 days

3.0 PROJECT INITIATION AND KICKOFF

3.1 Objective

To introduce each of the project teams to each other and to executive and State leadership.

3.1.1 Executive and State Leadership Sessions

Executive and State leadership sessions will be scheduled to formally introduce Prime Vendor leadership to the TLA Sponsors, TLA Program and DES and to provide a forum whereby Prime Vendor can discuss the TLA Solution Project and implementation approach that will be used. The executive and State leadership sessions will be designed to help the leadership team form a cohesive, shared vision of the TLA Solution Project and strategy for successful implementation. The aim of the executive and State leadership sessions is to energize, educate, set expectations and inform executives and State leadership about opportunities for their involvement in the TLA Solution Project.

Objectives:

- Educate TLA Sponsors, TLA Program and DES leaders about the TLA Solution Project in general and review timelines, expectations, and expected benefits; and
- Confirm key leaders that will be involved in the TLA Solution Project.

Responsibilities:

DES	Prime Vendor
Organize venues and audiences for the executive and State leadership sessions.	Prepare for and conduct executive and State leadership sessions.
Provide names of DES project team members and responsibilities.	Provide names of Prime Vendor's project team members and their responsibilities.
Confirm project and business governance, stakeholder management and communication plans.	

3.1.2 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
3.1.2.1	Organize Facilities for Executive and State Leadership Sessions	Organize venues and audiences for the executive and State leadership sessions.	DES	N/A	N/A	N/A
3.1.2.2	Executive and State Leadership Session Materials	Prepare Agenda and Presentation materials for the executive and State leadership sessions.	PV	DES	Agenda materials are complete, accurate, are of good quality and meet the objectives.	10 days
3.1.2.3	Executive and State Leadership Sessions	Conduct executive and State leadership sessions.	PV	DES	Executive and State leadership sessions meet the objectives of informing State leadership of the TLA Solution Project goals and Prime Vendor's role in meeting these goals	5 days

3.2 Project Preparation and Orientation Sessions

3.2.1 Objective

Initially prepare for the TLA Solution Project, orient each of Prime Vendor's and the State's project team members to each other, and prepare for the official Project Kickoff event. Conduct open house demonstrations of the TLA Solution based on agreed to scripts to orient State business units on how the TLA Solution will be used to support future state business processes.

3.2.2 Approach

All Prime Vendor personnel, including Key Personnel, assigned to perform Services will attend an orientation session on the DES and State organization, the information technology platforms, and other information to enable Prime Vendor personnel to become familiar with DES as an institution so they can better tailor their work toward meeting the needs of DES and the State.

Project management plan ("**PMP**") and a Project Charter for the TLA Solution Project are developed by the parties in connection with the project preparation activities. Both project teams are introduced and an overview of each team's responsibilities, consistent with the PMP and the Project Charter, and the roles and responsibilities set forth in this Statement of Work is presented. The Prime Vendor Implementation Methodology is reviewed and the different events within such methodology presented. Project tools that will be used will be shown through demonstration and hands on experience with specific solution applications will be provided.

3.2.3 Requirements

- Development of the PMP and the Project Charter;
- Detail review of the TLA Solution Project, including the PMP and the Project Charter;
- Review the Prime Vendor Implementation Methodology approach;
- Provide hands on experience navigating the TLA Solution;
- Introduce the Prime Vendor project management tools;
- Conduct in-depth demonstrations for project team members; and
- Conduct open house demonstrations for State business units.

Responsibilities:

DES	Prime Vendor
Conduct Orientation Session for Prime Vendor project team members.	Ensure that all Prime Vendor project team members attend in-person the orientation session.
Review and provide feedback on PMP and the Project Charter.	Develop PMP and the Project Charter for DES review; Incorporate DES feedback.
Approve on-line PMP reference materials.	Once approved, develop on-line (including webinar format) PMP reference materials, tools, FAQs, templates and other materials so that project team members have a common, consistent set of PMP rules and procedures.
Confirm preparatory events schedule.	Provide Prime Vendor's documentation for pre-event, event and post event.
Attend to preparation activities.	Propose and publish preparation activities, subject to DES' approval.
Participate in the project preparation session.	Conduct the project preparation session, which will include an in-depth demonstration of the TLA Solution to State project team members.

3.2.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
3.2.4.1	State Orientation Session	Conduct State Orientation Session for Prime Vendor project personnel.	DES	PV	N/A	N/A
3.2.4.2	PMP	Develop the PMP that includes, at a minimum, an implementation approach, project performance (status) reporting standards, an issue management methodology, a risk management methodology, a quality assurance framework and change management policies and procedures, each of which must be consistent with the terms of the Agreement and this Statement of Work. To the extent that DES has program and/or project management artifacts (i.e., plans, standards, procedures, reports, tools, etc.) that it wants to use for the PMP, the parties shall use such artifacts in the PMP.	PV	DES	Complete and detailed PMP consistent with the terms of the Agreement and this Statement of Work, and otherwise to support the TLA Solution Project.	10 days
3.2.4.3	On-line PMP	Develop on-line (using DES' SharePoint site) PMP reference materials.	PV	DES	PMP reference materials have been translated into on-line (using DES' SharePoint site) format.	5 days
3.2.4.4	Project Charter	Develop a Project Charter that includes, at a minimum, a description of the objectives and scope of the TLA Solution Project, communication protocols, team roles and responsibilities, key project strategies, including an implementation strategy for each major component of the TLA Solution Project, and standards and documentation for	PV	DES	Complete and detailed Project Charter consistent with the terms of the Agreement, the TLA Solution Project Agreement and this Statement of Work, and otherwise to support the TLA Solution Project.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		the development of interfaces and reports, each of which must be consistent with the terms of the Agreement, the TLA Solution Project Agreement and this Statement of Work.				
3.2.4.5	Calendar of Events	Prepare and publish preparation calendar of events.	PV	DES	Calendar listing of all preparation activities and associated dates.	5 days
3.2.4.6	Project Preparation Session Agenda and Presentation (to include Project Kickoff Guide)	Project Preparation Session Agenda and Presentation.	PV	DES	Complete Project Preparation Session Agenda and Presentation.	7 days
3.2.4.7	Project Preparation and Demonstration Session	Conduct project preparation session, including the in-depth demonstration of the TLA Solution. The demonstrations must be based on demonstration scripts provided during the IPS and reflect DES' future state.	PV	DES	Complete the project preparation session and in-depth demonstrations for the TLA Solution. Demonstrations must be based on demonstration scripts provided during the IPS and reflect DES' future state.	5 days
3.2.4.8	Open House Demonstrations for various State business units.	Conduct Open House Demonstrations for the TLA Solution for various State business units and electronically capture one or more such demonstrations for the State's use in conducting its own demonstrations. The demonstrations must be based on demonstration scripts provided during the IPS and reflect DES' future state.	PV	DES	Complete Open House Demonstrations for the TLA Solution for various State business units and provide DES with an electronic copy of one or more demonstrations in a form that will permit the State to conduct its own such demonstrations. The demonstrations must be based on demonstration scripts provided during the IPS and reflect DES' future state.	2 days

3.3 Project Kickoff

3.3.1 Objective

Formally commence the implementation of the TLA Solution Project.

3.3.2 Requirements

The TLA Solution Project kickoff session will be in-person for all TLA Solution Project team members (*i.e.*, all Prime Vendor personnel participating in the TLA Solution Project shall be in-person at DES for the TLA Solution Project kickoff), and will address and review each of the following items and any other items requested by DES or Prime Vendor:

- An overview of the TLA Solution Project;
- The sources of the DES Business and Technical Requirements, including the future state DES will be achieving through the implementation of the TLA Solution;
- Each of the Critical Milestones, the importance of meeting the Critical Milestones and the consequences of delay;
- Deliverables certification process and the processing of Certification Forms;
- Change Order procedures and the use of the Change Order Form;
- Interfaces and reports to be developed;
- The testing process;
- The concepts of the Stabilization and Optimization Periods;
- Project Risks and gaps;
- Project performance (status) reporting and meeting and review schedule;
- The quality assurance requirements, including the monthly project and quality reviews, the quality standards referenced in this Statement of Work, the scorecarding of Prime Vendor's quality, and the incentives (Quality Credits or Incentives) that will apply when assessed on quality;
- Logistics and facilities, including badging and access requirements; and
- The escalation process and procedures.

Responsibilities:

DES	Prime Vendor
Confirm session schedules and logistics.	Develop Project Kickoff presentation materials.
Participate in and provide feedback during Project Kickoff session.	Lead Project Kickoff session.

3.3.3 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
3.3.3.1	Project Kickoff Agenda and Materials	Agenda and Presentation Materials for the Project Kickoff.	PV	DES	Agenda and materials are complete, and cover the key aspects of the TLA Solution Project, including the items referenced in Section 3.3.2 .	10 days
3.3.3.2	Project Kickoff Event	Conduct the Project Kickoff event.	PV	DES	Project Kickoff session met the objectives for project kickoff.	2 days

3.4 Project Team Solution Education

3.4.1 Objective

Enable TLA project team members to become knowledgeable about the capabilities of the TLA Solution.

3.4.2 Approach

Prime Vendor will provide a series of in-depth, in-person "boot camp" sessions to review each of the TLA Solution components, discuss the minimum data required to implement each component, describe configuration considerations and strategies, and discuss the features and functionality of Prime Vendor's solution taking into consideration DES' future state.

3.4.3 Requirements

During the sessions, Prime Vendor will demonstrate the TLA Solution, and will provide copies of all session materials, including electronic, editable copies of all PowerPoint and demonstration materials, so they can be used later in education and training materials and otherwise as a reference. These sessions are expected to take 4 to 5 days in length.

Responsibilities:

DES	Prime Vendor
Confirm session schedules and logistics.	Develop DES project team education materials.
Participate in and provide feedback during Project Kickoff session.	Lead DES project team education sessions.

3.4.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
3.4.4.1	Agenda and Materials for Project Team Boot Camp Sessions	Agenda and materials for the education sessions.	PV	DES	Agenda and materials are complete, and cover the key aspects of the TLA Solution, including the items referenced in Section 3.4.2 .	5 days
3.4.4.2	Project Team Boot Camp Education Sessions	Conduct the education sessions.	PV	DES	Project team education boot camp sessions must transfer sufficient Knowledge about how the TLA Solution will meet the State's requirements.	2 days

4.0 DISCOVERY / DATA GATHERING; FIT/GAP; SOLUTION DESIGN; BUILD, CONFIGURE AND VALIDATE

4.1 Discovery / Data Gathering; Fit/Gap

4.1.1 Objectives

Validate that each DES Business and Technical Requirement and other business and technical requirements discovered during the discovery process will be addressed by the standard TLA Solution, or if a requirement cannot be validated, confirm that a gap exists. Define, construct and execute an effective process for identifying and then managing performance so that the TLA Solution meets the Performance Standards.

4.1.2 Approach

Prime Vendor will design the TLA Solution utilizing an enterprise, integrated design approach, to ensure that all dependencies and interdependencies for all cross-functional information and workflows between and among all Solution Modules are identified, validated and incorporated into the design documents. Prior to finalizing the design of a Solution Module, Prime Vendor's enterprise integration lead will certify that the design meets the enterprise integration requirements for the TLA Solution Project.

Business and technical requirements discovered during the discovery process that are not specifically identified as a DES Business and Technical Requirement but are a natural extension of or closely aligned with the DES Business and Technical Requirements and can be accommodated through a configuration in the standard TLA Solution are included within the scope of this TLA Statement of Work and within the fixed fee for the TLA Solution Project. New business and technical requirements discovered during the discovery process that are not identified as a DES Business and Technical Requirement and are a gap in the standard TLA Solution and/or are not a natural extension of or closely aligned with the DES Business and Technical Requirements that can be accommodated through a configuration in the standard TLA Solution will be addressed by the parties as a Change Order. During the pendency of the TLA Solution Project, any Regulatory Modifications required to be made based on one or more Regulatory Requirements that are adopted or published after the Effective Date will be provided to DES and implemented by Prime Vendor at no additional cost to DES and within the fixed fee for the TLA Solution Project, provided that such Regulatory Modifications are standard and/or periodic changes consistent with the level and type of changes previously experienced by DES (e.g., FMLA and military leave regulation changes, additions of new types and changes to existing leave and pay types and any associated business rules).

The Services in this Section will be performed for each Solution Module or sub-Solution Module of the TLA Solution, and will encompass all State business units. Prime Vendor will facilitate multiple working sessions (to involve all State business units to collect the State's specific requirements, including the State Pay Practices and requirements relating to the State's enterprise data integration requirements).

While DES is responsible for identifying and documenting these requirements across the entire enterprise, Prime Vendor acknowledges that the scope and completeness of such requirements may not be fully known until the testing of the TLA Solution. In an effort to minimize the number and scope of unanticipated requirements, Prime Vendor will assign knowledgeable design consultants to this activity so that the requirements can be fully discussed with DES subject matter experts and accurately captured, built and configured.

4.1.3 Requirements

During Discovery/Data Gathering and Fit/Gap, the following activities will be accomplished:

- Gather data and discover all relevant business requirements across the State enterprise;
- Engage in the performance standards management activities as set forth in **Section 5.6** concurrently with the activities in **Sections 4.1** and **4.2**;
- Document requirements in the requirements repository ("**Requirements Repository**") and the RTM;
- Identify fit/gaps between the DES Business and Technical Requirements and the standard functionality of the TLA Solution and document such findings and create a fit/gap document for all Interfaces and reports that require additional work in which to meet the DES Business and Technical Requirements ("**Fit/Gap Document**");
- Create the initial draft of the RTM and update as needed during Discovery and Data Gathering and future stages;
- Identify State systems, State policies and procedures and State personnel that will be impacted or affected by and the work needed to accommodate the implementation of the TLA Solution;
- Identify the State enterprise data integration requirements for systems affected by the implementation of the TLA Solution and include these requirements in a separate section of the RTM; and
- Create applicable policies and procedures.

Responsibilities:

DES	Prime Vendor
Provide future state documents of major business processes.	Identify gaps between the standard TLA Solution and the future state documents and other DES Business and Technical Requirements.
Organize documented requirements in the Requirements Repository.	Document the functional requirements for each identified gap in the Requirements Repository template.
Identify State systems, State and DES policies and procedures and State personnel that will be impacted or affected by and the work needed to accommodate the implementation of the TLA Solution.	Document the State enterprise data integration requirements in the Fit/Gap Document and in a separate section of the RTM.
Review, edit, and certify each functional Requirements Repository and Fit/Gap Document to validate the functional description accurately reflects the future State documents and other DES Business and Technical Requirements.	Assist DES in attempting to close gaps with alternative solutions within the TLA Solution.
Provide feedback on the initial draft of the RTM.	Create the initial draft of the RTM.
Identify any policy issues and business process changes for consideration to accommodate the constraints in the TLA Solution.	Identify all data elements needed for data conversion and migration identified.
Review sources of data for purposes of data migration and conversion.	Lead the performance standards management activities set forth in Section 5.6 .
Participate in the performance standards management process described in Section 5.6 .	

4.1.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.1.4.1	Future State Business Processes	Provide future state business processes, if any.	DES	N/A	N/A	N/A
4.1.4.2	Performance Standards	Develop and document a process for	PV	DES	The process documented ad-	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
	Measurement Process Document	identifying and managing performance of the TLA Solution and engage in the other activities as required under Section 5.6 .			dresses each of the components of performance standards management activities as set forth in Section 5.6 .	
4.1.4.3	Setup and Organize Requirements Repository for DES staff	Setup and organize Requirements Repository for DES staff.	PV	DES	Setup and organize Requirements Repository for DES staff as necessary to meet the needs of the TLA Project.	5 days
4.1.4.4	Fit/Gap Assessment	Identify gaps.	PV	DES	All gaps are identified and mapped to the specific DES Business and Technical Requirement.	15 days
4.1.4.5	Documented Requirements	Document functional requirements in the Requirements Repository and Fit/Gap Document templates.	DES	PV	All functionality is documented in the Requirements Repository and Fit/Gap Document, and the RTM is updated to reflect current requirements.	15 days
4.1.4.6	Identify Affected DES and State Systems	Identify systems that may be affected by implementing the TLA Solution and identify the enterprise data integration requirements.	DES	PV	N/A	N/A
4.1.4.7	Updated Fit/Gap Document with State enterprise data integration requirements	Incorporate State enterprise data integration requirements into the Fit/Gap Document.	PV	DES	Fit/Gap Document is updated with State enterprise data integration requirements.	10 days
4.1.4.8	Requirements Repository Feedback	Review and provide feedback on DES-supplied Requirements Repository and completed Fit/Gap Document.	PV	DES	Feedback is comprehensive and complete.	10 days
4.1.4.9	Updated Requirements Repository and Fit/Gap Document	Update the Requirements Repository and Fit/Gap Document based on the review and feedback.	PV	DES	Requirements Repository and Fit/Gap Document are complete, and includes the State enterprise data integration requirements.	5 days
4.1.4.10	Draft RTM	Create the initial draft of RTM.	PV	DES	Complete mapping of the DES Business and Technical Requirements against the initial design decisions as set forth in the Requirements Repository and Fit/Gap Document. RTM must	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
					have separate section identifying State enterprise data integration requirements.	
4.1.4.11	Policy/Business Process Changes	Consider policy / business process changes.	DES	PV	N/A	N/A
4.1.4.12	Data Sources Review	Review sources of data for purposes of data migration and conversion.	DES	PV	N/A	N/A
4.1.4.13	Documented Data Elements	Identify data elements for data conversion and migration.	PV	DES	All data elements for data migration and conversion are identified.	15 days
4.1.4.14	Complete list of Interfaces	Interface requirements are documented.	PV	DES	The list of Interfaces required to close identified gaps are documented.	10 days
4.1.4.15	Complete list of Reports	Report requirements are documented.	PV	DES	The list of reports required to close identified gaps are documented.	10 days
4.1.4.16	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	10 days
4.1.4.17	Certification Form – Discovery, Data Gathering and Fit/Gap	Certification Form – Discovery, Data Gathering and Fit/Gap.	PV	DES	Requirements Repository is completed, the Fit/Gap Document is updated, and the list of Interfaces and reports are identified and agreed to by DES.	5 days

4.2 Solution Design

4.2.1 Objective

Prepare the design for the TLA Solution based on the Discovery/Data Gathering and Fit/Gap exercises, and the performance standards management process set forth in **Section 5.6**.

4.2.2 Approach

Prime Vendor shall utilize an integrated, top-down and cross-functional and technical design approach to ensure the TLA Solution design factors in all dependencies and interdependencies for all cross-functional information and workflows between and among all Solution Modules and all groupings or pillars of Solution Modules. Prime Vendor will identify and document each information flow and data element moving between and among the Software Modules and all groupings or pillars of Solution Modules, and the dependencies and interdependencies to integrate such flows between and among the Solution Modules and all groupings or pillars of Solution Modules. Prime Vendor will conduct iterative design reviews with cross-functional and technical design teams as each Solution Module is designed and such teams will review and confirm the design is integrated between and among all Solution Modules and all groupings or pillars of Solution Modules. Prime Vendor will assign an Enterprise Integration Lead to lead and facilitate these activities.

Prime Vendor will develop detailed design documents for each component of the TLA Solution using the finalized Requirements Repository and Fit/Gap Document. Prime Vendor will also utilize a base foundation or starter set of Interfaces and other artifacts used by Prime Vendor for other Agencies that can be used as a starting point by DES for its design (the "**Base Foundation**"), to include:

- State reporting;
- Navigation;
- Dashboards;
- Business intelligence; and
- Those additional configuration objects identified in connection with the IPS.

Prime Vendor and DES will review the Base Foundation together and Prime Vendor will provide its recommendations based on best practices as to which portions of the Base Foundation are best suited for the State.

In addition, Prime Vendor will design and configure the TLA Solution to accommodate the State's multiple active directories.

Upon DES review and approval of each design, Prime Vendor will prepare a SDD that includes detailed functional descriptions and process flows for the agreed to designs to be implemented. For approved Interfaces and reports, Prime Vendor will prepare a technical specification (see **Section 5.2**) that will provide a roadmap to develop the Interfaces and reports. Copies of all materials and Documentation related to all Interfaces and reports will be provided to DES.

Based on the State enterprise data integration requirements previously identified, an assessment will be made on the types of changes that will be needed to accommodate the TLA Solution. Prior to delivery of the SDD to DES, the Prime Vendor Enterprise Integration Lead will certify to DES that the SDD details the integration between and among all Solution Modules and identifies all dependencies and interdependencies for all cross-functional information and workflows between and among all So-

lution Modules and all groupings or pillars of Solution Modules. If, subsequent to such certification, additional work and/or corrective action must be taken due to the failure to properly design to meet enterprise integration needs or requirements, whether detected before or after any stage of testing, then Prime Vendor will provide such corrections or additional work at no additional cost to DES.

The performance standard management processes will be used throughout the design stage to optimize the performance of the TLA Solution and to meet the Performance Standards. Prime Vendor will certify the final design as meeting the requirements of **Section 5.6**.

4.2.3 Requirements

During Solution Design, the following activities will be accomplished:

- Present and discuss design considerations relating to the solutions identified to close the gaps in the TLA Solution;
- Identify and document each information flow and data element moving between and among the Software Modules and all groupings or pillars of Solution Modules, and the dependencies and interdependencies to integrate such flows between and among all Solution Modules and all groupings or pillars of Solution Modules;
- Conduct iterative design reviews to confirm the design is integrated between and among all Solution Modules and all groupings or pillars of Solution Modules;
- To the extent agreed to by DES, resolve any policy issues and business process changes to accommodate the TLA Solution;
- Develop the SDD utilizing the Requirements Repository, Fit/Gap Document and Base Foundation to include detailed functional descriptions, process flows, and validation criteria for the standard TLA Solution and for all Interfaces reports, and State enterprise data integration as it relates to the TLA Solution;
- Identify the minimum (mandatory) data set required to implement the TLA Solution, and for that minimum data set provide specific data format for data import and data mapping;
- Certification of the SDD by the Prime Vendor Enterprise Integration Lead;
- Review and approve the SDD;
- Create policy and/or business process change documentation, as needed;
- Update the RTM to include, among other requirements, the cross-functional information and workflow dependencies and interdependencies between and among the Software Modules and all groupings or pillars of Solution Modules; and
- Identify and document where the required data elements can be located or calculated.

Responsibilities:

DES	Prime Vendor
Discuss design considerations relating to solutions identified to close gaps.	Present solutions to gaps in the TLA Solution.
To the extent agreed to by DES, resolve any policy issues and business process changes to accommodate the TLA Solution.	Finalize list of Interfaces and reports.
Participate in the iterative design reviews.	Identify and document each information flow and data element moving between and among the Software Modules and all groupings or pillars of Solution Modules, and the dependencies and interdependencies to integrate such flows between and among the Solution Modules and all groupings or pillars of Solution Modules.
Review and provide feedback on the SDD.	Conduct iterative design reviews with cross-functional and technical design teams as each Solution Module is designed and such teams will review and confirm the design is integrated between and among all Solution Modules and all groupings or pillars of Solution Modules.
Approve list of Interfaces and reports.	Based on the Requirements Repository, Fit/Gap Document and Base Foundation, prepare a draft of the SDD that includes detailed functional descriptions, process flows and validation criteria.
Identify and document where the required data elements can be located or calculated.	Identify the minimum (mandatory) data set required to implement a given component of the TLA Solution, and provide specific data format for data import and data mapping.
Participate in the performance standards management process described in Section 5.6 .	Update the RTM to include the enterprise integration requirements.
	Consult with DES as DES identifies potential systems that will be impacted by the TLA Solution.
	Lead the performance standards management activities set forth in Section 5.6 .
	Provide assessments of changes needed to accommodate State enterprise data integration requirements.
	Certify that the SDD details the integration between and among all Solution Modules and all groupings or pillars of Solution Modules and identifies all dependencies and interdependencies for all cross-functional information and workflows between and among all Solution Modules and all groupings or pillars of Solution Modules.
	Finalize the SDD for written approval by DES.

4.2.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.2.4.1	Draft SDD	Based on the Requirements Repository, Fit/Gap Document and Base Foundation, prepare a draft of the SDD to include detailed functional descriptions, process flows and validation criteria.	PV	DES	SDD captures functional descriptions, process flows and validation criteria for the standard TLA Solution, and Interfaces and reports.	10 days
4.2.4.2	Iterative Design Reviews	Conduct iterative design reviews with cross-functional and technical design teams as each Solution Module is designed; Such teams to review and confirm the design is integrated between and among all Solution Modules and all groupings or pillars of Solution Modules.	PV	DES	N/A	N/A
4.2.4.3-A	Assessment of changes required for State enterprise data integration requirements – TLA Solution	Document the changes required in the TLA Solution to accommodate the State enterprise data integration requirements. The SDD is updated as it relates to the TLA Solution.	PV	DES	Assessment is detailed, comprehensive and accurately captures the impact on the TLA Solution and addresses the State enterprise data integration requirements in a manner acceptable to DES. SDD is updated and is complete.	15 days
4.2.4.3-B	Assessment of changes required for State enterprise data integration requirements – DES systems	Document the changes required in DES systems to accommodate the State enterprise data integration requirements.	DES	PV	N/A	N/A
4.2.4.4	Minimum Data Sets / Data Layouts	Document the minimum (mandatory) data set required to implement the TLA Solution, and provide specific data layout and format for data import and data mapping.	PV	N/A	Minimum data sets reflect the mandatory data required (not non-essential data) to implement the TLA Solution, along with data layouts for all data import and mapping are complete.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.2.4.5	RTM	Update the RTM, to include the enterprise integration requirements.	PV	DES	RTM is updated and complete.	5 days
4.2.4.6	List of Interfaces and reports	Finalize list of Interfaces and reports.	PV	DES	Interfaces and report list is complete and all gaps are closed.	10 days
4.2.4.7	Sources of Data Elements	Identify and document where the required data elements can be located or calculated.	DES	PV	N/A	N/A
4.2.4.8	Certification Form - Design for Performance	Certification Form – Design for Performance.	PV	N/A	Prime Vendor certifies compliance with Section 5.6 , provides supporting and substantiating documentation confirming the basis for such certification and the design for performance is complete in accordance with Section 5.6 .	10 days
4.2.4.9	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.2.4.11	Certification Form – Enterprise Integration Design	Certification Form – Enterprise Integration Design.	PV	N/A	Prime Vendor certifies to DES that the SDD details the enterprise integration between and among all Solution Modules and all groupings or pillars of Solution Modules, including the identification of the dependencies and interdependencies for all cross-functional information and workflows between and among all Solution Modules and all groupings or pillars of Solution Modules.	5 days
4.2.4.12	Certification Form – Solution Design	Certification Form – Solution Design.	PV	DES	All activities in Solution Design are complete, the SDD (including completed designs for Interfaces and reports) and the implementation is ready for Build, Configure and Validate.	5 days

4.3 Build, Configure and Validate

4.3.1 Objectives

Build, configure and validate the TLA Solution, develop the Interfaces and reports, and address the State enterprise data integration requirements, all in accordance with the SDD. Determine if there are any additional requirements that may not have been accounted for in prior sessions.

4.3.2 Approach

Prime Vendor will lead the effort to build, configure and then validate the TLA Solution. As the development takes place, configuration and code reviews are facilitated by both the Prime Vendor Development Manager and Solution Architect to ensure compliance with configuration and coding standards, best practices are utilized and requirements are being met. All Interfaces and reports are processed through Prime Vendor's quality assurance group for unit, system and integration testing based on approved validation plans, Test Scripts and Test Data. To the extent there are any questions or Issues surrounding the interpretation of requirements, the Prime Vendor development team will communicate these immediately to DES for clarification.

Once the Interfaces and reports pass the quality assurance stage, the Interfaces and reports are deployed to an environment utilized by the Prime Vendor implementation team, who then executes the associated validation plans. Any unacceptable variation is sent back to the development team for adjustments. Prime Vendor shall report to DES in the event there are any problems experienced when validating the Interfaces or reports.

Prime Vendor shall alert DES when scheduling its validation exercises and afford the opportunity for DES to witness the exercise and/or receive a copy of the validation test results, whether such tests were successful or unsuccessful. Once the Interfaces or reports pass the implementation team quality stage, the Interfaces and reports are deployed to an environment for reviewing and, if elected, testing by DES.

In addition to, and not in lieu of, the above procedures, Prime Vendor will report to DES on the internal lifecycle stages of design, development, deployment and testing, which will provide visibility to DES to ensure that internal activities are on track and quality work is being accomplished.

The performance standard management processes will be used throughout the build, configure and validation stage to optimize the performance of the TLA Solution and to meet the Performance Standards. Prime Vendor will certify the final configuration as meeting the requirements of **Section 5.6**.

Prime Vendor will ensure that effective Knowledge transfer (*i.e.*, hands on, side-by-side, as appropriate, training and transfer of Knowledge) to the State occurs between the Prime Vendor design personnel and DES project team members and Agency personnel to enable State staff to properly configure workflows and business processes, undertake testing of the TLA Solution, support the cutover of the TLA Solution, as well as to manage, maintain and sustain the TLA Solution once in Production and for DES personnel to be able to implement and roll-out the TLA Solution at other Agencies (*i.e.*, Agencies other than the Departments of Transportation and Ecology). This Knowledge transfer will occur both on the application level for the DES project team and users who will frequently use the TLA Solution to process transactions, including time, leave and attendance systems supervisors and specialists ("**Power Users**") in the Agencies, as well as on the technical level for DES' and Agencies' information technology staff.

4.3.3 Requirements

Prime Vendor will provide full transparency and visibility into its internal build, configure and validation progress, with the key objective being to ensure that all internal activities are on track and quality work is being accomplished.

The following activities will be completed:

- If additional requirements for DES are discovered, update the SDD and RTM to reflect such additional requirements;
- Configure the TLA Solution in accordance with the updated SDD and RTM;
- Data mapping;
- Import refresh data, as needed to meet the needs of the TLA Project;
- Create initial drafts of Test Scenarios and Test Scripts tailored to the SDD and other DES Business and Technical Requirements and the configured system. Test Scenarios are narrative, workflow-based user stories created to describe the functionality of a component of the TLA Solution. Test Scripts are specific instructions created to execute a Test Scenario;
- Review and provide input on, and, if necessary, adjust the Test Scenarios and Test Scripts for accuracy based on configured system;
- Initial unit, system and integration testing (DES may further test the system);
- Initial configuration validation preparation;
- For each data mapping exercise, import or creation of data, finalizing of Test Scenarios, Test Scripts, data integrity testing, and unit testing and validation activities in Prime Vendor's build, configure and validate activities, provide DES with three (3) business days' notice of such activity or event and provide DES with the opportunity to observe these activities wherever these activities are scheduled to take place, and if observed or upon request, review, with the applicable Prime Vendor technical and application subject matter experts, the test results with Prime Vendor;

- Knowledge transfer to enable the State to configure and manage the TLA Solution, as well as to manage the Interfaces and reports and for DES personnel to be able to implement and roll-out the TLA Solution at other Agencies (*i.e.*, Agencies other than the Departments of Transportation and Ecology);
- Provide an in-depth demonstration of the configured solutions and build to date using DES' domain, and in the course of such demonstration, review each of the features and functionality in the RTM against the configured system; and
- Validate the build and configuration against the SDD and RTM, including any Interface and report requirements.

Responsibilities:

DES	Prime Vendor
Map or calculate required data elements defined during the design stage into the required file format provided by Prime Vendor. The data will be sourced from either DES or other existing sources.	If additional requirements for DES are presented, update the SDD, Test Scenarios, Test Scripts and RTM to reflect such additional requirements.
Provide the required data elements in the required file format to be imported into the TLA Solution.	Complete the configuration of the TLA Solution using the, SDD and RTM.
Provide feedback on the drafts of Test Scenarios and Test Scripts.	Complete data mapping.
Finalize the Test Scenarios and Test Scripts.	Validate the accuracy of data in refresh files provided by DES, and then import the refresh files.
	Provide initial drafts of the Test Scenarios and Test Scripts based on the SDD and other DES Business and Technical Requirements and the configured system.
	Verify the Test Scenarios and Test Scripts through a walk-through with State business owner subject matter experts (" SMEs "), the test team and other delivery teams. This process will be repeated as often as necessary as the design, build and configuration activities progress.
	Further develop the Test Scenarios and Test Scripts based on DES feedback.
	Review and provide feedback to DES on the finalized Test Scenarios and Test Scripts for accuracy based on configured system.
	Data integrity testing – see Requirement 5.3.3.7 .
	Initial unit, system and integration testing of the configured system, including Interfaces and reports.
	Provide a demonstration of the applications using DES' build domain.
	Update test materials as required.

DES	Prime Vendor
	Transfer Knowledge to State staff on configuration methods, and management of the Interfaces and reports and for DES personnel to be able to implement and roll-out the TLA Solution at other Agencies.
	Validate the build and configuration against the SDD and RTM, including any Interface and report requirements.
	Conduct its build and configuration activities in accordance with the performance standards management activities set forth in Section 5.6 .

See **Section 5** for activities relating to the build, configure and validation of Interfaces and reports. The activities referenced in **Section 5** would occur concurrently with the activities in this **Section 4.3**.

4.3.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.3.4.1	Updated SDD and RTM	Update the SDD and RTM to reflect any additional DES requirements.	PV	DES	SDD and RTM reflect any additional DES requirements.	5 days
4.3.4.2	Map/Calculate Data Elements	Map or calculate required data elements defined during the design stage into the required file format provided by Prime Vendor. The data will be sourced from either DES or other existing sources.	DES	PV	N/A	N/A
4.3.4.3	Configuration Document	Provide a configuration document identifying the configuration data and the required data elements in the required format to be imported into the TLA Solution.	PV	DES	Validate that refreshed data provided by DES is accurate, the refresh data is imported, and the import data is validated to be accurate.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.3.4.4	Configuration of the TLA Solution	Complete the configuration of the TLA Solution.	PV	DES	Configuration complete against the updated SDD and RTM.	15 days
4.3.4.5	Data Mapping	Complete data mapping - see also Section 5.3, Data Conversion and Migration.	PV	DES	Data mapping is complete.	10 days
4.3.4.6	Refreshes imported and validated	Validate the accuracy of data in refresh provided by DES, and then import the refresh.	PV	DES	Data in refresh files provided by DES is accurate, the refresh are imported, and the import data is validated to be accurate.	5 days
4.3.4.7	Draft Test Scenarios and Test Scripts	Provide draft Test Scenarios and Test Scripts, and validate such items against the SDD and other DES Business and Technical Requirements and the configured system.	PV	DES	Test Scenarios and Test Scripts reflect the configured system and design decisions made by DES, and cover substantially all important business processes and workflows, and include scenarios and scripts for testing enterprise data integration.	20 days
4.3.4.8	Feedback on Test Scenarios and Test Scripts	Provide feedback on the Test Scenarios and Test Scripts.	DES	PV	N/A	N/A
4.3.4.9	Updated Test Scenarios and Test Scripts	Update Test Scenarios and Test Scripts based on DES feedback and for accuracy based on configured system.	PV	DES	Test Scenarios and Test Scripts are updated and complete.	10 days
4.3.4.10	Finalize Test Scenarios and Test Scripts	Finalize Test Scenarios and Test Scripts.	DES	PV	N/A	N/A
4.3.4.11	Complete Data Integrity Testing	Data integrity testing – see Requirement 5.3.3.7.	PV	DES	Data integrity testing is complete.	10 days
4.3.4.12	Application Demonstration	Provide a demonstration of the applications using DES' build domain.	PV	DES	N/A	N/A
4.3.4.13	Updated Test Materials	Update test materials as required.	PV	DES	All test materials are updated.	5 days
4.3.4.14	Knowledge Transfer	Educate and transfer Knowledge to the State staff on configuration methods, the strategy Prime Vendor used to configure the system, and the rationale behind the strategy, and on the development, configuration and how to	PV	DES	Knowledge about the configuration strategy and choices made by Prime Vendor during its implementation and configuration activities is transferred to DES, and DES has a com-	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		manage the Interfaces and reports and for DES personnel to be able to implement and roll-out the TLA Solution at other Agencies.			plete understanding of these implementation and configuration attributes.	
4.3.4.15	Validated Configuration	Validate the build and configuration against the SDD and RTM, including the Interfaces and reports.	PV	DES	Configuration is validated against the SDD, and RTM, including any Interfaces and reports, and no Defects exist.	10 days
4.3.4.16	Certification Form - Configuration for Performance	Certification Form - Configuration for Performance.	PV	N/A	Prime Vendor certifies compliance with Section 5.6 , and provides supporting and substantiating documentation confirming the basis for such certification.	10 days
4.3.4.17	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.3.4.18	Certification Form – Build, Configure and Validate.	Certification Form – Build, Configure and Validate.	PV	DES	All build, configure and validation activities are complete.	5 days

4.4 State Enterprise Data Integration

4.4.1 Objectives

Meet State enterprise data integration requirements to:

- (a) enable the transfer of data from the TLA Solution to DES' data warehouse to support data analytics and the support of DES' other systems that will be affected by the implementation of the TLA Solution;
- (b) correlate and support the data needs of the replaced legacy systems by ensuring legacy data elements align to data schema in the TLA Solution;
- (c) expose data to Agencies to support their continued access to data in order to feed data staging areas for use by locally developed applications (shadow applications); and

(d) support DES' plans to build an Enterprise Data Warehouse (EDW), with financial, human resources, TLA and other data. The TLA Solution must supply the EDW with data to allow cross-system analysis and reporting.

4.4.2 Approach

Based on the due diligence conducted prior to the signing of the TLA Solution Project Agreement, Prime Vendor acknowledges that the State's enterprise data integration requirements as referenced in the DES Business and Technical Requirements are complex based on the number of State systems that will be impacted by the implementation of the TLA Solution. Prime Vendor acknowledges that these requirements will be studied, analyzed and solutions developed both during the Design and Data Gathering phase of the implementation, as well as throughout the balance of the TLA Solution Project as additional impacts of implementing the TLA Solution are understood. Prime Vendor has the responsibility to identify and provide the appropriate tools and utilities for DES to use in performing and meeting the State enterprise data integration requirements. In addition, Prime Vendor will ensure the infrastructure accommodates the generation of data for the purpose of allowing Agencies access to their transactional data in a manner that does not impact application performance.

In connection with the above, Prime Vendor acknowledges that the following strategic directives exist at DES that must be accounted for in this activity workstream:

A. Master Data Management

DES moving toward enterprise-level master data management. Prime Vendor must provide comprehensive definitions, descriptions of proper usage constraints and schema definitions for all business data – at the data element level -- managed by the TLA Solution. While DES does not yet have a standardized method for receiving and loading its master data management application with this metadata, Prime Vendor shall ensure that the TLA Solution provides the capability for retrieving metadata in an open (non-proprietary) fashion. In support of this requirement, Prime Vendor must provide schema definitions which will serve to describe the metadata itself.

B. Logical Data Models

Prime Vendor must supply comprehensive logical (not necessarily physical) model which describes the nature of the data, its attributes, and its logical relationship to other data entities. The model must include assumptions of cardinality.

C. State Transition Models

Prime Vendor must supply diagrams and descriptions of the logical states that data may acquire, and a clear description of how each data state is described within the data itself. This must specifically include how changes to data are captured in database records both before 'final status' is achieved and how changes to data are captured in database records for after 'final status' is achieved.

D. Data Exchange Protocols

DES currently manages much of its integration activities using Secure File Transfer (SSL over FTP). Prime Vendor must ensure that the TLA Solution supports the capability to publish data extractions to configurable SFT endpoints and supplies SFT endpoints for data importation. While SFT is currently an important and ubiquitous interchange modality for DES, Prime Vendor must also provide endpoints for more service-oriented application patterns, such as publication-subscription. DES currently supports message queuing with WebSphere MQ technologies, and is exploring other interface toolsets. Additionally Data Exchange Protocols must be able to participate in transactions such that data consistency is ensured across Interface boundaries.

E. Logical Data Extraction

Prime Vendor shall ensure that that the TLA Solution respond to data extraction requests for virtually any and all business data being transacted through the TLA Solution. Prime Vendor must ensure that:

- i. Data being extracted will conform to definitions reflected in DES' master data management processes.
- ii. All extraction processes will allow specification of a precise moment in time, which will govern which records will be extracted, or which historical version (state) of records will be represented. This must allow for a completely accurate representation of business data as-of any point in time. Repeated extractions of data, given the same date/time specification, must be identical.
- iii. Data extraction processes must be completed within the response time Performance Standard set forth in the Hosting Services Exhibit.
- iv. All data extractions will support either full data representations as of any point in time (explicitly identified at the record level, facilitating State business use of multiple extracts assembled to represent TLA data at a single point of time), or changes only (add, change, delete) between two points in time.

F. Data Warehouse / Data Mart

Prime Vendor must provide a full and comprehensive schema definition for the data warehouse or data mart to be hosted by the Prime Vendor for State Data. Additionally, Prime Vendor must provide guidance to DES for implementing a parallel data warehouse / data mart within the State Government Network (SGN) as a staging area for the State Enterprise Data Warehouse, which is currently being planned. Such guidance should aid in determining appropriate data latencies and loading processes between the Prime Vendor and State hosting environments.

For State enterprise data integration, prior to any implementation of tools and utilities, Prime Vendor will provide a listing of the set of tools and utilities that Prime Vendor proposes to be used to meet State enterprise data integration requirements. If approved by DES, Prime Vendor will conduct a trial and/or proof of concept exercise demonstrating that the proposed tools and utilities are capable of meeting the State enterprise data integration requirements. Prime Vendor will provide a summary and the detail test results data to DES. Upon written agreement by DES, the tools and utilities will become and constitute Prime Vendor Tools and Utilities; provided, however, that if such tools and utilities subsequently do not meet all of the State enterprise data integration requirements, Prime Vendor shall remain obligated to supplement or replace such tools and utilities with other tools and utilities, and upon satisfying all such requirements, the final set of tools and utilities shall become and constitute the final Prime Vendor Tools and Utilities.

4.4.3 Requirements

DES	Prime Vendor
Provide data warehousing information to permit Prime Vendor to advise on data extraction from the TLA Solution.	Propose tools and utilities to fulfill State enterprise data integration requirements.
Provide appropriately obfuscated test data to run tests with the proposed Prime Vendor Tools and Utilities	Using DES test data, run tests to confirm proposed tools and utilities meet the DES Business and Technical Requirements and other State enterprise data integration requirements discovered during the TLA Solution Project.
	Perform trials and/or proof of concepts demonstrating that the proposed tools and utilities meet the DES Business and Technical Requirements and other State enterprise data integration requirements.
	Finalize tools and utilities as the Prime Vendor Tools and Utilities.
	Provide consulting to enable DES to extract data from the TLA Solution to populate DES' data warehouse and support DES' other enterprise data integration requirements.
	Provide Knowledge transfer to enable DES to become self-sufficient with the Prime Vendor Tools and Utilities used for State enterprise data integration.

4.4.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.4.4.1	List of proposed tools and utilities for State enterprise data integration	Prime Vendor to provide a list of tools and utilities proposed to be used for State enterprise data integration.	PV	DES	The list of tools and utilities is complete and Prime Vendor has provided sufficient technical documentation supporting the enterprise data integration requirements.	10 days
4.4.4.2	Test of Proposed Tools and Utilities	Test Prime Vendor's proposed tools and utilities	PV	DES	Tools and utilities successfully extract data from the TLA Solution to DES' data warehouse, Integrate with DES' data warehouse and otherwise support the State enterprise data integration requirements. Prime Vendor to comply with the terms of Section 6 as requested by DES with respect to testing requirements.	10 days
4.4.4.3	Certification Form – List of Prime Vendor Tools and Utilities	Certification Form – List of Prime Vendor Tools and Utilities.	PV	DES	The Prime Vendor Tools and Utilities meet the DES Business and Technical Requirements relating to the State enterprise data integration.	5 days
4.4.4.4	Data Mapping Document	Data mapping document that will map the source data in the existing/legacy system to the target fields in the TLA Solution to support the data requirements of the local applications.	PV	DES	Complete data mapping document detailing the mapping of the source data in the existing/legacy system to the target fields in the TLA Solution to support the data requirements of the local applications.	10 days
4.4.4.5	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.4.4.6	Certification Form – Enterprise Data Integration	Certification Form – Enterprise Data Integration.	PV	DES	All enterprise data integration activities are complete and Knowledge transfer has occurred.	5 days

4.5 Reports

4.5.1 Objective

Meet the State's report and reporting requirements.

4.5.2 Approach

The TLA Solution will provide standard reports or reports that can be easily configured with the functionality provided by the TLA Solution. Reporting needs identified in the DES Business and Technical Requirements that are not available within the TLA Solution software or easily configured will be created using Prime Vendor's reporting and analytics tools or will be created on a customized basis. Functional and technical specifications will be created for any customized reports.

Report development involves accurately identifying and extracting information housed within the TLA Solution that, when properly formatted and presented, enables managers, front-line staff, and other “consumers” of information to properly conduct the business of the State. This “operational” reporting will likely occur using: (a) unmodified versions of standard reports; (b) modified versions of standard reports; and/or (c) reports developed specifically for DES that are not part of the TLA Solution.

The State's report and reporting requirements are described in the DES Business and Technical Requirements. Additional enterprise and Agency-level reports and reporting requirements may be discovered in connection with the discovery process.

DES will provide a report inventory reflecting the current state of discovery concerning reports being used across the enterprise and the list of reports that may need to be replicated with the TLA Solution. Prime Vendor will work with DES to prioritize and classify these reports in order to determine the implementation sequence. The report classification will minimally include:

- "Compliance Reports" – These are reports required by the federal government, the state government and other external authorities that, if not submitted, would make the state non-compliant with these authorities. Prime Vendor is re-

sponsible for identifying all Compliance Reports and Regulatory Requirements for reporting as part of the TLA Solution implementation.

- "Managerial Reports" – These are reports required by State managers in order to make executive decisions.
- "Operational Reports" – These are routine reports required by staff in order to conduct State business.
- "Ad Hoc Reports" – These are one-time reports designed to provide information needed by DES administrators, managers and staff to answer particular questions or address a particular topic.

In finalizing the reporting requirements, consistent with TLA Solution Project objectives, delivered functionality will be used where possible in an effort to minimize developing custom reports and/or Interfaces.

Prime Vendor will ensure that State staff members gain the skills they will need to be self-sufficient in future custom report development. Prime Vendor will address reporting skills development needs using the following three-phase skills development process:

- **Demonstrate Phase:** A period during which Prime Vendor will produce DES-selected high priority, custom reports (e.g., compliance reports), with DES staff as active, participant-observers (i.e., an 80% - 20% distribution of responsibility). DES expects these to be complex reports. Twenty (20) reports are in-scope during the demonstrate phase.
- **Cooperate Phase:** A period during which Prime Vendor will take the primary lead on and DES will support the responsibility for DES-selected custom report development (e.g., a 60% - 40% distribution of responsibility). During this stage, Prime Vendor will assign consultants who helped develop the reports in the Demonstrate Phase stage to coach and support the DES developers during this phase. Twenty (20) reports are in-scope during the cooperate phase.
- **Mentor Phase:** A period during which DES staff will take the lead in custom report development, with Prime Vendor monitoring this process and mentoring DES staff as needed (e.g., a 25% - 75% distribution of responsibility). Twenty (20) reports are in-scope during the mentor phase.

4.5.3 Requirements

DES	Prime Vendor
Determine custom reports and reporting requirements and design criteria, including the reports referenced above.	Provide standard report and reporting capabilities.

DES	Prime Vendor
Provide data warehousing information to assist Prime Vendor in their advisement on data extraction from the TLA Solution.	Perform a gap analysis to identify reports required by DES that are not available in the standard reporting package of the TLA Solution.
	Develop functional and technical specifications and report designs for the development of the custom reports.
	Undertake security testing for the initiation, viewing and printing of all reports.
	Develop, test and implement the custom reports.
	Assist DES in developing its own reports.
	Provide Knowledge transfer to enable DES to become self-sufficient with the report/reporting tool provided by Prime Vendor.
	Provide data mapping document from the existing/legacy system to the TLA Solution to enable development of Interfaces to existing reporting solutions.
	Provide consulting to enable DES to extract data from the TLA Solution to populate DES' data warehouse.

4.5.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.5.4.1	Intentionally Deleted					
4.5.4.2	TLA Solution Report Inventory	TLA Solution Report Inventory – Spreadsheet detailing all reports included in the TLA Solution (<i>i.e.</i> , reports that are available or easily configurable within the TLA Solution), detailing report format, data	PV	DES	The report inventory clearly details the reports available within the TLA Solution and includes report format, a list of all data elements within each report and characteristics of the re-	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		elements included and report characteristics (e.g., intended audience, frequency of production).			port.	
4.5.4.3	TLA Solution Report Request Log	TLA Solution Report Request Log – Spreadsheet listing the report gaps between the DES Business and Technical Requirements and TLA Solution reporting functionality.	PV	DES	The TLA Solution Report Request Log, clearly identifies reporting gaps between the DES Business and Technical Requirements and the TLA Solution reporting capability.	5 days
4.5.4.4	Resource / Cost Estimate	Resource/Cost Estimate – A separate resource / cost estimate will be produced for each report beyond the number of reports allocated within the scope of the TLA Solution Project.	PV	DES	The resource / cost estimate clearly identifies time, people and tool resources required for the development of each report beyond those allocated within scope.	5 days (for each report)
4.5.4.5	Report Design	Report Design – Report design document outlining report format, data elements included, security controls applied and report characteristics (e.g., intended audience, frequency of production). Included in the design will be Test Scenarios, Test Scripts, a data definition and glossary of defined fields and calculations to support the data represented in the report.	PV	DES	The Report design document clearly outlines report format, data elements included and report characteristics for all reports.	15 days
4.5.4.6	Development Plan	Development Plan – The development plan will describe the stages to support analysis, design, configuration and testing, and migration into Production of the report.	PV	DES	Completed development plan for each report.	5 days
4.5.4.7	Report Validation	Report(s) – Prime Vendor will provide DES with the completed reports including any source code, scripts, stored procedure or any other application artifact required to execute the report. Along with the deliver, Prime Vendor will certify compliance with the applicable security controls as required in the design of such reports.	PV	DES	Validation report indicating that the reports have been developed and provide the correct data.	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.5.4.8	Data Mapping Document	Data mapping document that maps the source data in the State's existing legacy system(s) to the target fields in the TLA Solution to enable DES to develop Interfaces to its existing reporting solutions.	PV	DES	Complete data mapping document detailing the mapping of the source data in the State's existing legacy system(s) to the target fields in the TLA Solution.	5 days
4.5.4.9	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.5.4.10	Certification Form - Reports	Certification Form – Reports.	PV	DES	All reports are complete and Knowledge transfer has occurred.	5 days

5.0 TECHNICAL ACTIVITIES

5.1 Interfaces

5.1.1 Objective

Develop and implement Interfaces from and to the TLA Solution to DES' and Third Party applications and services, including device Integration; in the course of developing Interfaces, provide any interim Interfaces needed to not disrupt data flows from and to the State's legacy systems; and interface Prime Vendor's performance monitoring tools with DES' performance monitoring tools.

5.1.2 Approach

Prime Vendor will develop and/or provide to DES the Interfaces set forth below and Interfaces to data collection and other devices. DES shall be responsible for the non-TLA Solution facing portions of the Interfaces. To the extent one or more Interfaces are not needed, DES will be allowed to exchange a decommissioned or de-scoped Interface for a new Interface pursuant to a non-chargeable Change Order. In the course of developing the Interfaces, Prime Vendor may need to develop interim Interfaces, however, none are anticipated as of the Effective Date.

#	Interfaces	Description	Interface Agent	Input (I) Output (O) Bi-directional (I/O)	Complexity L/M/H
1	Data Extraction Interface	Ability to retrieve virtually any business data transacted in the TLA Solution filtered by any number of criteria which will reflect a unique moment in time.	HRMS	I / O	H
2	Organizational Structure Data	Ability to retrieve organization objects from HRMS.	HRMS	I / O	H
3	Employee Data	Ability to retrieve necessary employee data.	HRMS	I / O	H
4	Leave Balances	Ability to retrieve leave activity and/or balances.	HRMS	I / O	H
5	Employee Schedules	Ability to retrieve employee schedules.	HRMS	I	M
6	Payroll-related Activity Codes	Ability to retrieve payroll activity codes related.	HRMS/	I / O	H
7	Non-Payroll-related Activity Codes	Ability to retrieve non-payroll informational codes.	Other	I	M
8	Chart of Accounts Codes	Ability to retrieve labor cost allocation codes.	AFRS	O	*VH

#	Interfaces	Description	Interface Agent	Input (I) Output (O) Bi-directional (I/O)	Complexity L/M/H
9	Time & Leave Activity Records Required by HRMS	Outbound time and leave data from the TLA Solution to HRMS.	TLA	O	M
10	Leave Activity Records	Ability to send leave balances HRMS or Agencies.	TLA	O	M
11	Non-Payroll Activity Records	Ability to send non-payroll related activity to Agencies.	TLA	O	H
12	Cost Allocation (Inbound A/B)	Ability to send labor cost allocation data.	TLA	I	H
13	Agency Labor Cost Allocation Codes	Ability to retrieve labor cost allocation codes.	HRMS	I	M
14	Position Codes	Ability to retrieve position codes.	Agencies	I / O	M
15	Additional Agency Codes	TBD	HRMS	I	M
16	Master Schedules	TBD	Agencies	I	H
17	Business Rules	TBD	HRMS	TBD	TBD
18	Workflow	TBD	TBD	TBD	TBD
19	Reporting	TBD	TBD	TBD	TBD

*VH: Very High is indicated because this is the main time feed to HRMS for payroll processing and the current Time interface from Agencies has custom program logic that creates additional HRMS records for rate calculations and provides for mileage reimbursements.

5.1.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Responsibilities:

DES	Prime Vendor
Identify potential downstream impacts on legacy systems, data warehousing needs and business processes resulting from the TLA Solution.	Develop, test and implement Interfaces set forth in Section 5.1.2 .

Requirement #	Requirement Title	Requirement Statement
5.1.3.1	Interface Development	Prime Vendor will be responsible for developing, configuring, testing and implementing the Interfaces listed in Section 5.1.2 and data capture and other devices.
5.1.3.2	Interfaces to TLA Solution	DES to address downstream impacts on its legacy systems and business processes.

5.1.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.1.4.1	Interface Functional Specification	Develop detailed functional specifications for each Interface.	PV	DES	The functional specifications for both inbound and outbound feeds for all connections to and from the TLA Solution are documented.	Low – 5 days Medium - 10 days High – 15 days Very High – 20 days
5.1.4.2	Interface Technical Specifications	Develop detailed technical specifications for each Interface.	PV	DES	The technical specifications for both inbound and outbound feeds for all connections to and from the TLA Solution are documented.	Low – 5 days Medium - 10 days High – 15 days Very High – 20 days
5.1.4.3	Interface Development	Interface development.	PV	N/A	N/A	N/A
5.1.4.4	Interface Test Plan	Develop Interface Test Plan.	PV	DES	Test Plan, including Test Scripts, is developed and is complete.	10 days
5.1.4.5	Interface Testing	Execute Interface Test Plan.	PV	DES	N/A	N/A
5.1.4.6	Interface Testing Defect Log	Interface Testing Defect and Issues Log prepared and updated Defects are worked off.	PV	DES	Defects are logged and reported.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.1.4.7	Downstream Impacts	Address downstream impacts on the State's legacy systems and business processes.	DES	PV	N/A	N/A
5.1.4.8	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.1.4.9	Certification Form - Interfaces	Certification Form - Interfaces.	PV	DES	All activities in this Section have been completed.	5 days

5.2 Extensions

As of the Effective Date, there are no proposed Extensions planned for the TLA Solution Project.

5.3 Data Conversion and Migration

5.3.1 Objective

Convert and transfer or create required State data from multiple data sources (manual and electronic) to the TLA Solution. Set forth below is the baseline data mapping for the SAP HRMS system to the TLA Solution provided by Prime Vendor that will be used by the parties as a starting point to develop and finalize the SAP HRMS Interface for DES:



SAMPLE

WorkForce-SAP Inter

5.3.2 Approach

Since data will originate from multiple sources, the data will need to be consolidated into a simple table structure and/or file layout to confirm unique and consistent data values. Where there are records, such as employee biographic data, that will exist in the TLA Solution under a common ID, the migration process must merge data into an enterprise level consolidated record. When necessary, automated conversion scripts and/or utilities or tools will include business logic to map the legacy values to

the configured TLA Solution. In order to complete these activities to convert the data, DES will provide the appropriate business rules relating to existing systems and data.

All data required to meet the DES Business and Technical Requirements will be reviewed and finalized during the design sessions, and the source of that data and the method and timing of conversion (electronic or manual) will be determined. Prime Vendor will lead multiple sessions to finalize the complete list of data elements that will be converted and migrated, and arrive at the agreed to strategy for conversion. DES will be responsible for sourcing the data and providing the data in the required format, including any data that may not reside within the DES system.

The data conversion sequence will be replicated multiple times during the TLA Solution Project for each of the TLA Solution Modules. The integrity of the data converted must be assured. Once the individual conversion programs are functionality and unit tested, further Pre-Live Testing will be conducted before the final extraction of legacy data can be performed prior to cut-over to Production.

5.3.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Statement
5.3.3.1	Develop data conversion strategy - Prime Vendor will be responsible for developing a data conversion strategy for the TLA Solution Project.
5.3.3.2	<p>Prime Vendor will be responsible for developing a data conversion plan that will:</p> <ul style="list-style-type: none"> • Define the conversion sequence and timing; • Define the dependencies; • Determine what data conversion will be automated and what will be manual; • Finalize the data to be converted; and • Assure the integrity of the data converted in accordance with Requirement 5.3.3.7. <p>DES will be responsible for providing data specifics and volumes, selecting the data conversion method (automated/manual) and defining appropriate existing data to convert.</p>
5.3.3.3	<p>Perform data mapping for converted data - Prime Vendor will be responsible for:</p> <ul style="list-style-type: none"> • Identifying the Prime Vendor data fields; • Mapping the legacy data fields and data to the Prime Vendor data fields or Prime Vendor data fields to DES data fields; • Validating that all required fields are populated; and • Creating field mapping template and identifying required fields and field attributes (e.g., character, numerical, length,

Requirement #	Requirement Statement
	<p>specific value).</p> <p>DES will be responsible for identifying the legacy data fields and consolidating and creating common table structure/file layout for multiple source data sets, as well as for data mapping and validation. DES will also provide State specific business rules for conversion.</p>
5.3.3.4	<p>Perform data cleansing - Prime Vendor is responsible for defining the data cleansing rules and ensuring the integrity of the data converted in accordance with Requirement 5.3.3.7.</p> <p>DES will be responsible for assisting in defining the data cleansing rules and performing data cleansing as required.</p>
5.3.3.5	<p>Design automated data conversion scripts and programs - Prime Vendor will be responsible for designing the programs necessary to upload State system data into the relevant Prime Vendor application and identifying the necessary data transformations.</p>
5.3.3.6	<p>Develop and test the automated data conversion scripts and programs - Prime Vendor will be responsible for developing the automated data conversion programs based on the design developed and unit testing the data conversion programs.</p>
5.3.3.7	<p>For data residing in the local, non-standard systems, DES will be responsible for providing the extracted and converted legacy data according to the agreed upon template. DES will also be responsible for creating mandatory data where legacy systems cannot provide a source for such data.</p> <p>For data residing in standard systems, Prime Vendor will be responsible for writing programs to convert the data. These systems include, but are not limited to: HRMS,AFRS, WSDOT Production(TRAINS), Ecology Production(TMS).</p> <p>DES will verify that the converted data is accurate, and Prime Vendor will permit access to such data to enable DES to undertake such verification.</p> <p>Prime Vendor will be responsible for verifying data is extracted in the correct format.</p>

5.3.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.3.4.1	Data Conversion Strategy and Policies Document	Data conversion strategy and policies document - Document containing a list of shared tables to review. For the shared areas, dependencies will be identified with respect to the phased timeline approach and responsibilities and conversion dates will be assigned.	PV	DES	Data conversion strategy and policies document with complete details on the data conversion approach, including the dependencies with respect to the phased timeline, responsibilities and conversion dates assigned.	10 days
5.3.4.2	Data Conversion Plan	Data Conversion Plan - Document outlining the data conversion plan, including: <ul style="list-style-type: none"> • Conversion sequence; • Dependencies, including modifications identified in the fit/gap sessions and configuration; • Identification of what data conversion will be automated and what will be manual; • Data integrity testing in accordance with Requirement 5.3.3.7; and • Identification of all data to be converted (all history, limited history, no history). 	PV	DES	Data Conversion Plan is complete with details on the manner in which the conversion will be performed including conversion sequence, dependencies and data to be converted.	15 days
5.3.4.3	Data Mapping Documents that Include Data Extraction Templates	Data mapping document for converted data entering the TLA Solution that contains the following: <ul style="list-style-type: none"> • Identification of legacy data fields; • Identification of Prime Vendor data fields; • Mapping of legacy fields to Prime Vendor fields or Prime Vendor fields to legacy fields; • Data migration rules and data cleansing requirements; and • Data extraction templates. 	PV	DES	Complete data mapping documents detailing the mapping of source data to target fields and data mapping templates to be used for data extraction. Documentation to include identification of legacy data fields and Prime Vendor data fields, mapping of legacy fields to Prime Vendor fields or Prime Vendor fields to legacy fields, data migration rules and data cleansing requirements.	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.3.4.4	Data Mapping Document for Legacy Systems	Data mapping document for DES legacy systems that contains the following: <ul style="list-style-type: none"> • Identification of legacy data fields; • Identification of Prime Vendor data fields; • Mapping of legacy fields to Prime Vendor fields or Prime Vendor fields to legacy fields; • Data migration rules and data cleansing requirements; and • Data extraction templates. DES to create data where needed.	PV	DES	Complete data mapping documents detailing the mapping of source data to target fields and data mapping templates to be used for legacy systems. Documentation to include identification of legacy data fields and Prime Vendor data fields, mapping of legacy fields to Prime Vendor fields or Prime Vendor fields to legacy fields, data migration rules and data cleansing requirements.	10 days
5.3.4.5	Technical Design Document	Technical Design Document - Approach to build automated data conversion programs using the information within the previous data conversion Deliverables.	PV	DES	Complete technical design document detailing the approach to build the automated data conversion programs using the information within the previous data conversion Deliverables.	10 days
5.3.4.6	Data Conversion Scripts and Programs and Unit Test Results	Automated data conversion scripts and programs and results of unit testing of the automated data conversion program, including programs designed to ensure the integrity of the data converted in accordance with Requirement 5.3.3.7 .	PV	DES	Complete automated data conversion programs developed according to the technical design document that load DES' system data into the appropriate Prime Vendor TLA Solution Modules. Results of the unit tests of the conversion programs.	15 days
5.3.4.7	Data Extraction	For DES responsibilities, extraction of initial load of legacy data according to the agreed upon template.	DES	PV	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.3.4.8	Existing Production Data Extractions Verification Report	For Prime Vendor responsibilities, extraction of legacy data according to the agreed upon template and creation of export routines to feed or extract data from a legacy system.	PV	DES	Extraction of legacy data and/or creation of export routines are validated and successful.	10 days
5.3.4.9	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.3.4.10	Certification Form - Data Conversion and Migration	Certification Form - Data Conversion and Migration.	PV	DES	Certification Form for data conversion and migration.	5 days

5.4 Disaster Recovery and Business Continuity

5.4.1 Objective

Ensure that the TLA Solution will meet the State's recovery point objective ("**RPO**") and recovery time objective ("**RTO**") requirements, and that a disaster recovery and business continuity plan for the TLA Solution is documented and tested against a subset of functional requirements prior to Production.

5.4.2 Approach

The preliminary disaster recovery and business continuity plan is attached as **Attachment F** to the Hosting Services Exhibit ("**Disaster Recovery and Business Continuity Plan**"). The parties will finalize the Disaster Recovery and Business Continuity Plan in accordance with the terms and condition of that Exhibit. The Disaster Recovery and Business Continuity Plan will address both disasters and failures emanating from and/or caused by Prime Vendor and its data center, and disasters and failures emanating from and/or caused by DES. The business continuity component of the Disaster Recovery and Business Continuity Plan will be limited to the areas in which DES' business continuity plan intersects with the disaster recovery procedures. Prime Vendor will perform one (1) disaster recovery and business continuity test prior to Production, and Prime Vendor will not duplicate this test pre-Production under the Hosting Services Exhibit.

5.4.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
5.4.3.1	Disaster Recovery and Business Continuity Elements	If not previously accomplished in the IPS, Prime Vendor to identify all major elements required of DES to fulfill Disaster Recovery and Business Continuity Plan.
5.4.3.2	Disaster Recovery and Business Continuity Operational Best Practices	If not previously accomplished in the IPS, Prime Vendor to provide Prime Vendor's operational best practices, sample plans and templates for DES' consideration.
5.4.3.3	Updated Disaster Recovery and Business Continuity Plan	Update (in accordance with the Hosting Services Exhibit), and test the Disaster Recovery and Business Continuity Plan for the TLA Solution.
5.4.3.4	Disaster recovery and business continuity strategies and policies	Prime Vendor and DES will develop polices and strategies that comply with the State standards in defining the process of implementing and sustaining the Disaster Recovery and Business Continuity Plan for the TLA Solution.
5.4.3.5	Disaster Recovery and Business Continuity Plan Tools and Systems	Identify, install and test any tools and systems required for Prime Vendor to fulfill its obligations under the Disaster Recovery and Business Continuity Plan.
5.4.3.6	Disaster Recovery and Business Continuity Plan Testing	Develop a plan to test the Disaster Recovery and Business Continuity Plan, execute the test and remediate any Issues found during execution.

5.4.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.4.4.1	Disaster Recovery and Business Continuity Elements	Identify all major elements required of DES to fulfill Disaster Recovery and Business Continuity Plan.	PV	DES	All major areas required to be fulfilled by DES to implement its responsibilities under the Disaster Recovery and Business Continuity Plan are identified.	10 days
5.4.4.2	Additional Best Practices (DR/BC)	Provide DR/BC operational best practices, sample plans and templates that apply to the TLA Solution for DES' consideration.	PV	DES	Full set of operational best practices, sample plans and templates that apply to the TLA Solution from a variety of other engagements are provided to DES for its review.	10 days
5.4.4.3	Updated Disaster Recovery and Business Continuity Plan	Update the Disaster Recovery and Business Continuity Plan to meet the RPO and RTO, and in accordance with the terms of the Hosting Services Exhibit.	PV	DES	Updated Disaster Recovery and Business Continuity Plan meeting applicable requirements.	15 days
5.4.4.4	DR/BC Policies and Strategies for the TLA Solution	Develop polices and strategies that comply with State standards in defining the process of implementing and sustaining the Disaster Recovery and Business Continuity Plan for the TLA Solution.	PV	DES	Polices and strategies that define the process of implementing the Disaster Recovery and Business Continuity Plan are provided to DES, are complete and provide assurance that the requirements of the Disaster Recovery and Business Continuity Plan can be met.	10 days
5.4.4.5	DR/BC Policies and Strategies for the TLA Solution.	Develop polices and strategies that comply with State standards in defining the process of implementing and sustaining the Disaster Recovery and Business Continuity Plan for the TLA Solution.	DES	PV	N/A	N/A
5.4.4.6	Prime Vendor Tools and Systems	Install tools and systems required to fulfill Prime Vendor's obligations under the Disaster Recovery and Business Continuity Plan.	PV	DES	Tools and systems required of Prime Vendor to be implemented to enable Prime Vendor to fulfill its obligations under the Disaster Recovery and Business Continuity Plan have been installed and implemented.	10 days
5.4.4.7	DES Tools and Systems	Install tools and systems required to fulfill DES' responsibilities under the Disaster	DES	PV	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		Recovery and Business Continuity Plan.				
5.4.4.8	Testing of Disaster Recovery and Business Continuity Plan	Testing of the Disaster Recovery and Business Continuity Plan.	PV	DES	Disaster Recovery and Business Continuity Plan fully tested and proven to meet RTO, RPO and other requirements under the plan.	5 days
5.4.4.9	Testing of Disaster Recovery and Business Continuity Plan	Correct any failures to comply with the RPO and RTO or other aspects of the Disaster Recovery and Business Continuity Plan.	PV	DES	Disaster Recovery and Business Continuity Plan fully tested and proven to meet RTO, RPO and other requirements under the plan.	5 days
5.4.4.10	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.4.4.11	Certification Form - Disaster Recovery and Business Continuity Plan	Certification Form - Disaster Recovery and Business Continuity Plan.	PV	DES	Disaster Recovery and Business Continuity Plan and successful testing of the plan.	5 days

5.5 Application-Level Security

5.5.1 Objective

Ensure all components of the TLA Solution are accessed by the appropriate Authorized User and systems with the appropriate level of access based on the applicable security profile and span of control. Access to the TLA Solution by Prime Vendor resources shall only be permitted on an as-needed basis, is subject to controls in accordance with and subject to the DES Policies and other terms and conditions of the Agreement. This **Section 5.5** addresses security with respect to the application-related security of the TLA Solution, and does not involve data center and/or Hosting Services security which is addressed in the Hosting Services Exhibit.

5.5.2 Approach

Prime Vendor will design, configure and implement security for the TLA Solution, and ensure that the TLA Solution security complies, interfaces and Integrates with DES' authorization systems. Prime Vendor will ensure through security roles that users with authorization to multiple entities will have the necessary access to those entities. Prime Vendor will implement step-up

two factor authentication for DES-selected business functions. The activities pertaining to security will be performed by Prime Vendor in conjunction with (and not after) the design, build, configuration and validation activities specified in **Section 4.0** (inclusive of **Sections 4.1** through **4.4**). Prime Vendor will be responsible for the Integration of the authentication systems with the TLA Solution. Prime Vendor acknowledges that, as a federated system, DES and individual entities will not have a shared, centralized enterprise level Active Directory.

Once the individual is authenticated and requests access to the TLA Solution, the unique identification information will be passed and all secure access to TLA Solution functionality will be based on their defined TLA Solution security access. A trusted authentication will be needed with potentially a secure token from DES to the TLA Solution to safeguard against unauthorized access.

5.5.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
5.5.3.1	Applications security approach	For each user of the TLA Solution there is a requirement to manage their access. Each user will have an easily identifiable and unique user ID. The security roles and spans of control will be documented within the specific component of the TLA Solution, and determine what the end user can view, update and create.
5.5.3.2	Security Matrix	A security matrix will be developed by DES outlining the roles and span of control.
5.5.3.3	End user TLA Solution access	DES will assess and modify, as needed, its existing authorizations and business processes based on the design of the TLA Solution. A structure will be created to provide authorization for new users, requests for further access of the TLA Solution or the re-activation of an account.
5.5.3.4	Integration of Authorization into and with TLA Solution	Prime Vendor to Integrate Authorization into and with the TLA Solution.
5.5.3.5	Correction of Defects and other Issues	Prime Vendor to correct any Defects and other Issues arising from the securing audit.

5.5.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review

Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.5.4.1	Templates and Samples	Security matrix templates and samples, reflective of the complexity of DES' security needs, provided by Prime Vendor.	PV	DES	Templates and samples reflecting the complexity of DES' security environment provided to DES.	10 days
5.5.4.2	Security Matrices	Create security matrices identifying all roles, span of control and description of role profiles, and their level of access, and with each such role, mapped to functionality and data and data types in the TLA Solution for: (a) human-based roles; and (b) system (i.e., non-human-based) roles.	DES	PV	N/A	N/A
5.5.4.3	Security Matrices Certification	Certification of both security matrices.	PV	DES	DES' security matrices (2) are certified by Prime Vendor	5 days
5.5.4.4	Assess/Modify Authorizations	Assess and modify, as needed, DES existing authorizations and business processes based on the final design of the TLA Solution.	DES	PV	N/A	N/A
5.5.4.5	Integration with Authorization	Integrate Authorization with the TLA Solution.	PV	DES	Integration of Authorization with the TLA Solution is complete and fully tested.	10 days
5.5.4.6	Authorization Modifications	Modify Authorization to accommodate the Integration of security with the TLA Solution, as required.	DES	PV	N/A	N/A
5.5.4.7	Security Audit	Conduct security audit and provide results of the audit to DES.	PV	DES	N/A	N/A
5.5.4.8	Correction of Defects and other Issues	Correct any Defects or other Issues arising out of the security audit.	PV	DES	All Defects and other Issues have been corrected, including any regression testing.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.5.4.9	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.5.4.10	Certification Form – Security	Certification Form – Security.	PV	DES	Certification Form stating that each component of the TLA Solution Integrates and interfaces with DES' single sign-on solution and strategy, and that all security controls are functioning properly.	5 days

5.6 Performance Standards Management

5.6.1 Objective

Ensure that the TLA Solution meets the Performance Standards.

5.6.2 Approach

Using the process described below, establish design and configuration criteria to ensure that the TLA Solution meets the Performance Standards. Prime Vendor will performance test all Interfaces and reports of the TLA Solution as they are built to ensure the optimum performance is achieved and the Performance Standards are met, which is intended to result in a higher adoption rate when deployed to the user community and for system-to-system interaction. In addition, once the entire TLA Solution is built and tested, Prime Vendor will perform a performance test to ensure that optimum performance continues to be prevalent and the Performance Standards are met. Prime Vendor will perform performance testing prior to Production, and Prime Vendor will not duplicate this test pre-Production under the Hosting Services Exhibit.

Effective performance management requires a holistic view. Management of performance is not limited to reactive tuning exercises or isolated to performance testing. The TLA Solution must be designed, developed, tested and monitored by Prime Vendor in accordance with these performance management processes to meet the Performance Standards and other expectations of the DES business users.

5.6.3 Requirements

End-to-End, System-to-System Response and Throughput Times

Response time is specifically related to the user and system-to-system experience with the online portion of the TLA Solution and is typically measured as the total period of time from when the user or a system initiates a transaction by clicking or pressing a button, until the user or a system request gets a TLA Solution response such as screen refresh, an update message on the screen or a response to the system request. Throughput is the number of functional transactions that can be performed within a given time interval.

Standard and Time Intensive Transactions

Working with Prime Vendor, DES will identify the key business transactions and system-to-system transactions and associated throughput and response time Performance Standards during the design activities. Prime Vendor will implement appropriate design standards, controls, monitoring checkpoints, testing and metrics to review system performance as the project progresses through Pre-Live Testing to the Production Use Period.

The throughput and response time transactions will be categorized into the following two categories: (a) transactions which are typical operations and transactions ("**Standard Transactions**"); and (b) transactions that involve time intensive operations and transactions such as system log-in, batch jobs, printing, report compilation or mobile device synchronization ("**Time Intensive Transactions**").

The List of Throughput metrics will specify, as applicable:

- The exact type or types of functional transactions to be measured
- The time periods during the day, week, month and business cycle when the measurements are to be made
- The time interval allocated for executing and measuring the test results
- The minimum acceptable number of transactions to be processed during the time interval
- The anticipated method of measurement

The List of Response-Time metrics will specify, as applicable:

- The exact types of functional transactions to be measured
- The start and end points of each measurement
- The time periods during the day, week, month and business cycle when the measurements are to be made
- The expected numbers of logged-in and simultaneously active users, respectively
- The anticipated method of measurement

- The volume and type of simultaneous functional transactions being processed
- The maximum acceptable response time for each transaction type being measured

Business users need systems that meet their business needs during a variety of times. Frequently the demands for system performance are greatest during peak workload, and users have difficulty accepting systems that meet the throughput or response time objectives under light or normal load conditions, but fail to meet the objectives in a peak load scenario. Typically, there are daily, weekly, monthly, seasonal and annual peak periods. These peak load demands will be identified and considered jointly by Prime Vendor and DES when creating the performance testing plan.

Prime Vendor will reinforce this detailed performance management approach with a usability testing set of activities to be agreed to by the parties that include either real time measurement of transactions using automated tools or measurement of synthetic or simulated business transactions. This exercise will help establish the end user and/or system experience. Prime Vendor and DES will together use this test data to help identify areas for further refinement and performance tuning. This data will be used jointly by the performance management team and the change management teams.

Environmental Factors

One of the key issues related to performance management is the large number of environmental factors that can be involved in performance. Factors include:

- Poor technical design
- Poorly-optimized code
- TLA Solution level constraints such as CPU, memory, I/O subsystem performance
- Database configuration
- Network Issues
- Application configuration
- Defects in delivered code
- User training Issues
- Lack of appropriate capacity planning
- Failure to implement appropriate patches or required maintenance procedures such as transactional table purges

In order to avoid the problem where ownership of these environmental factors are spread across a number of teams and organizational areas, Prime Vendor has appointed a single point of contact as a Key Personnel (Performance Standards Management Lead) that has the overall responsibility to work with the various project and organizational teams to implement, track and control Performance Standards management initiatives.

TLA Solution Components

Listed below are the general layers in any system architecture, each of which can have an impact on the overall performance of the TLA Solution.

- Presentation layer, including user interfaces and user interface components
- Service layer, including service interfaces and message types
- Business layer, including service interfaces, business workflows, business components and business entities
- Data access layer including data access logic components and service agents
- Data stores, including data sources, databases and data services
- Foundational services, including security, operational management and communications
- External systems, including service consumers and service providers
- Operating system, including version, release and build
- Hardware, including make, model, release and components
- Networks, including physical topology and logical topology
- Configuration and settings of all of the above referenced layers

The Performance Testing Plan will ensure that performance testing will include validating all these layers of the TLA Solution acting together in the combined business system. Prime Vendor will perform regression testing prior to any release into a production environment.

User Orientation

The performance management process is oriented around the user view of performance. TLA Solution level performance factors relating to technical architecture, database and application configuration and other factors cannot be ignored, but performance of the business critical transactions is key to establishing a well performing system from a user perspective. The transactions that are considered business critical are the ones that will receive priority throughout the implementation.

Functional and technical designs will be evaluated for performance implications and Risks, any Interfaces will be reviewed by Prime Vendor for potential optimization, response times in development and testing will be evaluated, and key selected transactions will be included in formal performance testing. Identifying critical business transactions early allows the appropriate focus on performance going forward, which is key to minimizing expensive, time-consuming remediation and re-work.

Design for Performance – Configurations for Newly Implemented Solutions

Prime Vendor will implement performance impact analysis reviews as part of the activities around TLA Solution build and configuration. These activities will include: Selection of configurations and configuration values, code reviews for performance, proactive scanning for sub-optimal components, detailed performance testing of individual components and automated performance testing. All activities shall be performed in order to confirm that the solution environment will meet the Performance Standards.

During the activities of business process design and system configuration, Prime Vendor will capture and document the Performance Standards in the individual component design documents and configure the system to meet these standards. Prime Vendor functional leads with assistance from the DES functional leads will present and explain the system configuration options to DES keeping in mind the impact of the various options on performance.

Formal Performance Testing

For formal performance testing, the performance test objectives, scope and strategy will be defined in a Performance Testing Plan, which testing plan must be consistent with the testing provisions of the Agreement and consistent with this TLA Solution Project Statement of Work, as applicable. Performance testing uses a top down approach, and it can be used to validate a model of the entire TLA Solution or focus exclusively on a particular component of the TLA Solution. Performance testing will establish the expected performance of the TLA Solution or component under test. Prime Vendor will validate that performance of the TLA Solution in Production will meet or determine if changes are required to meet the Performance Standards. Pre-Live Testing closeout will include the review of performance testing results.

The performance testing will test various scenarios that include users or, as agreed to by DES, simulated user transactions that represent business use cases. At a high level, scenarios are generally divided into two types: Those that have significant online activity (OLTP) and those that are primarily or totally batch processing in nature (batch). Examples of scenarios might include a scenario that simulates peak day time workload and includes a mixture of online transactions and some limited batch activity. Another, more batch oriented scenario, might simulate a nightly batch process and contain representative online transactions.

Prime Vendor will provide the necessary performance testing tools and utilities to fulfill its performance management obligations, if any, all as part of the scope of Services under this Statement of Work and at no additional cost or expense to DES. Such tools and utilities used by Prime Vendor in connection with performance obligations shall constitute Prime Vendor Tools and Utilities, as defined under and are subject to the terms and conditions of the Agreement.

5.6.4 Deliverables, Activities and Certification Criteria – See Section 6.3.9.

5.7 Technology Environments

5.7.1 Objective

Ensure that all State-based, Prime Vendor-hosted TLA Solution environments have been properly set-up and configured.

5.7.2 Approach

Prime Vendor will define and certify the equipment configuration for each of the Prime Vendor-hosted environments operating the TLA Solution, as may be set forth in the Hosting Services Exhibit. All environments (including testing, sandbox and training environments) provided by Prime Vendor must be complete production-based environments.

5.7.3 Requirements

The following Table outlines and describes the requirements to be addressed and issues to be resolved:

Requirement #	Requirement Title	Requirement Statement
5.7.3.1	Define the TLA Solution environments	Define all the environments needed or advisable for the operation of the TLA Solution.
5.7.3.2	Review State-based, Prime Vendor-hosted environments	Prime Vendor will review each of the State-based, Prime Vendor-hosted environments and provide DES with a resolution to any technical issues.
5.7.3.3	Certification of the equipment configuration in each State-based, Prime Vendor-hosted environment	Prime Vendor will review and certify the equipment configuration in each State-based, Prime Vendor-hosted environment.

5.7.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.7.4.1	TLA Solution Environments	Define the TLA Solution operating environments.	PV	DES	Complete listing and attributes of the State-based, Prime Vendor-hosted environment to support the State's operational, training, testing and Performance Standards requirements. All environments provided by Prime Vendor must be complete production-based environments.	10 days
5.7.4.2	Defects Log for State-based, Prime Vendor-Hosted Environments	Review State-based, Prime Vendor-hosted environments.	PV	DES	Description of technical improvements or changes needed for Prime Vendor to certify the environments.	10 days
5.7.4.3	Certification Form – State-Based, Prime Vendor-Hosted Environments	Certification Form - State-based, Prime Vendor-hosted environments.	PV	DES	Certification Form stating that the State-based, Prime Vendor-hosted environments are sufficient to meet the State's operational, training, testing and performance standards requirements. All environments provided by Prime Vendor must be complete production-based environments	5 days

6.0 TESTING

6.1 Objectives

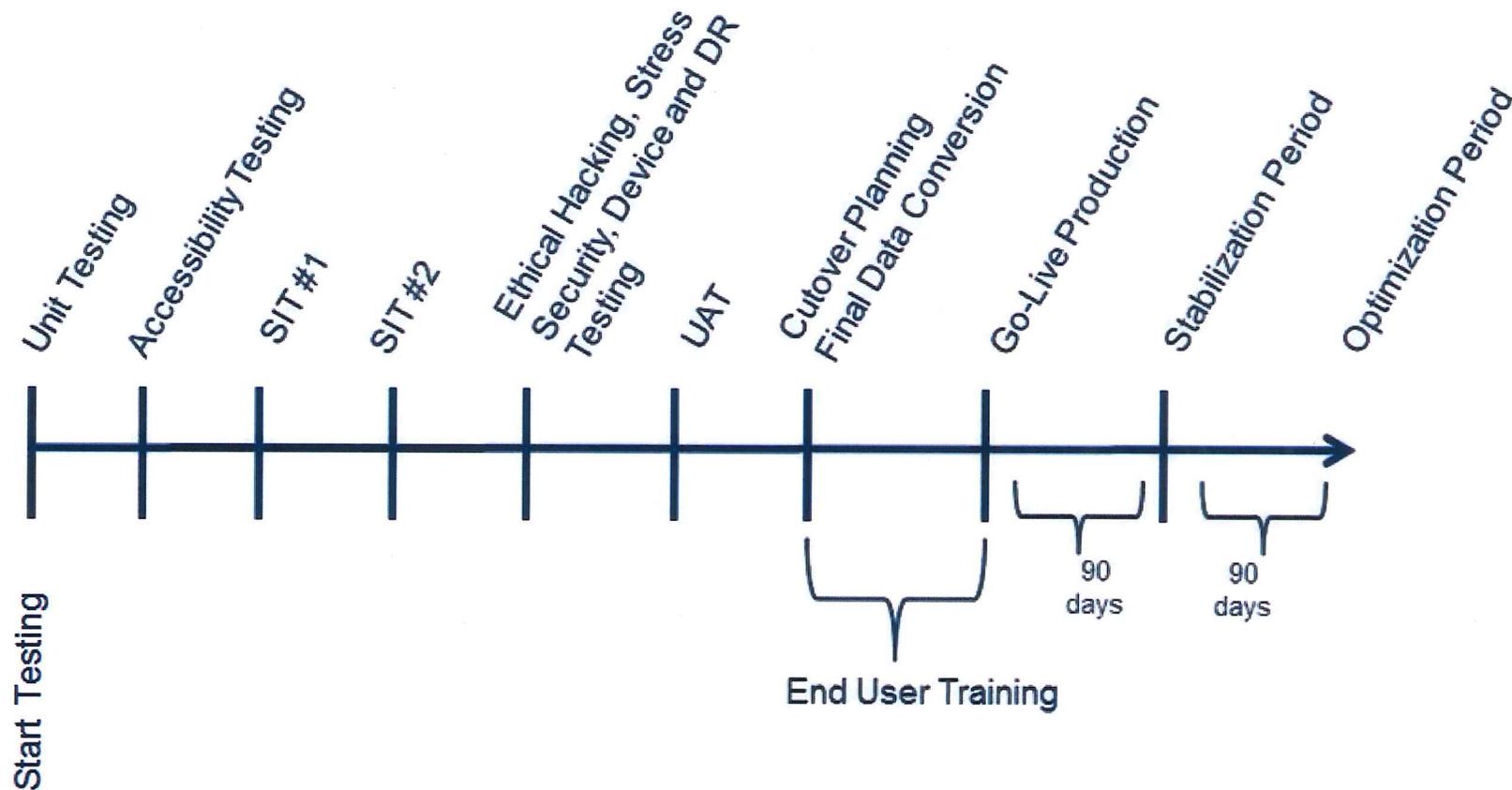
Test the quality of all the elements of the TLA Solution and validate that the TLA Solution is ready for Production. The objectives of the testing and validation include ensuring that the following objectives are met without Level 1 or Level 2 Defects:

- The TLA Solution meets all the DES Business and Technical Requirements;
- The TLA Solution is successfully Integrated end-to-end with the components within the TLA Solution, as designed;
- All Interfaces to Third Party systems operate as designed;
- The TLA Solution meets the Performance Standards; and
- The TLA Solution meets DES' security requirements and State enterprise data integration requirements.

6.2 Approach and General Testing Activities

The following schematic provides a high-level description of testing to the Optimization Period for the TLA Solution:

Testing to Optimization Period Schematic



The TLA Solution will be subject to the following test stages:

Test Stage*	Purpose
Accessibility testing	The TLA Solution is tested for Americans with Disabilities Act (ADA) compliance based on test parameters identified by DES.
Unit testing	Ensure that a Solution Module functions and operates in accordance with the DES Business and Technical Requirements and all Interfaces function according to the agreed upon design.
System and Integration and Enterprise Integration testing	Ensure that all TLA Solution Modules communicate properly and data flows are correct; ensure that all Interfaces and reports function as designed, and the Solution Modules meet the enterprise integration requirements and needs.
User Acceptance testing	Ensure the end-to-end TLA Solution functions and operates in accordance with the DES Business and Technical Requirements.
Regression Testing, as required	Ensure no unexpected or inadvertent failures from adding new TLA Solution Modules, or the application of any patches, fixes or other Enhancements.
Security testing	Ensure security controls are configured and implemented properly, and that all users profiling / single sign-on functionality prevents any unauthorized functional activities. Ensure all external security threats are managed to an acceptable level of risk.
Device/Equipment testing	Ensure configuration and connectivity of all devices/equipment to the TLA Solution. Prime Vendor will conduct technical device/equipment testing for all data capture and other devices/equipment.
Performance (load, volume and stress)	Ensure the TLA Solution performs in accordance with the Performance Standards, and stress testing demonstrates at what level the TLA Solution performance begins to degrade.
Data Conversion and Migration testing	Converted and migrated data is tested to ensure that all applicable data elements have been successfully converted, merged and migrated, and that such conversions and migrations have been validated.
Disaster Recovery and Business Continuity testing	Ensure that the Disaster Recovery and Business Continuity Plan successfully executes when presented with all relevant test failures. Ensure that the Disaster Recovery and Business Continuity Plan executes within specified timeframes.

*The parties may determine that the test activities of one or more test stages will be performed in conjunction with the test activities of another test stage, as set forth in the applicable Test Plan(s).

Prior to the commencement of the test stages, Prime Vendor and DES will engage in test preparatory activities. In addition, certain of the activities will occur during the test stages. These activities are described below.

6.2.1 Test Initiation Activity

The initiation activity establishes the test strategy to be used throughout the test stages. The objectives of the initiation activity are to confirm the scope of the testing across the various test stages, including:

- Developing the testing approach, processes, roles and responsibilities;
- Developing the entry and exit criteria for all testing activities;
- Identifying Risks, assumptions, and Issues associated with the testing activities; and
- Define approach to scheduling testing.

6.2.2 Test Strategy Activity

During the testing initiation activity, a test strategy workshop will be conducted to discuss the test strategy required in accordance with this Section. The workshop will include State SMEs and project team members to ensure that appropriate State constituencies are aware of the test process, responsibilities are clearly understood, and the testing scope is correctly determined to ensure the end-to-end IT solution meets the DES Business and Technical Requirements.

In addition, the strategy will outline the optimum approach to testing to ensure all test requirements are met for the minimum time, cost and effort.

The test strategy activity will:

- Document all testing requirements;
- Identify initial test environment requirements;
- Define the high-level entry and exit criteria;
- Identify testing Risks, Issues and mitigation;
- Finalize the test tools and other techniques that Prime Vendor will be using for the testing;
- Develop the template and format for the Defects Log to record and report on all Defects, including the assignment of Incident Levels;
- Identify individuals who will participate in the testing; and
- Prepare the TRM.

6.2.3 Planning Activity

During the planning activity, the Prime Vendor testing team will develop the detailed Test Plans for each test stage. This will include Test Plans incorporating all the elements described in this Section.

6.2.4 Test Plans and Test Material Activity

Individual Test Plans and Test Materials for each test stage will be developed, including, if needed, materials to further define the test stages, test scope, approach, test sequence and resources for each defined test stage. Team members will research and confirm the following to complete the Test Plans and Test Materials:

- Detailed test scope and sequence of testing;
- Test preparation and execution approach, techniques and Deliverables; and
- Resources used for testing.

6.2.5 Analysis Activity

The purpose of the analysis activity is to build the specific tests to be executed for each test stage, and identify in detail the supporting test environments and data required to enable this testing to take place.

The scope of this activity is to:

- Document the environment plan for each test stage;
- Formulate test conditions and cases for each test stage;
- Establish a test data plan;
- Construct the TRM, which will be aligned with the RTM;
- Identify test data for each test stage;
- Finalize the Test Scenarios and Test Scripts for each test stage; and
- Prepare for test execution.

Key outputs of the analysis activity include:

6.2.5.1 Test Requirements Matrix (TRM)

The Test Requirements Matrix will map each of the DES Business and Technical Requirements to the SDDs and Test Scenarios and Test Scripts. The TRM will ensure that all DES Business and Technical Requirements as well as the Performance Standards are each addressed by specific tests. The TRM will also serve to provide a basis for snap-

shot status of testing progress against overall scope and current quality at any one time. The TRM will be aligned with the RTM, thus ensuring a consistent view of traceability of requirements to tests.

6.2.5.2 Test Conditions and Cases

The test team will use test requirements identified in the individual Test Plans to create test conditions, test cases and test sets. Test conditions are testable functional and non-functional attributes of the applications, Interfaces, reports and end-to-end flows. Test cases are grouped by test condition. A test case is a detailed description of the related test condition with unique input and output specifications. Both valid and invalid test cases may be created for each test condition. It is possible to have multiple test cases for each test condition. The expected result specifies the anticipated outcome of the test case and must be identifiable, quantifiable, and written in enough detail to warrant a "pass" or "fail" rating. All of the test conditions and test cases will be captured within the test management tool.

6.2.5.3 Test Scenarios and Test Scripts

Initial drafts of the Test Scenarios and Test Scripts are created by Prime Vendor during the design stage and are further developed by DES with input from Prime Vendor as the design sessions continue and during build and configuration. The Test Scenarios and Test Scripts are verified through a walk-through with State SMEs, the test team and other delivery teams. This process will be repeated as often as necessary as the design, build and configuration activities progress. As applicable, test sets are a set of tests that are grouped for a specific test cycle. These may include all of the tests within a test stage (if applicable) or a subset depending on the scope of the test cycle. Test Scenarios and Test Scripts and any test sets will be captured and maintained by Prime Vendor within the test management tool, a copy of which will be provided to DES and made available in DES' repository. In connection with performance testing and regression testing, the Test Scripts will be created within the specific toolset for that activity.

DES may supplement or modify any of the foregoing Test Materials as may be necessary to adequately test the TLA Solution.

6.2.5.4 Test Environments

A test environment sufficient to support the testing requirements will be created during the build, configure and validate activities. Test environment requirements include accommodating the applications and Interfaces, as well as the supporting reference and transactional data.

6.2.5.5 Test Data

Prime Vendor will provide the initial set of test data based on scrambled or de-identified data provided by DES. State SMEs will supplement the test data as needed, and will be responsible for validating the data prior to test execution. The test data plan will specify how data will be generated (e.g., new synthetic data or normalized production-quality data), updated, refreshed and controlled. The test data plan will identify all possible Risks of inappropriate and unacceptable use of production-quality data and will provide alternative means to ensure test data requirements are met. All testing documentation will reside on the DES repository site. Electronic copies of each of the artifacts referenced in this Section (i.e., TRM, Test Scenarios, Test Scripts, test sets, test data, etc.), and all updates thereto, will be provided to DES for its ongoing use.

6.2.5.6 Testing Documentation

All testing documentation will reside on the DES repository site.

6.3 Test Stages

Key activities will be performed during each stage of testing to enable successful progression to the next test stage. Each of the test stages details the activity, activity description, the responsible party, the tools and templates and the project outputs. These are detailed below and summarized in the related Tables by section.

6.3.1 Functional Test Stage

6.3.1.1 Objective

Ensure that individual functions within a component of the TLA Solution operate in accordance with the DES Business and Technical Requirements. Functional testing will occur as part of the unit test stage. See **Section 6.3.3**.

6.3.2 Accessibility Test Stage

6.3.2.1 Objective

Ensure that individual functions within a component of the TLA Solution operate in accordance with ADA and State accessibility requirements.

6.3.2.2 Approach

The TLA Solution is tested for compliance with ADA and State accessibility requirements. Testing will include testing for compliance with: (a) Section 508, the ADA's outline of the minimum technical standards for Internet compliance of federal government websites, to ensure online accessibility for people with visual, hearing and movement impairments; (b) W3C Web Content Accessibility Guidelines 2.0 found at <http://www.w3.org/TR/wcag20>; and (c) other State accessibility requirements set forth in the DES Business and Technical Requirements or identified during previous implementation activities.

6.3.2.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.2.3.1	Accessibility Test Plan	<p>Prime Vendor will develop a Test Plan for conducting, reporting, and monitoring all accessibility testing activities, and processes to correct Defects and other Issues.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.2.3.2	Accessibility test execution	<p>Prime Vendor conducts accessibility tests based on the Test Scenarios and Test Scripts.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of accessibility testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Accessibility test summaries and detailed test results • Accessibility build approved

6.3.2.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliv-

erable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.2.4.1	Accessibility Test Plan	Accessibility Test Plan, including schedule, Test Scenarios, Test Scripts and activities. This test plan may be incorporated within the Unit Test Plan.	PV	DES	Accessibility Test Plan, including schedule, Test Scenarios, Test Scripts and activities, is complete.	10 days
6.3.2.4.2	Accessibility Testing	Conduct accessibility testing and provide summaries and detailed test results to DES. This testing will be conducted by DES during UAT and/or SIT #2.	DES	PV	N/A	N/A
6.3.2.4.3	Defects Log for Accessibility Testing	Defects Log for accessibility testing.	PV	DES	Complete Defects Log for accessibility testing.	5 days
6.3.2.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.2.4.5	Certification Form - Accessibility Testing	Certification Form - Accessibility Testing.	PV	DES	Defects and other Issues have been resolved and corrected.	5 days

6.3.3 Unit Test Stage

6.3.3.1 Objective

Ensure that entire set of functions, such as those contained in a Solution Module, operates in accordance with the DES Business and Technical Requirements.

6.3.3.2 Approach

Unit testing focuses on each of the data elements built within the TLA Solution. During the unit test, Prime Vendor will confirm that each item has been built correctly, is working correctly, and includes all DES Business and Technical Requirements, without Defect. Unit testing is conducted after the Solution Module is fully configured and test databases have been built.

6.3.3.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.3.3.1	Unit test planning	<p>Prime Vendor will develop a unit Test Plan for conducting, reporting, and monitoring all testing activities, and processes to correct identified Defects and other Issues.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.3.3.2	Unit test execution	<p>Prime Vendor will conduct tests based on the Test Scenarios and Test Scripts.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of unit testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Unit test summaries and detailed test results • Unit build approved

6.3.3.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.3.4.1	Unit Test Plan	Unit Test Plan, including schedule, Test Scenarios, Test Scripts and activities.	PV	DES	Unit Test Plan, including schedule, Test Scenarios, Test Scripts and activities, is complete.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.3.4.2	Unit Testing	Conduct unit testing and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.3.4.3	Defects Log for Unit Testing	Defects Log for unit testing.	PV	DES	Complete Defects Log for unit testing.	5 days
6.3.3.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.3.4.5	Certification Form – Unit Testing	Certification Form - Unit Testing.	PV	DES	Defects and other Issues have been resolved and corrected.	5 days

6.3.4 System and Integration and Enterprise Integration Test Stages

6.3.4.1 Objectives

Ensure that multiple Solution Modules, and their associated Interfaces and reports, operate across multiple Agencies and business units in accordance with the DES Business and Technical Requirements, and that data integration across the State enterprise meets State enterprise data integration requirements.

6.3.4.2 Approach

System and integration testing ("**SIT**") primarily is based on the Test Scenarios and Test Scripts and focuses on the testing of a Agencies' workflow and processes, cross-Agency processes and workflows, and State enterprise data integration requirements. Enterprise integration testing tests the workflow and movement of information between and among the Software Modules and all groupings or pillars of Solution Modules. Multiple Agencies will be part of the SIT testing and Enterprise integration testing. Prime Vendor will create separate test environments for the State's use for testing for the duration of the Pre-Live Testing period.

There will be two test stages for SIT: The first SIT test stage ("**SIT Test #1**") will be led by Prime Vendor with participation by the State as required, and will provide the written results of the testing to DES. Once Prime Vendor has corrected the Defects, Prime Vendor will certify to DES that the SIT Test #1 is completed. After SIT Test #1, Prime Vendor will conduct enterprise integration testing.

The second SIT test stage ("**SIT Test #2**") will be led by DES, and Prime Vendor will participate in the tests as requested by DES. DES will report to Prime Vendor any Defects experienced during the SIT Test #2.

During the SIT Test #1 and Enterprise Integration Testing, Prime Vendor will use the Test Scenarios and Test Scripts to:

- Ensure that the TLA Solution, as implemented, meets user requirements for the process flows within the Agencies and the DES Business and Technical Requirements, all without Defect;
- Test Agency policies and procedures and how these relate to other Agencies;
- Ensure that Interfaces and reports are functioning properly;
- Ensure that State enterprise data integration requirements are being met;
- Ensure that the information and workflows between and among the all Software Modules and all groupings or pillars of Solution Modules is flowing properly, without Defect;
- Test security controls; and
- Provide sufficient Knowledge transfer on the functioning of the Solution Modules subject to SIT #1 and Enterprise Integration testing and the relationship between them.

This test stage also allows DES to validate all standard operating procedures relating to the applicable SIT #1 and Enterprise Integration Solution Modules.

Responsibilities:

DES	Prime Vendor
Participate in SIT Test #1 and Enterprise Integration Test activities.	Lead SIT Test #1 and Enterprise Integration Test activities, report Defects to DES pursuant to the Defects Log, and resolve and correct any Defects in SIT Test #1 and Enterprise Integration Test.
Communicate to Prime Vendor any unforeseen and/or adverse impacts to DES systems as a result of SIT Test #1 or Enterprise Integration testing.	Assist in resolving and/or resolve, as applicable, impacts to DES systems emanating from or related to the TLA Solution, as reasonably determined by DES.
Lead SIT Test #2.	Participate in SIT Test #2, and correct any reported Defects.
Communicate to Prime Vendor any unforeseen and/or adverse impacts to DES systems as a result of SIT Test #2 testing.	Assist in resolving and/or resolve, as applicable, impacts to DES systems emanating from or related to the TLA Solution, as reasonably determined by DES.

6.3.4.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.4.3.1	SIT Test #1 planning	<p>Prime Vendor will develop the SIT Test #1 and Enterprise Integration Test Plan, and processes to correct identified Defects and other Issues.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • SIT Test #1 and Enterprise Integration Test Plan • Testing templates • Test Scenarios • Test Scripts <p>Prime Vendor will deliver all of the above test artifacts to DES as they are being used in the testing by Prime Vendor, and final versions shall be provided to DES at the end of SIT Test #1 and Enterprise Integration testing so DES may build upon such items in SIT Test #2 and for future testing needs.</p>
6.3.4.3.2	SIT Test #1 and Enterprise Integration Test execution	<p>Prime Vendor will conduct the SIT Test #1 and Enterprise Integration testing on the approved Test Scenarios and Test Scripts.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Prime Vendor will correct all Defects and other Issues prior to each of the Certification of SIT Test #1 and Certification of Enterprise Integration testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • SIT Test #1 summaries and detailed test results • Certification Form – SIT Test #1 • Enterprise Integration test summaries and detailed test results • Certification Form – Enterprise Integration Test
6.3.4.3.3	SIT Test #1 and Enterprise Integration Walkthrough and Review	<p>Prime Vendor will conduct a complete and thorough walkthrough and review of the SIT #1 Test results and Enterprise Integration test result with DES, and discuss the Defects and other Issues, compliance with State enterprise data integration requirements, as well as any unforeseen and/or adverse impacts to DES systems arising out of the test and the corrections and resolutions of such items.</p>
6.3.4.3.4	Conduct SIT Test #2	<p>DES will develop the plan for and then execute SIT Test #2.</p>

Requirement #	Requirement Title	Requirement
6.3.4.3.5	SIT Test #2 – Enterprise Data Integration - Adverse Impacts	During SIT Test #2, DES will review whether the State enterprise data integration requirements are being met, and if there are unforeseen and/or adverse impacts to DES systems that need to be addressed. DES will report any Defects and other Issues in SIT Test #2 to Prime Vendor and Prime Vendor will resolve and correct all such Defects and other Issues.

6.3.4.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.4.4.1	SIT Test #1 Test Plan	SIT Test #1 and Enterprise Integration Test Plan, including schedule, Test Scenarios, Test Scripts and activities.	PV	DES	Test Plan for SIT Test #1 and Enterprise Integration Test, including schedule, Test Scenarios, Test Scripts and activities, is complete.	15 days
6.3.4.4.2	SIT Test #1	Conduct SIT Test #1, and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.4.4.3	Defects Log for SIT Test #1	Defects Log for SIT Test #1.	PV	DES	Defects Log for SIT Test #1.	5 days
6.3.4.4.4	Review of SIT Test #1	Complete walkthrough and review of the results of SIT Test #1.	PV	DES	Complete and full review of SIT Test #1 test results, showing DES end-to-end business processes, information flows from, to and among applicable Solution Modules, and Interfaces and reports, compliance with State enterprise data integration requirements and any unforeseen and/or adverse impacts to DES systems.	5 days
6.3.4.4.5	Certification Form – SIT Test #1	Certification Form – SIT Test #1.	PV	DES	Defects and other Issues have been resolved and corrected.	5 days
6.3.4.4.6	Updated Project Doc-	Updated Project Documents (Post	PV	DES	Updated Project Documents post SIT	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
	ument – SIT Test #1	SIT Test #1).			Test #1 are complete, current and accurate.	
6.3.4.4.7	Enterprise Integration Test	Conduct Enterprise Integration Test, and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.4.4.8	Defects Log for Enterprise Integration Testing	Defects Log for Enterprise Integration testing.	PV	DES	Complete Defects Log for Enterprise Integration testing.	5 days
6.3.4.4.9	Review of Enterprise Integration Test	Complete walkthrough and review of the results of the Enterprise Integration test.	PV	DES	Complete and full review of Enterprise Integration test results.	5 days
6.3.4.4.10	Certification Form – Enterprise Integration	Certification Form – Enterprise Integration	PV	DES	Defects and other Issues have been resolved and corrected.	5 days
6.3.4.4.11	Updated Project Document – Enterprise Integration	Updated Project Documents (Post Enterprise Integration).	PV	DES	Updated Project Documents post Enterprise Integration are complete, current and accurate.	5 days
6.3.4.4.12	SIT Test #2 Test Plan	SIT Test #2 Test Plan, including schedule, Test Scenarios, Test Scripts and activities, including creating any additional test data to support expanded DES testing needs.	DES	PV	N/A	N/A
6.3.4.4.13	SIT Test #2	Conduct SIT Test #2, including determining whether State enterprise data integration requirements are being met and if there are unforeseen and/or adverse impacts to DES systems. DES will report Defects and other Issues to Prime Vendor.	DES	PV	N/A	N/A
6.3.4.4.14	Defects Log for SIT Test #2	Defects Log for SIT Test #2.	PV	DES	Complete Defects Log for SIT Test #2.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.4.4.15	Updated Project Document – SIT Test #2	Updated Project Documents (Post SIT Test #2).	PV	DES	Updated Project Documents post SIT Test #2 are complete, current and accurate.	5 days
6.3.4.4.16	Certification Form – SIT Test #2	Certification Form – SIT Test #2.	PV	DES	Defects and other Issues have been resolved and corrected.	5 days

6.3.5 User Acceptance Test Stage

6.3.5.1 Objectives

User acceptance testing ("**UAT**") primarily is based on the Test Scenarios and Test Scripts and focuses on, among other things, the testing of an Agencies' workflow and processes, cross-Agency processes and workflows, security controls, ADA and State accessibility requirements, and State enterprise data integration requirements. Multiple Agencies and business units will be part of the UAT testing. Applicable Interfaces and reports will be tested in UAT. Prime Vendor will create separate test environments for the State's use for testing for the duration of the Pre-Live Testing period.

UAT testing will be led by DES, and Prime Vendor will participate in the tests as requested by DES. DES will report to Prime Vendor any Defects and other Issues experienced during the UAT.

6.3.5.2 Approach

DES will use the Test Scenarios and Test Scripts in UAT to:

- Ensure that the TLA Solution, as implemented, meets user requirements for the process flows within the Agencies and the DES Business and Technical Requirements, all without Defect;
- Test Agency policies and procedures and how these relate to other Agencies;
- Ensure that Interfaces and reports are functioning properly;
- Ensure that accessibility requirements are met;
- Ensure that State enterprise data integration requirements are met; and
- Test security controls for all user types and profiles.

Responsibilities:

DES	Prime Vendor
Lead UAT activities; report Defects and other Issues to Prime Vendor.	Develop the UAT Test Plan.
	Assist DES in UAT test activities, as needed or requested.
	Update Defects on the Defects Log.
	Resolve and correct Defects and other Issues.

6.3.5.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.5.3.1	UAT planning	Prime Vendor will develop the UAT Test Plan, using: <ul style="list-style-type: none">• Testing templates• Test Scenarios• Test Scripts
6.3.5.3.2	UAT test execution	DES will conduct the UAT testing and report to Prime Vendor any Defects and other Issues. Prime Vendor will update and maintain the Defects Log. Prime Vendor will resolve and correct Defects and other Issues.

6.3.5.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.5.4.1	UAT Test Plan	UAT Test Plan, including schedule, Test Scenarios, Test Scripts and activities.	PV	DES	Test Plan for UAT, including schedule, Test Scenarios, Test Scripts and activities, is complete.	N/A
6.3.5.4.2	UAT Test Execution	Conduct UAT and provide summaries and detailed test results to DES.	DES	PV	N/A	N/A
6.3.5.4.3	Defects Log for UAT	Defects Log for UAT.	PV	DES	Complete Defects Log for UAT.	5 days
6.3.5.4.4	Review of UAT test results	Review results of UAT test.	PV	DES	Complete and full review of UAT test results.	5 days
6.3.5.4.5	Updated Project Document – Post UAT test	Updated Project Documents (Post UAT).	PV	DES	Updated Project Documents post UAT test are complete, current and accurate.	5 days
6.3.5.4.6	Confirmation of completion of UAT	Written confirmation by DES that UAT is completed.	DES	PV	N/A	N/A

6.3.6 Regression Test Stage

6.3.6.1 Objective

Ensure that the introduction of a new variable, such as a new configuration, new Interface, or the like, into the then-tested Solution Module (or component thereof) does not invalidate a previous test.

6.3.6.2 Approach

Regression testing will be performed *ad hoc* during all test stages of the Pre-Live Testing, when, in Prime Vendor's or DES' determination, such test is needed or required to validate that previously implemented components of the Solution have not been affected (the extent of regression testing required to be tailored to the variable generating the regression testing). Prime Vendor will make every effort to automate regression testing through software tools to expedite and make consistent the regression testing effort. At a minimum, Prime Vendor will perform regression testing prior to any of the following events or the introduction of any of the following, as applicable:

- Commencement of UAT testing;
- Cutover (Production);

- Configuration changes;
- New Interface, or any significant change to an Interface;
- Customizations;
- An update, patch or upgrade to the TLA Solution;
- Database modifications or upgrades;
- A new domain or environment; or
- There is a change to DES' systems and/or business processes that interfaces with the TLA Solution.

Prime Vendor will monitor and record the frequency of regression test failures. Prime Vendor will report to DES if: (a) there are any significant problems experienced in connection with a regression test; or (b) there are two (2) or more regression test failures for a particular component being tested. In such event and prior to any additional regression tests being conducted by Prime Vendor, the Prime Vendor Project Manager will meet with the DES Project Manager to review Prime Vendor's quality assurance procedures and the steps Prime Vendor has or will take to ensure against any further regression test failures. If problems persist, the Prime Vendor Executive Sponsor and the DES Program Manager and/or DES Executive Sponsor shall meet to resolve the regression test/quality Issue. These obligations are in addition to, and not in lieu of, any Quality Credits that may accrue to DES as a result of the failed regression testing.

Prime Vendor will transfer Knowledge to DES on the methods and methodology used to perform regression testing, and will provide any tools and transfer any artifacts used in regression testing to DES for DES' future re-use. Prime Vendor will provide updated artifacts to DES as Prime Vendor introduces new or makes changes to existing artifacts in regression testing.

6.3.6.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.6.3.1	Regression test planning	<p>Prime Vendor will develop a regression Test Plan and approach for conducting, reporting, and monitoring all testing activities, and processes to correct identified Defects and other Issues. Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.6.3.2	Regression test execution	

Requirement #	Requirement Title	Requirement
		<p>Prime Vendor will conduct tests based on the approved Test Scenarios and Test Scripts. Prime Vendor will provide reasonable advance notice of the regression test. Prime Vendor will complete Knowledge transfer to DES, and provide regression testing artifacts to DES before obtaining a Certification on the regression testing.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of regression testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> Regression test summaries and detailed test results Regression build approved

6.3.6.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.6.4.1	Regression Test Plan	Develop regression Test Plan, including schedule, Test Scripts, Test Scenarios and activities.	PV	DES	Regression Test Plan, including schedule, regression Test Scripts, regression Test Scenarios, and activities, is completed.	15 days for the first regression Test Plan, and 5 days for any update to such Test Plan
6.3.6.4.2	Regression Testing	Conduct regression testing, notify DES in advance (5 days for the initial delivery and 3 days for any updates) of any regression testing	PV	DES	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		that will be performed, and provide summaries and detailed test results to DES.				
6.3.6.4.3	Regression testing artifacts	Provide DES with regression testing artifacts.	PV	DES	All up-to-date regression testing artifacts are provided to DES.	5 days
6.3.6.4.4	Regression Test Analysis on DES Systems	Perform an analysis on DES services and systems affected by regression testing and provide feedback to Prime Vendor.	DES	PV	N/A	N/A
6.3.6.4.5	Defects Log for Regression Testing	Defects Log for regression testing.	PV	DES	Complete Defects Log for regression testing.	5 days
6.3.6.4.6	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.6.4.7	Certification Form – Regression Testing	Certification Form – Regression Testing.	PV	DES	All Defects and other Issues have been resolved and corrected.	5 days

6.3.7 Security Test Stage

6.3.7.1 Objective

Ensure all components of the TLA Solution are accessible only by the appropriate Authorized User or systems with the appropriate level of access, and that the TLA Solution is not vulnerable to outside penetration attacks.

6.3.7.2 Approach

Security at the user level is embedded in each Prime Vendor test activity (*e.g.*, unit, system, integration, regression, *etc.*). Security testing validates that each of the roles that have been configured, based upon the applicable security matrix, has the appropriate level of authority to perform the functions they are assigned to and validates the access levels for the functions required, as well as the authentication and authorization mechanisms.

Prime Vendor shall provide technical expertise and assistance to the independent Third Party engaged by DES responsible for planning, designing and performing ethical hacking and penetration tests. The timing of such tests will be without the advance knowledge of Prime Vendor. All ethical hacking testing activity will be authorized and coordinated with the DES Pro-

gram Manager to maintain the highest level of confidentiality as to the timing and extent of the testing. Results of the testing shall be provided to Prime Vendor in the form of a written report. Prime Vendor will perform one (1) ethical hacking and penetration test prior to Production, and Prime Vendor will not duplicate this test pre-Production under the Hosting Services Exhibit.

6.3.7.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.7.3.1	Security Test Plan	<p>Prime Vendor will develop a security Test Plan and approach for conducting, reporting, and monitoring all testing activities, and processes to correct identified Defects and other Issues.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts <p>The plan will specify, among other items, that during SIT #1 Test, Prime Vendor will conduct the test using DES-provided users, and during UAT testing, DES will conduct the security testing with Prime Vendor's oversight. The execution of ethical hacking security tests will not be performed with Prime Vendor's oversight (see Requirement 6.3.7.3.3 below).</p>
6.3.7.3.2	Security test execution	<p>DES will conduct tests based on the approved Test Scenarios and Test Scripts. DES will provide test results to Prime Vendor.</p> <p>Quality Assurance: Based on the test results provided by DES, Prime Vendor will provide summaries of each test. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects will be resolved and corrected by Prime Vendor prior to Certification of security testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Security test summaries • Security build approved
6.3.7.3.3	Ethical Hacking	<p>Prime Vendor will provide information and otherwise assist the independent Third Party with technical knowledge sharing and expertise necessary to effectively design ethical hacking and penetra-</p>

Requirement #	Requirement Title	Requirement
		tion tests.

6.3.7.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.7.4.1	Security Test Plan	Develop security Test Plan, including schedule, Test Scripts, Test Scenarios and activities.	PV	DES	Security Test Plan, including schedule, Test Scripts, Test Scenarios and activities, is complete.	15 days
6.3.7.4.2	Security Testing	Conduct security testing and provide summaries DES.	PV	DES	N/A	N/A
6.3.7.4.3	Ethical Hacking Tests	Conduct ethical hacking testing, and provide summaries and detailed test results to DES.	PV*	DES	N/A	N/A
6.3.7.4.4	Ethical Hacking Review and Remediation Plan	Ethical hacking test results are reviewed with Prime Vendor, and areas of vulnerability are addressed to DES' satisfaction.	PV	DES	Test results reviewed between Prime Vendor, DES and, if elected by DES, the third party firm conducting the ethical hacking test. Prime Vendor develops a remediation plan, acceptable to DES, is prepared, and Prime Vendor has taken action to remediate the vulnerabilities.	10 days
6.3.7.4.5	Ethical Hacking Retesting	Security re-testing if required by DES.	PV*	DES	N/A	N/A
6.3.7.4.6	Defects Log for Security Testing	Defects Log for security testing.	PV	DES	Complete Defects Log for security testing.	5 days
6.3.7.4.7	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.7.4.8	Certification Form – Security	Certification Form – Security Testing.	PV	DES	Defects have been resolved and corrected.	5 days

* Ethical hacking is conducted by independent Third Party without Prime Vendor's knowledge.

6.3.8 Device/Equipment Test Stage

6.3.8.1 Objective

Test all TLA Solution data collection and other devices and infrastructure platform equipment using automated utilities or tools to ensure the equipment operates in accordance with equipment specifications and that such devices/equipment Integrate with the TLA Solution.

6.3.8.2 Approach

Prime Vendor will design and conduct technical device/equipment testing using automated utilities or tools to ensure configuration and connectivity of all devices/equipment used with the TLA Solution. Prime Vendor will undertake the initial device/equipment testing to cover all device/equipment types and models, and will conduct the remaining device/equipment testing on further deployed devices/equipment. Prime Vendor is responsible for correcting Defects arising from device/equipment testing.

6.3.8.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.8.3.1	Device/Equipment Test Plan	<p>Prime Vendor will develop a performance Test Plan and approach for conducting, reporting, and monitoring all device/equipment testing activities, and processes to correct identified Defects.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts

Requirement #	Requirement Title	Requirement
6.3.8.3.2	Device/Equipment test execution	<p>Prime Vendor will conduct tests based on the approved Test Scenarios, Test Scripts and other device/equipment- based scenarios using automated utilities or tools. Prime Vendor will permit DES to observe the test as the device/equipment testing is being executed. Prime Vendor will be responsible to verify test results.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of device/equipment testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Device/equipment test summaries and detailed test results • Device/equipment build approved

6.3.8.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.8.4.1	Device/Equipment Test Plan	Device Test Plan, including schedule, Test Scripts, Test Scenarios and scenarios.	PV	DES	Device/Equipment Test Plan, including schedule, Test Scripts, Test Scenarios and activities, is completed.	10 days
6.3.8.4.2	Device/Equipment Testing	Conduct device/equipment testing using automated utilities or tools, and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.8.4.3	Defects Log for Device/Equipment Testing	Update Defects Log for device/equipment testing.	PV	DES	Complete Defects Log for device/equipment testing.	5 days
6.3.8.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.8.4.5	Certification Form – Device Testing	Certification Form – Device Testing.	PV	DES	All Defects and other Issues have been resolved and corrected.	5 days

6.3.9 Performance Test Stage

6.3.9.1 Objective

Confirm that the TLA Solution meets the Performance Standards, and test the software design scalability of the various components of the TLA Solution, including when the various components of the TLA Solution become degraded and ultimately cannot be used.

6.3.9.2 Approach

The approach to performance testing is designed to identify as quickly as possible the specific load points at which the components of the TLA Solution fail to meet the Performance Standards. The load testing (scalability) approach will be to step up performance in increments, monitoring performance at each test stage. Performance testing must be executed at various pre-Production checkpoints in each Phase to ensure that the TLA Solution can continue to meet the Performance Standards with the increased demand each Phase will place on the overall TLA Solution. This will enable Prime Vendor to pinpoint the exact point at which performance starts to degrade and the point at which performance becomes unacceptable. Prime Vendor will conduct the performance testing of the TLA Solution using performance testing tools to be provided by Prime Vendor. DES reserves the right to require performance testing with individuals using manually entered user ids.

6.3.9.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
6.3.9.3.1	Performance Test Plan	<p>Prime Vendor will develop a performance Test Plan and approach for conducting, reporting, and monitoring all performance testing activities, and processes to correct identified Defects and other Issues.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.9.3.2	Performance test execution	<p>Prime Vendor will conduct tests based on the approved Test Scenarios, Test Scripts and other performance-based scenarios. Prime Vendor will permit DES to observe the test as the performance testing is being executed. Prime Vendor will be responsible to verify test results.</p> <p>Quality Assurance: Prime Vendor will provide summaries of each test along with the detailed test results in electronic format of each test conducted. Prime Vendor will update and maintain the Issues and Defect Log.</p> <p>Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of performance testing.</p> <p>Deliverable(s):</p> <ul style="list-style-type: none"> • Performance test summaries and detailed test results • Performance build approved

6.3.9.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
6.3.9.4.1	Performance Test Plan	Performance Test Plan, including schedule, Test Scripts, Test Scenarios and activities, with templates to be provided by Prime Vendor.	PV	DES	Performance Test Plan, including the schedule, Test Scripts, Test Scenarios and activities, with templates, is complete, and Prime Vendor has available the appropriate performance tools and utilities to measure performance.	10 days
6.3.9.4.2	Performance Testing	Conduct performance testing in accordance with the Test Plan and at a minimum prior to Production Use in each Phase, and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.9.4.3	Defects Log for Performance Testing	Defects Log for performance testing.	PV	DES	Complete Defects Log for performance testing.	5 days
6.3.9.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.9.4.5	Certification Form – Performance Testing	Certification Form – Performance Testing.	PV	DES	Performance Standards are met and Defects and other Issues have been resolved and corrected.	5 days

6.3.10 Data Conversion and Migration Test Stage.

Testing of the converted and migrated data will be undertaken during each event of data conversion and migration, and for the final data conversion and migration upload prior to Production of the TLA Solution, all in accordance with the terms of **Section 5.3**.

6.3.11 Disaster Recovery and Business Continuity Plan Test Stage.

Testing of the Disaster Recovery and Business Continuity Plan will be undertaken prior to Production of the TLA Solution in accordance with the terms of **Section 5.4** and the terms of the Hosting Services Exhibit. This test may involve a DES-system wide test, incorporating the TLA Solution as one component of the overall disaster recovery and business continuity test conducted by DES.

7.0 CUTOVER TO PRODUCTION

7.1 Objective

Place the TLA Solution or a component of the TLA Solution, as applicable, into actual, live use.

7.2 Approach

Cutover is the event when TLA Solution is moved into Production. This is the culmination of the efforts put forth by both the Prime Vendor's and DES' project teams.

Responsibilities:

DES	Prime Vendor
Participate in developing the cutover plan.	Develop Production cutover plan.
Participate and confirm all responsibilities of the cutover to Production.	Conduct Production cutover plan meeting to outline plan for all users.
Execute DES' items on the cutover plan.	Execute Prime Vendor's items on the cutover plan.
Validate the outcomes of the cutover readiness assessment.	Complete cutover readiness assessment.
Provide approval for cutover to Production.	Confirm approval for cutover to Production.
Provide executive feedback on the status and readiness of DES to cutover.	Conduct executive overview of the TLA Solution.
Present and validate final data for uploading prior to Production.	Upload final data presented by DES.
Participate in the documentation, review and resolution of cutover Defects and other Issues.	Support Production cutover of TLA Solution to Productive Use.
Provide defined resources to support cutover to Production.	Document Production cutover Issues, review and resolve cutover Issues.
Validate that the TLA Solution, associated devices/equipment and all Interfaces and reports are ready for cutover to Production.	Establish and provide a sufficient number of resources for cutover to Production command center support covering the TLA Solution.
Participate in the development of transition to operational, support and hosting.	Develop transition to operational, support and hosting operations
Develop internal training plans for DES and State personnel to provide operational support to State users.	

7.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
7.3.1	TLA Solution installed and configured to requirements.	The TLA Solution meets the DES Business and Technical Requirements and Performance Standards.
7.3.2	TLA Solution Pre-Live Testing completed.	TLA Solution testing completed with no Level 1 or Level 2 Defects identified without "workoff" plan.
7.3.3	Operational Support Strategy and Plan.	Develop a strategy to transition operational support of the TLA Solution to DES internal staff.
7.3.4	Transition to Support and Maintenance Services and Hosting Services.	Formal introductions to key executives within Prime Vendor's support and hosting organizations, and development of a transition plan to ensure knowledge from the Prime Vendor's project team is transferred to Prime Vendor's support and hosting organizations.
7.3.5	Transition to Internal DES and State support.	Develop transition to internal DES and State operational support for end users.
7.3.6	Sign off of authority to proceed with cut-over to Production.	Confirmation that TLA Solution built to requirements, testing completed, all cutover preparation completed and approval for go-live (cutover to Production) has been granted.

7.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
7.4.1	Cutover Plan	Cutover Plan - The cutover plan is a detailed document that outlines the steps/activities that need to be completed for cutover to Production with the duration and specific action time as well as the number of resources of both Prime Vendor and DES, and will include a fail back plan if the cutover process needs to be terminated for any reason.	PV	DES	Cutover plan with complete details on the activities, resources, checkpoints and approval for cutover to Production, including the procedures to be followed for any fail back plan.	15 days
7.4.2	Command Center Set-Up Template	Command center set-up template – Prime Vendor will provide a template of a command center set-up plan to DES.	PV	DES	Template of a command center set-up plan that describes the personnel, facilities, policies, procedures and other items to be considered in connection with developing a command center set-up plan.	5 days
7.4.3	Command Center Set-Up Plan	Command center set-up plan - The command center set-up plan describes the personnel, systems, facilities and policies and procedures for the center. Prime Vendor will consult with DES, based on prior customer experiences and on best practices in establishing a command center.	DES	PV	N/A	N/A
7.4.4	Cutover Readiness Assessment	Cutover readiness assessment -The cutover readiness assessment is used as a checklist of items which need to be complete prior to cutover. Items will be prioritized and integrated into the cutover plan.	PV	DES	Complete checklist of readiness assessment items.	10 days
7.4.5	Command Center Communication Plan	Communication plan document - The communication plan document will outline methods of communication to assist people in the command centers, end users, and application specialists during the cutover period.	DES	PV	N/A	N/A
7.4.6	Security Matrix	Security Matrix Data collection worksheet - Provides the details of the security matrix for DES to guide the command center support to adjust security appropriately during the cutover to Production period.	PV	DES	A complete data security worksheet security matrix.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
7.4.7	Show-Stopper Report	Show-stopper Issues list via go/no go status report - Status report to include list of Issues with severity and impact. This report will help all parties determine whether the system can be turned on given the Issues documented.	PV	DES	List of any major anticipated Issues present with activating the cutover.	5 days
7.4.8	Pre-Cutover DES Executive Review	TLA Sponsor review of TLA Solution – High-level demonstration of the features and functionality of the TLA Solution provided to the TLA Sponsors.	DES	PV	N/A	N/A
7.4.9	Production Readiness Confirmation	Production Readiness Confirmation - Confirmation from Prime Vendor that the TLA Solution has met all of the DES Business and Technical Requirements, the TLA Solution has no outstanding Level 1 Defects or Level 2 Defects, all tasks and activities necessary to take the TLA Solution into Production, including applicable education and training (as reported by the DES Program Manager) has been completed, all cutover preparation has been completed and the TLA Solution is otherwise ready for Production.	PV	DES	Confirmation that the TLA Solution is ready for cutover.	5 days
7.4.10	Practice Cutover	Practice and dry run of activating cutover.	PV	DES	Review and confirmation that the cutover procedures are sufficient to place the TLA Solution or component thereof in Production.	5 days
7.4.11	Cutover	Place TLA Solution or component thereof into Production upon written approval by DES.	PV	DES	N/A	N/A
7.4.12	Comprehensive Strategy and Plan to Transition Operational Support to DES Staff	Develop a comprehensive strategy and plan to transition operational support to DES internal staff to enable DES to operationally support and manage the TLA Solution, including DES' configurations, from and after Production, which plan will incorporate Knowledge transfer elements and expected DES resources required.	PV	DES	The comprehensive strategy and plan to transition operational support to DES internal staff is complete to enable DES to operationally support and manage the TLA Solution, including DES' configurations, from and after Production, which plan will incorporate Knowledge transfer elements and expected DES resources required.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
7.4.13	Transition Plan to Prime Vendor's Support Organization	Develop a comprehensive strategy and plan to transition to Prime Vendor's support organization from and after Production, which plan will incorporate Knowledge transfer elements required from the Prime Vendor project team to Prime Vendor's support organization.	PV	DES	The plan to transition to Prime Vendor's support organization is complete and addresses the Knowledge transfer elements required from the Prime Vendor project team to Prime Vendor's support organization.	10 days
7.4.14	Transition Plan to Prime Vendor's Hosting Organization	Develop a comprehensive strategy and plan to transition to Prime Vendor's hosting organization from and after Production, which plan will incorporate Knowledge transfer elements required from the Prime Vendor project team, as needed, to Prime Vendor's hosting organization.	PV	DES	The plan to transition to Prime Vendor's hosting organization is complete and incorporates Knowledge transfer elements required from the Prime Vendor project team, as needed, to Prime Vendor's Hosting organization.	10 days
7.4.15	Transition Plan to DES and State Support	Develop the internal operational support plan for DES and State personnel to support end users.	DES	PV	Comprehensive plan to provide internal support, including help desk and other functional and technical support.	N/A
7.4.16	Transition to Support	Formally introduce DES to key executives in Prime Vendor's support organization.	PV	DES	N/A	N/A
7.4.17	Transition to Hosting	Formally introduce DES to key executives in Prime Vendor's hosting organization.	PV	DES	N/A	N/A
7.4.18	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
7.4.19	Certification Form – Production	Certification Form - Production.	PV	DES	Cutover is complete, the TLA Solution is in Production, and all other activities required in this Section are completed. If Production relates to a component of the TLA Solution, then the Certification Form will be for the component placed into Production.	5 days

8.0 POST-PRODUCTION ACTIVITIES

Objectives

Stabilized and optimize the TLA Solution. Transition operational support of the TLA Solution to DES' internal staff. Transition to Prime Vendor's Support and Maintenance Services and hosting Services organizations.

8.1 Stabilization Period

8.1.1 Objective

Correct all Level 1 and Level 2 Defects; correct all Level 3 Defects to the extent achievable.

8.1.2 Approach

Once in Production, there will be a Stabilization Period in order to correct any residual and/or new Defects. If any Defects exist or are later discovered during the Stabilization Period, DES will report such Defects to Prime Vendor. Prime Vendor will correct all Defects and the Stabilization Period will continue until all Level 1 Defects or Level 2 Defects have been corrected by Prime Vendor. In order to certify completion of the Stabilization Period, the TLA Solution, and all Interfaces and reports, and Interoperability among the various components of the TLA Solution, must operate in Production without any Level 1 Defects or Level 2 Defects for a minimum of ninety (90) consecutive days. If such Defects are not resolved with the 90 day period or there are latent Defects arising near the end of the 90 day period, then the Stabilization Period will be extended to the extent necessary to demonstrate operation in Production without any Level 1 Defects or Level 2 Defects for a period of fifteen (15) consecutive days.

The Certification procedures for completion of the Stabilization Period are set forth in the Agreement.

8.1.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement
8.1.3.1	Stabilization Period	Monitor Production Use of the TLA Solution, including all Interfaces, reports and Interoperability among the various components of the TLA Solution for the Stabilization Period. TLA Solution to operate in Production without Level 1 or Level 2 Defects for a period of at least 90 days.

8.1.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
8.1.4.1	Production Use Monitoring	Monitor Production Use of the TLA Solution.	PV	DES	N/A	N/A
8.1.4.2	Defects Log	Defects Log identifying all existing and any new Defects occurring in the Stabilization Period.	PV	DES	Defects Log identifies all existing and new Defects.	5 days
8.1.4.3	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
8.1.4.4	Certification Form – Stabilization Period Complete	Certification Form – Stabilization Period Complete.	PV	DES	Production Use of the TLA Solution, including all Interfaces and reports and Interoperability among the various components of the TLA Solution for the Stabilization Period for a minimum of 90 days without Level 1 Defects or Level 2 Defects. All other Stabilization Period criteria are met, including the criteria set forth in the Agreement.	5 days

8.2 Transition to Support and Hosting Services – Post Production (Go-Live)

8.2.1 Objective

With respect to Agencies that have been deployed into Production, transition operational support to DES, including transition of management of Solution configurations, transition to Support and Maintenance Services, and transition to hosting Services for the TLA Solution.

8.2.2 Approach

Prime Vendor will provide transfer of Knowledge pertaining to the operational maintenance and support to DES to enable DES to provide operational support for and management of the TLA Solution, including responsibility to manage DES' configurations. Prior to transition, Prime Vendor is responsible for managing DES' configurations. Prime Vendor will make formal introductions to key executives within Prime Vendor or the applicable Third Party Software vendor's support organization and Prime Vendor's hosting organizations to ensure a smooth transition to DES receiving Support and Maintenance Services and Hosting Services.

8.2.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
8.2.3.1	Operational Support Strategy and Plan	The operational support strategy and plan is activated, and Prime Vendor provides Knowledge transfer to DES to ensure successful transition of operational support, including management of DES' configurations, of the TLA Solution to DES staff.
8.2.3.2	Transition to Support and Maintenance Services	The transition to Support and Maintenance strategy and plan is activated, and Prime Vendor ensures that Knowledge is transferred from its project team to its support organization.
8.2.3.3	Transition to Hosting Services Organization	The transition to Hosting service organizations plan is activated, and Prime Vendor ensures that Knowledge is transferred to its Hosting Services organization.

8.2.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has

been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
8.2.4.1	Transition to Operational Support Strategy and Plan	Develop and then activate Transition to Operational Support Strategy and Plan.	PV	DES	Develop the Transition to Operational Support Strategy and Plan and then transition to completion.	5 days
8.2.4.2	Transition to Support and Maintenance Services Plan	Develop and then activate Transition to Support and Maintenance Services Plan.	PV	DES	Develop the Transition to Support and Maintenance Services Plan and then transition to completion.	5 days
8.2.4.3	Transition to Hosting Services Organization Plan	Develop and then activate Transition to Hosting Services Organization Plan.	PV	DES	Develop the Transition to Hosting Services Organization Plan and then transition to completion.	5 days
8.2.4.4	Transition to DES and State Support	Help desk and other support functions are transferred to DES and State support staff.	DES	PV	N/A	N/A
8.2.4.5	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
8.2.4.6	Certification Form – Transitions	Certification Form –Transitions.	PV	DES	Complete Transition to Support and Maintenance Services and Hosting Services Organization.	5 days

8.3 Optimization Period (Optional Services, see TLA Project Agreement for further terms)

The terms and conditions set forth in this Section only apply if and to the extent DES exercises its option to purchase optimization Services under the TLA Project Agreement.

8.3.1 Objective

Optimize the TLA Solution or applicable component thereof for DES' use.

8.3.2 Approach

During the Optimization Period of 90 days, Prime Vendor will: (a) address any adoption Issues and negative user experiences that have occurred prior to the commencement of the Optimization Period; (b) examine workflows and processes that were designed and configured into the TLA Solution systems for purposes of determining whether such workflows and processes need to be changed or improved; (c) lead any changes or improvements to the TLA Solution workflow and processes that are approved by DES; and (d) ensure the transfer of Knowledge to DES. The initial review and assessment for optimization must be completed within thirty (30) days of the commencement of the Optimization Period in order to provide sufficient time to implement the selected optimizations.

In connection with the Optimization Services, Prime Vendor will:

- Identify necessary process workflow enhancement concerns/potential;
- Document feedback regarding Prime Vendor recommended workflow practice effectiveness and adoption;
- Document feedback regarding system performance concerns;
- Document feedback regarding project experience, including methodology, project team, *etc.*;
- Develop short and long term optimization recommendation action plans based upon activities completed during the Optimization period; and
- Refine and improve the TLA Solution to address concerns of DES and TLA Solution users and based on best practices.

With respect to any changes to the TLA Solution that are requested by DES during the Optimization Period, Prime Vendor will provide an initial assessment (within the initial 30 day period) of the impact such change will have on the TLA Solution, the timeline for making such change and the Prime Vendor effort required to make such change. Following receipt of such initial assessment, DES may request that one or more of such changes be made to the TLA Solution (within the fixed fee) and prioritize such changes; provided, however, that any such changes that exceed (in the aggregate) five (5) full time equivalents ("*FTEs*") for the Optimization Period will require a Change Order.

Responsibilities:

DES	Prime Vendor
Complete post- Production Use survey.	Conduct detailed post-Production assessment for TLA Solution within 30 days of the commencement of the Optimization Period.
Participate in interviews and walk-throughs of Agencies.	Provide on-site, expert solution and process Optimization consulting.
Participate in Post Cutover/Optimization recommendations review.	Create and provide post Production Use assessment document.
	Refine and improve the TLA Solution to address concerns of DES and TLA

DES	Prime Vendor
	Solution users and based on best practices.

8.3.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
8.3.3.1	Optimization Plan	A schedule and tasks that defines the different solution areas, workflows and times for the Optimization Period. It should include the Prime Vendor post cutover assessment survey as well as key benefits that are looking to be achieved.

8.3.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
8.3.4.1	Cutover Assessment Report	Complete post cutover assessment for the TLA Solution within 30 days of the commencement of the Optimization Period.	PV	DES	Complete post cutover assessment for the TLA Solution.	5 days
8.3.4.2	Post cutover Production assessment	Review and provide feedback on the Post cutover Production assessment.	DES	PV	Updated Project Documents are complete, current and accurate.	5 days
8.3.4.3	Optimization Reviews	Engage in optimization reviews of business units selected by DES.	PV	DES	N/A	N/A
8.3.4.4	Optimization Recommendations Plan	Deliver Optimization Recommendation Plan.	PV	DES	Optimization Plan is completed for all DES-selected business units.	5 days
8.3.4.5	Review Optimization Recommendations	Review and prioritize optimization recommendations.	DES	PV	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
8.3.4.6	Implement Selected Optimization Improvements	Implementation of DES selected optimization recommendations.	PV	DES	N/A	N/A
8.3.4.7	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
8.3.4.8	Certification Form – Optimization Period Complete	Certification Form – Optimization Period Complete.	PV	DES	All Optimization Period activities are complete and Optimization Period criteria are met, including the criteria set forth in the Agreement.	5 days

9.0 PROJECT MANAGEMENT

9.1 Project Management

The TLA Solution Project requires open transparency of project management activities and reporting to ensure all parties are working together cohesively and effectively. Prime Vendor project management will work with the DES program management, Third Party quality assurance teams and others involved in the TLA Solution Project to manage the TLA Solution Project, and will perform the Services identified in the Agreement and this Section. There will be a peering relationship toward project management, such that the Program Manager and Project Manager(s) from Prime Vendor will be paired with the Program Manager and Project Manager(s) from DES. Prime Vendor's primary interaction at the project management level will be with the core DES project team.

With respect to providing program and/or project management Services for the TLA Solution Project, Prime Vendor shall use the form of report, tool, methodology, approach, plan, or similar document set forth in Schedule 7 of the TLA Solution Project Agreement or otherwise as requested by DES.

9.1.1 Objective

Manage activities and resources to successfully deliver the TLA Solution Project on-time, meeting functionality, performance and quality requirements, and within the fixed fee while complying with the Project Management Plan (PMP).

9.1.2 Approach

Prime Vendor will utilize the implementation approach described in the PMP, which incorporates standard project management methods and practices. Prime Vendor will use DES' document repository tool for the TLA Solution Project.

9.1.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.1.3.1	Prime Vendor Project Management	Prime Vendor will provide oversight, manage, monitor and report on all activities and Deliverables under this Statement of Work and otherwise participate in program management activities.

Requirement #	Requirement Title	Requirement Statement
9.1.3.2	Prime Vendor on-going work management	Prime Vendor will be responsible for the on-going management of the activities and Deliverables that are required to be performed to ensure compliance with this Statement of Work.
9.1.3.3	Plan development, implementation and management	<p>In addition to the project-based documents referenced herein as being Prime Vendor's responsibility, Prime Vendor will manage the following project-based plans and reports:</p> <ul style="list-style-type: none"> • Project Management Plan; • Project Schedule and any sub-project schedules created; • 30 and/or 60 day Task and Activity Schedule; • Joint Resource Plan; • TLA Solution Project Communication Plan • Training Plan • Project Performance (Status) Reports; • Defect and Issues Log; • Risk Register; • Change Order Log; and • Project Cost Management Plan.
9.1.3.4	Project tools and utilities	The TLA Solution Project Agreement sets forth the Prime Vendor Tools and Utilities that Prime Vendor will provide to DES in connection with the TLA Solution Project. The terms and conditions of the Agreement and the TLA Solution Project Agreement govern the rights and obligations relating to the Prime Vendor Tools and Utilities.

9.1.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.1.4.1	Monthly Executive Status Report	Monthly executive status report that includes a summary of the overall project, high severity Risks and Is-	PV	DES	Monthly executive report adheres to the agreed standards described in the PMP for monthly executive status update and	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		issues requiring escalation, and the status of Change Requests and Critical Milestone Due Dates.			will show current status, Risks and Issues and key milestones for the TLA Solution Project. The language, level of detail and complexity of the report is appropriate for an audience of senior technical and non-technical management.	
9.1.4.2	Weekly Project Performance (Status) Report	Weekly Project Performance (Status) Report in accordance with the requirements set forth in the Agreement, including providing detailed status reporting by specified workstreams to allow for detailed monitoring of progress to milestones, Deliverables, Risks, Issues and Change Requests and dependencies (see the Agreement for additional requirements).	PV	DES	Weekly Project Performance (Status) Reports adhere to the agreed PMP standards for Project Performance (Status) Reports and the utilization of the agreed templates and tools and is provided within the correct time frame and to the required quality.	5 days
9.1.4.3	Weekly Project Schedule Update	Weekly updated Project Schedule reflecting all changes to the Project Schedule setting forth the items referenced in the Agreement, and including a separate detailed summary of changes made to the Project Schedule.	PV	DES	Weekly updated TLA Solution Project Schedule (incorporating all Third Party project details) reflecting all changes to the Project Schedule and progress in terms of percent complete. Project Schedule to contain all Deliverables and all activities (each representing approximately 40-80 hours in effort) with the following detail for each activity: unique ID, description, duration, start and end dates, effort, dependencies, resource assignments and percent complete. Note: Changes to the Project Schedule must be made in accordance with the DES' integrated change control process. See the Agreement for additional requirements.	5 days
9.1.4.4	Joint Resource Plan and Compliance/Variance Report	Updated Joint Resource Plan to reflect any agreed to changes, as such updates are approved, and reporting compliance with or variance of such plan, all in accordance with the requirements set forth in the	PV	DES	Contains all resources from Prime Vendor and outlines DES resource requirements. Plan structured to show resources on a monthly basis.	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		Agreement.				
9.1.4.5	TLA Solution Project Communication Plan	Develop the project-based communication component of TLA Solution Project Communication Plan in accordance with DES standards including to communicate project status to internal and external stakeholders, to communicate project-based team member assignments, to communicate upcoming activities, meetings and Critical Milestones for project-based team members, to communicate Issues and Risks for project-based team members and to manage the schedule for project-based team members. Updated project-based communication plan to be provided by Prime Vendor if requested by DES.	PV	DES	Complete project management plan for the TLA Solution Project Communication Plan that meets DES' standards.	10 days
9.1.4.6	Project Management Plan	Develop the project-based management plan for the TLA Solution Project in accordance with DES standards. Updated plan to be provided by Prime Vendor if requested by DES.	PV	DES	Complete Project Management Plan for the TLA Solution Project that meets DES' standards.	10 days
9.1.4.7	Project Tools and Utilities	Prime Vendor will provide the Prime Vendor Tools and Utilities required to manage the TLA Solution Project.	PV	DES	Prime Vendor Project Tools and Utilities are fit for purpose to support all activities and requirements for the TLA Solution Project. Any certification provided by DES as to the adequacy of the Prime Vendor Tools and Utilities will not diminish the obligation of Prime Vendor to supplement or replace the Prime Vendor Tools and Utilities if it is later determined that the certified set do not meet the requirements of the TLA Solution Project Agreement.	5 days

9.2 Work Management

9.2.1 Objectives

- Orchestrate project teams from Prime Vendor, Third Parties and DES to meet TLA Solution Project objectives;
- Update tasks, roles and responsibilities, as needed;
- Manage to Critical Milestones, milestones, activities, tasks and Deliverables and Due Dates;
- Build communication channels to assure Knowledge transfer;
- Manage tasks and dependencies based on other projects that are part of the program; and
- Manage resources, conflicts and escalations.

9.2.2 Approach

Project Management

The project team from Prime Vendor, Third Parties and DES will be assigned tasks in sequence as set forth in the Project Schedule and will be notified of their tasks via different channels: Emails, repository and team meetings. Prime Vendor will report on resource utilization and allocation for both Prime Vendor and DES resources. All Critical Milestones, milestones, activities, tasks and sub-tasks will be maintained and updated in the Project Schedule. Prime Vendor will ensure that a reporting structure is in place to review the Deliverables, Issues and Risks. Mitigation actions will be reported in compliance with the Risks and Issues Management Plan to assure protective and corrective actions are taking place. Issues and Risk tools from the PMP will be utilized by Prime Vendor for the tracking and review of Issues and Risks.

Communication

Effective communication mechanisms are the key to maintaining control and coordination of the TLA Solution Project. TLA Solution Project communication will utilize the following communication methods:

- Weekly Project Management Meetings – Face-to-face for Key Personnel (unless alternate arrangements are approved by DES)
- Ad hoc project activity meetings – Teleconference, video conference or face-to-face
- Quarterly Executive Briefings – Face-to-face
- Periodic or As Needed Steering Committee Meetings – Face-to-face or via conference call, as the parties agree
- Formal Communication – Email, fax or personal delivery

The requirements, Deliverables and Certification Criteria for Work Management are embedded in applicable Sections of this Statement of Work, the TLA Solution Project Agreement and Agreement.

9.3 Scope Control

9.3.1 Objective

Control the scope of the TLA Solution Project during execution and deliver this scope in accordance with the TLA Solution Project Agreement and Technology Agreement.

9.3.2 Approach

The Prime Vendor Project Director, along with the DES project team, will be responsible for monitoring and ensuring against unnecessary increases in scope.

Prime Vendor is responsible for:

- Ensuring all Prime Vendor contractual obligations are assigned to Prime Vendor personnel accountable and adequately skilled for their fulfillment including Third Parties that are included in the TLA Solution;
- Prime Vendor will identify any DES resources that are causing delays or potential delays as soon as they occur so that DES can address the Issue;
- Reviewing contract compliance monthly, or more frequently as necessary, to ensure all Services rendered are within the scope of work set forth in this Statement of Work as well as the Agreement and TLA Solution Project Agreement; and
- Ensuring Deliverables pass through internal Prime Vendor quality control and other reviews which include resolving all of the reviewer's comments and certifying to DES that such Deliverables meet the Certification Criteria, before project Deliverables are formally submitted for DES review.

9.3.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.3.3.1	Scope Management	Manage the TLA Solution Project scope and manage any change in scope.

9.3.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.3.4.1	Updated Statement of Work	Update the Statement of Work to include all agreed to changes to the Statement of Work.	DES	PV	N/A	N/A
9.3.4.2	Updated Project Documents	Updated Project Documents to reflect agreed to changes.	PV*	DES	Updated Project Documents are complete, current and accurate.	5 days

* DES may elect to take responsibility for generating one (1) or more of the updated Project Documents.

9.4 Change Orders

9.4.1 Objective

Recognize and manage all proposed changes to the TLA Solution Project scope of work reflected in this Statement of Work and TLA Solution Project Agreement and associated attachments.

9.4.2 Approach

Change Requests will be managed in accordance with the requirements in the Agreement. All Change Requests will be managed in accordance with the PMP and Change Control Plan and utilize the Change Request form, and other DES processes, tools and templates, as applicable.

- Reviewing with DES and drafting proposals for additional Services and processing the Change Requests as required and as defined in the Agreement;
- Ensuring timely updates to the Project Documents; and
- Capturing potential contract changes in a Change Request Log or in amendments, as applicable.

9.4.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.4.3.1	Change Request management	Manage Change Requests in accordance with the Agreement requirements, the PMP and the Change Control Plan.

9.4.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.4.4.1	Change Request Form	Complete Change Request form to reflect requested change.	The party requesting the change	The other party	See requirements in the Agreement.	See Agreement

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.4.4.2	Change Order Log	Change Order Log – provides an audit trail and log of pending Change Requests, including a list of pending Change Requests that will not be implemented as part of the initial deployment of the TLA Solution.	PV	DES	Change Order Log captures the status of all Change Requests, Change Responses and signed Change Orders.	5 days
9.4.4.3	Change Order	Completion of Change Orders (signed by both parties).	PV	DES	Completion of Change Order (signed by both parties or rejected by DES).	5 days

9.5 Issue Management

9.5.1 Objective

Utilize a structured process for identifying, reporting, documenting, tracking, and resolving Issues within the applicable timeframes as they arise throughout the TLA Solution Project.

9.5.2 Approach

Issues will arise throughout the TLA Solution Project and beyond. Issues should be surfaced as early as possible and dealt with efficiently. Throughout the TLA Solution Project, the Prime Vendor will document all Issues related to the TLA Solution Project utilizing the Issues Log. The project managers together with the project team will have access to the tool for documentation and tracking. Issues will have different levels of severity, solution relation, ownership, and actions documentation. Issues must not be ignored or remain unreported. Doing so would jeopardize the TLA Solution Project and inhibit progress towards a speedy resolution.

Issues will be reviewed and updated as part of the weekly Project Management Meetings and reviewed in the quarterly executive briefings. Issues will be escalated and resolved according to DES' Issue management plan. Issues that are resolved will be documented, communicated to DES, and then closed.

9.5.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.5.3.1	Management of Issues	Manage Issues in accordance with agreed issue management methodology specified by the PMP and the Issue Management Plan.
9.5.3.2	Use of Issue management tool	Manage and update Issues using DES' issue management tool described in the Issue Management Plan.

The requirements, Deliverables and Certification Criteria for Issue Management are embedded in applicable Sections of this Statement of Work, the TLA Solution Project Agreement and Agreement.

9.6 Risk Management

9.6.1 Objective

Minimize variances in the TLA Solution Project schedule, budget and quality, to reduce exposure to Risks and to facilitate proactive steps to eliminate threats to the TLA Solution Project success within the timeframes set forth in the Project Schedule.

9.6.2 Approach

The PMP risk management process will be used to identify, assess and monitor project Risks and to execute mitigation and/or contingency plans. Risk assessment includes identification of Risks and the calculation of Risk priority (probability x impact). At a minimum, for all high priority Risks identified in the TLA Solution Project, Prime Vendor will establish a mitigation plan for such Risks or will justify risk acceptance if mitigation is impractical, which will be provided to DES for its review and approval prior to implementing such plan. Risks assessment and reviews will be conducted as part of the project team meeting and the Risk Register will be updated by Prime Vendor accordingly. Risks will be escalated as required through the project escalation process.

9.6.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.6.3.1	Management of project and program Risks	Manage Risks in accordance with agreed risk management methodology described in the PMP and the Risk Management Plan.
9.6.3.2	Use of Risk management tool	Manage and update Risks using DES' risk management tool described in the Risk Management Plan.
9.6.3.3	Project Schedule Risk contingency	For Risks identified that would have a schedule impact should they occur, particularly Risks associated with critical path activities, add a Risk contingency item to the Project Schedule that accounts for the expected time value (ETV) of the Risk in accordance with the Risk management plan and related processes.
9.6.3.4	Project Budget Risk contingency	For Risks identified that would have cost impact should they occur, add a Risk contingency item to the TLA Solution Project budget that accounts for the expected monetary value of the Risk in accordance with the Risk management plan and related processes.

The Deliverables and Certification Criteria for Risk Management are embedded in applicable Sections of this Statement of Work, the TLA Solution Project Agreement and Agreement.

9.7 Project Cost Management

9.7.1 Objective

Facilitate the effective financial and budget management of the TLA Solution Project.

9.7.2 Approach

Prime Vendor will provide DES with financial budget and reports for the TLA Solution Project which reflects all the financial information and any changes including executed Change Orders. The financial and budget reports will provide sufficient detail to enable DES to be able to monitor the overall cost of the TLA Solution Project (fixed fee plus any fee impacts based on Change Orders), and the progress of the TLA Solution Project from the perspectives of work effort expended, work effort remaining and percent complete. Prime Vendor will require its resources to provide detailed time entry information (hours worked, costs of Service, description of task or activity, *etc.*) by task and/or activity ID Code as referenced in the Project Schedule. Prime Vendor will provide summary reports of such information in such detail as DES may require, and upon DES' request, will provide all such information in electronic format to DES. Prime Vendor shall store and retain this information for the duration of the TLA Solution Project and for one (1) year thereafter.

9.7.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.7.3.1	Project Cost Management	Provide budget and financial reporting information for projects to support project monitoring, review and invoicing as set forth in the Cost Management Plan.

9.7.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.7.4.1	Monthly Financial Report	Prime Vendor will provide inputs as set forth in the Cost Management Plan including into the TLA Sponsor reporting process in the form of a monthly financial report including historical, current and projected financial information.	PV	DES	Inputs as set forth in the Cost Management Plan are comprehensive, complete and accurate.	5 days
9.7.4.2	Invoice Supporting Documentation	The Deliverable and milestone Certification Forms will support the invoices submitted by Prime Vendor and indicate that Deliverable and milestone Certification Criteria have been met unless a Certification Form indicates partial Certification.	PV	DES	Supporting invoice documentation is complete and sufficiently detailed to support the processing of invoices by DES.	5 days

9.8 Quality Management

9.8.1 Objective

Implement processes to ensure that all Interfaces, reports and other Deliverables are of a consistent high quality, are accurate, complete and serve the purpose as intended.

9.8.2 Approach

Prime Vendor will ensure that, prior to delivery to DES, each configuration, Interface and Deliverable will:

- Conform to the applicable requirement and not require re-work based on incomplete work or incorrect assumptions made by Prime Vendor;
- Conform to the applicable agreed Deliverable format;
- For reporting purposes, such as the Defects Log and the Issues Log, not omit, drop or make references to Issues and/or Defects that are incomplete, not accurate, misleading or not comprehensive to provide the full context of the Issue or Defect;
- Conform to its descriptions in the applicable "Deliverables, Activities and Certification Criteria" charts;
- Be understandable and clear;
- Be substantially free from formatting, grammatical, typographical and other errors; and
- Be tested by Prime Vendor prior to delivery to DES to ensure that such artifacts pass all functionality, unit and other relevant tests, and are prepared in a manner to avoid regression testing failures.

Prime Vendor will create a project quality management plan which will provide a structured mechanism for monitoring project quality through:

- Establishing clear quality objectives for the TLA Solution Project in accordance with the above requirements;
- Establishing a process to track and report on Prime Vendor's compliance with the quality objectives;
- Establishing formal quality audits in the TLA Solution Project;
- Establishing formal communication and feedback mechanisms for quality improvement; and
- Encouraging all TLA Solution Project members to focus on quality and quality improvement.

Prime Vendor will conduct informal project quality reviews throughout the duration of the TLA Solution Project to evaluate critical processes, and will conduct formal project quality reviews once per project calendar quarter. The informal and formal reviews must, at a minimum, measure and assess the quality and timeliness of the delivery of Prime Vendor's Services, including

Prime Vendor's project management, implementation, integration and training and education Services. Prime Vendor will provide DES with a copy of such review (unedited) within five (5) business days after the end of each such review. If there are areas of improvement or deficiencies cited in the review results, the parties will meet to review such areas, and develop a plan to address such items.

In addition to the foregoing reviews, DES will be conducting monthly project reviews and will be preparing a quality scorecard based on the quality measurement indicators referenced in the TLA Solution Project Agreement. Prime Vendor will provide full and complete in-person access, at no additional cost to DES, to all of Prime Vendor's personnel assigned to a project and associated project-related materials and documentation for the purpose of conducting DES project reviews.

In addition, quality will be measured for the following activities:

- Whether training and education courses cover all the applicable materials needed to adequately train the various categories and constituencies of DES personnel as specified in this Statement of Work, and are delivered by highly-skilled instructors who are able to convey the subject matter in a manner that is understandable by DES personnel;
- Whether the training and education materials are complete and comprehensively support the changes needed to adapt to the future state of business processes;
- Whether Prime Vendor personnel communicate to DES in a timely manner, clearly identify and articulate Issues as they arise in a comprehensive manner, provide thoughtful approaches to solving Issues and addressing problems as they arise, and generally engage in and promote a healthy, non-adversarial, working relationship;
- Whether Prime Vendor provides knowledgeable staff who can maximize the transfer of Knowledge to DES personnel; and
- Whether Knowledge transfer has prepared DES personnel to be able to implement and roll-out the TLA Solution at other Agencies (*i.e.*, Agencies other than the Departments of Transportation and Ecology).

9.8.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.8.3.1	Quality Assurance Plan	Develop a Quality Assurance Plan that will detail the processes, procedures and tools that will be implemented to ensure the level of quality required in all Deliverables and covers compliance with the PMP quality assurance framework.
9.8.3.2	High quality Deliverables	Produce high quality project Deliverables by complying with the Quality Assurance Plan.

Requirement #	Requirement Title	Requirement Statement
9.8.3.3	Monthly DES Reviews	Prime Vendor to participate in monthly DES reviews.

9.8.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.8.4.1	Quality Assurance (QA) Plan	<p>Provide a Quality Assurance Plan that describes:</p> <ul style="list-style-type: none"> The processes and procedures to be applied by the Prime Vendor project team, to identify and correct quality Issues. The process of evaluating project performance on a regular basis to provide confidence that the TLA Solution Project will satisfy the relevant quality standards. 	PV	DES	The Quality Assurance Plan will contain the DES quality standards, Prime Vendor quality checkpoints, Deliverable review process, quality roles and project quality assurance and control activities.	10 days
9.8.4.2	Quality Assurance Methods Documentation	Provide documentation demonstrating the quality assurance methods and outcomes of the QA compliance assessment.	PV	DES	Documentation is complete and detailed as to quality assurance methods.	5 days
9.8.4.3	Quality Assurance Reviews	Formal and informal Quality Assurance Reviews will include, at a minimum, the measurement and assessment of the quality and timeliness of the delivery of Prime Vendor's Services, including Prime Vendor's project management, implementation, integration and training and education Services. Formal Quality	PV	DES	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		Assurance Reviews will also include: <ul style="list-style-type: none"> On-site reviews with key Prime Vendor and DES project personnel. DES satisfaction survey. Detailed review of project documentation. 				
9.8.4.4	Prime Vendor Internal QA Reports	Prime Vendor will deliver the quarterly QA reports prepared by Prime Vendor's audit group to DES.	PV	DES	Reports are provided to DES on a timely basis in accordance with the Agreement, and are provided without any redacting or other edits.	5 days
9.8.4.5	Prime Vendor QA Deficiencies Addressed	The Prime Vendor quality assurance project manager will assist the Prime Vendor Project Manager to implement recommendations from the Quality Assurance Review. The Prime Vendor Project Manager will keep the Quality Assurance Project Manager updated with progress on implementing recommendations.	PV	DES	QA Reports are complete with respect to quality reviews.	5 days
9.8.4.6	DES Reviews and Scorecards	Participate in DES reviews; Based on review and scorecards, obtain Quality Incentives or provide Quality Credits.	PV	DES	N/A	N/A

9.9 Lessons Learned

9.9.1 Objective

Capture lessons learned so that DES can improve upon its processes and attain better efficiencies and quality.

9.9.2 Approach

Prime Vendor and DES will de-construct, analyze, evaluate and assess each component of the TLA Solution Project and the processes to determine what successes and failures occurred, the root cause and/or determining factors that led to the successes or failures, and develop specific improvements, approaches and best practices to address any deficiencies and build further upon the successes. Lessons learned activities will occur at the conclusion of each of the major milestones during the pendency of the TLA Solution Project, and "wrap up" lessons learned exercise(s) will occur immediately after the go-live (Production) of the TLA Solution or any component thereof.

9.9.3 Requirements

The following Table outlines and describes the requirements to be addressed:

Requirement #	Requirement Title	Requirement Statement
9.9.3.1	Lessons Learned Report	Each party will develop a report on lessons learned from Fit/Gap to Production, and will discuss each of the areas of success and areas of improvement to arrive at a combined best practices and improvement report.
9.9.3.2	Implement Best Practices	To the extent there are other components in the various stages of implementation, the best practices will be implemented.

9.9.4 Deliverables, Activities and Certification Criteria

The following Table outlines and describes the Deliverables to be produced, the responsible and contributing parties for such Deliverables, their respective specific responsibilities, for Prime Vendor Deliverables, the Certification Criteria and the Review Period stated in the number of business days that DES will have to initially review each Deliverable after the Deliverable has been formally submitted by Prime Vendor. The Due Dates for each of the Deliverables are set forth in the Project Schedule and will be tracked in the Project Performance (Status) Reports.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.9.4.1	Lessons Learned Report	Describes successes and areas of improvement, proposes best practices.	PV	DES	Report is detailed and comprehensively identifies all areas of performance.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
9.9.4.2	Implement Improvements – Prime Vendor	Prime Vendor completes implementation of recommended best practices to improve Prime Vendor processes.	PV	DES	N/A	N/A
9.9.4.3	Implement Improvements - DES	DES completes implementation of recommended best practices to improve DES processes.	DES	PV	N/A	N/A
9.9.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
9.9.4.5	Certification Form – Lessons Learned	Certification Form – Lessons Learned.	PV	DES	Lessons learned report is complete and best practices implemented.	5 days

10.0 ASSUMPTIONS

The following set forth the assumptions applicable to the TLA Solution Project. If an assumption is determined to be no longer valid, then DES or Prime Vendor may assert that the assumption will result in an out-of-scope activity or event, entitling either DES or Prime Vendor to activate the Change Order process as set forth in the Agreement.

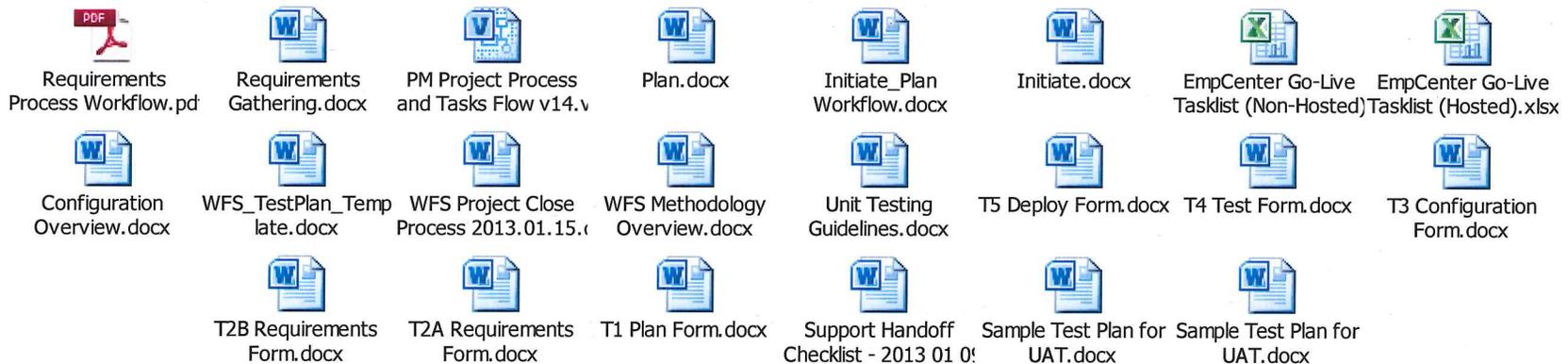
1. DES will meet its responsibilities in accordance with the TLA Solution Project Agreement.
2. DES Third Parties will not cause material delays to Prime Vendor performing its obligations.

APPENDIX A

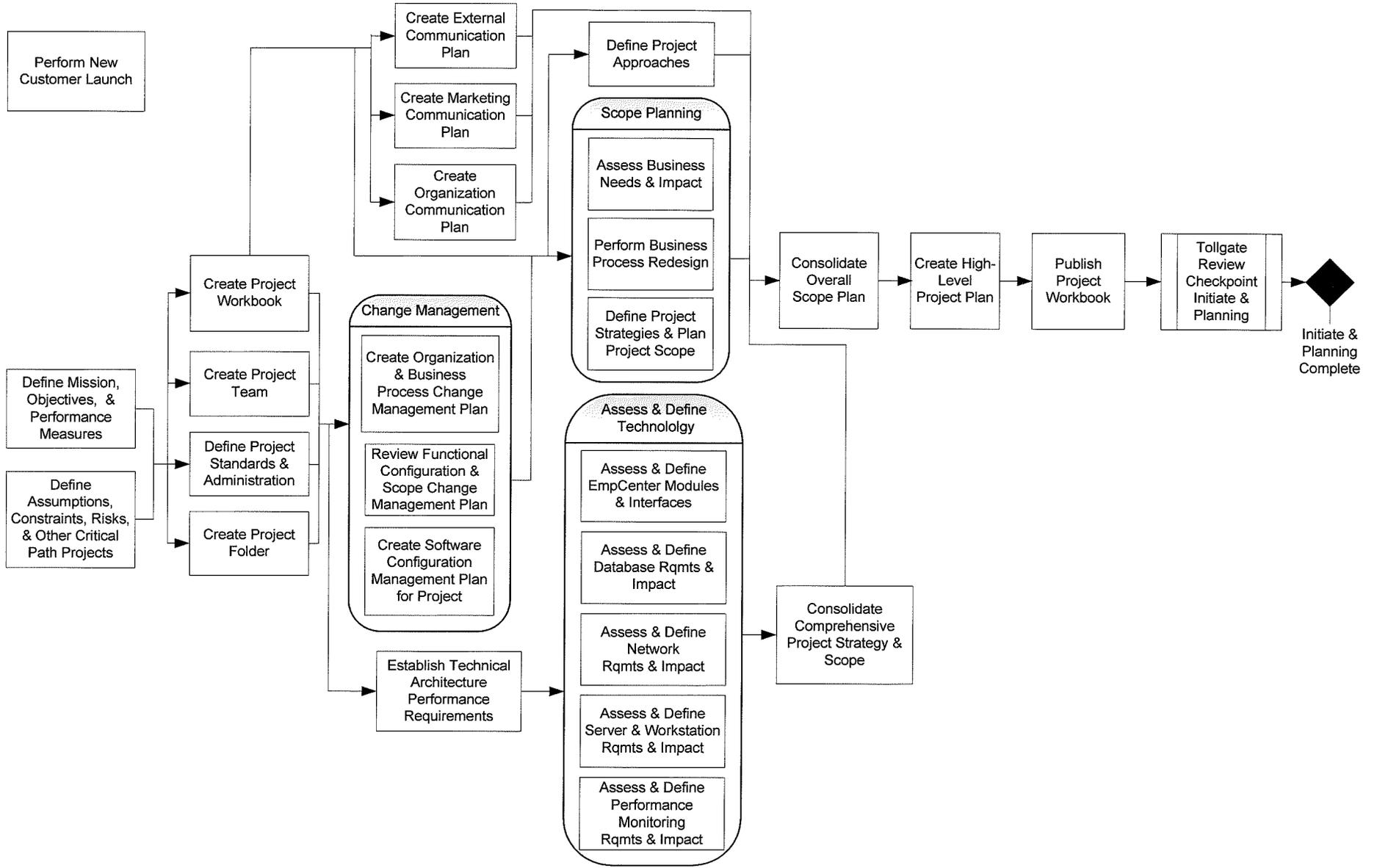
PRIME VENDOR IMPLEMENTATION METHODOLOGY

See document reference below and associated attached files:

Sample Test Plan for UAT.docx
Support Handoff Checklist - 2013 01 09 v 3.docx
T1 Plan Form.docx
T2A Requirements Form.docx
T2B Requirements Form.docx
T3 Configuration Form.docx
T4 Test Form.docx
T5 Deploy Form.docx
Unit Testing Guidelines.docx
WFS Methodology Overview.docx
WFS Project Close Process 2013.01.15.docx
WFS_TestPlan_Template.docx
Configuration Overview.docx
EmpCenter Go-Live Tasklist (Hosted).xlsx
EmpCenter Go-Live Tasklist (Non-Hosted).xlsx
Initiate.docx Initiate_Plan Workflow.docx
Plan.docx
PM Project Process and Tasks Flow v14.vsd Requirements Gathering.docx
Requirements Process Workflow.pdf



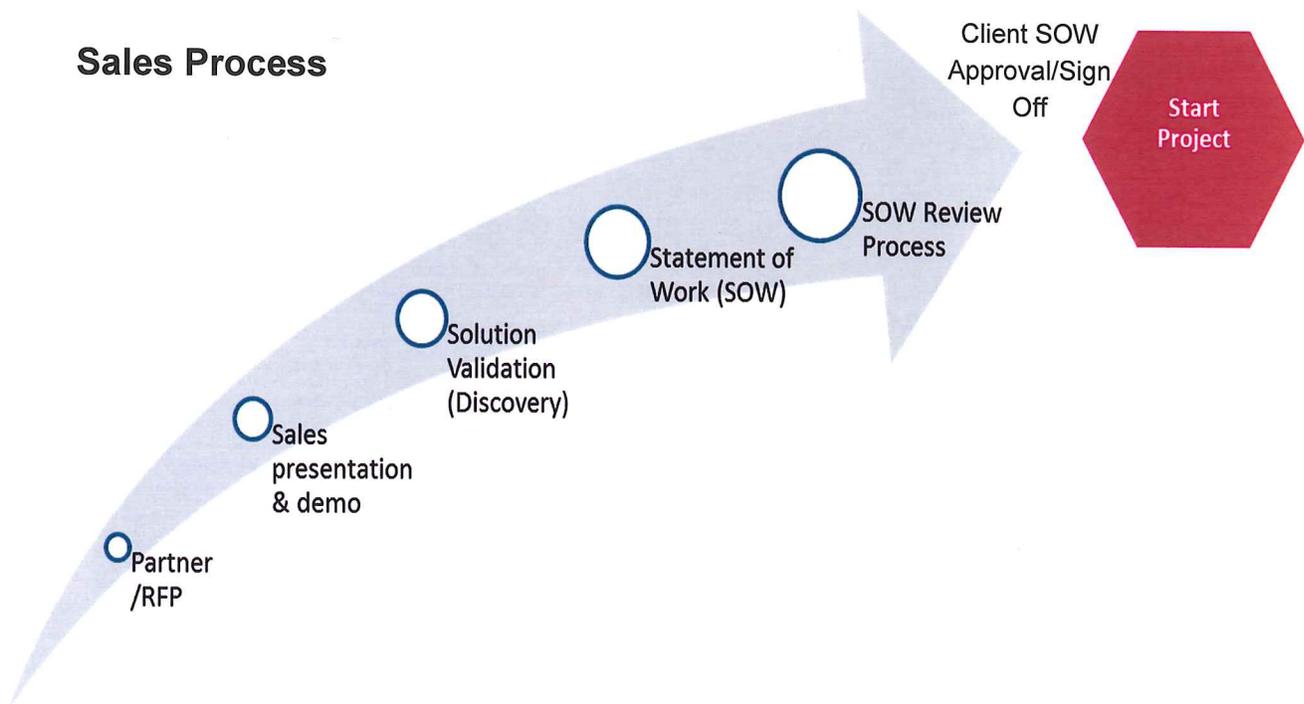
Project Initia and Planning Workflow



Implementation Methodology Phase: Initiate

Initiate

In this Phase, initial scope is defined and initial financial resources are committed. Internal and external stakeholders who interact and influence the overall outcome of the project are identified. The project boundaries are defined and aligned with the stakeholder's expectations providing the project's purpose, giving them visibility into the scope and objectives, as well as setting expectations for participation in the project. This phase sets the vision for the project and defines what is needed to accomplish deliverables and achieve expectations.



Entry Criteria	Exit Criteria
<ul style="list-style-type: none"> • Sales opportunity • Customer identification • Sales presentation 	<ul style="list-style-type: none"> • Client approved SOW

Phase Deliverable: Client approved Statement of Work	
<p>Description: The WFS and client approved Statement of Work (SOW) authorizes the existence of a project and provides the Project Manager with the authority to apply resources to project activities. Key benefits include a well-defined project scope and boundaries, timeline, budget, project record, and a direct way for senior management to formally accept and commit to the project.</p>	
Inputs	Outputs
<ul style="list-style-type: none"> • Sales demo • Solution Validation • Client proposal (scope, timeline) 	<ul style="list-style-type: none"> • Scope, budget, timeline • WFS SOW approval • Client approved SOW

Implementation Methodology Phase: Plan

Plan (The content owner of the Plan phase is Fadia Jabbour.)

Plan establishes the total scope of the effort, defines and refines the objectives, and develops the course of action required to achieve the project objectives set forth in the Initiate Phase. The project workbook and documents are established that will be used to carry out the project. The complex nature of project management may require the use of repeated feedback loops for additional analysis. As additional project information is gathered and understood, additional planning will be required. Significant changes occurring throughout the project life cycle will trigger a need to revisit the Plan Phase for possible adjustments to the project schedule, scope, resources, or timeline. The key benefit of this phase is to delineate the strategy and tactics along with the course of action to successfully complete the project.

Entry Criteria	Tollgate Exit Criteria
<ul style="list-style-type: none"> Client approved SOW 	<ul style="list-style-type: none"> Sales Handoff EM Review Meeting Project Workbook Project Kickoff Resource Assignments Project Schedule

Phase Deliverable: Sales Handoff (Must occur 2 days after client SOW sign off)

Description: The Project Workbook involves defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. Key benefits include a central document that defines the basis of all project work.

Inputs	Outputs
<ul style="list-style-type: none"> Sales Handoff Checklist 	<ul style="list-style-type: none"> Client transition from Sales to Services Scheduled EM Review Meeting Client Introductory Call

Phase Deliverable: EM/IC Review Meeting

Description: The PS Engagement Manager and the Implementation Consultant assigned to the project meet after the Sales Handoff to review the Configuration Scope in detail.

Inputs	Outputs
<ul style="list-style-type: none"> Client approved SOW Configuration Scope 	<ul style="list-style-type: none"> Transition of configuration scope in support of client requirements

Phase Deliverable: Establish Project Workbook

Description: The Project Workbook is the process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management workbook. The workbook defines how the project is executed, monitored and controlled, and closed. The key benefit of the process is a central document that defines the basis of all project work.

Inputs

- SOW
- Outputs from other processes

Outputs

- Project Workbook

Phase Deliverable: Project Kickoff

Description: The Project Kickoff meeting is conducted with the customer. It establishes a common understanding of the project approach and tools, as well as project member roles and responsibilities. This meeting also discusses external schedule constraints, critical objectives, as well as issues and risks associated with the project.

Inputs

- Resource Assignments
- Project Workbook
- Project Schedule

Outputs

- Project Kickoff presentation
- Project Kickoff meeting

Phase Deliverable: Resource Assignments

Description: The Resource Assignment process ensures appropriate resources are assigned to new projects. A weekly resource meeting is conducted to make formal project assignments. Resource planning determines and identifies resources with necessary skills required for project success. Effective resource planning should consider and plan for availability of or competition for scarce resources.

Inputs

- Resource management plan
- Template staffing model

Outputs

- Project staff assignments
- Project Workbook updates

	<ul style="list-style-type: none"> • Core concepts • Confirm invoicing, billing approach, format • Review travel • Timing for requirements sessions 									
7	Establish Project Management Workbook	R, A								
	Establish quality measures	R					S	A	C	S
	Define risk/change control management	R					S	A	C	S
	Establish project communications	R					S	A	C	S
8	Conduct project kickoff with client	R, A		S						
8.1	Schedule project kickoff meeting	R								
8.2	Prepare for project kickoff meeting	R		S						
9	Initiate milestone billing	R, A								
9.1	Complete Milestone Completion Form	R						A		
9.2	Invoice client	R, A								
10	Assign all project resources in OpenAir	R, A								
	Onboard project team	R,A							C,S	
11	Create initial project schedule in OpenAir	R, A								
12	Schedule internal / external meetings	R, A								
12.1	Core Concept training	R, A								
12.2	Requirements gathering sessions	R, A		C, S						
12.2.1	Send IC Prep Pework Req gathering	R, A								
12.3	Project status meetings	R, A								
13	Validate project estimate	R, A								
13.1	PvA (Plan vs. Actual)	R, A								
14	Establish SharePoint project folder	R, A								
15	Book travel arrangements		R							
16	Create initial client project status report	R, A	S							
17	Prepare for Plan Tollgate (T1) review	R, A	S							
18	Initiate billing for Plan Phase	R, A	S							

Monitor and Control
Identify Risks, Issues, Constraints,

5.0 Requirements Gathering and Requirements Document Creation

Task lesson	Gathering requirements and creating the Requirements Document (RD)	
Overview: What	Gathering and understanding the customer's business requirements needed for configuring the WFS application(s). Documenting these requirements in the RD template. Iteratively reviewing the RD with the senior application consultant to ensure completeness and coherence. Getting RD and project change log approval from the customer.	
Overview: Who	Senior implementation consultant, implementation consultant, senior application consultant, project manager, and engagement manager.	
Overview: When	Performed after attending the sales handoff meeting. The WFS project manager and the customer's key contact agree upon the date.	
Relevance	This task defines the customer's business rules which the configuration will support. The RD is the foundation of the project and contains all information about how EmpCenter, ACT, AS or mobile will be set up for the customer.	
Relevance: Consequences of failure	Incomplete and inaccurate requirements results in system misconfiguration. Misconfiguration leads to additional user acceptance testing effort, non-compliance with customer's business rules, cost-overruns, and an unsatisfied customer.	
Requirements	All requirements (informational, logistical, and physical) are described in the following documents: <i>Implementation Consultant Responsibility Checklist, Client Requirements Workshop Preparation Checklist, Implementation Requirements Template, and Time and Attendance IC Workshop Check List, and Statement of Work – Configuration Scope.</i>	
Guidelines	Solid preparation for the requirements gathering workshop (including agenda, attendee list, materials).	
Success	The customer's business requirements are documented in the requirements document, and the customer approved (by signature) the requirements document.	
Success: Next steps	Summarize the current status and explain post-workshop events and requirements (e.g.; data interfaces) to the customer. Configure the system.	
Common mistakes & consequences	<p>Mistake: Not understanding what was sold and included per the SOW. Making assumptions about the customer's business requirements. The demo may not reflect the SOW.</p>	<p>Consequence: Covering topics which are outside of the SOW results in out of scope items that customer doesn't understand are out of scope. Losing your audience, inadequate or inaccurate information gathered.</p>
Prerequisite knowledge and skills	<p>Knowledge: WFS ICs must understand client's current and proposed systems. Customer must understand the core concepts.</p>	<p>Skills: Asking the right questions of the customer during the requirements gathering workshop.</p>
Source material	Documentation which describes this task is specified at each respective step in this document.	

Task Analysis

This section depicts detailed steps of the Requirements Gathering and RD Creation task. The project manager monitors status during the entire process.

The following acronyms are used in this document:

AE: Account executive
EM: Engagement manager
IC: Implementation consultant
SIC: Senior implementation consultant
SAC: Senior application consultant
SDM: Solution delivery manager
PDM: Program delivery manager

Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.0	Project team members identified & assigned to new project.	SDM, PDM	Team members (PM, SIC, SAC, IC) are assigned to the project.	<i>WFS Kickoff Presentation – Template:</i> http://sharepoint.workforce.wfs/ProfSvcs/projmgmt/Shared%20Documents/WFS%20Kickoff%20Presentation%20-%20Template.pptx
5.1	Sales Handoff	AE, EM	EM uploads related info to W: Professional Services folder.	<i>Sales Handoff to Professional Services Process:</i> https://sharepoint.workforcesoftware.com/ProfSvcs/projmgmt/Shared%20Documents/Process%20Documents/Sales%20Handoff%20to%20Professional%20Services%20Process.doc
5.1.1	Complete Sales Handoff Checklist	Sales, EM	AE completes and sends to PDM.	<i>Sales Handoff Checklist</i>
5.1.2	Review SOW and meeting agendas.	Sponsor, PM, SDM, EM		<i>Statement of Work:</i> http://sharepoint.workforce.wfs/ProfSvcs/EMgmt/EM%20TemplatesDocuments/SOW_Template_20130501.docx

Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.1.2	Hold sales handoff meetings.	PM	<ol style="list-style-type: none"> 1. Program delivery manager executes sales handoff to Professional Services. 2. Review customer goals and characteristics. 3. Review: <ul style="list-style-type: none"> • Estimate • Key business processes to automate • Tradeoff • Customer difficulty • Org chart • Stakeholders • Gather contact information. <p>WFS staff attending Sales Handoff meeting:</p> <ul style="list-style-type: none"> • Regional or General Sales VP (optional) • Project Manager (mandatory) • Solution Delivery Manager (optional) • SIC (mandatory) • IC (optional) • Account Executive (mandatory) • Sales Engineer (Optional; see note) • Professional Services Engagement Manager (mandatory) • Customer Success Manager (optional) • Program Delivery Manager (optional) • Hosting Manager (if client is hosted) <p><i>Note: Although the Sales Engineer and the Customer Success Manager are both optional, at least one MUST attend.</i></p>	<p><i>Sales Handoff to Professional Services Process</i> http://sharepoint.workforce.wfs/ProfSvcs/projmgmt/Shared Documents/Process Documents/Sales Handoff to Professional Services Process.doc</p>
5.1.2.1	Finance/Contract Review Meeting	PM	<p>WFS staff attending Finance/Contract Review:</p> <ul style="list-style-type: none"> • Project Manager (mandatory) • Solution Delivery Manager (optional) • Account Executive (mandatory) • WFS Finance • WFS Contracting 	

Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.1.2.2	Review configuration scope at scope review meeting.	EM, SIC, IC	WFS staff attending Finance/Contract Review: <ul style="list-style-type: none"> Project Manager (mandatory) Solution Delivery Manager (optional) Account Executive (mandatory) SIC & IC Engagement Manager Vertical Solutions 	Statement of Work: http://sharepoint.workforce.wfs/ProfSvcs/EMgmt/EM%20TemplatesDocuments/SOW_Template_20130501.docx
5.1.2.3	Review content of Client demo.	SIC & IC	<i>Note: The demo will not always reflect the Statement of Work. (Client demo might provide wrong information.)</i>	
5.2	Project Kickoff	IC, SIC, SDM, EM	Remote kickoff. Discuss PM contact, project sponsor intro, timing, plan, scope, milestones, key goal/objective, logistics of workshop and kickoff meeting.	
5.2.1	Schedule pre-kickoff (if planning to conduct formal kickoff at the beginning of the Requirements Workshop).	PM	Conduct pre-kickoff meeting remotely (WebEx) to set expectations.	Setting up a WebEx Meeting http://sharepoint.workforce.wfs/ProfSvcs/projmgmt/Shared%20Documents/Process%20Documents/Setting%20up%20a%20WebEx%20Meeting.doc
5.3	Review implementation consultant responsibilities.	Two ICs	SIC mentors IC on this.	Implementation Consultant Responsibility Checklist http://sharepoint.workforce.wfs/ProfSvcs/IC/Documents/Implementation Consultant Responsibility Checklist.doc
5.4	Orient the customer (before and after the workshop).	Two ICs	SIC mentors IC on this.	
5.5	Customer prepares for workshop.	IC, customer	Client completes <i>Client Requirements Workshop Preparation Checklist</i> .	<i>Client Requirements Workshop Preparation Checklist</i> http://sharepoint.workforce.wfs/ProfSvcs/IC%20Documents/Client%20Requirements%20Workshop%20Preparation%20Checklist.docx

Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.5.1	Customer completes list of pay codes and forwards to the IC.		Before the requirements gathering workshop.	Customer Pay Codes https://sharepoint.workforcesoftware.com/ProfSvcs/IC%20Documents/Custom%20Pay%20Codes.xlsx
5.6	Project manager attends first day of workshop.	PM, IC	PM attends workshop (if budget allows) to foster relationship with the customer.	
5.7	Conduct Requirements Gathering Workshop	SIC, IC	<p>At customer site.</p> <p>Gather requirements using <i>Time and Attendance IC Workshop Checklist</i>.</p> <p>If PCO and Requirements gathered during workshop are out of scope:</p> <ul style="list-style-type: none"> • More funds may be required to analyze all changes outside of the scope identified in the SOW. • Ask customer how they would like out of scope items to be handled. <p>Out of Scope items funnel into PCO, and revised scope/budget must be approved by customer in writing.</p>	<p><i>Time and Attendance IC Workshop Checklist</i></p> <p>http://sharepoint.workforce.wfs/ProfSvcs/IC Documents/Time and Attendance IC Workshop Checklist.docx</p>

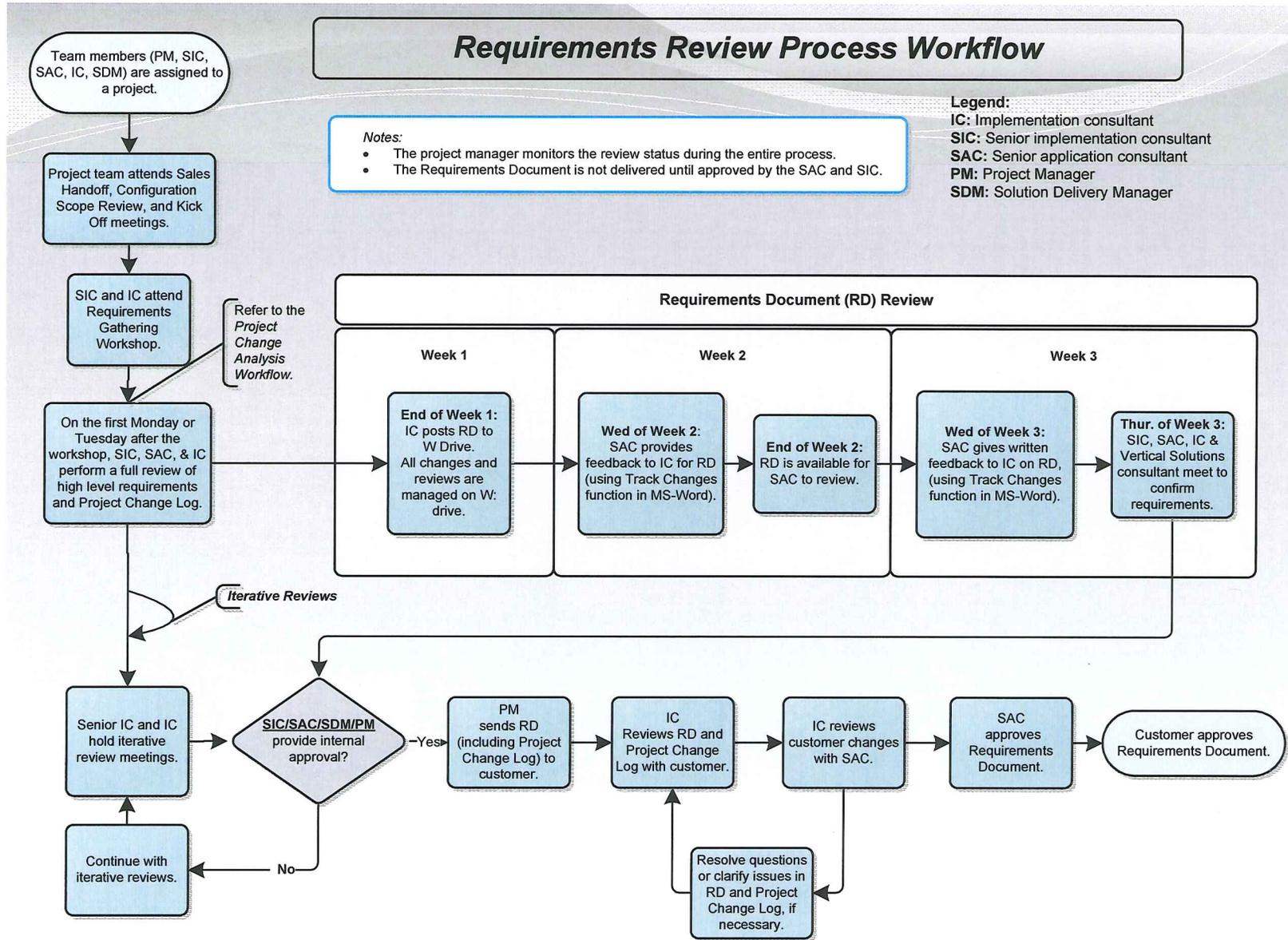
Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.8	SIC, SAC, & IC perform a full review of high level requirements and Project Change Log.	SIC, SAC, PM, SDM, EM & IC	On the first Monday or Tuesday after the workshop deliver initial draft of Project Change log to customer.	<p><i>Project Change Log</i></p> <p>Refer to High Level View of Workflow</p> <p>The following flowchart presents a high level view of the requirements review process. More detail is documented in the Task Analysis section.</p> <pre> graph TD A([Team members (PM, SIC, SAC, IC, SDM) are assigned to a project.]) --> B[Project team attends Sales Handoff, Configuration Scope Review, and Kick Off meetings.] B --> C[SIC and IC attend Requirements Gathering Workshop.] C --> D[On the first Monday or Tuesday after the workshop, SIC, SAC, & IC perform a full review of high level requirements and Project Change Log.] D --> E[End of Week 1: IC posts RD to W Drive. All changes and reviews are managed on W: drive.] E --> F[Senior IC and IC hold iterative review meetings.] F --> G{SIC/SAC/SDM/PM provide internal approval?} G -- Yes --> H[PM sends RD (including Project Change Log) to customer.] G -- No --> I[Continue with iterative reviews.] I --> F </pre> <p>Notes:</p> <ul style="list-style-type: none"> The project manager monitors The Requirements Document <p>Week 1</p> <p>End of Week 1: IC posts RD to W Drive. All changes and reviews are managed on W: drive.</p> <p>Iterative Reviews</p> <p>Decision: SIC/SAC/SDM/PM provide internal approval?</p> <p>Yes: PM sends RD (including Project Change Log) to customer.</p> <p>No: Continue with iterative reviews.</p>

Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.8.1	IC reviews Project Change Log with customer	IC	Customer approves creating requirements for out of scope items.	
5.9	Develop Requirements Document	SIC, IC, SAC	Write the RD based on the IC Requirements Template.	<i>IC-Requirements-Template:</i> http://sharepoint.workforce.wfs/ProfSvc/IC%20Documents/IC-Requirements-Template.docx
5.9.1	Document Project Change Analysis.	IC		<i>Project Change Analysis Workflow later in this document</i>
5.9.2	Review Project Change Analysis	IC, SIC, PM, EM		<i>Project Change Analysis Workflow later in this document.</i>
5.9.3	Update Project Change Log.	IC & SAC		
SIC & IC iterative reviews		SIC & IC	SIC and IC conduct iterative reviews in parallel with steps 5.9.4 → 5.9.6.	
5.9.4	IC posts requirements document to the W: Drive.	IC	End of Week 1 <i>All changes and reviews are managed on W: drive.</i>	
5.9.5	SAC provides feedback to IC for Requirements Document	SAC	Wednesday of Week 2 <i>(Provide feedback using Track Changes function in MS-Word.)</i>	
5.9.6	Updated RD is available for SAC to review.	SAC	End of Week 2	
5.9.7	SAC provides feedback to IC on Requirements Document.	SAC	Wednesday of Week 3. <i>(Provide feedback using Track Changes function in MS-Word.)</i>	
5.9.8	Confirm requirements.	SIC, SAC, IC, and vertical solutions consultant.	Thursday of Week 3	

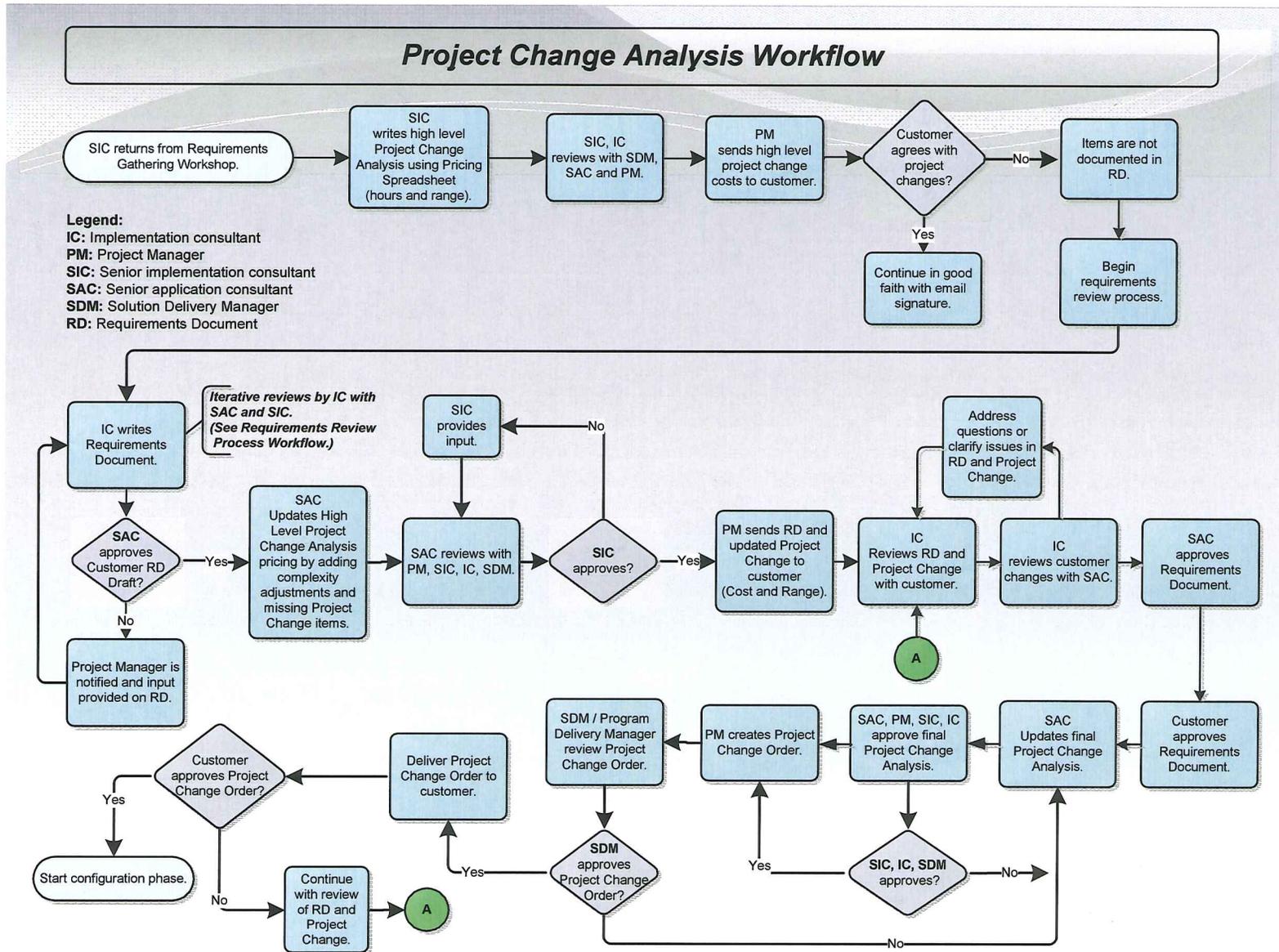
Step	Task	Primary Responsibility	Actions/Notes	Related Documents
5.10	SIC/SAC provides internal approval. <i>(If not, return to iterative reviews. ↑ 5.9)</i>	SIC/SAC	(Parallel tasks merge here.)	
5.10.1	SDM provides internal approval of RD.	IC/SDM		
5.10.2	Approve requirements document and updated Project Change Log.	SAC/SIC		
5.10.3	Project manager sends RD (including Project Change Log) to customer.	PM	Requirements document is delivered to customer only after approval by senior application consultant and senior implementation consultant.	
5.10.4	Review RD and Project Change Log with customer.	IC		
5.11	IC reviews customer changes with SAC/SIC.	IC/SAC	<i>If questions need answers or issues need clarification in RD and project change log, return to step 5.10.3 ↑ .</i>	
5.12	Iterative requirements review between customer, IC and SAC (until customer approves).	Customer/IC/SAC	SAC is included in review of any changes done to RD by IC and customer during this phase.	
5.12.1	Customer approves requirements document.	Customer	Customer signs requirements document to indicate formal approval.	
5.13	Approval Tollgate	PM		Refer to Tollgate 2 document: https://sharepoint.workforcesoftware.com/profsvcs/b/Tollgate%2002/Forms/AllItems.aspx

High Level View of Workflow

The following flowchart presents a high level view of the requirements review process. More detail is documented in the **Task Analysis** section.



Project Change Analysis Workflow



Requirements Review Process Workflow

Team members (PM, SIC, SAC, IC, SDM) are assigned to a project.

Project team attends Sales Handoff, Configuration Scope Review, and Kick Off meetings.

SIC and IC attend Requirements Gathering Workshop.

Refer to the Project Change Analysis Workflow.

On the first Monday or Tuesday after the workshop, SIC, SAC, & IC perform a full review of high level requirements and Project Change Log.

Iterative Reviews

Senior IC and IC hold iterative review meetings.

Continue with iterative reviews.

SIC/SAC/SDM/PM provide internal approval?

PM sends RD (including Project Change Log) to customer.

IC Reviews RD and Project Change Log with customer.

IC reviews customer changes with SAC.

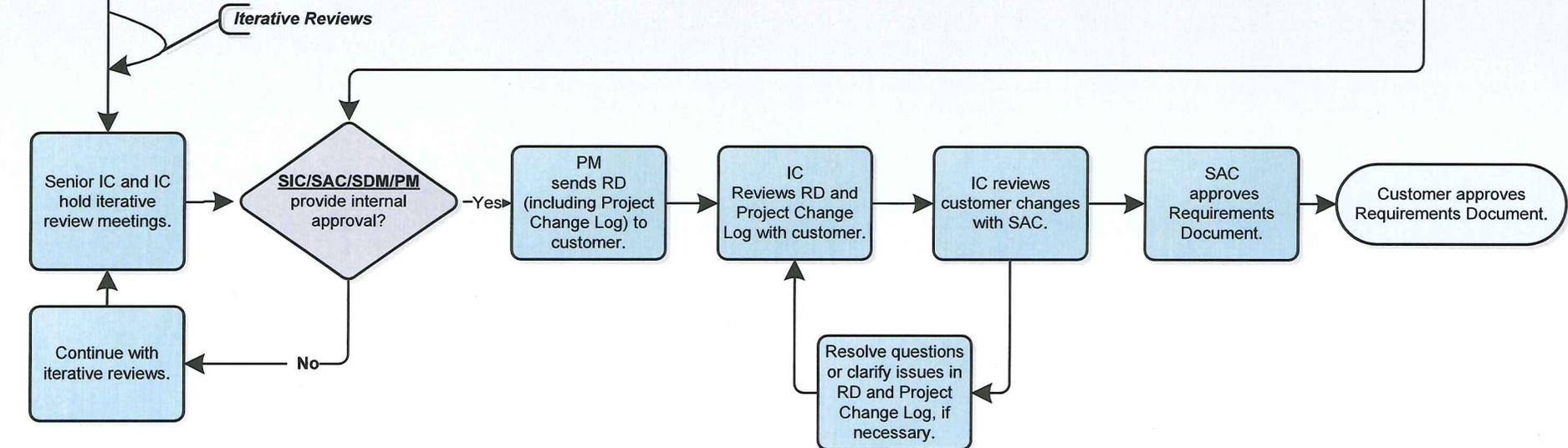
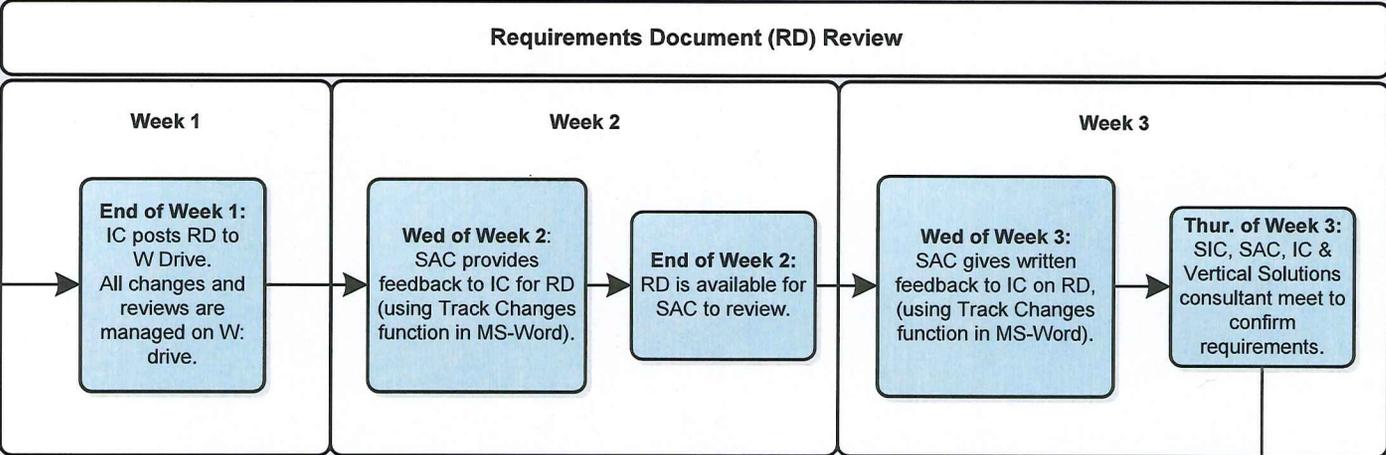
SAC approves Requirements Document.

Customer approves Requirements Document.

Resolve questions or clarify issues in RD and Project Change Log, if necessary.

- Notes:**
- The project manager monitors the review status during the entire process.
 - The Requirements Document is not delivered until approved by the SAC and SIC.

Legend:
IC: Implementation consultant
SIC: Senior implementation consultant
SAC: Senior application consultant
PM: Project Manager
SDM: Solution Delivery Manager

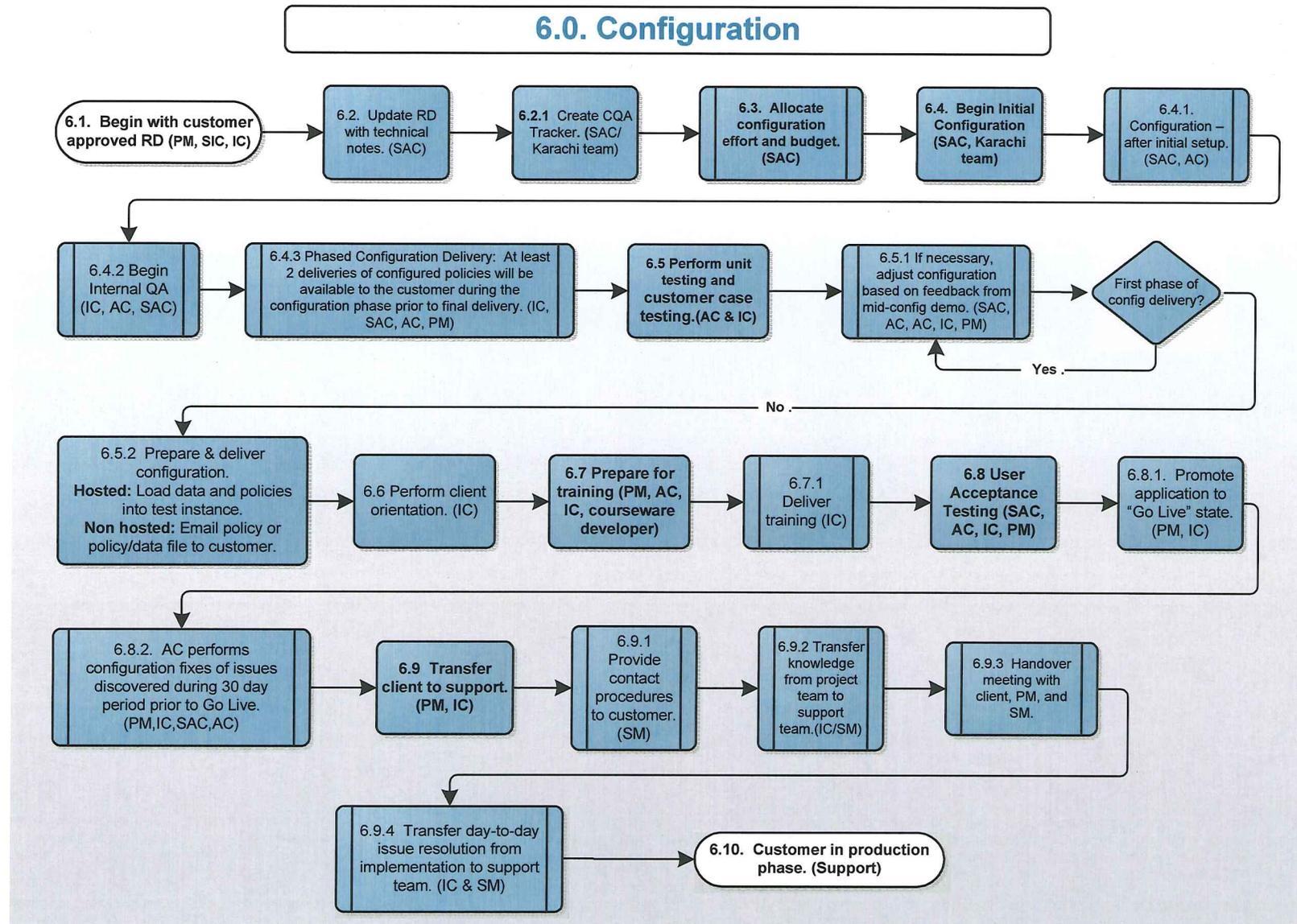


6.0 Configuration Overview

Task	Configuration Overview	
Overview: What	Configuring a new customer instance according to the approved requirements document (RD). This involves analyzing requirements, designing, configuring, unit testing, and supporting the customer through user acceptance testing.	
Overview: Who	The senior application consultant, application consultant, implementation consultant, and project manager.	
Overview: When	After the customer and WFS approve and sign the requirements document.	
Relevance	This task defines and builds the configuration of the customer's application.	
Relevance: Consequences of failure	Incorrect system configuration, non-compliance with customer's business rules, cost-overruns, a lengthy user acceptance test, and an unsatisfied customer.	
Requirements	The requirements document signed by WFS and the customer.	
Guidelines	To accurately translate the customer requirements, as defined in the RD, into the configuration through the skill of configuring policies via the EmpCenter Policy Editor.	
Success	The configuration passes all quality assurance tests, both internal and during the customer's UAT and "goes live."	
Success: Next steps	The Workforce support team takes ownership.	
Common mistakes and consequences	<p>Mistake: Making assumptions when requirements are inadequately documented or omitted.</p> <p>Mistake: inadequate Unit Testing</p>	<p>Consequence: An inadequate or inaccurate configuration.</p> <p>Consequence: numerous UAT issues.</p>
Foundational: Prerequisite knowledge and skills	<p>Knowledge:</p> <p>Understanding the workforce management market, understanding and familiarly with the various WFS products (Time and Attendance, ACT, AS, Mobile),</p>	<p>Skills:</p> <p>Command of the WFS Formula Language. Ability to comprehend the requirements described in the RD.</p>
Source material	Documentation which describes this task is specified at each respective step.	

Configuration Overview Workflow

The following flowchart presents a high level view of the Configuration Overview process. More detail is documented in the **Task Analysis** section.



Task Analysis

This section depicts detailed steps of the configuration task.

The following acronyms are used in this document:

AE: Account executive
EM: Engagement manager
IC: Implementation consultant
SIC: Senior implementation consultant
SAC: Senior application consultant
SM: Support manager

Step	Task	Responsible	Notes	Related Documents
6.1	Task begins with RD Signoff.	SAC, SIC, IC	Process detailed in 5.0 Requirements Gathering and Review Task Analysis .	Customer approved Requirements Document
6.2	Update RD with technical notes.	SAC	SAC updates signed off RD with additional technical information using MS Word New Comments function. Technical information will include design information to support customer LD, pay rules, etc.	
6.2.1	Create CQA Tracker.	SAC/Karachi team	Send signed off RD to Karachi to have CQA document created.	CQA template: http://sharepoint.workforce.wfs/ProfSvc/S/Shared Documents/Configuration QA Documentation/CQA Tracker Template
6.3	Allocate configuration effort and budget.	SAC	The SAC: <ul style="list-style-type: none"> • Breaks the configuration into “chunks.” • Estimates the time needed to complete each chunk. • Determines what parts of configuration will be included, by phase, to support phased delivery of configuration. • Assigns each chunk to an AC. • Schedules the start of each chunk configuration. 	 ISI TA Config Plan.xlsx
6.4	Begin Initial Configuration (involving Karachi team)	SAC, Karachi team	Begin configuration of project: Request Karachi team to begin ‘initial’ configuration on the project. Initial configuration includes: <ul style="list-style-type: none"> • Timesheet Layouts • Pay Code Maps • Roles • Approval Window • Group Schedule/Timesheet • Creation of initial test employees 	Customer approved Requirements Document

Step	Task	Responsible	Notes	Related Documents
6.4.1	Configuration – after initial setup	SAC, AC	AC (or team of ACs) performs configuration under guidance of Senior AC who assigns tasks. AC updates project’s CQA Tracker to indicate completed configuration items. AC also keeps PM configuration estimate document updated (described in step 6.3)	CQA Tracker
6.4.2	Internal QA begins	IC, AC, SAC	IC runs customer created test plans. Performed concurrent with configuration. Issues logged on Issues tab of project’s CQA Tracker. AC fixes issues.	Internal QA issues logged on projects CQA Tracker -> Issues tab.
6.4.3	Phased Configuration Delivery	IC, SAC, AC, PM	<p>At least two deliveries of configured policies are made to the customer during the configuration phase. This enables the customer to preview project prior to completion of configuration phase. Contents of each phase determined in step 6.4.</p> <p>Hosted customers: Configuration will be loaded into TEST hosted environment.</p> <p>Non-hosted customers: PM arranges with network administrator to build temporary hosted environment for customer to access; this allows for phased delivery, regardless of whether the customer has built their test environment.</p>	
6.5.1	If necessary, adjust configuration based on feedback from phased delivery demo.	SAC, AC, AC, IC, PM	<p>This step is performed twice as part of a phased configuration delivery.</p> <p>IC leads the demo, assisted by an application consultant. If changes are outside of signed off RD, a PCO is required before making changes.</p>	
6.5.2	Prep and deliver configuration.	SR AC, AC, IC, PM	<p>Deliver the instance:</p> <ul style="list-style-type: none"> • Hosted: Load data and policies into test instance. • Non-hosted: Email policy or policy/data file to customer with instructions for loading. 	
6.6	Perform client orientation	IC	Ensure client understands what is delivered and how to use it.	

Step	Task	Responsible	Notes	Related Documents
6.7	Prepare for training	PM, AC, IC, courseware developer.	<p>The Project Manager:</p> <ul style="list-style-type: none"> For hosted customer, requests a training instance in TestTrack. (On-premise customers prepare their own instances.) Schedules training session in the training schedule in SharePoint. Obtains invoice approval. <p>The IC:</p> <ul style="list-style-type: none"> For hosted customer, submits Timmy request. Reviews all training guides. <p>The AC:</p> <ul style="list-style-type: none"> For hosted customer, builds Timmy instances. <p>The Courseware Developer:</p> <ul style="list-style-type: none"> Updates standard templates. Prepares customized training material. Prints and binds course training guides. Makes arrangements for training facilities. 	<p><i>Hosting an EmpCenter End User / Administrator Training Session</i> http://sharepoint/ProductEdu/Training%20Preparation/Forms/AllItems.aspx</p>
6.7.1	Deliver training	IC	<ul style="list-style-type: none"> Trainer (IC) delivers the training to customer. 	<p><i>Hosting an EmpCenter End User / Administrator Training Session</i> http://sharepoint/ProductEdu/Training%20Preparation/Forms/AllItems.aspx</p> <p>Custom training guides.</p>
6.8	Perform User Acceptance Testing	SAC, AC, IC, PM	<ul style="list-style-type: none"> Support customer as they perform user acceptance testing. Issues are logged onto a document (either customer document, or our internal UAT issues tracking document). IC / SAC vet issues to determine they are issues and not PCO. If issues exist, AC fixes and updates issues log to indicate fixed state. If PCOs exist, IC/SAC notify PM who communicates with customer to get PCO. If signed PCO is created, change is done and issues log is updated to indicate state. Iterative process over UAT period. 	<p><i>Issues Tracking Worksheet - Template.xls</i> http://sharepoint.workforce.wfs/ProfSvcs/project/mgmt/Shared%20Documents/Form%20Templates/Issues%20Tracking%20Worksheet%20-%20Template.xls</p>

Step	Task	Responsible	Notes	Related Documents
6.8.1	Promote the application to the "Go Live" state.	PM, IC		<p><i>Go Live Checklist (Hosted):</i> http://sharepoint/ProfSvcs/IC%20Documents/Forms/AllItems.aspx</p> <p><i>Go Live CheckList (Non-Hosted):</i> http://sharepoint/ProfSvcs/IC%20Documents/Forms/AllItems.aspx</p>
6.8.2	Fix configuration based on issues discovered after Go Live.	AC, PM, IC, SAC	AC performs configuration fixes of issues discovered during 30 day period after Go Live.	
6.9	Create Support Handoff document.	PM (IC)	<p>PM and IC complete <i>Support Handoff Checklist</i>.</p> <p>Must be completed before support team begins taking client calls.</p>	<p><i>Support Handover Checklist</i> http://sharepoint.workforce.wfs/ProfSvcs/project/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2FProfSvcs%2Fproject%2FShared%20Documents%2FChecklists&FolderCTID=0x012000FA50B85CAAB14943B0D79CFF68863CE6&View={B807C892-962A-4CB9-A69F-4EFD5DB4236F}</p>
6.9.1	Provide contact procedures to the customer	Support Manager (SM)	<ul style="list-style-type: none"> Hosted: At go-live Not hosted: After go-live, during the external transition meeting. 	
6.9.2	Internal transition meeting: transfer knowledge from Project Team to Support Team.	IC/ SM	<ul style="list-style-type: none"> One week before or after go-live. 	<p>Support Handoff Checklist http://sharepoint.workforce.wfs/ProfSvcs/project/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2FProfSvcs%2Fproject%2FShared%20Documents%2FChecklists&FolderCTID=0x012000FA50B85CAAB14943B0D79CFF68863CE6&View={B807C892-962A-4CB9-A69F-4EFD5DB4236F}</p>
6.9.3	Handover meeting with client, PM, and Support Manager.	Client, PM, and SM	<p>After go-live: typically after one or two successful period closes.</p> <p>Implementation team owns existing issues.</p>	Support Handoff Checklist
6.9.4	Transfer day-to-day issue resolution from implementation team to support team.	IC & SM	When configuration is in a steady state (limited issue list exists).	Support Handoff Checklist

Step	Task	Responsible	Notes	Related Documents
6.10	Customer is in production phase.	Support		

WORKFORCE SOFTWARE TEST PLAN FOR CLIENT

Date: 02/04/2013

Prepared by: <IC>

Table of Contents

1. INTRODUCTION.....	3
1.1. TEST TEAM MEMBERS.....	3
2. TEAM TEST APPROACH.....	3
2.1. USER ACCEPTANCE TESTING	3
2.2. EXPLORATORY TESTING.....	3
2.3. REGRESSION TESTING	4
2.4. SMOKE TESTING	4
3. TEST SCHEDULE	4
3.1. USER ACCEPTANCE TESTING – FIRST PHASE	4
3.2. USER ACCEPTANCE TESTING – SECOND PHASE.....	4
3.3. EXPLORATORY TESTING.....	4
3.4. REGRESSION TESTING	5
3.5. SMOKE TESTING	5
4. ENTRY AND EXIT CRITERIA	5
4.1. ENTRY CRITERIA	5
4.2. EXIT CRITERIA.....	5
5. FEATURES TO BE TESTED.....	5
5.1. EMPCENTER TIME AND ATTENDANCE	5
5.2. SPECIFIC FUNCTIONALITY	5
6. ISSUE REPORTING AND RESOLUTION.....	6
6.1. ISSUE DISCOVERY	6
6.2. ISSUE REVIEW.....	6
6.3. ISSUE TRACKING	6
6.4. ISSUE CLOSURE	6
7. ASSUMPTIONS / RISKS.....	6
7.1. ASSUMPTIONS.....	6
7.2. RISKS	6
8. TEST ENVIRONMENT & FUNCTIONAL REQUIREMENTS.....	7

Revision History

Date	Rev	Author	Description
02/04/2013	Doc Origin	<IC>	

1. Introduction

This test plan has been created to communicate the user acceptance testing approach to CLIENT.

1..1. Test Team Members

Resource Name	Role
	Project Manager (WFS)
	Implementation Consultant WFS
	Application Consultant WFS
	Business Analyst
	Tester – Client

2. Team Test Approach

The Client testing team will test by manually executing user acceptance test cases, exploratory tests, regression tests and smoke tests.

The following test methodologies will be used to ensure maximum coverage of EmpCenter Time & Attendance.

2..1. User Acceptance Testing

User acceptance testing is conducted to enable a user to validate that the software meets the agreed upon performance criteria. User acceptance testing will be conducted by CLIENT identified end users. These users will execute the CLIENT test scripts referenced in sections 3.1 and 3.2.

2..2. Exploratory Testing

Exploratory testing is a style of software testing that emphasizes the skill of an individual tester to find bugs within a product without being dependent on specific test cases. This may include, but not be limited to, input of prior period time sheets with known

expected results, combination testing across test case instances or intentional triggering of multiple Exception Codes.

2..3.Regression Testing

Regression testing is to confirm that recent configuration changes have not adversely affected any existing functionality. It is typically a partial selection of already executed test cases which are re-executed to ensure system integrity. The regression test cases are hand-picked by the CLIENT testing team.

2..4.Smoke Testing

Smoke testing is a style of software testing that the CLIENT tester will utilize to ensure the most important functions/basic functionality work before go live.

3. Test Schedule

3..1.User Acceptance Testing – First Phase

This section lists the Policy Profiles that will be functionally tested by CLIENT in the first phase of user acceptance testing:

- Payroll Administrator
- School
- Bus
- Custodial
- Maintenance
- Subs

3..2.User Acceptance Testing – Second Phase

This section lists the Policy Profiles that will be functionally tested by CLIENT in the second phase of user acceptance testing:

- ACE I
- ACE II
- AEA
- APA
- Exempt
- Food Services
- Non-Rep
- Sub-Teachers
- Temp

3..3.Exploratory Testing

Exploratory testing will take place throughout the user acceptance testing period.

3..4.Regression Testing

Regression testing will take place once all user acceptance test cases have been completed and defects have been fixed. This can be a subset of all the user acceptance test cases created as well as exploratory test cases that had revealed specific concerns.

3..5.Smoke Testing

Smoke testing will take place after regression testing is completed and before go live.

4. Entry and Exit Criteria

4..1.Entry Criteria

This section lists criteria required for testing to begin.

- CLIENT receives and reviews user acceptance test cases written by WFS
- All testers are identified
- User ID's and delegations have been identified for each policy profile

4..2.Exit Criteria

This section lists criteria required for release.

- All identified tests execute (not pass, just execute)
- All regression tests execute
- Zero high priority issues remain open
- Issue Fix Verification – Throughout the testing cycles, issues fixes will be retested in as timely a manner as possible.

5. Features to be Tested

5..1.EmpCenter Time and Attendance

- User acceptance test cases
- Specific testing scenarios created to mimic customer use. These will be identified by CLIENT.

5..2.Specific Functionality

- Role Features
- Pay Codes
- Grace Periods
- Rounding
- Attendance Tracking
- Holidays and Holiday pay rules
- Accruals and Usage of Leave banks
- Time Sheet Approval
- Time Off Requests
- Exceptions
- Delegations
- WebClocks

- End of Period Processing
- Off-Cycle Payroll processing
- Multiple Assignment Time Sheet tracking

6. Issue Reporting and Resolution

6..1. Issue discovery

Test case issues and exploratory testing issues can be noted by the tester on the issues tab of the test case worksheets. Exploratory test issues should be added to the bottom of the appropriate workbook (i.e. the Policy Profile) and tab on that worksheet. Exploratory test issues should be assigned the next available Test Case Number on that tabbed worksheet.

6..2. Issue Review

All issues discovered during UAT test execution will be reviewed by the client contact. Once determined to be repeatable and failing project requirements, CLIENT's contact will document and report the issue to WFS so that it can be added to the UAT Issues Tracking Sheet. It is critical that the issue be documented with specific employee ID numbers, time period dates, Test Case Number and the actual/expected results.

6..3. Issue Tracking

WFS will maintain the UAT Issues Tracking Sheet and provide updates on a daily basis. It is critical that both CLIENT and WFS review and communicate updates to this daily so that resolved issues can be retested by CLIENT and that further clarification of issues is recognized.

6..4. Issue Closure

Once an issue has been resolved, whether through configuration, data or user instruction updates, the status will be marked as Retest. The party that raised the issue is responsible for retesting in a timely manner and reporting whether satisfactorily resolved.

7. Assumptions / Risks

7..1. Assumptions

This section lists assumptions that are made specific to this project.

- No Assumptions currently identified

7..2. Risks

The following risks have been identified and the appropriate action identified to mitigate their impact on the project. The impact (or severity) of the risk is based on how the project would be affected if the risk was triggered. The trigger is what milestone or event would cause the risk to become an issue to be dealt with.

#	Risk	Impact	Trigger	Mitigation Plan
1	Scope Creep –	High	Delays in implementation date	Priorities will be set and discussed by stakeholders.
2	Changes to the functionality may negate the tests already written and we may lose test cases already written	High – to schedule and quality	Loss of test cases	Export data prior to any upgrade, massage as necessary and re-import after upgrade.

8. Test Environment & Functional Requirements

Phase 1 user acceptance test cases will be delivered to CLIENT on February 4th, 2013.

Phase 2 user acceptance test cases will be delivered to CLIENT on February 11th, 2013.

CLIENT will store user acceptance and regression test cases in a file location to be determined by CLIENT

CLIENT has established their Testing environment locally at <http://tbd01:9090/>, which shall be accessible to WFS through an established VPN connection for the purpose of updating the Testing software.

Unit Testing Guidelines

Note: *You must unit test everything. It is vitally important that you do. This document presents the guidelines which must be followed while testing.*

1. The first question you should ask yourself when you start unit testing is **NOT**: “Will this work?” **What you should ask yourself is**: “Where is this going to break?”
 - You must try to break your own configuration when you are unit testing. Your unit testing is complete when you are sure there are **NO** scenarios where the configuration will not do what the requirements specify.
 - You need to test all scenarios, both positive and negative, for every condition you have in your configuration.
2. There are three types of functions that **MUST** have a null check **EVERY** time they are used in a formula.
 - LD Lookups
 - Employee attributes
 - Anything with the word “find” in it (e.g. findfirsttime, findfirstschedule, findfirstdayforward, etc.)
3. You must test **as you configure**.
 - If you are configuring exceptions, **do not** configure all of the exceptions and then return to test them all. You must test each exception as you configure it.
4. Test efficiently
 - We must be thorough but we also don’t want to spend too much time testing.
 - Use queries to help you whenever possible.
 - In *most* cases, you need to observe how your configuration works and appears on the time sheet.
 - Testing the behavior on the time sheet itself verifies that your formulas are correct rather than just assuming that you did it correctly.
 - This gives you the view of what the client will see; at the end of the day that is what is going to matter.
 - Lastly, it will show you how your configuration interacts with other pieces of the configuration.
 - In *some* instances, just checking the configuration itself is adequate testing.
 - *For example: you do not necessarily need to check every pay code in a pay code set. Just check a couple of them and make sure that you are using the correct set in your configuration.*

Note: *If you think you are taking too much time for testing, you probably are. Ask a senior application consultant how to test adequately if you are unsure about how to test it or if you think you are taking too much time.*

WORKFORCE SOFTWARE

TEST PLAN

<CLIENT>

Date: <date>

Prepared by: <name>
First Draft

Table of Contents

1. INTRODUCTION	3
1.1 OBJECTIVES.....	3
1.2 TEST TEAM MEMBERS	3
2 TEAM TEST APPROACH.....	3
2.1 UNIT TESTING	3
2.2 INTEGRATION	4
2.3 REGRESSION TESTING/SYSTEM TESTING	4
2.4 EXPLORATORY TESTING	4
2.5 SMOKE TESTING	4
3 TEST SCHEDULE	4
3.1 INTEGRATION TESTING PHASE I: KARACHI.....	4
3.2 INTEGRATION TESTING PHASE II:	4
3.3 REGRESSION/SYSTEM TESTING PHASE III	5
4 ENTRY AND EXIT CRITERIA	5
4.1 ENTRY CRITERIA.....	5
4.2 EXIT CRITERIA.....	6
5 FEATURES TO BE TESTED.....	6
5.1 EMPCENTER TIME AND ATTENDANCE.....	6
5.2 SPECIFIC FUNCTIONALITY <MODIFY PER PROJECT>	6
6 FEATURES THAT WILL NOT BE TESTED	7
7 SUSPENSION/RESUMPTION CRITERIA	7
8 ASSUMPTIONS / RISKS.....	7
8.1 ASSUMPTIONS	7
8.2 RISKS	<u>87</u>
9 TEST ENVIRONMENT & FUNCTIONAL REQUIREMENTS.....	8
10 MILESTONES / DELIVERABLES.....	8
10.1 TEST SCHEDULE	8
10.2 DELIVERABLES	<u>98</u>

Revision History

Date	Rev	Author	Description

1. Introduction

This test plan has been created to communicate the test approach to team members. It includes the objectives, scope, schedule, risks, and approach. This document will clearly identify what the test deliverables will be and what is deemed in and out of scope.

1.1 Objectives

1.2 Test Team Members

Resource Name	Role
	Project Manager
	Implementation Consultant (Tester)
	Application Consultant (Configuration Fixer)
	Tester

2 Team Test Approach

The testing team will test by manually executing unit tests, functional tests, exploratory tests and regression tests.

The following test methodologies will be used to ensure maximum coverage of EmpCenter Time & Attendance.

2.1 Unit Testing

Unit testing will be executed in the configuration phase. These tests are a sub-set of the configuration component functionality that will be run concurrently with configuration to ensure build validation. This will be completed by the Application Consultant by utilizing the use cases and examples that are documented in the functional requirement document.

2.2 Integration

Integration testing will also be executed during the configuration phase. These tests will be run once the entire configuration component functionality is completed. For example, once the entire vacation bank is configured and united tested then the bank clearing, accruals, adjustment pay codes and exceptions will be tested. This will be completed by the Implementation Consultant. (With help from other Implementation consultants and Application Consultants where applicable)

2.3 Regression Testing/System Testing

The team tests the system as a whole and performs regression testing. Manual testing will be used to verify that any changes made to the configuration or issue fixes that have not caused other parts of the configuration to break. The regression test cases are hand-picked by the Implementation Consultant for the team to execute.

2.4 Exploratory Testing

Exploratory testing is a style of software testing that emphasizes the skill of an individual tester to find bugs within a product without being dependant on test case steps and test case authoring skills.

2.5 Smoke Testing

Smoke testing is a style of software testing that the Implementation Consultant will utilize to ensure the most important functions/basic functionality work before end user training.

3 Test Schedule

3.1 Integration Testing Phase I: Karachi

This section lists functionality that will be tested by the Karachi team.

- Roles
- Pay codes
- Time sheet
- Approval Windows
- Web Clocks

3.2 Integration Testing Phase II:

This section lists functionality that will be tested after Integration Phase I testing is completed

- Premiums
- Accruals
- System Calculations

- Special Transaction
- Pay Calculations
- Interfaces
- Exceptions
- Attendance Tracking

3.3 Regression/System Testing Phase III

Regression testing will take place once the configuration has been completed and Phase II testing is done. This can be a subset of all the test cases created.

- Premiums
- Accruals
- System Calculations
- Interfaces
- Transactions
- Pay Calculations
- Types of Employees (CQA Tracker)
- Assignment Groups (CQA Tracker)
- Activity Based Costing (CQA Tracker)
- Grace Periods (CQA Tracker)
- Rounding (CQA Tracker)
- Breaks and Lunch (CQA Tracker)
- FLSA (CQA Tracker)
- FMLA (CQA Tracker)
- Time Off Requests (CQA Tracker)
- Holiday Calendars (CQA Tracker)
- Amended Time Sheets (CQA Tracker)
- User Authentication (CQA Tracker)
- Reports (CQA Tracker)
- Miscellaneous (CQA Tracker)
- User Initiated Delegation (CQA Tracker)
- Default Labor Allocation (CQA Tracker)
- ACT (CQA Tracker)
- End of Period Processing (CQA Tracker)
- Off Cycle Processing (CQA Tracker)

4 Entry and Exit Criteria

4.1 Entry Criteria

This section lists criteria required for testing to begin.

- Integration Phase 1 Testing: The Test Plan and Test Cases is reviewed by the IC Mentor
- Basic functionality must work
- Integration Phase 2 Testing: Integration Phase 1 complete and 100% quality assessed and achieved. (100% Pass)

- System/Regression Phase 3 Testing: All changes to the RD are documented and any related test cases are updated with the changes.

4.2 Exit Criteria

This section lists criteria required for release.

- All identified tests execute (not pass, just execute)
- All regression tests execute
- Zero open priority 1 issue
- Fewer than 20 priority 2 issue
- Issue Fix Verification – Throughout the testing cycles, issues fixes will be verified in as timely a manner as possible.

5 Features to be Tested

[Assumes testing for Time and Attendance only. Please add appropriate ACT, Advanced Scheduler and Fatigue Management sections.]

5.1 EmpCenter Time and Attendance

- Manual test cases
- Use case scenarios – specific scenarios created to mimic customer use. These will be identified in the requirements document.

5.2 Specific Functionality <modify per project>

- Types of Employees
- User Roles
- Assignment Groups
- Pay Codes
- Activity Based Costing
- User Interfaces
- Data Collection
- Grace Periods
- Rounding
- Premiums
- Breaks and Lunches
- Other System Calculations
- Pay Calculations
- FLSA
- FMLA
- Attendance Tracking
- Accruals
- Time Off Requests
- Schedules
- Holiday Rules
- Amended Timesheets

- Approvals
- User Authentication
- Reports
- Interfaces
- Exceptions
- Delegation
- Premiums
- Web Clocks

6 Features that will NOT be Tested

- TBD

7 Suspension/Resumption Criteria

- Customer does not provide appropriate input data
- Configuration is not completed

8 Assumptions / Risks

8.1 Assumptions

This section lists assumptions that are made specific to this project.

- Delivery of the product as per the configuration schedule.
- Any relevant data files will be delivered to the testing team at time of test.
- Minimum requirement hardware for test is fully available to the test team.
- All regression test cases are updated and ready for execution at system test start.

8.2 Risks

The following risks have been identified and the appropriate action identified to mitigate their impact on the project. The impact (or severity) of the risk is based on how the project would be affected if the risk was triggered. The trigger is what milestone or event would cause the risk to become an issue to be dealt with.

#	Risk	Impact	Trigger	Mitigation Plan
1	Scope Creep –	High	Delays in implementation on date	Priorities will be set and discussed by stakeholders.
2	Changes to the functionality may negate the tests already written and we may lose test cases already written	High – to schedule and quality	Loss of test cases	Export data prior to any upgrade, massage as necessary and re-import after upgrade.
3				
4				

9 Test Environment & Functional Requirements

All documentation including Functional Requirements, Test Plans, Test Cases, and Issue Reports will be stored:

<Location of files>

10 Milestones / Deliverables

10.1 Test Schedule

Task Name	Start	Finish	Effort	Comments
Test Planning				This was spread out over many days and meetings and includes documentation creation.
Review Test Plan				
Phase 1: Test basic configuration				
Phase 2: System/Integration testing				
Phase 3: Regression testing				
Resolution of final defects and final build testing				

Release to Production				

10.2 Deliverables

Deliverable	Assigned to	For	Date / Milestone
Test Plan/Test Cases	Implementation Consultant	Project Manager/Testing Team	
Test Results/Summary Matrix	Testing Team	Project Manager, Configuration and Testing team	
CQA Tracker	Karachi	Testing and configuration team	

EmpCenter Go-Live Tasklist (Hosted)



Legend: Major task (yellow bar), Detail required by IC (green bar)

EmpCenter Go-Live Tasklist (Hosted)

Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
1.0		GO/NO-GO				1/1/2009	2/2/2011	2/2/2010	5/5/2013
1.1		GO/NO-GO Decision			Client				
1.1.1		Go-Live Date			Client				
2.0		Pre-Go-Live Preparation							
2.1		Client - Change Management			Client				
2.1.1		Notify User of Go-Live Date			Client				
2.2		Client - IT			Client				
2.2.1		EmpCenter Data Collection Terminals		If EmpCenter DCTs are to be used	Client				
2.2.1.1		Mount Data Collection Terminals			Client				
2.2.1.2		Configure Data Collection Terminals to Production Database			Client/WFS				
2.2.1.3		Verify all clocks are online and working			Client				
2.2.2		WebClock Stations		If setting up WebClock "kiosks"	Client				
2.2.2.1		Prepare and Setup Machines for WebClock Stations			Client				
2.3		Testing randomize password in Employee Import in Testing Environment (LDAP customers only)		The employee import script should be updated to randomize passwords: 1. The customer needs to update and test the script in the test environment. 2. After a successful test, the script can be moved to the production environment. <i>Note: This is normally disabled during regular testing and turned on and tested in the test environment just</i>	Client				
2.4		Prepare Import Data Files			Client				
2.4.1		Employee Data File			Client				
2.4.2		Bank Balance Data File			Client				
2.4.3		Rate Data File		Additional import files, as needed	Client				
2.4.4		Detail Data File		Additional import files, as needed	Client				
2.5		PROD Environment			Client				
2.5.2		Automate uploads of import data files to PROD server			Client				
2.5.2.1		Client to upload a blank test file to confirm this is working correctly			Client				
3.0		Go-Live Preparation							
3.1		Prepare PROD Environment			WFS Net Admin				
3.1.1		Install version 9.X on PROD server		PROD needs to be the same as final TEST version.	WFS Net Admin				
3.1.2		Prepare metadata.xml file with Authentication Keys for SAML SSO in PROD		If using SSO authentication	WFS Net Admin				
3.2		TEST Environment			WFS Net Admin				
3.2.1		Backup TEST data		Database backup preferred	WFS Net Admin				
3.2.2		Execute REAP process		ant reap	WFS Net Admin				
3.2.3		Dump the TEST policies		ant DumpAllZ	WFS Net Admin				
3.2.3.1		Move dump file to prod backup directory			WFS Net Admin				
3.2.4		Start the TEST instance			WFS Net Admin				
3.2.5		Load the TEST policy into PROD		ant -Ddevelop=true -Dload.file=backup<filename> LoadDataDeleteFirst	WFS Net Admin				
3.2.6		Run TRUNCATE script to clear database of old data	 truncate_script_v9.sql		WFS Net Admin				
3.2.7		Verify the PROD build.properties file is pointing to the PROD Business Objects Server environment			WFS Net Admin				
3.2.8		Verify Job Scheduler is turned on (build.properties)		job scheduler = "true"	WFS Net Admin				
3.2.9		Verify Email Notifications are enabled in PROD			WFS Net Admin				

EmpCenter Go-Live Tasklist (Hosted)



Legend
Major task
Detail required by IC

EmpCenter Go-Live Tasklist (Hosted)

Task #	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
3.2.10	Set System Default Email Address (build.properties)		set build.properties values mail.account.address = "jdoe@company.com" mail.account.name = "jdoe" This will be the FROM: address for emails sent out by the system.	WFS Net Admin				
3.2.11	Set SMTP Mail Server properties (build.properties)		smtp.host = Name of SMTP mail host through which EmpCenter Server will route e-mail smtp.port = Port # of SMTP mail host through which EmpCenter Server will route e-mail	WFS Net Admin				
3.2.12	Place metadata.xml file into PROD server in the correct directory /interface/custom_files/	filename = metadata.xml	SSO clients only	WFS Net Admin				
3.2.13	Start the PROD environment			WFS Net Admin				
3.3	Setup			Client				
	Initialize Policy Profile Groups (1)			Client				
3.3.1			From the Admin Client select Policies > Policy Profile Status, select the Policy Profile Group, and enter period end date.	Client/WFS				
3.3.1.1	<POLICY_PROFILE_GROUP>	ppEnd = YYYY-MM-DD		Client/WFS *				
3.3.2	User Management			Client				
3.3.2.1	Verify System Users (WORKFORCE_WF_DELEGATOR)		TEST and PROD, Strong Password	WFS				
3.3.2.2	Verify System Users (SUPERUSER, DELEGATOR)		TEST and PROD, Strong Password	Client				
3.3.2.3	Verify Clean_Tables is enabled in PROD	Set to run at HH:MM outside of client maintenance window hours		Client/WFS				
3.3.2.4	Verify LDAP/SSO/WFS Authentication			Client/WFS				
3.3.2.5	Update the UI Options policy in EmpCenter to read "<Client Name> Production"	Policy Records > User Interfaces/layouts > UI Options > Main Tab. Modify "Instance Name"	Text to appear above login screen	Client/WFS				
3.3.2.6	Update variables in Configuration (Records > Summary Calculation Policy)	Policy Records > Formulas > Summary Calculation Policy > <Policy Name>	If set in configuration	Client/WFS				
3.3.2.6.1	System Start Date Variable	XXX_SYSTEM_START_DATE = YYYY-MM-DD		Client/WFS				
3.3.2.6.2	System Go Live Date Variable	XXX_GO_LIVE_DATE = YYYY-MM-DD		Client/WFS				
3.3.3	Update Variables in Interface Scripts			Client/WFS				
3.3.3.1	CSV Employee Import - EMPLOYEE_IMPORT (goLiveDate)	Policy Records > Interfaces > CSV Employee Import Control > <Policy Name> > Import Details Tab. Open "Script Text" and modify variable.	BEGIN date of initial timesheet period	Client/WFS				
3.3.4	Verify the file paths and file names for all import and export policies			Client/WFS				
3.3.4.1	Employee Import filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client/WFS				
3.3.4.2	Bank Balance Import filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client/WFS				
3.3.4.3	Additional Import(s) filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client/WFS				

EmpCenter Go-Live Tasklist (Hosted)



Leg. Major task

Detail required by IC

EmpCenter Go-Live Tasklist (Hosted)

Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
3.3.4.4		Payroll Export filepath = /prod/outgoing/ filename = <filename>		<Frequency> / <File Type>	Client/WFS				
3.4		Run Interfaces			Client				
3.4.1		Double check PROD import interface folder			Client				
3.4.2		Run Employee Import Script (Admin Client > File > CSV Employee Import > XXX_EMPLOYEE_IMPORT)		Manually, scheduled in future. Monitor Job Status Inquiry for errors/completion.	Client				
3.4.3		Run Bank Balance Import Script (Admin Client > File > CSV Employee Import > XXX_BANK_BALANCE_IMPORT)		Bank Balances as-of YYYY-MM-DD , day before go-live (should be ready on 1/4/13)	Client				
3.4.4		Run Additional Import Script(s) (Admin Client > Jobs > Run Job > JOBNAME)			Client				
3.4.5		Enable schedule for applicable interfaces			Client				
3.4.5.1		Run Database Statistics			Client/WFS				
3.4.5.2		Run and schedule Nightly calc	Policy Records > Setup > Batch Process Schedule > NIGHTLY_CALC		Client				
3.4.5.3		Employee Import (XXX_EMPLOYEE_IMPORT) Daily at HH:DD			Client				
3.4.5.4		Additional Imports (JOB_NAME) Daily at HH:DD			Client				
3.4.6		Data Collection Terminals		If EmpCenter DCTs are to be used					
3.4.6.1		Verify badge table is populated			Client				
3.4.6.2		Assign clock terminals to proper badge groups in Production controller			Client				
3.4.6.3		Verify Badge table population script is set to run (Nightly)			Client				
3.4.6.4		Verify Swipe Import (10-minute intervals)			Client				
3.5		PROD Test			Client				
3.5.1		Delegate Assignment Groups		Use wf_delegator ID	Client				
3.5.2		Assignment Groups to new Superusers, Payroll users, etc.			Client				
3.5.3		Logon to EmpCenter as an Employee, and check access and delegation		Current and Future time sheets are clean, approval windows are clean, etc.	Client				
3.5.4		Logon to EmpCenter as an Manager and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.5.5		Logon to EmpCenter as additional roles and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.5.6		Logon to EmpCenter as an Admin and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.5.7		Run Standard Report			Client				
4.0		Go-Live							
4.1		Live In Production			Client				
4.1.1		Verify Email Notifications are enabled in PROD	Setup > System Setup > Main > uncheck "Disable Email Notifications"		Client				
4.1.2		Notify users that EmpCenter is LIVE			Client				
4.1.3		Manually Adjust Bank Balances		Only if needed	Client				
4.1.4		Notify WFS Hosting/Installation team that customer is live in production.			WFS PM				
4.1.5		Meeting to prepare for First Payroll Cycle			Client/WFS				
4.1.6		Produce First Payroll			Client/WFS				
4.1.7		Meeting for WFS Support Transition			Client/WFS				
4.1.8		Run Database Statistics again. Customer may want to this daily for a couple of weeks.			Client/WFS				
4.1.9		Turn off Test/Development (non-production) Scheduler			WFS Application Consultant				

EmpCenter Go-Live Tasklist (Hosted)



Legend
Major task
Detail required by IC

EmpCenter Go-Live Tasklist (Hosted)

Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
5.0		Send Go-live announcement to "Workforce Software Everyone" Distribution List			WorkForce Software Project Manager				

EmpCenter Go-Live Tasklist (Non-hosted)



Legend: Major task
Detail required by IC

EmpCenter Go-Live Tasklist (Non-Hosted)

Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
1.0		GO/NO-GO				1/1/2011	2/2/2014	2/2/2014	5/5/2013
1.1		GO/NO-GO Decision			Client				
1.1.1		Go-Live Date			Client				
2.0		Pre-Go-Live Preparation							
2.1		Client - Change Management			Client				
2.1.1		Notify User of Go-Live Date			Client				
2.2		Client - IT			Client				
2.2.1		EmpCenter Data Collection Terminals		If EmpCenter DCTs are to be used	Client				
2.2.1.1		Mount Data Collection Terminals			Client				
2.2.1.2		Configure Data Collection Terminals to Production Database			Client/WFS				
2.2.1.3		Verify all clocks are online and working			Client				
2.2.2		WebClock Stations		If setting up WebClock "kiosks"	Client				
2.2.2.1		Prepare and Setup Machines for WebClock Stations			Client				
2.3		Testing randomize password in Employee Import in Testing Environment (LDAP customers only)		The employee import script should be updated to randomize passwords: 1. The customer needs to update and test the script in the test environment. 2. After a successful test, the script can be moved to the production environment. <i>Note: This is normally disabled during regular testing and turned on and tested in the test environment just</i>	Client				
2.4		Prepare Import Data Files			Client				
2.4.1		Employee Data File			Client				
2.4.2		Bank Balance Data File			Client				
2.4.3		Rate Data File		Additional import files, as needed	Client				
2.4.4		Detail Data File		Additional import files, as needed	Client				
2.5		PROD Environment			Client				
2.5.1		Install version 9.X on PROD server		TEST is currently version 9.X, PROD needs to be the same.	Client/WFS				
2.5.2		Automate uploads of import data files to PROD server			Client				
2.5.2.1		Client to upload a blank test file to confirm this is working correctly			Client				
2.5.3		Prepare metadata.xml file with Authentication Keys for SAML SSO in PROD		If using SSO authentication	Client				
2.6		TEST Environment			Client				
2.6.1		Backup TEST data		Database backup preferred	Client				
2.6.2		Execute REAP process		ant reap	Client				
3.0		Go-Live Preparation							
3.1		Prepare PROD Environment			Client/Net Admin				
3.1.1		Stop the TEST instance			Client/Net Admin				
3.1.2		Dump the TEST policies		ant DumpAllZ	Client/Net Admin				
3.1.2.1		Move dump file to prod backup directory			Client/Net Admin				
3.1.3		Start the TEST instance			Client/Net Admin				
3.1.4		Send Policies ZIP file to WFS		For WFS to have local copy of policies	Client/Net Admin				
3.1.5		Load the TEST policy into PROD		ant -Ddevelop=true -Dload.file=backup\<filename> LoadDataDeleteFirst	Client/Net Admin				
3.1.6		Run TRUNCATE script to clear database of old data	truncate_script_v9.sql		Client/Net Admin				
3.1.7		Verify the PROD build.properties file is pointing to the PROD Business Objects Server environment			Client/Net Admin				
3.1.8		Verify Job Scheduler is turned on (build.properties)		job scheduler = "true"	Client/Net Admin				
3.1.9		Verify Email Notifications are enabled in PROD			Client/Net Admin				

EmpCenter Go-Live Tasklist (Non-hosted)



Legend: Major task
Detail required by IC

EmpCenter Go-Live Tasklist (Non-Hosted)

Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
3.1.10		Set System Default Email Address (build.properties)		set build.properties values mail.account.address = "jdoe@company.com" mail.account.name = "jdoe" This will be the FROM: address for emails sent out by the system.	Client/Net Admin				
3.1.11		Set SMTP Mail Server properties (build.properties)		smtp.host = Name of SMTP mail host through which EmpCenter Server will route e-mail smtp.port = Port # of SMTP mail host through which EmpCenter Server will route e-mail	Client/Net Admin				
3.1.12		Place metadata.xml file into PROD server in the correct directory /interface/custom_files/	filename = metadata.xml	SSO clients only	Client/Net Admin				
3.1.14		Start the PROD environment			Client/Net Admin				
3.2		Setup			Client				
3.2.1		Initialize Policy Profile Groups (1)		From the Admin Client select Policies > Policy Profile Status, select the Policy Profile Group, and enter period end date.	Client				
3.2.1.1		<POLICY_PROFILE_GROUP>	ppEnd = YYYY-MM-DD		Client/WFS *				
3.2.2		User Management			Client				
3.2.2.1		Verify System Users (WORKFORCE, WF_DELEGATOR)		TEST and PROD, Strong Password	WFS				
3.2.2.2		Verify System Users (SUPERUSER, DELEGATOR)		TEST and PROD, Strong Password	Client				
3.2.3.1		Verify Clean_Tables is enabled in PROD	Set to run at HH:MM outside of client maintenance window hours		Client				
3.2.3.3		Verify LDAP/SSO/WFS Authentication			Client				
3.2.3.4		Update the UI Options policy in EmpCenter to read "<Client Name> Production"	Policy Records > User Interfaces/Layouts > UI Options > Main Tab. Modify "Instance Name"	Text to appear above login screen	Client				
3.2.3.6		Update variables in Configuration (Records > Formulas > Summary Calculation Policy)	Policy Records > Formulas > Summary Calculation Policy > <Policy Name>	If set in configuration	Client				
3.2.3.6.1		System Start Date variable	XXX_SYSTEM_START_DATE = YYYY-MM-DD		Client				
3.2.3.6.2		System Go Live Date variable	XXX_GO_LIVE_DATE = YYYY-MM-DD		Client				
3.2.4		Update Variables in Interface Scripts			Client				
3.2.4.1		CSV Employee Import - EMPLOYEE_IMPORT (goLiveDate)	Policy Records > Interfaces > CSV Employee Import Control > <Policy Name> > Import Details Tab. Open "Script Text" and modify variable.	BEGIN date of initial timesheet period	Client				
3.2.6		Verify the file paths and file names for all import and export policies			Client				
3.2.6.1		Employee Import filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client				
3.2.6.2		Bank Balance Import filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client				

EmpCenter Go-Live Tasklist (Non-hosted)



Legend: Major task
Detail required by IC

EmpCenter Go-Live Tasklist (Non-Hosted)

Task #	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
3.2.6.3	Additional Import(s) filepath = /prod/incoming/ filename = <filename>		<Frequency> / <File Type>	Client				
3.2.6.4	Payroll Export filepath = /prod/outgoing/ filename = <filename>		<Frequency> / <File Type>	Client				
3.3	Run Interfaces			Client				
3.3.1	Double check PROD import interface folder			Client				
3.3.2	Run Employee Import Script (Admin Client > File > CSV Employee Import > XXX_EMPLOYEE_IMPORT)		Manually, scheduled in future. Monitor Job Status Inquiry for errors/completion.	Client				
3.3.3	Run Bank Balance Import Script (Admin Client > File > CSV Employee Import > XXX_BANK_BALANCE_IMPORT)		Bank Balances as-of YYYY-MM-DD , day before go-live (should be ready on 1/4/13)	Client				
3.3.4	Run Additional Import Script(s) (Admin Client > Jobs > Run Job > JOBNAME)			Client				
3.3.5	Enable schedule for applicable interfaces			Client				
3.3.5.1	Run and schedule Nightly calc	Policy Records > Setup > Batch Process Schedule > NIGHTLY_CALC		Client				
3.3.5.2	Employee Import (XXX_EMPLOYEE_IMPORT) Daily at HH:DD			Client				
3.3.5.3	Additional Imports (JOB_NAME) Daily at HH:DD			Client				
3.3.6	Data Collection Terminals		If EmpCenter DCTs are to be used					
3.3.6.1	Verify badge table is populated			Client				
3.3.6.2	Assign clock terminals to proper badge groups in Production controller			Client				
3.3.6.3	Verify Badge table population script is set to run (Nightly)			Client				
3.3.6.4	Verify Swipe Import (10-minute intervals)			Client				
3.4	PROD Test			Client				
3.4.1	Delegate Assignment Groups		Use wf_delegator ID	Client				
3.4.2	Assignment Groups to new Superusers, Payroll users, etc.			Client				
3.4.3	Logon to EmpCenter as an Employee, and check access and delegation		Current and Future time sheets are clean, approval windows are clean, etc.	Client				
3.4.4	Logon to EmpCenter as a Manager and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.4.5	Logon to EmpCenter as additional roles and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.4.6	Logon to EmpCenter as an Admin and check access and delegation		Current and Future time sheets are clean, approval windows are clean, assignment groups delegated, etc.	Client				
3.4.7	Run Standard Report			Client				
4.0	Go-Live							
4.1	Live In Production			Client				
4.1.1	Verify Email Notifications are enabled in PROD	Setup > System Setup > Main > uncheck "Disable Email Notifications"		Client				
4.1.2	Notify users that EmpCenter is LIVE			Client				
4.1.3	Manually Adjust Bank Balances		Only if needed	Client				
4.1.4	WFS to notify support <Client> in Go-Live			WFS PM				
4.1.5	Meeting to prepare for First Payroll Cycle			Client/WFS				
4.1.6	First Payroll			Client/WFS				
4.1.7	Meeting for WFS Support Transition			Client/WFS				

EmpCenter Go-Live Tasklist (Non-hosted)

	A	B	D	E	F	G	H	I	K		
2											
3											
4				Legend: Major task Detail required by IC							
5		EmpCenter Go-Live Tasklist (Non-Hosted)									
7		Task #	v	Action	Action Required	Comments	Owner	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date
102		4.1.8		Run Database Statistics again. Customer may want to this daily for a couple of weeks.		Oracle clients ONLY	Client/WFS				
103		5.0		Send Go-live announcement to "Workforce Software Everyone" Distribution List			WorkForce Software Project Manager				

PM's Support Handoff Checklist

Needs to be complete before Support begins taking client calls

<input checked="" type="checkbox"/>	Title	Activity	Responsible
<input type="checkbox"/>	Friday Support email	Notification that client has gone live in Friday Support email	PM / Support
<input type="checkbox"/>	Password Manager (EmpCenter Clocks)	If the customer uses EmpCenter clocks, ensure that the following information is entered into Password Manager: <ol style="list-style-type: none"> 1. Production controller IPAddress / DNS name and password for the root user ID 2. Test controller IPAddress / DNS name and password for the root user ID 3. Whether static IP address or DHCP is used on the clocks 4. Clock and controller models 5. Location of configuration files, scripts etc 6. Any other information specific to the customer like steps to logon to controller and clocks, special scripts for assignments and bus routes etc. 	PM / IC
<input type="checkbox"/>	Hosting Change Ticket	Request to give the Support Team database access at the time Support will start handling tickets for the client	PM enters ticket
<input type="checkbox"/>	Password Manager	Sign on info in Password Manager tested by NetAdmin Related fields in Customer Profile spreadsheet updated: \\fileservers\workforce\implementation-files\Project Management\Customer Information\Customer Profiles.xls	NetAdmin
<input type="checkbox"/>	Customer Profiles	Client information in the Customer Profiles SharePoint found in: http://sharepoint/ProfSvc/Lists/Customers%20by%20Release%20%20Env/Customer%20list.aspx	IC
<input type="checkbox"/>	Warranty	Discuss customer warranty period (if applicable)	PM / IC
<input type="checkbox"/>	TSB and Release Note Distribution List	Email to wfs-supportteam@workforcesoftware.com the names and email addresses of those who should be automatically sent all TSBs (Technical Service Bulletins) and Release Notes for new versions of our software on an ongoing basis after go-live.	PM/IC
<input type="checkbox"/>	Contact Info	Client contact info in contacts.txt created in individual client directory in: \\fileservers\workforce\implementation-files\currentclients Include contact to whom we send Support Renewals with Name, Address, Phone Number and email address.	PM / IC

PM's Support Handoff Checklist

Needs to be complete before Support begins taking client calls

<input type="checkbox"/>	<p>SalesForce.com Contact Info</p>	<p>PM collects all customer contact info and provides to the PMA's (wfs-pma@workforcesoftware.com) to load into SalesForce.com. PMA confirms entry complete.</p> <p>Key information includes:</p> <ul style="list-style-type: none"> • Contact name • Job title (if available) • Email address • Phone numbers (if available) <p><i>Note:</i> <i>This info will be used by Sales & Marketing, so the info collected should not be limited to active project contacts. Please include as much contact info as possible.</i></p>	<p>PM / PMA</p>
<input type="checkbox"/>	<p>Internal Meeting</p>	<p>Attendees: PM, CSM, IC, Config Specialist, Supp Mgr, 2 Supp Staff</p> <p>Brief Implementation history Client Team – background / observations / advice Client Size Client Location(s) / time zone(s) Phases - is there a Phase II in the wings? Unusual Config Items Unusual environment/hardware Clocks? Reporting: Report Writer Custom Reports Ad-hoc Imports: Frequency Workflow Incremental Web Services? Exports: Frequency Workflow Incremental End of Period Processing Custom Variable Fields? Outstanding issues?</p>	<p>PM sets up</p>
<input type="checkbox"/>	<p>Client Meeting (at a regular client status meeting)</p>	<p>Attendees: PM, Supp Mgr, CSM</p> <p>Introduction of CSM to client team</p> <p>Discussion of Support Docs (previously sent to client) found in: \\fileserversoftware\public\supportdocs\client-ready-documents</p> <p>Support Plan Descriptions_Data Collection Terminals (goes to all customers with clocks)</p> <p>Support Plan Descriptions_Delivered (goes to all customers that WORKFORCE hosts)</p>	<p>PM sets up</p>

PM's Support Handoff Checklist

Needs to be complete before Support begins taking client calls

		<p>Support Plan Descriptions_EmpCenter (goes to all customers)</p> <p>Support Plan Descriptions_Support Svcs Procedures_Policies (goes to all customers)</p> <p>Supp procedures Using the support phone. Times of coverage for their support plan. Billable versus non-billable support calls. Using the support e-mail. The composition and location of the support team</p>	
<input type="checkbox"/>	<p>Friday Support email</p>	<p>Notification that client has transitioned to Support in Friday support email</p>	<p>Support</p>

WFS Project Close-out Process

Step #	Task overview	Task details
1	Communicate Lessons Learned	1) Conduct / document Lessons Learned meeting with WFS project team, to include discussion of both positive and negative project activities. Utilize Lessons Learned meeting agenda / minutes template:  WFS Project Lessons Learned Agenda Tem 2) Review lessons learned with PM team at weekly PM meeting. 3) Copy final lessons learned document to : W:\Implementation-Files\Project Management\Lessons Learned
2	Confirm that relevant signed artifacts are stored in the project folder.	1) Verify that config / QA spreadsheet is complete and stored in the project folder. 2) Verify that a scanned copy of the signed RD is stored in the project folder. 3) Verify that any milestone completion forms or other client signed artifacts are stored in the project folder.
3	Finalize project financials	1) Verify that all invoices have been paid. 2) Update PVA as "Final", Append "Final" to the end of the file name. 3) Move final PVA to: W:\implementation-files\Project Management\PM Tracking\PvA\Final Status
4	Completed MS Project Schedule	Verify that all tasks on MS-Project file are completed or noted as appropriate; append "Final" to the end of the file name
5	Update Project Status Report and Project Workbook	1) Update final project status report and close out all items in the Project workbook
5	For hosted implementations, copy key documents to SSAE-16 folder	1) Create a project specific folder in: W:\Implementation-Files\Project Management\SSAE-16 Archive 2) Put the following documents in the above mentioned folder <ul style="list-style-type: none"> • Signed Statement of Work • Authentication Questionnaire

		<ul style="list-style-type: none"> • Requirements Specifications Sheet • CQA Tracking Sheet • Evidence of UAT testing (Issues Log) • Go-live Checklist • Evidence that the customer was assigned a project manager (Project Stoplight Report or Kickoff presentation) • Copy completed project plans, signed requirements documents, completed QA/Config spreadsheet, and completed implementation go live checklists to the above referenced folder.
6	Close Test Track #	<ol style="list-style-type: none"> 1) Be sure to include implementation Test Track number and any relevant PCO numbers.

Rev 2.1 (2013-01-014)

T1 Plan Internal Review



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T1 - Plan Phase Tollgate Review

The T1 internal tollgate review for the Plan Phase confirms the scope of the project, alignment of scope to budget as well as timeframe, and official handoff between Sales and Services. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move the project forward to the next phase based upon the completeness, accuracy, and adequacy of the phase deliverables.

T1 – Required Roles

- Project Manager
- Service Delivery Manager
- Engagement Manager
- Senior Implementation Consultant
- Senior Application Consultant
- Vertical Solutions
- Account Executive

Plan Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Sales Handoff				
EM Review Meeting				
Project Kickoff				
Resource Assignments				
Project Workbook				
Project Schedule				



Mandatory Exit Criteria:

The objective is to determine if the project scope has been clearly defined, is in alignment with budget and timeline, and is bound by specific measurements. If these requirements are met the project may proceed with full requirements analysis.

Exit Criteria	P/F	Comment
The project scope is clearly bound by measureable activities, deliverables, and milestones.		
The scope of the project is clearly defined in the SOW and represents client requirements/business goals as stated by the client in the Discovery Session. The SOW clearly states the project scope, timing, and budget requirements.		
The Pricing Spreadsheet aligns to the project scope.		
The project approach and structure is scaled to support the project and the project manager and the project team are qualified, have been defined, and are available to begin work.		
The Project Workbook defines how the project will be executed, monitored and controlled.		
The Project Schedule (draft) includes high level estimates of the baselines required for completing project deliverables.		
The client and project have been established for WorkForce billing and time entry.		

Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)

T1 Plan Internal Review



Recommendations

Approval Level (check one)	√	Explanations, Caveats or Conditions
Pass	<input type="checkbox"/>	
Fail	<input type="checkbox"/>	

Governance Forward:

Forwarded to: <Program Delivery Manager (PDM)>

PM Signature: _____ Date: _____

Print Name: _____

Title: _____



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T2A – Requirements Analysis Phase Tollgate Review

The T2A internal tollgate review for the Requirements Analysis Phase confirms that the requirements support the scope of the project and that they are clearly defined. The requirements document will also be used to confirm the configuration estimate. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move the project forward to the next phase based upon the completeness, accuracy, and adequacy of the phase deliverables.

T2A – Required Roles

- Project Manager
- Service Delivery Manager
- Senior Implementation Consultant
- Senior Application Consultant
- Vertical Solutions

Requirements Analysis Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Requirements Document				
Configuration Estimate Model				



Mandatory Exit Criteria:

The objective is to determine if the project requirements have been defined sufficiently to be translated into the configuration scope. If these requirements are met the project may proceed with software configuration.

Exit Criteria	P/F	Comment
Requirements are sufficiently detailed so that they can be represented in a configuration design and meet the scope defined in the SOW.		
The configuration estimate model is complete with the appropriate number of hours to complete the configuration effort.		
Requirements are sufficiently detailed so that they can be tested once the software is configured.		
Interfaces are identified and defined.		
Variances from scope identified and placed in an out-of-scope category for later analysis or mitigated. (Cost, schedule variances and scope changes are identified, significant variances are explained, and corrective action plans or rebaseline requests are in place as appropriate.)		
The Project Workbook risk and issues plans have been reviewed and appropriately updated.		

Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)



Recommendations

Approval Level (check one)	√	Explanations, Caveats or Conditions
Pass	<input type="checkbox"/>	
Fail	<input type="checkbox"/>	

Governance Forward:

Forwarded to: <Program Delivery Manager (PDM)>

PM Signature: _____ Date: _____

Print Name: _____

Title: _____



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T2B – Requirements Analysis Phase Tollgate Review

T2B external tollgate review for the Requirements Analysis Phase is a collaborative review between WorkForce Software and the client to review and sign off on the final requirements document. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move the project forward to the next phase based upon the completeness, accuracy, and adequacy of the phase deliverables.

T2B – Required Roles

- Client Project Business Owner
- Client Project Sponsor
- Client Project Manager
- Project Manager
- Service Delivery Manager
- Senior Implementation Consultant
- Senior Application Consultant
- Vertical Solutions

Requirements Analysis Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Requirements Document				
Project Change Order Analysis				
Client Test Plans and Test Data				
Project Schedule				
Milestone Completion Form				

**Mandatory Exit Criteria:**

The objective is to determine if the project requirements have been defined sufficiently to be translated into the configuration scope. If these requirements are met the project may proceed with software configuration.

Exit Criteria	P/F	Comment
The Requirements Document has been reviewed with the client, agreed to by the client and signed.		
The Project Change Order Analysis has been reviewed with the client and next steps have been defined.		
The client has provided test plans and data.		
The Milestone Completion Form for the Requirements Document has been signed by the customer and an invoice for requirements has been generated.		

Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)

Recommendations

Approval Level (check one)		Explanations, Caveats or Conditions
Pass	<input checked="" type="checkbox"/>	
Fail	<input type="checkbox"/>	



Governance Forward:

Forwarded to: <Program Delivery Manager (PDM)>

Client _____ Date: _____
Signature: _____
Print Name: _____
Title: _____

PM Signature: _____ Date: _____
Print Name: _____
Title: _____

T3 Configuration Internal Review



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T3 – Software Configuration Phase Tollgate Review

T3 internal tollgate review for the Software Configuration Phase confirms that the requirements support the configuration activities and that configuration aligns with the requirements. Unit test is complete and internal quality assurance test plans are complete. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move the project forward to the next phase based upon the completeness, accuracy, and adequacy of the phase deliverables.

T3 – Required Roles

- Project Manager
- Service Delivery Manager
- Senior Implementation Consultant
- Senior Application Consultant
- Vertical Solutions

Software Configuration Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Client Configured Software				
Internal QA test results				
Configuration Estimate Model				
Client UAT test plans/data				

T3 Configuration Internal Review



Mandatory Exit Criteria:

The objective is to determine if the configuration has been completed within cost, schedule, and scope guidelines ensuring alignment between requirements and configuration and confirming that the software is ready for UAT. If these requirements are met the project may proceed with test.

Exit Criteria	P/F	Comment
Software configuration satisfies the requirements established in the Requirements Document and related Project Change Orders.		
Internal test plans are complete and adequately evaluated against Requirements Document ensuring successful execution of QA test plans.		
Configured software is completely and successfully tested before delivery to client.		
Configured software is ready for client delivery.		
Configured software Issues resulting from QA testing are documented and a plan/timeline is in place to resolved issues.		
UAT test plans are complete and adequately evaluated against Requirements Document ensuring successful execution of UAT test plans.		
Variances from baselines have been identified and mitigated.		
Baselines have been reviewed and revised as appropriate.		
The Project Workbook and related plans have been reviewed and updated.		

T3 Configuration Internal Review



Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)

Recommendations

Approval Level (check one)	√	Explanations, Caveats or Conditions
Pass	<input type="checkbox"/>	
Fail	<input type="checkbox"/>	

Governance Forward:

Forwarded to: <Program Delivery Manager (PDM)>

PM Signature: _____ Date: _____
Print Name: _____
Title: _____

T4 Test External Review



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T4 – Requirements Analysis Phase Tollgate Review

T4 external tollgate review for the Test Phase confirms that integration testing has been successfully completed on the configured software, UAT training has taken place, UAT is complete and the client has been prepped for deployment and transition. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move the project forward to the next phase based upon the completeness, accuracy, and adequacy of the phase deliverables.

T4 – Required Roles

- Client Project Business Owner
- Client Project Sponsor
- Client Project Manager
- Project Manager
- Service Delivery Manager
- Senior Implementation Consultant
- Senior Application Consultant
- Vertical Solutions

Requirements Analysis Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Integration Test Results				
UAT Test Results				
UAT and Technical Training Results				
Client Deployment Plan				
Transition Process				



Mandatory Exit Criteria:

The objective is to determine if the project requirements have been defined sufficiently to be translated into the configuration scope. If these requirements are met the project may proceed with software configuration.

Exit Criteria	P/F	Comment
UAT and technical training completed enabling the client to conduct UAT and deployment.		
Integration and UAT test plans were executed and all requirements are met.		
Testing of the configured software supports the decision to move to the Deployment Phase.		
Deployment Plan provides detailed information on the move of the configured software into production.		
Variances from baselines have been identified and mitigated.		
Baselines have been reviewed and revised as appropriate.		
The Project Workbook and related plans have been reviewed and updated.		

Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)

T4 Test External Review



Recommendations

Approval Level (check one)	√	Explanations, Caveats or Conditions
Pass	<input type="checkbox"/>	
Fail	<input type="checkbox"/>	

Governance Forward:

Forwarded to: <Program Delivery Manager (PDM)>

Client

Date:

Signature: _____

Print Name: _____

Title: _____

PM Signature: _____

Date: _____

Print Name: _____

Title: _____

T5 Deploy Internal Review



Project: <Project Name>

Project Manager: < Name>

Date of Review: <Date of Review>

T5 – Deploy Phase Tollgate Review

T5 internal tollgate review for the Deploy Phase is a formal inspection conducted to determine if the final configured software is ready for release into the production environment for sustained operations and maintenance support. The following roles are required for this tollgate review. Participants of this review must agree or not agree to move forward with production thereby closing the project.

T5 – Required Roles

- Project Manager
- Service Delivery Manager
- Senior Implementation Consultant
- Senior Application Consultant

Software Configuration Phase Deliverables

Please indicate a P for Pass and F for Fail in each of the categories per deliverable for this Phase. Please provide comments as appropriate.

Deliverable Name	Completeness (P/F)	Accuracy (P/F)	Adequacy (P/F)	Comments
Go Live Delivery				
Warranty				
Transition to Support				



Mandatory Exit Criteria:

The objective is to determine if the project has finalized deployment. If these requirements are met the project may proceed to close the project.

Exit Criteria	P/F	Comment
Configured Software ready for production service and notification of the new solution is provided to all users and staff who are affected.		
No outstanding concerns among stakeholders regarding implementation. Variances from baselines have been identified and mitigated.		
Security and authorization to operate documents are complete and the system is considered Certified and Accredited.		
Variances from baselines have been identified and mitigated.		
Baselines have been reviewed and revised as appropriate.		
The Project Workbook and related plans have been reviewed and updated.		

Known Issues/Risks

Risk Description	Area of Risk (Scope, Budget, Timeline)	Impact (High, Medium, or Low)	Probability of Occurrence (High, Medium, or Low)

T5 Deploy Internal Review



Recommendations

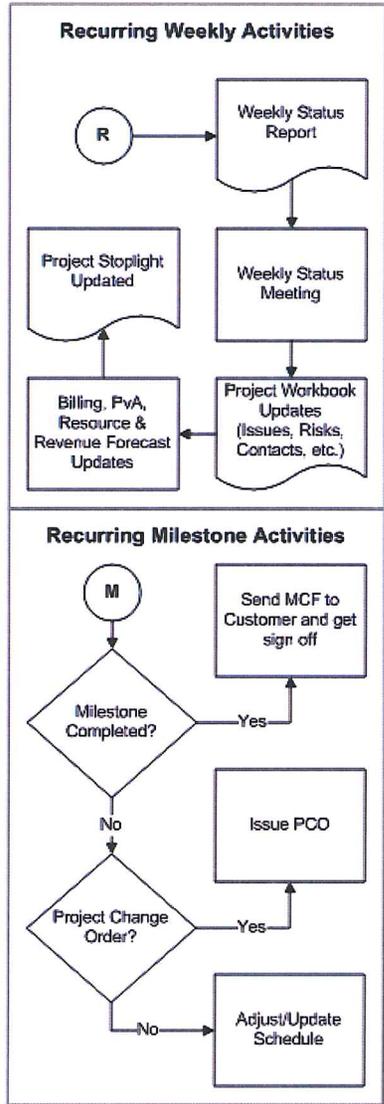
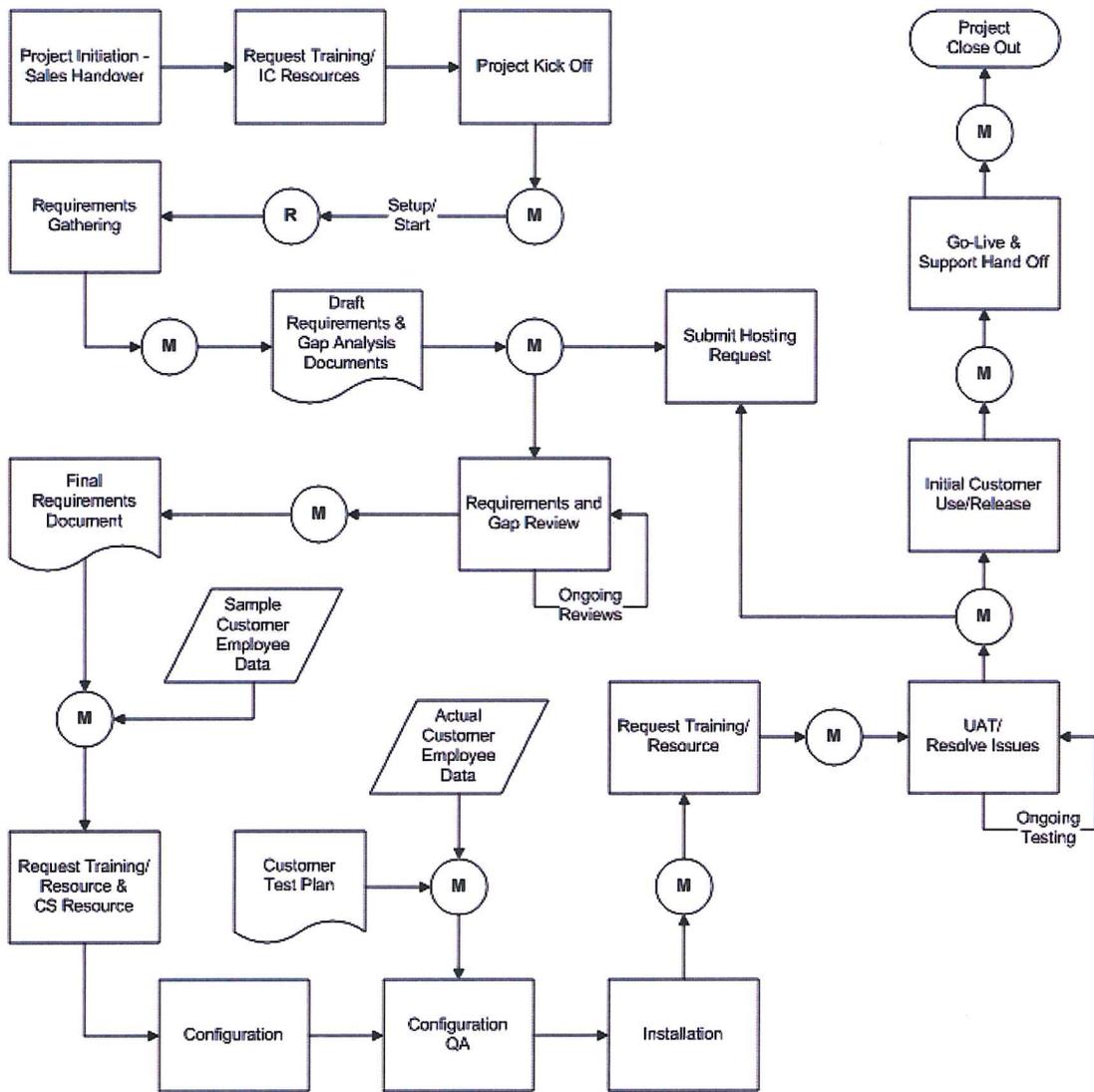
Approval Level (check one)	√	Explanations, Caveats or Conditions
Pass	<input type="checkbox"/>	
Fail	<input type="checkbox"/>	

Governance Forward:

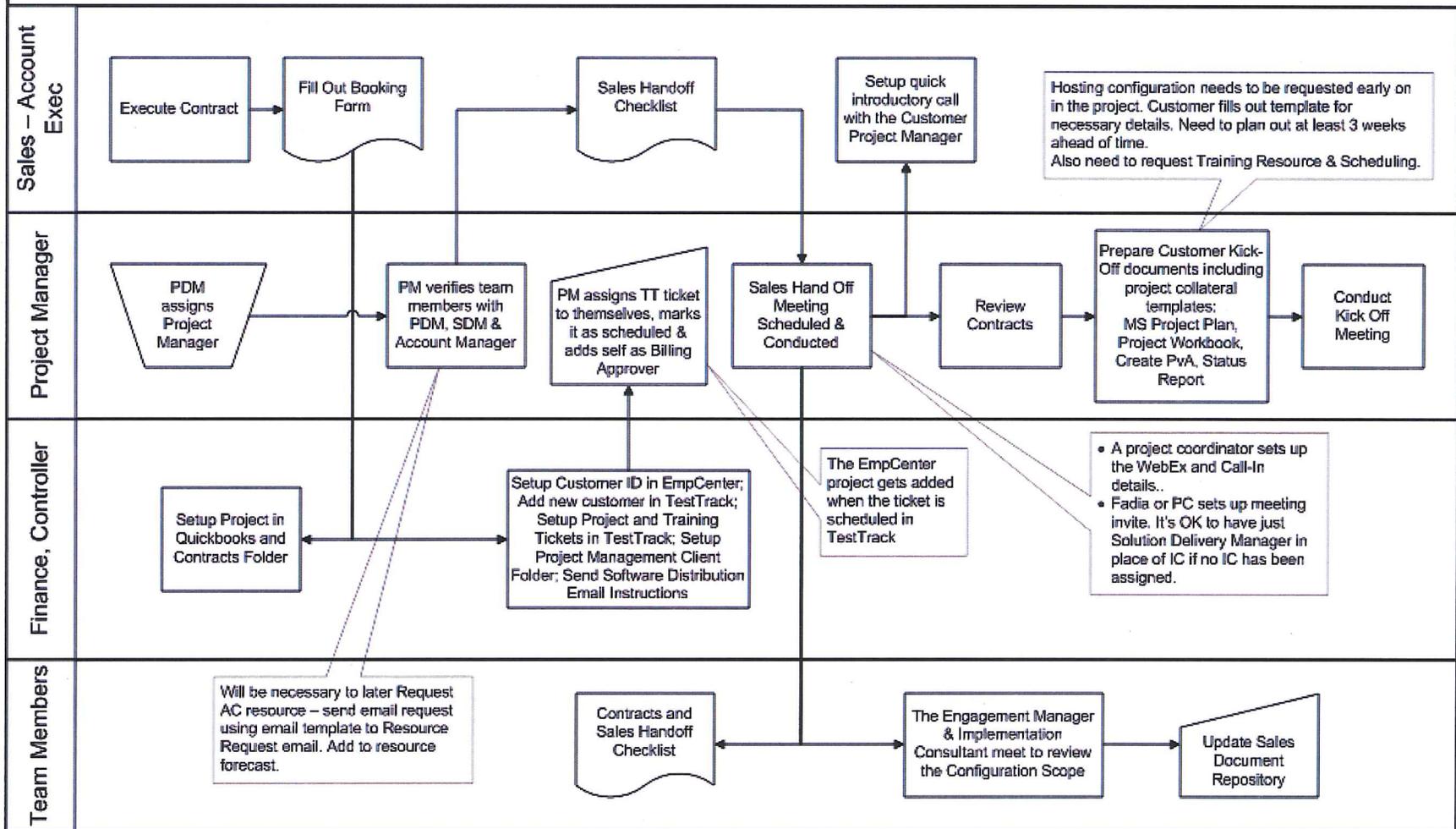
Forwarded to: <Program Delivery Manager (PDM)>

PM Signature: _____ Date: _____
Print Name: _____
Title: _____

High Level Implementation Project Flow

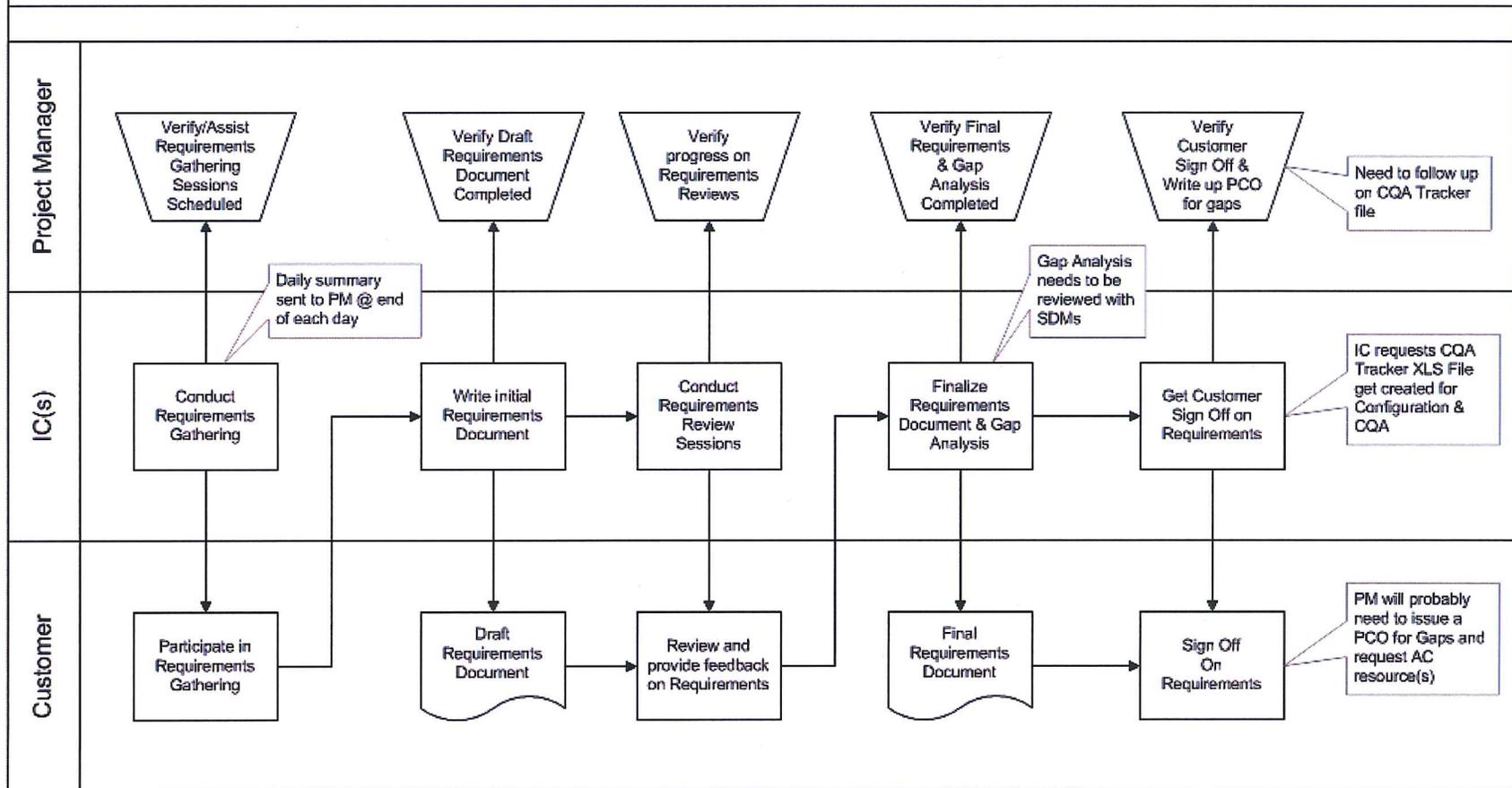


Sales Handoff/Project Initiation



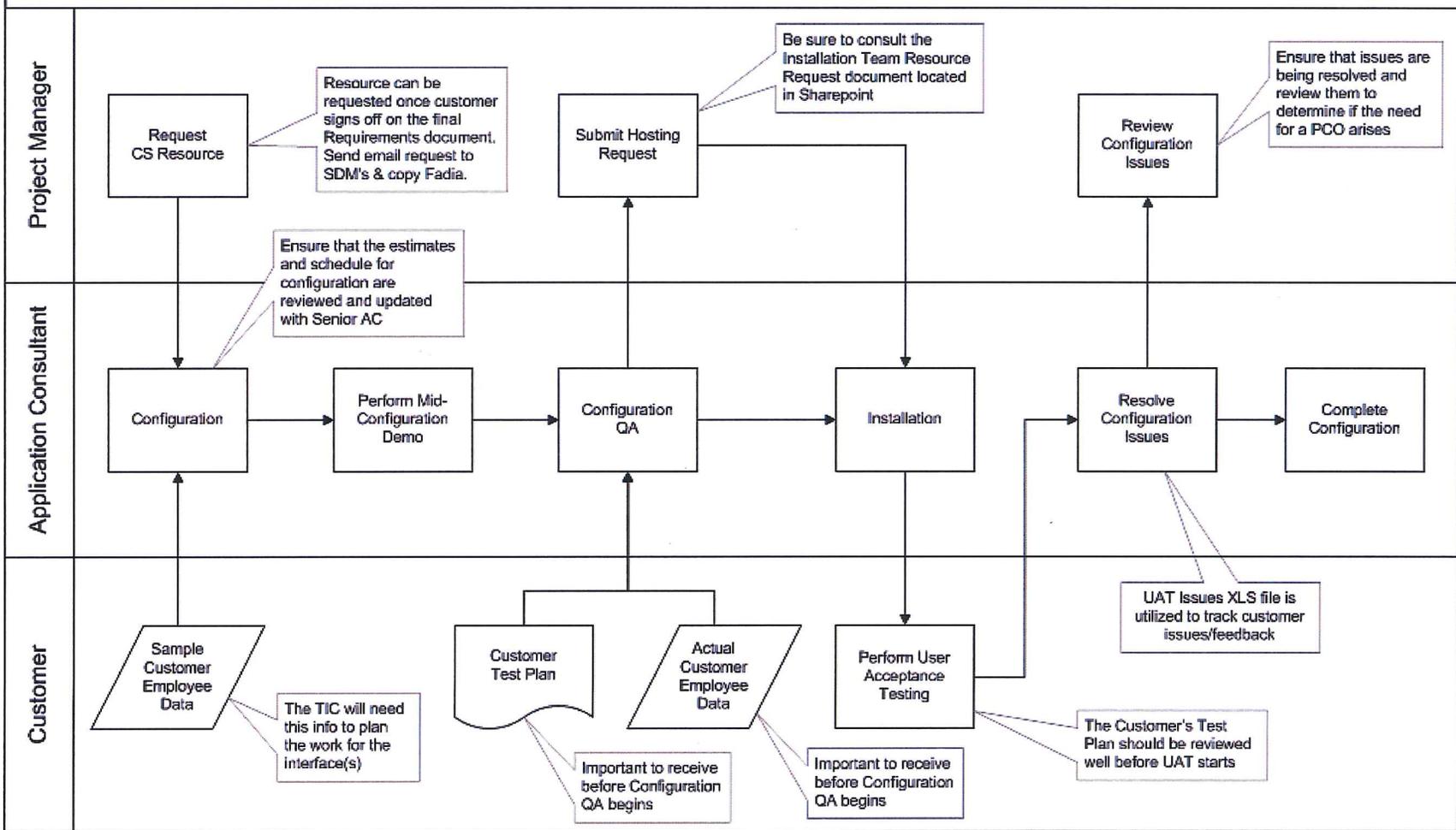
NOTE: Do not forget to issue a Milestone Completion Form (MCF) when completing the Project Kick-Off.

Requirements



NOTE: Do not forget to issue a Milestone Completion Form (MCF) when completing initial Requirements draft document and after the final Requirements document is completed and accepted by the customer.

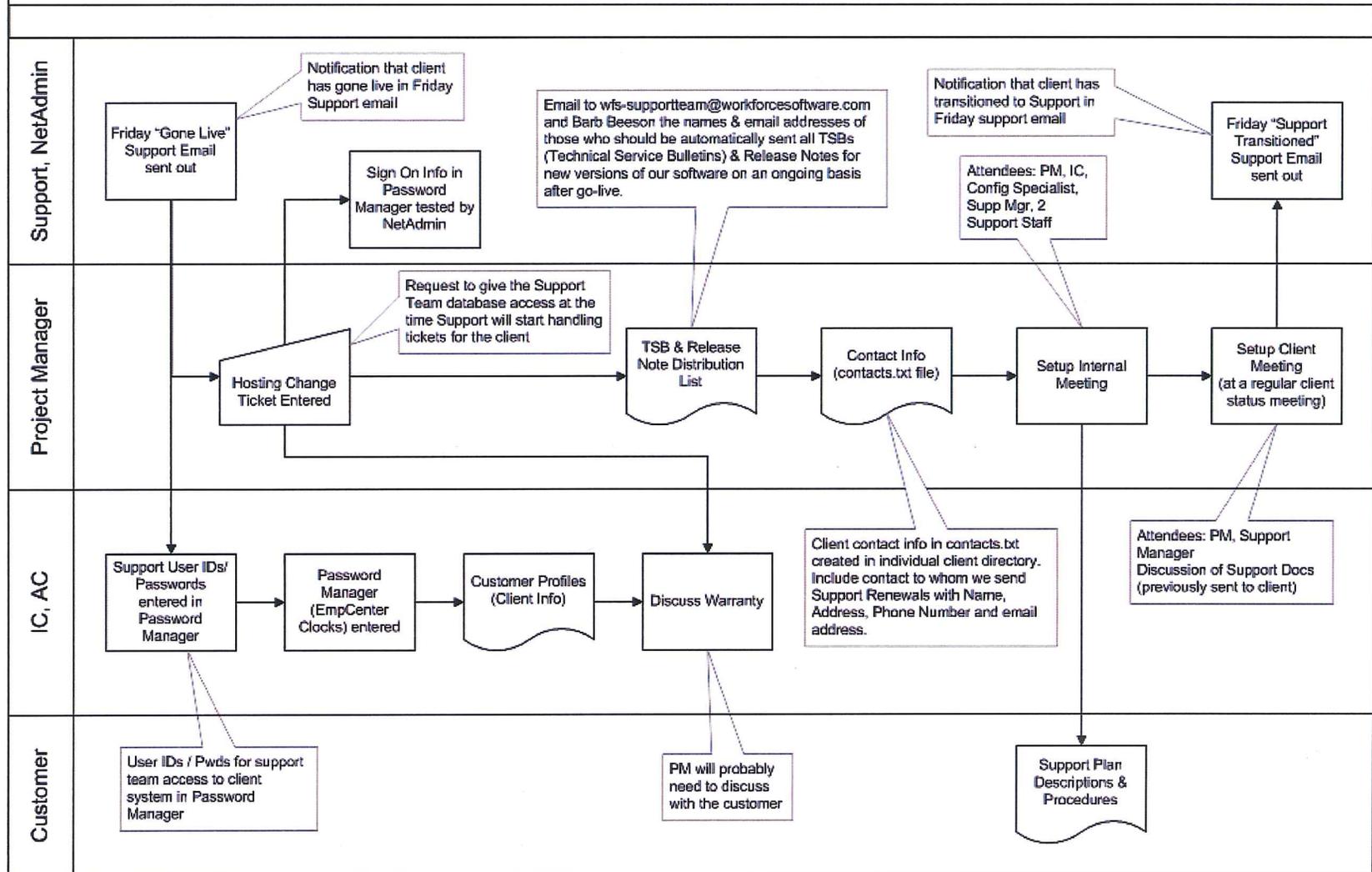
Configuration, QA, Installation



NOTES: Do not forget to issue a Milestone Completion Form (MCF) when completing initial Configuration delivery and after the final Configuration is delivered to the customer.

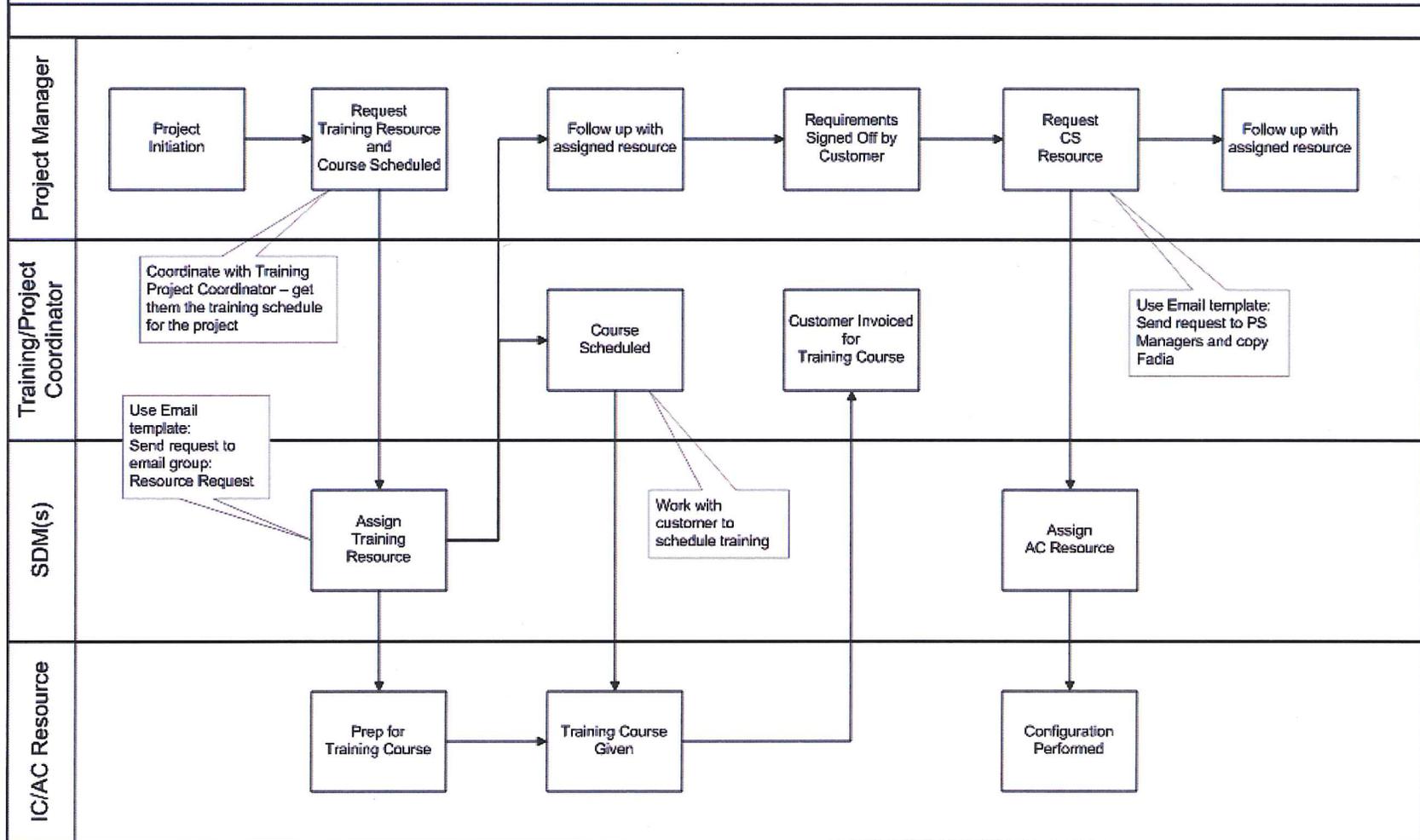
Sample and Actual Employee Data receipt should be Milestones included in the project schedule.

Hand Off to Support



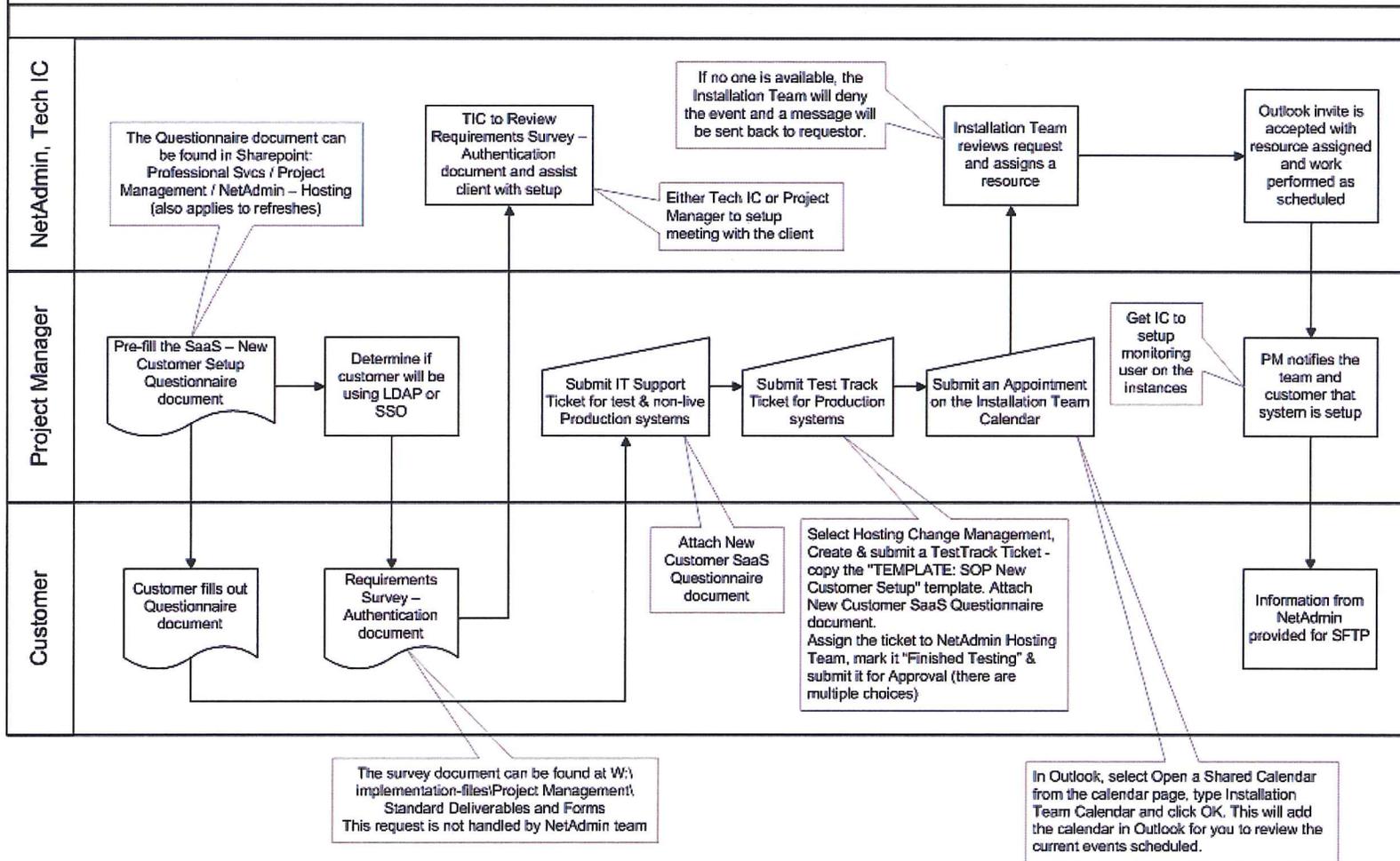
NOTE: Do not forget to issue a Milestone Completion Form (MCF) when completing initial Release to Production and after transition to Customer Support.

Resource Request – Training/IC/AC



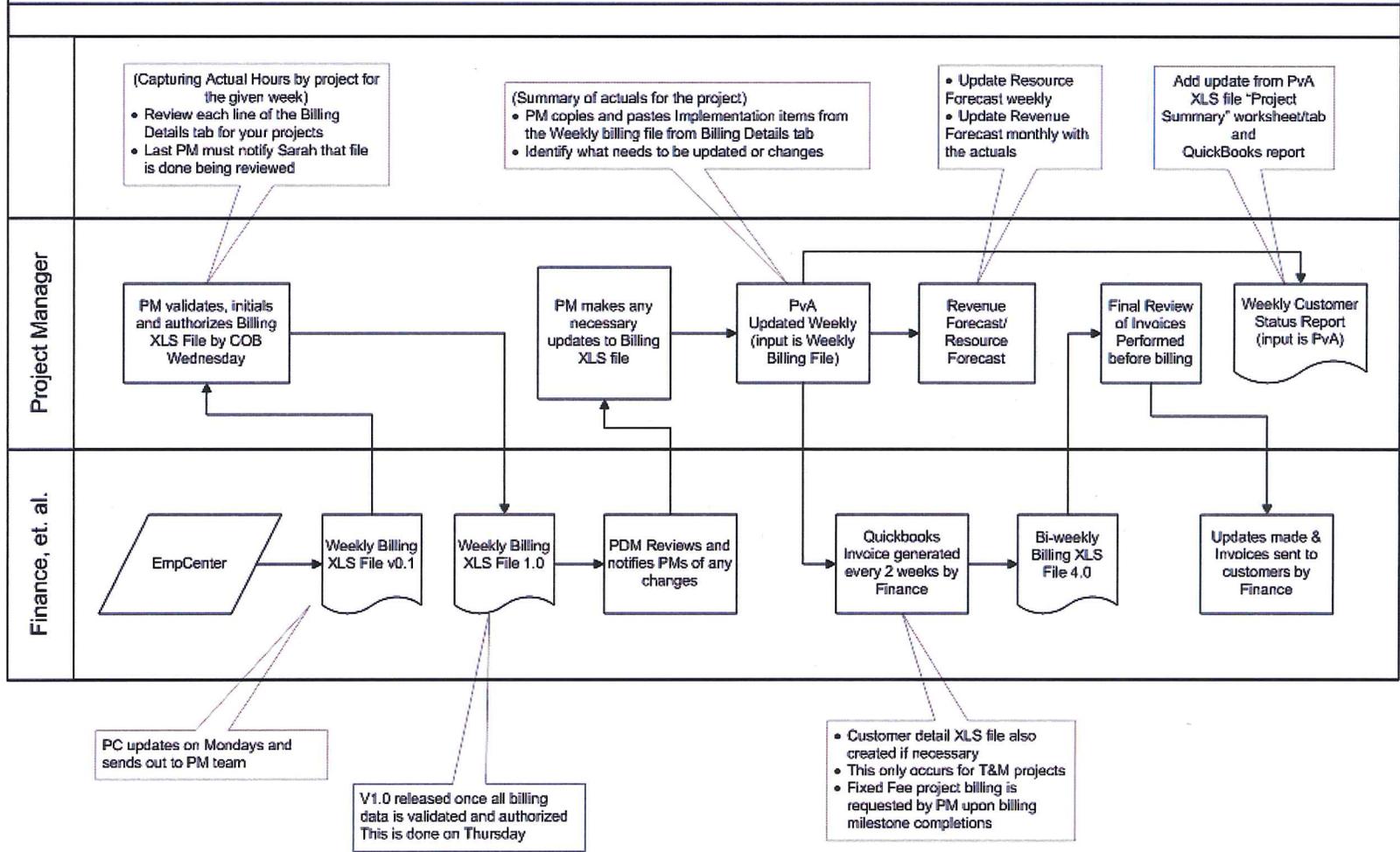
NOTE: Do not forget to issue a Milestone Completion Form (MCF) when completing initial Training and after all Training is complete.

Hosting Request (for SaaS Setup)



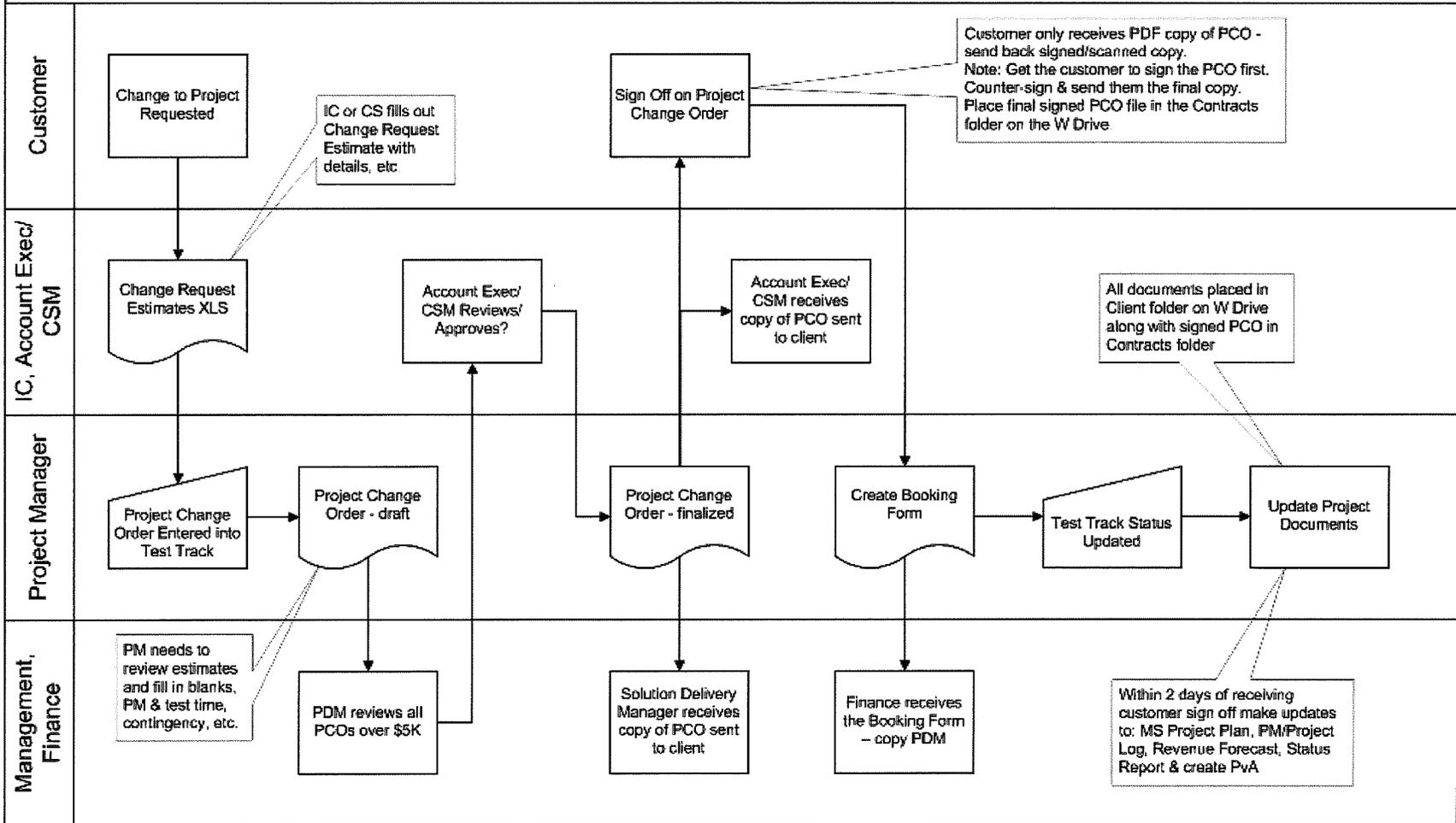
NOTE: Give NetAdmins at least 2 weeks lead time and be sure to follow Installation Team Resource Requests process.

Billing and PvA Updates



NOTE: SOW is the starting point for the project budget. Initial PvA file must be created by the PM.

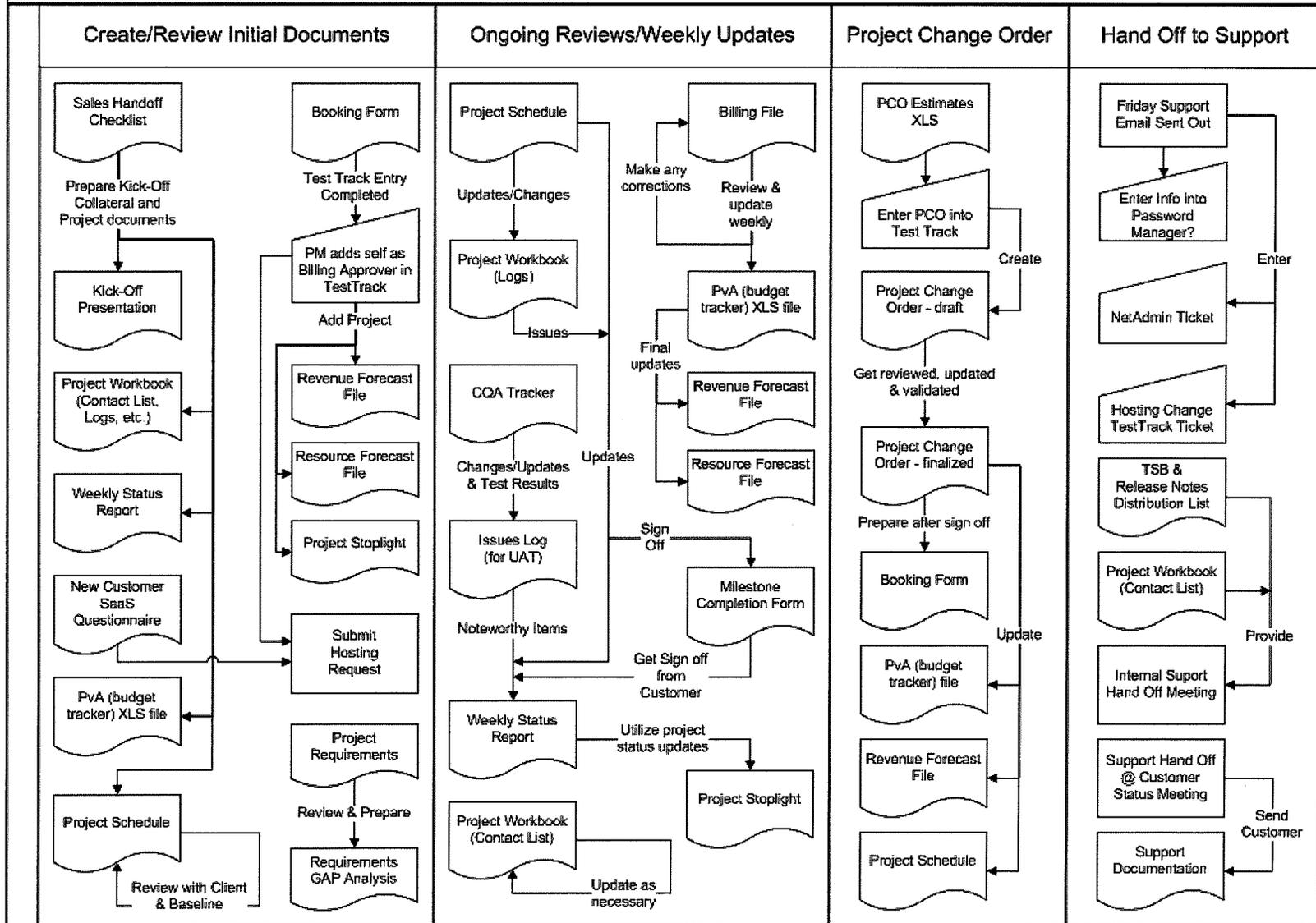
Project Change Order



NOTE: Depending on what is requested, a new or additional SOW may be necessary instead of a PCO - Check with Legal before moving forward with the document.

* Get the customer to sign off that the PCO has been completed once the work is done. Use an MCF for this.

Project Documents/Tickets





**Accelerated
Implementation Methodology**

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[Version 5.2]



Table of Contents

Executive Overview	3
The WorkForce Software Implementation Process.....	3
Accelerated Implementation Methodology	4
1.1 AIM Comprises	5
AIM Description	5
1.2 Initiate Phase	5
1.3 Plan Phase	7
1.4 Requirements Phase	8
1.5 Configure Phase.....	9
1.6 Test Phase	10
1.7 Deploy Phase	12
1.8 AIM Benefits	14



Executive Overview

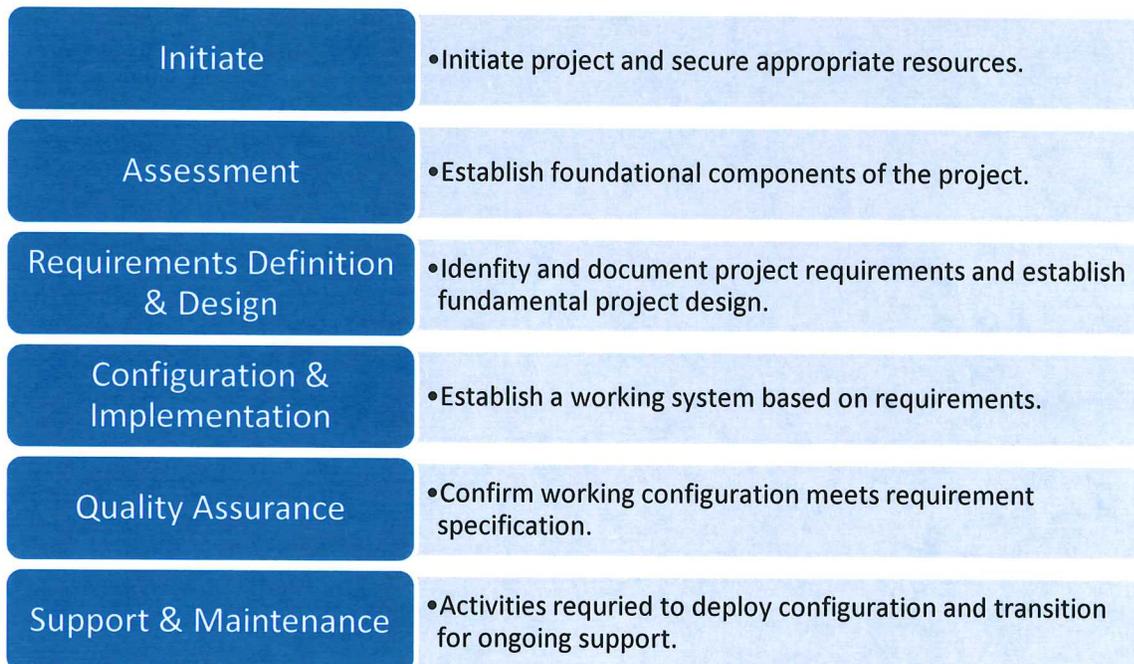
Implementing a time and attendance solution to meet the unique requirements and complexities of an organization can be a challenge. WorkForce Software follows a well-defined implementation methodology to ensure successful application delivery. This methodology delivers quality and consistency to all of our implementations, and draws upon WorkForce Software's proven track record and extensive experience with Time and Attendance implementations.

Our Methodology is designed to meet two main goals:

Goal	Description
Meet the business requirements	The implementation must meet or exceed the stated objectives for data collection, calculations, and interfaces to external systems so as to deliver true business value.
Manage implementation costs, realize cost savings, and deliver to scheduled objectives	A successful project requires keeping implementation costs under control while still meeting cost savings and timeline goals. This is achieved through the active management of project status, issues, risks, and scope during the implementation process.

The WorkForce Software Implementation Process

Implementation typically follows a series of well-defined steps with specified exit criteria to deliver time and attendance functionality across one or more releases.

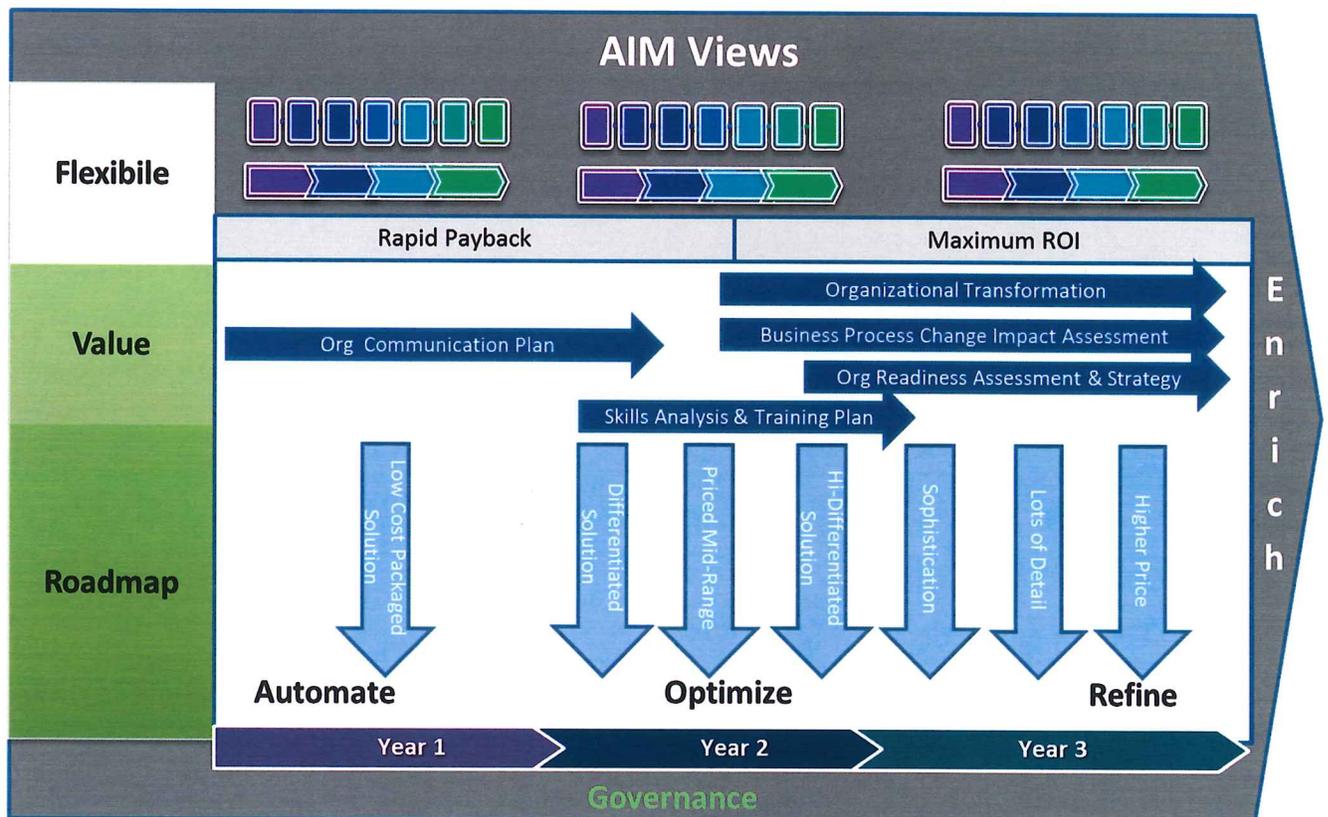


Accelerated Implementation Methodology

WorkForce Software’s system development lifecycle, Accelerated Implementation Methodology (AIM), focuses on the technical and organizational aspect of an implementation. It is based on best practices and a commitment to quality gleaned over years of workforce management implementations varying in size and complexity.

AIM employs:

- Strict coding standards to maintain source code for future enhancements and fixes to the software.
- High value, low risk change management process to safeguard software integrity.
- Comprehensive regression test suite for greater test run coverage with each release.



1.1 AIM Comprises

Phases	•Initiate, Plan, Requirements, Configure, Test, Deploy, Close
Activities	•Major sections of a Phase, consisting of Steps that conclude in a project deliverable or milestone
Steps	•Similar tasks that are part of an Activity
Application	•Specific information includes table setup sequences, application features, integration detail, and application-specific tasks

AIM Description

1.2 Initiate Phase

- Includes surveying the customer, determining executive strategy, and WFS internal activities

The implementation process actually begins before software acquisition through our Initiate Phase. The goal is to ensure that WorkForce Software has a clear understanding of the project requirements, and that our customers have a clear understanding of our software's capabilities at the beginning of the process.

Prior to any customer acquiring the software, a preliminary functionality and scope analysis is conducted in order to produce a Configuration Scope. The objectives of this analysis are to:

Objective	Description
Clarify your objectives	Key business objectives and/or needs are sometimes missed during the software selection and sales process. They also may not be defined with enough clarity to provide the project team with an adequate understanding of their intent. By conducting a preliminary scope analysis, we hope to eliminate any "misunderstandings" about either the capabilities of the system or the objectives of the client.
Clarify our product capabilities	We will provide a functional analysis that clearly indicates what our software can do and where there may be gaps between its capabilities and client objectives. This will serve as the basis for any enhancements (see next). It is our goal to clearly articulate the capabilities of our product and its ability to meet your needs.

Objective	Description
Identify Gap Resolutions, if any	If key needs cannot be met through configuration of our software, we will propose resolutions to address those gaps. Solutions may include changes to legacy systems, client business procedures, and/or enhancements to the software.
Provide an assessment of the implementation timeline and associated costs	Once we perform these steps, we can help you better understand a realistic, achievable project timeline and the associated implementation costs for software, hardware, and services.

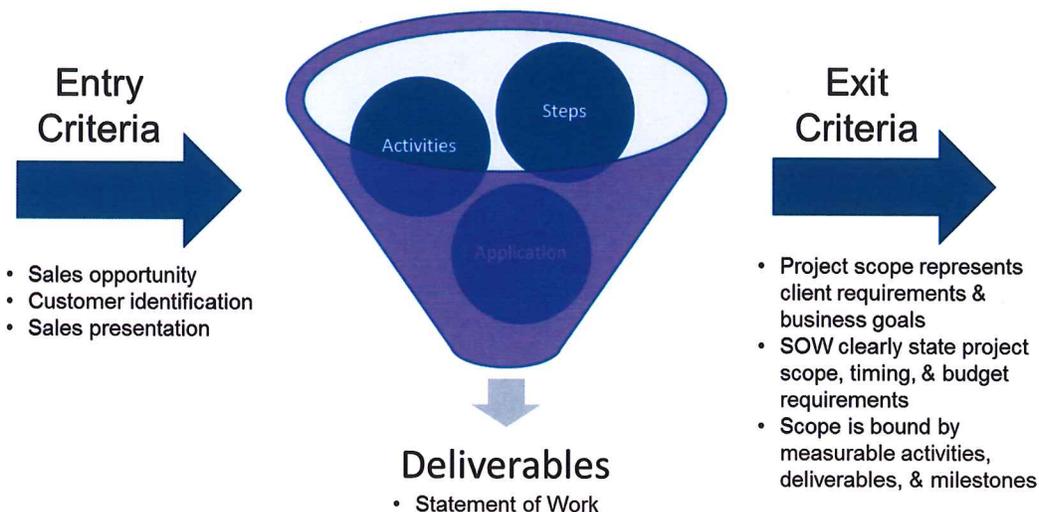
This Configuration Scope should not be confused with the Detailed Requirements Analysis performed during the implementation.

The Configuration Scope, which feeds WorkForce Software's standard project estimation tools, should provide a firm foundation for the project. By identifying the software features, enhancements required, timelines, and estimated costs, all participants share common understanding and expectations from project inception. This should eliminate many (but not all) surprises during the actual implementation.

Customers who want to know with absolute assurance the costs for implementation, timelines, or enhancements may request a more detailed analysis prior to acquiring the software. For more information on this, please contact your WorkForce Software representative.

Having a well-defined scope for the project is essential to proper execution. Without knowing the boundaries, it is easy to get off-course. At the outset, WorkForce Software meets with the project manager, executive sponsors, and functional analysts to define a clear list of objectives, and establish a closely managed change control process.

Value = Tailored solution & strategy to meet business requirements



1.3 Plan Phase

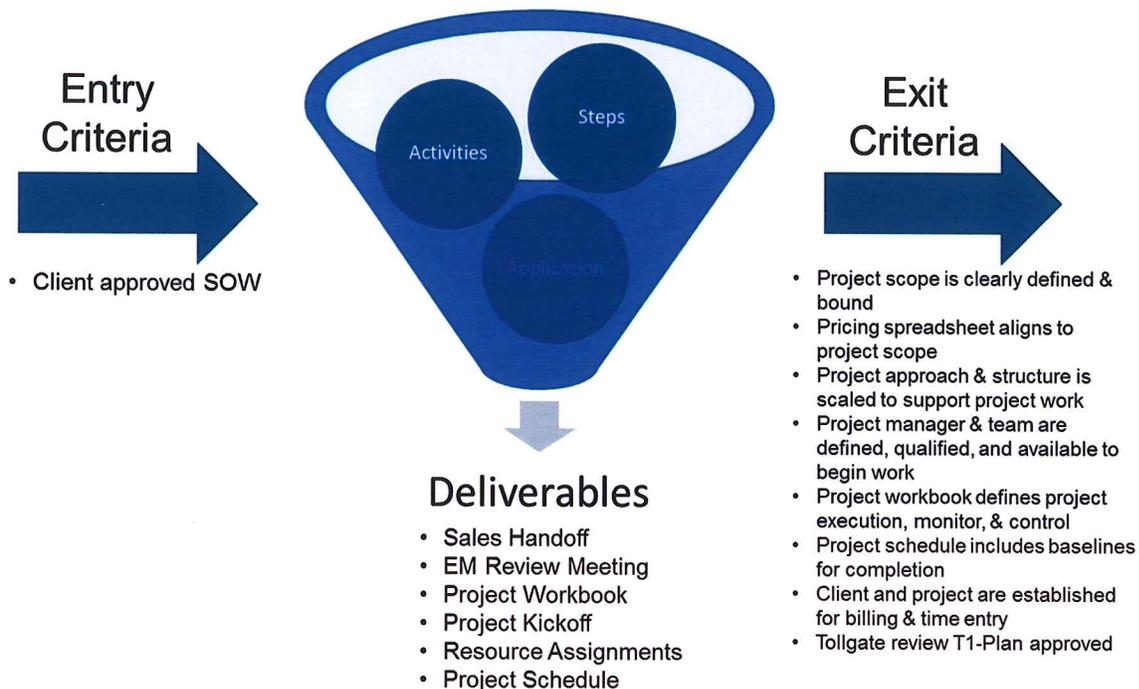
- Includes project start-up activities, business process planning workshop and detailed implementation planning

Managing the project is a fundamental aspect to the successful implementation of any system. We strive to manage potential issues from the beginning so as to meet or exceed your expectations regarding quality, cost, and schedule.

The Configuration Scope combined with the Detailed Requirements form the foundation of this effort. These tasks are performed up front so that the project has a common understanding of what will be accomplished within the implementation. The project scope, as well as any associated assumptions and responsibilities, are clearly documented. Once this analysis is complete, WorkForce Software will provide a Project Work Plan that defines the schedule, the number of work-days (effort), the resources required, and the estimated costs. This task-level estimate will be used as a baseline to schedule, perform, and manage the work going forward.

From that point forward, any new requirements or issues go through a change control process that includes the project managers and/or executive sponsors. This way all stakeholders are informed of the impact of changes upon the costs and timelines. Active procedures for regular status reporting, issue management, risk mitigation, and quality assurance are also strongly encouraged. WorkForce Software can establish its best practices in these areas for the project, or adapt to utilize a customer's existing procedures, if preferred.

Value = Future state business process & implementation plan





1.4 Requirements Phase

- Includes scope confirmation, detailed requirements definition, requirements document, solution validation and developing a project workbook.

This is perhaps the most critical step in the process. Without a complete definition of the requirements, the system will likely not have the functionality envisioned or necessary to meet the stated business objectives. Worse, you may incur the additional costs, time, and resources to fix problems and deficiencies of what is implemented.

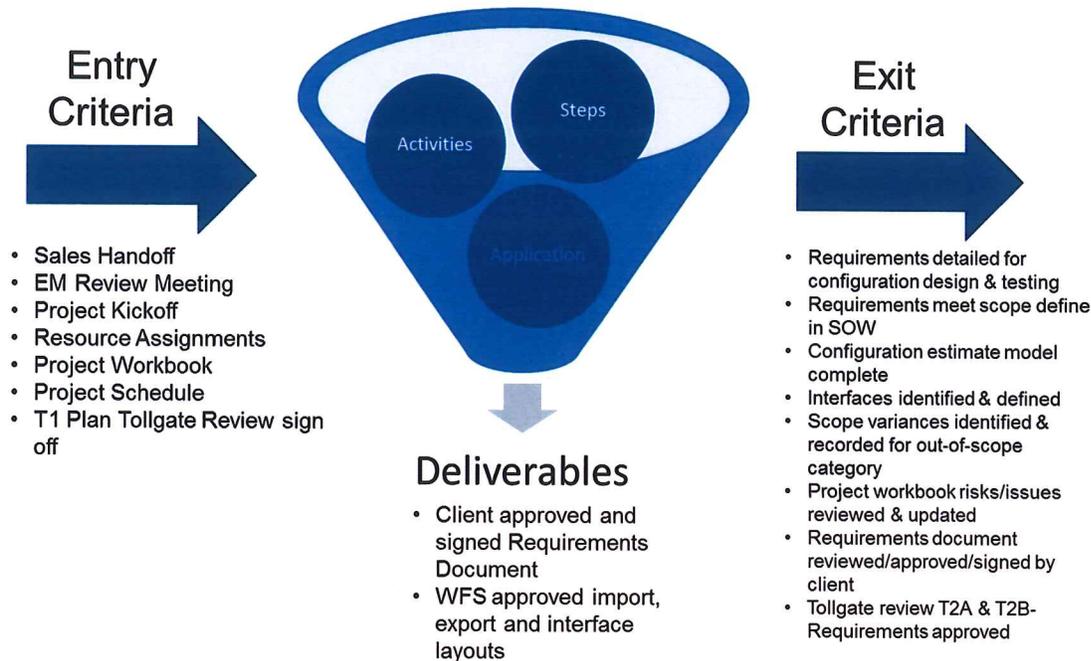
Properly executed, requirements analysis involves defining all of the business and technical requirements for the time and attendance function. This may involve interviewing several key individuals in human resources, payroll, information technology, and end-users to compile a complete list of requirements.

WorkForce Software has developed a Requirements template that we use to aid in the collection of this information. This template ensures that no key issue is missed during the Requirements Analysis step. A trained implementation consultant will walk through each part of the Requirements template with your team to ensure that all requirements are thoroughly understood. The goal is to extract the requirements and translate those into the rules and policies that form the basis of the software configuration. These are just some of the areas that the process covers:

- Time Collection
- User Interface / Security
- Labor Distribution
- Schedules
- Pay Codes
- Rate of Pay
- Overtime Pay
- FLSA Average Overtime Rate Compliance
- Shift Premiums
- Holidays
- Benefit / Time Off Accruals
- FMLA
- Timesheet Approvals
- Amended Timesheets and Retroactive Calculations
- Badge Reader / Biometric / Web Clock Issues
- Attendance / Clock Rounding / Grace Rules
- Discipline / Point Tracking
- Interfaces

A good software package not only addresses the needs of the majority of its customers, but provides configuration options which enable us to address those aspects of each client's business process that make them unique. However, it is impossible to predict every possible need. Once Requirements Analysis is complete, we will identify any gaps between your requirements and our core product. This ensures that all requirements are addressed during the implementation. After identifying any possible gaps, we work closely with your team to help you understand the gaps and inform you of the various alternatives including the enhancement of our software to fit your business needs. If the enhancement is in line with the future product development goals, it may become part of the base product functionality and will be supported as such.

Value = Documented detailed requirements representing future state

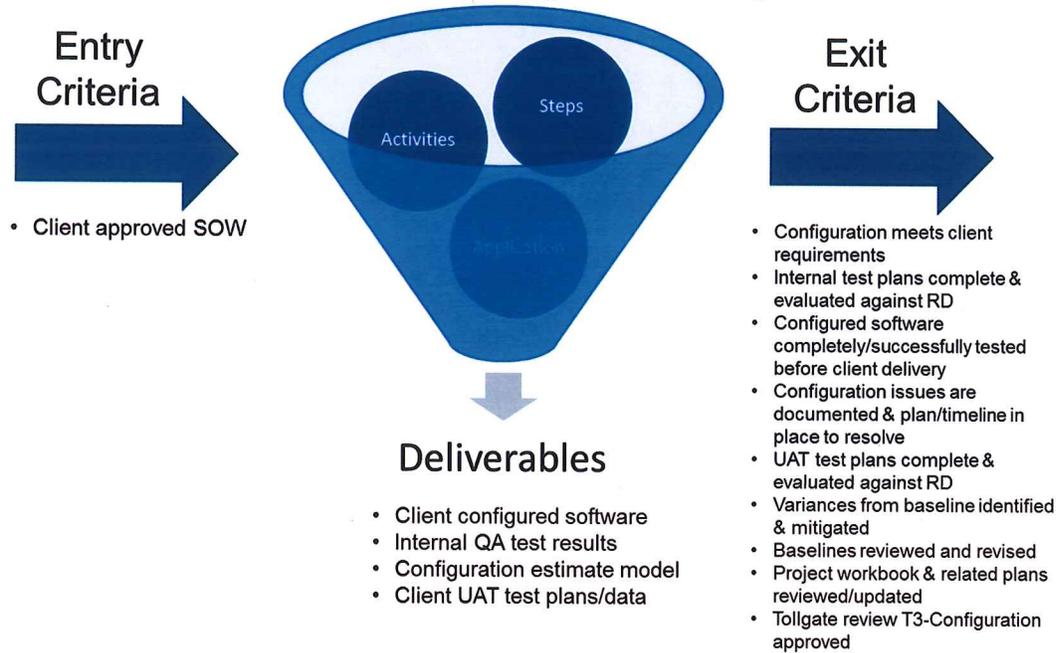


1.5 Configure Phase

- Includes technical design, configuring rules and policies per requirements document, mid-configuration delivery, unit and internal quality assurance testing

As requirements are defined and agreed upon, and any enhancements designed and developed, the software can be configured to meet the functional/business requirements. The rules and policies defined in the Detailed Requirements Specification are configured within the software to reflect the functional and business needs identified by the project. This activity is typically performed by our Configuration Specialists in our Livonia, Michigan Headquarters, but can be completed in conjunction with your team working alongside our specialists, so as to familiarize them with the configuration of the software.

Value = Mid-configuration delivery



1.6 Test Phase

- Includes integration testing, technical training, and support for user acceptance testing.

Application testing ensures that all policies, rules, notifications, reports, exceptions, imports, and exports function accurately. Throughout the configuration process, our Implementation Specialists will test the software configuration so that we are certain it is operating as specified in the requirements gathering process. By the completion of application testing, the software configuration is technically sound and the information flow throughout correct.

Once the software configuration has been validated through WorkForce Software's own internal Quality Assurance process, a Configuration Review workshop will be scheduled with the customer to transition the software from configuration into the testing phase of the project. One or more Configuration Review workshops may be scheduled during the configuration process, depending on the scope and approach of project.

During the Test Phase the actual functionality of the solution is tested as it supports the application requirements. The conditions against which the system test is run are the specifications of all applicable requirements.

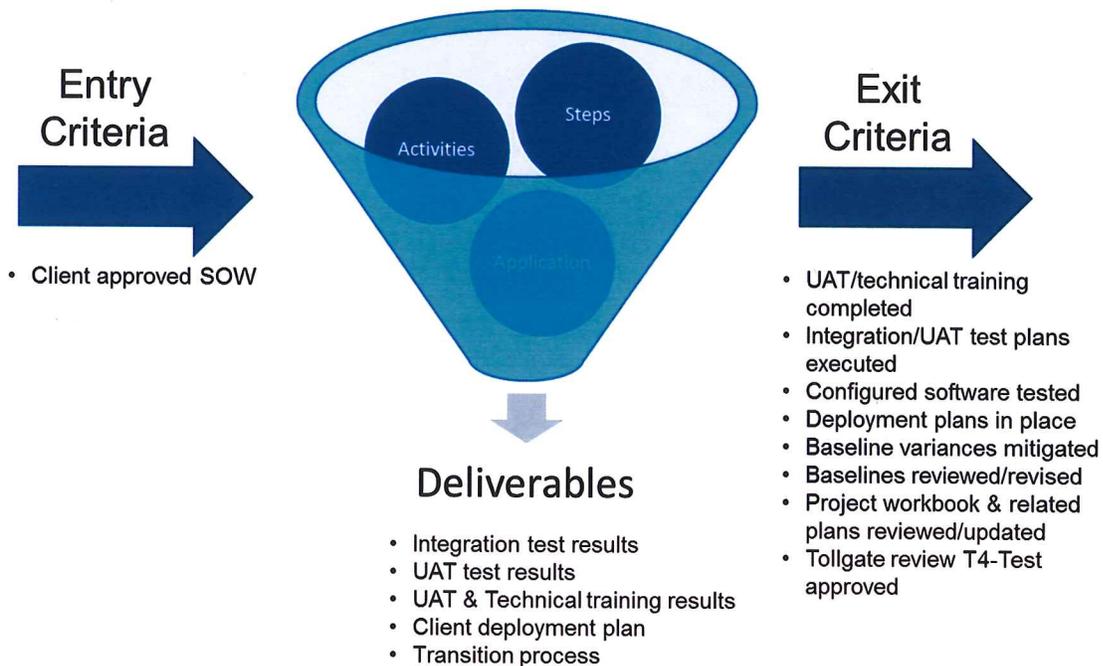
*We recommend that clients prepare detailed test plans, approaches, conditions, data sets, and expected results to ensure that all necessary scenarios have been tested. **These should be completed prior to software delivery.***

WorkForce Software also recommends that a portion of the System Testing effort focus on the performance of the application under both expected and extreme loads.

Once the configured software is ready, test cycles are executed, utilizing actual employee data. The output is compared to the expected values. Any variances from the expected results are analyzed to determine the source of the discrepancy. As necessary the software configuration is refined or the policies are reconfigured to correct these variances. This process is repeated until the system passes the required test cycles and is deemed ready for deployment. As a part of every WorkForce Software implementation the Configuration Specialist responsible for your account will make the necessary configuration refinements. Typically our clients perform their own system testing; however, our staff can also assist you in this area. WorkForce Software can provide standard testing templates for employees, managers, system administrators, and general business scenarios to provide a starting point for testing preparations. WorkForce Software can also assist in ensuring that everything is working correctly prior to releasing the software to your end-users, if desired.

Once system testing confirms that the system is operating properly, the software is typically deployed to a pilot group of users who are ready to put the system through “real-world” tests. This pilot group needs to be chosen carefully to ensure they understand their role and the objectives of the pilot. Usually the first pilot group is limited in size to minimize impact and focus feedback.

Value = Documented business scenarios supporting future state





1.7 Deploy Phase

- Includes end user training, go live activities, warranty, and transition to support

An important part of the implementation is installing the software. Many different factors will influence how the software is installed. We can help you choose the right hardware and software to run the system. We consider factors such as the expected day-to-day traffic pattern, the time cycle for the payroll process, how your company is growing, what the anticipated usage looks like in 1 year, 2 years, 5 years, etc. Together, this helps us determine the proper cost/benefit of using different hardware platforms and installation procedures.

When your environment is ready, we can assist you in installing the software and train your IT staff in the proper procedures to install new releases and maintain the system. Alternatively, application hosting and maintenance services are available. Please contact your WorkForce Software representative for further details regarding these options.

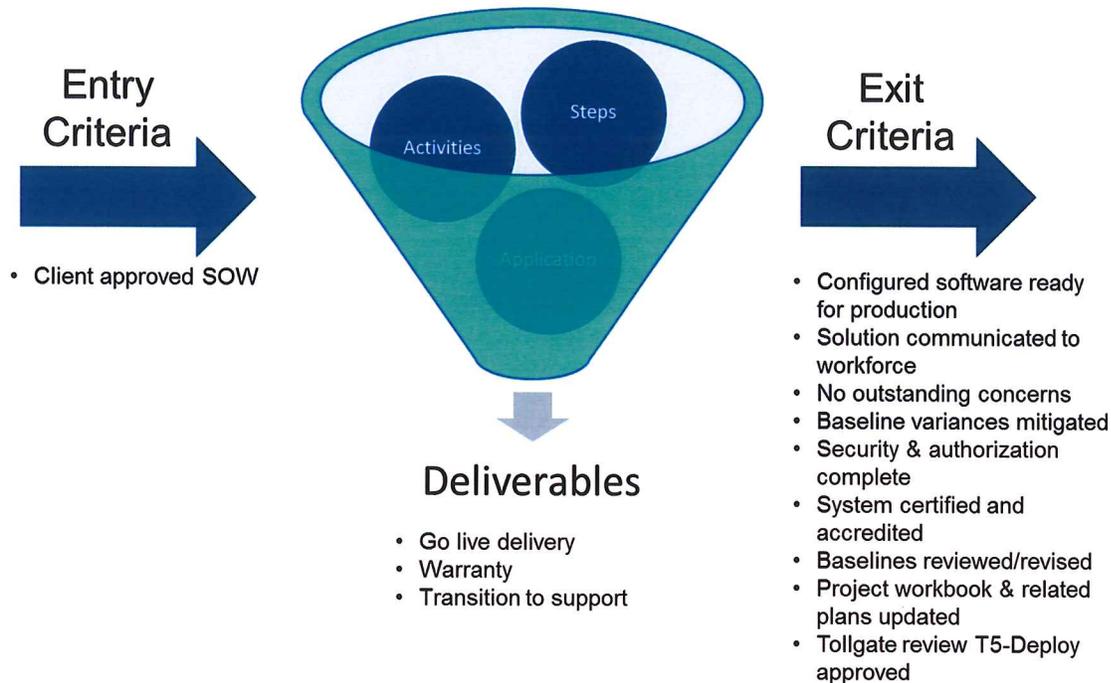
Proper training is a crucial to being able to successfully use any software system. Users understand and learn the system better when they receive complete explanations of the entire system. Good training, coupled with company commitment to the software, will greatly ease the transition to the new system.

Our staff will provide application training so that your team can quickly and efficiently use the time and attendance system. We focus on training people to use systems and the processes and procedures needed to make the system work. We deliver customized training to fit your business needs. Our training classes typically employ a "Train the Trainer" approach to educate your trainers on the new software and business practices so that they can then train your end-users of the system. We also provide advanced technical training that allows you to properly configure, install, and maintain the software and related system components. Typically all training is delivered using the client's configuration so that those being trained are familiar with the rules and business processes being discussed.

Successful completion of testing by the pilot group indicates that the software is ready to roll-out. Depending upon the size of your organization, time and resource constraints, and other client specific business considerations, you may want to "phase" the roll-out rather than convert your entire population simultaneously. WorkForce Software will work with your project team to help you determine what approach may be best for you.

Following successful deployment to the end-users, a Project Wrap-Up meeting will be held to transition the project from the Implementation Phase, to the Support and Maintenance phase. WorkForce Software provides ongoing maintenance and support services with a variety of options, customized to meet your needs. These services range from internet based and/or varying levels of telephone support, to fully hosted and maintained application services. Although Support and Maintenance is not specifically a part of our Implementation Methodology, you should feel comfortable knowing that we will provide ongoing support services well after implementation is complete.

Value = Detailed deployment and organizational readiness plan



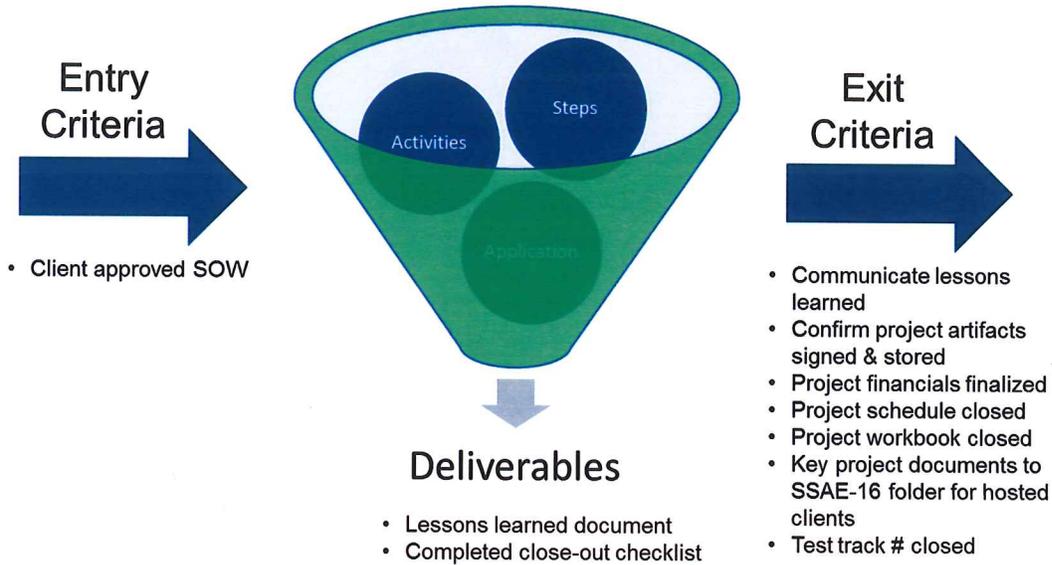
Close Phase

- Includes project close activities, warranty checklist and lessons learned

When closing the project, the project manager reviews all prior information from the previous phase closures to ensure all project work is complete and the project has met its objectives. The scope baseline is reviewed to ensure completion before considering the project closed. The following activities occur.

- Exit criteria activities
- Transfer of project product, services to support
- Lessons learned and project information archived

Value = Detailed organizational and project lessons learned



1.8 AIM Benefits

Initiate	•Aligns project structure between client and WFS, communicates and secures project commitment.
Plan	•Gains organizaional buy-in.
Requirements Definition & Design	•Exhibits quality within requirements and alignment to customer's needs.
Configuration & Implementation	•Ensures quality configuration and requirements tracibility through unit and system testing and peer review.
Test	•Validates customer expectation of system functionality.
Deploy/Close	•Quality system implementation with security, performance, and scalability.

APPENDIX B

LIST OF DELIVERABLES AND ACTIVITIES

#	Deliverable ID	Deliverable/Activity Name	R	C
1	1.5.1	RTM	PV	DES
2	1.5.2	Updated RTM	PV	DES
3	1.5.3	Certification Form	PV	DES
4	2.1.4.1	Training Plan	PV	DES
5	2.1.4.2	Curriculum Plan	PV	DES
6	2.1.4.3	End-User Training Materials and Tools	PV	DES
7	2.1.4.4	On-Line Help Materials	PV	DES
8	2.1.4.5	Instructor Course Materials	PV	DES
9	2.1.4.6	Quick reference guides (QRG)	PV	DES
10	2.1.4.7	Web-based education and training delivery modules	PV	DES
11	2.1.4.8	Trainer assessment and Train-the-Trainer course materials	PV	DES
12	2.1.4.9	Conduct Train-the-Trainer Training	PV	DES
13	2.1.4.10	Conduct Instructor-led training	PV	DES
14	2.1.4.11	Final revisions to end- user course materials, instructor course materials, on-line help materials and tools, WBTs and printed course materials	PV	DES
15	2.1.4.12	Training course handover report – Train-the-Trainer	PV	DES
16	2.1.4.13	Instructor-led course handover report	PV	DES
17	2.1.4.14	End User Surveys	DES	PV
18	2.1.4.15	Updated end user training Materials and Tools	PV	DES
19	2.1.4.16	Complete Training	DES	PV
20	2.1.4.17	Updated Project Documents	PV	DES
21	2.1.4.18	Certification Form –Training	PV	DES
22	2.2.4.1	Knowledge transfer component of the Training Plan	PV	DES
23	2.2.4.2	Conduct Knowledge Transfer	PV	DES
24	2.2.4.3	Develop Knowledge Transfer Self Assessment Tool	PV	DES
25	2.2.4.4	Personnel Survey	DES	PV
26	2.2.4.5	Deficiencies Remediation	PV	DES
27	2.2.4.6	Knowledge transfer Handover Report	PV	DES
28	2.2.4.7	Updated Project Documents	PV	DES
29	2.2.4.8	Certification Form –Personnel Knowledge Transfer	PV	DES
30	3.1.2.1	Organize Facilities for Executive and State Leadership Sessions	DES	N/A
31	3.1.2.2	Executive and State Leadership Session Materials	PV	DES
32	3.1.2.3	Executive and State Leadership Sessions	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
33	3.2.4.1	State Orientation Session	DES	PV
34	3.2.4.2	PMP	PV	DES
35	3.2.4.3	On-line PMP	PV	DES
36	3.2.4.4	Project Charter	PV	DES
37	3.2.4.5	Calendar of Events	PV	DES
38	3.2.4.6	Project Preparation Session Agenda and Presentation (to include Project Kickoff Guide)	PV	DES
39	3.2.4.7	Project Preparation and Demonstration Session	PV	DES
40	3.2.4.8	Open House Demonstrations for various State business units.	PV	DES
41	3.3.3.1	Project Kickoff Agenda and Materials	PV	DES
42	3.3.3.2	Project Kickoff Event	PV	DES
43	3.4.4.1	Agenda and Materials for Project Team Boot Camp Sessions	PV	DES
44	3.4.4.2	Project Team Boot Camp Education Sessions	PV	DES
45	4.1.4.1	Future State Business Processes	DES	N/A
46	4.1.4.2	Performance Standards Measurement Process Document	PV	DES
47	4.1.4.3	Setup and Organize Requirements Repository for DES staff	PV	DES
48	4.1.4.4	Fit/Gap Assessment	PV	DES
49	4.1.4.5	Documented Requirements	DES	PV
50	4.1.4.6	Identify Affected DES and State Systems	DES	PV
51	4.1.4.7	Updated Fit/Gap Document with State enterprise data integration requirements	PV	DES
52	4.1.4.8	Requirements Repository Feedback	PV	DES
53	4.1.4.9	Updated Requirements Repository and Fit/Gap Document	PV	DES
54	4.1.4.10	Draft RTM	PV	DES
55	4.1.4.11	Policy/Business Process Changes	DES	PV
56	4.1.4.12	Data Sources Review	DES	PV
57	4.1.4.13	Documented Data Elements	PV	DES
58	4.1.4.14	Complete list of Interfaces	PV	DES
59	4.1.4.15	Complete list of Reports	PV	DES
60	4.1.4.16	Updated Project Documents	PV	DES
61	4.1.4.17	Certification Form – Discovery, Data Gathering and Fit/Gap	PV	DES
62	4.2.4.1	Draft SDD	PV	DES
63	4.2.4.2	Iterative Design Reviews	PV	DES
64	4.2.4.3-A	Assessment of changes required for State enterprise data integration requirements – TLA Solution	PV	DES
65	4.2.4.3-B	Assessment of changes required for State enterprise data integration requirements – DES systems	DES	PV
66	4.2.4.4	Minimum Data Sets / Data Layouts	PV	N/A
67	4.2.4.5	RTM	PV	DES
68	4.2.4.6	List of Interfaces and reports	PV	DES
69	4.2.4.7	Sources of Data Elements	DES	PV
70	4.2.4.8	Certification Form - Design for Performance	PV	N/A

#	Deliverable ID	Deliverable/Activity Name	R	C
71	4.2.4.9	Updated Project Documents	PV	DES
72	4.2.4.11	Certification Form – Enterprise Integration Design	PV	DES
73	4.2.4.12	Certification Form - Solution Design	PV	DES
74	4.3.4.1	Updated SDD and RTM	PV	DES
75	4.3.4.2	Map/Calculate Data Elements	DES	PV
76	4.3.4.3	Configuration Document	PV	DES
77	4.3.4.4	Configuration of the TLA Solution	PV	DES
78	4.3.4.5	Data Mapping	PV	DES
79	4.3.4.6	Refreshes imported and validated	PV	DES
80	4.3.4.7	Draft Test Scenarios and Test Scripts	PV	DES
81	4.3.4.8	Feedback on Test Scenarios and Test Scripts	DES	PV
82	4.3.4.9	Updated Test Scenarios and Test Scripts	PV	DES
83	4.3.4.10	Finalize Test Scenarios and Test Scripts	DES	PV
84	4.3.4.11	Complete Data Integrity Testing	PV	DES
85	4.3.4.12	Application Demonstration	PV	DES
86	4.3.4.13	Updated Test Materials	PV	DES
87	4.3.4.14	Knowledge Transfer	PV	DES
88	4.3.4.15	Validated Configuration	PV	DES
89	4.3.4.16	Certification Form - Configuration for Performance	PV	N/A
90	4.3.4.17	Updated Project Documents	PV	DES
91	4.3.4.18	Certification Form – Build, Configure and Validate	PV	DES
92	4.4.4.1	List of proposed tools and utilities for State enterprise data integration	PV	DES
93	4.4.4.2	Test of Proposed Tools and Utilities	PV	DES
94	4.4.4.3	Certification Form – List of Prime Vendor Tools and Utilities	PV	DES
95	4.4.4.4	Data Mapping Document	PV	DES
96	4.4.4.5	Updated Project Documents	PV	DES
97	4.4.4.6	Certification Form – Enterprise Data Integration	PV	DES
98	4.5.4.1	Intentionally Deleted		
99	4.5.4.2	TLA Solution Report Inventory	PV	DES
100	4.5.4.3	TLA Solution Report Request Log	PV	DES
101	4.5.4.4	Resource / Cost Estimate	PV	DES
102	4.5.4.5	Report Design	PV	DES
103	4.5.4.6	Development Plan	PV	DES
104	4.5.4.7	Report Validation	PV	DES
105	4.5.4.8	Data Mapping Document	PV	DES
106	4.5.4.9	Updated Project Documents	PV	DES
107	4.5.4.10	Certification Form - Reports	PV	DES
108	5.1.4.1	Interface Functional Specification	PV	DES
109	5.1.4.2	Interface Technical Specifications	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
110	5.1.4.3	Interface Development	PV	N/A
111	5.1.4.4	Interface Test Plan	PV	DES
112	5.1.4.5	Interface Testing	PV	DES
113	5.1.4.6	Interface Testing Defect and Issues Log	PV	DES
114	5.1.4.7	Downstream Impacts	DES	PV
115	5.1.4.8	Updated Project Documents	PV	DES
116	5.1.4.9	Certification Form - Interfaces	PV	DES
117	5.3.4.1	Data Conversion Strategy and Policies Document	PV	DES
118	5.3.4.2	Data Conversion Plan	PV	DES
119	5.3.4.3	Data Mapping Documents that Include Data Extraction Templates	PV	DES
120	5.3.4.4	Data Mapping Document for Legacy Systems	DES	PV
121	5.3.4.5	Technical Design Document	PV	DES
122	5.3.4.6	Data Conversion Scripts and Programs and Unit Test Results	PV	DES
123	5.3.4.7	Data Extraction	DES	PV
124	5.3.4.8	Existing Production Data Extractions Verification Report	PV	DES
125	5.3.4.9	Updated Project Documents	PV	DES
126	5.3.4.10	Certification Form – Data Conversion and Migration	PV	DES
127	5.4.4.1	Disaster Recovery and Business Continuity Elements	PV	DES
128	5.4.4.2	Additional Best Practices (DR/BC)	PV	DES
129	5.4.4.3	Updated Disaster Recovery and Business Continuity Plan	PV	DES
130	5.4.4.4	DR/BC Policies and Strategies for the TLA Solution	PV	DES
131	5.4.4.5	DR/BC Policies and Strategies for the TLA Solution	DES	PV
132	5.4.4.6	Prime Vendor Tools and Systems	PV	DES
133	5.4.4.7	DES Tools and Systems	DES	PV
134	5.4.4.8	Testing of Disaster Recovery and Business Continuity Plan	PV	DES
135	5.4.4.9	Testing of Disaster Recovery and Business Continuity Plan	PV	DES
136	5.4.4.10	Updated Project Documents	PV	DES
137	5.4.4.11	Certification Form - Disaster Recovery and Business Continuity Plan	PV	DES
138	5.5.4.1	Templates and Samples	PV	DES
139	5.5.4.2	Security Matrices	DES	PV
140	5.5.4.3	Security Matrices Certification	PV	DES
141	5.5.4.4	Assess/Modify Authorizations	DES	PV
142	5.5.4.5	Integration with Authorization	PV	DES
143	5.5.4.6	Authorization Modifications	DES	PV
144	5.5.4.7	Security Audit	PV	DES
145	5.5.4.8	Correction of Defects	PV	DES
146	5.5.4.9	Updated Project Documents	PV	DES
147	5.5.4.10	Certification Form – Security	PV	DES
148	5.7.4.1	TLA Solution Environments	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
149	5.7.4.2	Defects Log for State-based, Prime Vendor-Hosted Environments	PV	DES
150	5.7.4.3	Certification Form – State-Based, Prime Vendor-Hosted Environments	PV	DES
151	6.3.2.4.1	Accessibility Test Plan	PV	DES
152	6.3.2.4.2	Accessibility Testing	PV	DES
153	6.3.2.4.3	Defects Log for Accessibility Testing	PV	DES
154	6.3.2.4.4	Updated Project Documents	PV	DES
155	6.3.2.4.5	Certification Form – Accessibility Testing	PV	DES
156	6.3.3.4.1	Unit Test Plan	PV	DES
157	6.3.3.4.2	Unit Testing	PV	DES
158	6.3.3.4.3	Defects Log for Unit Testing	PV	DES
159	6.3.3.4.4	Updated Project Documents	PV	DES
160	6.3.3.4.5	Certification Form – Unit Testing	PV	DES
161	6.3.4.4.1	SIT Test #1 Test Plan	PV	DES
162	6.3.4.4.2	SIT Test #1	PV	DES
163	6.3.4.4.3	Defects Log for SIT Test #1	PV	DES
164	6.3.4.4.4	Review of SIT Test #1	PV	DES
165	6.3.4.4.5	Certification Form – SIT Test #1	PV	DES
166	6.3.4.4.6	Updated Project Documents – SIT Test #1	PV	DES
167	6.3.4.4.7	Enterprise Integration Test	PV	DES
168	6.3.4.4.8	Defects Log for Enterprise Integration Testing	PV	DES
169	6.3.4.4.9	Review of Enterprise Integration Test	PV	DES
170	6.3.4.4.10	Certification Form – Enterprise Integration	PV	DES
171	6.3.4.4.11	Updated Project Documents – Enterprise Integration	PV	DES
172	6.3.4.4.12	SIT Test #2 Test Plan	DES	PV
173	6.3.4.4.13	SIT Test #2	DES	PV
174	6.3.4.4.14	Defects Log for SIT Test #2	PV	DES
175	6.3.4.4.15	Updated Project Document – SIT Test #2	PV	DES
176	6.3.4.4.16	Certification Form – SIT Test #2	PV	DES
177	6.3.5.4.1	UAT Test Plan	PV	DES
178	6.3.5.4.2	UAT Test Execution	DES	PV
179	6.3.5.4.3	Defects Log for UAT	PV	DES
180	6.3.5.4.4	Review of UAT test results	PV	DES
181	6.3.5.4.5	Updated Project Document – Post UAT test	PV	DES
182	6.3.5.4.6	Confirmation of Completion of UAT	DES	PV
183	6.3.6.4.1	Regression Test Plan	PV	DES
184	6.3.6.4.2	Regression testing	PV	DES
185	6.3.6.4.3	Regression testing artifacts	PV	DES
186	6.3.6.4.4	Regression Test Analysis on DES Systems	DES	PV
187	6.3.6.4.5	Defects Log for Regression Testing	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
188	6.3.6.4.6	Updated Project Documents	PV	DES
189	6.3.6.4.7	Certification Form.- Regression Testing	PV	DES
190	6.3.7.4.1	Security Test Plan	PV	DES
191	6.3.7.4.2	Security Testing	PV	DES
192	6.3.7.4.3	Ethical Hacking Tests	PV	DES
193	6.3.7.4.4	Ethical Hacking Review and Remediation Plan	PV	DES
194	6.3.7.4.5	Ethical Hacking Retesting	PV	DES
195	6.3.7.4.6	Defects Log for Security Testing	PV	DES
196	6.3.7.4.7	Updated Project Documents	PV	DES
197	6.3.7.4.8	Certification Form - Security	PV	DES
198	6.3.8.4.1	Device/Equipment Test Plan	PV	DES
199	6.3.8.4.2	Device/Equipment Testing	PV	DES
200	6.3.8.4.3	Defects Log for Device/Equipment Testing	PV	DES
201	6.3.8.4.4	Updated Project Documents	PV	DES
202	6.3.8.4.5	Certification Form – Device/Equipment Testing	PV	DES
203	6.3.9.4.1	Performance Test Plan	PV	DES
204	6.3.9.4.2	Performance Testing	PV	DES
205	6.3.9.4.3	Defects Log for Performance Testing	PV	DES
206	6.3.9.4.4	Updated Project Documents	PV	DES
207	6.3.9.4.5	Certification Form – Performance Testing	PV	DES
208	7.4.1	Cutover Plan	PV	DES
209	7.4.2	Command Center Set-Up Template	PV	DES
210	7.4.3	Command Center Set-Up Plan	DES	PV
211	7.4.4	Cutover Readiness Assessment	PV	DES
212	7.4.5	Command Center Communication Plan	DES	PV
213	7.4.6	Security Matrix	PV	DES
214	7.4.7	Show-Stopper Report	PV	DES
215	7.4.8	Pre-Cutover DES Executive Review	DES	PV
216	7.4.9	Production Readiness Confirmation	PV	DES
217	7.4.10	Practice Cutover	PV	DES
218	7.4.11	Cutover	PV	DES
219	7.4.12	Comprehensive Strategy and Plan to Transition Operational Support to DES Staff	PV	DES
220	7.4.13	Transition Plan to Prime Vendor's Support Organization	PV	DES
221	7.4.14	Transition Plan to Prime Vendor's Hosting Organization	PV	DES
222	7.4.15	Transition Plan for DES and State Personnel	DES	PV
223	7.4.16	Transition to Support	PV	DES
224	7.4.17	Transition to Hosting	PV	DES
225	7.4.18	Updated Project Documents	PV	DES
226	7.4.19	Certification Form - Production	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
227	8.1.4.1	Production Use Monitoring	PV	DES
228	8.1.4.2	Defects Log	PV	DES
229	8.1.4.3	Updated Project Documents	PV	DES
230	8.1.4.4	Certification Form – Stabilization Period Complete	PV	DES
231	8.2.4.1	Transition to Operational Support Strategy and Plan	PV	DES
232	8.2.4.2	Transition to Support and Maintenance Services Plan	PV	DES
233	8.2.4.3	Transition to Hosting Services Organization Plan	PV	DES
234	8.2.4.4	Transition to DES and State Support	DES	PV
235	8.2.4.5	Updated Project Documents	PV	DES
236	8.2.4.6	Certification Form - Transitions	PV	DES
237	8.3.4.1	Cutover Assessment Report	PV	DES
238	8.3.4.2	Post cutover Production assessment	DES	PV
239	8.3.4.3	Optimization Reviews	PV	DES
240	8.3.4.4	Optimization Recommendations Plan	PV	DES
241	8.3.4.5	Review Optimization Recommendations	DES	PV
242	8.3.4.6	Implement Selected Optimization Improvements	PV	DES
243	8.3.4.7	Updated Project Documents	PV	DES
244	8.3.4.8	Certification Form – Optimization Period Complete	PV	DES
245	9.1.4.1	Monthly Executive Status Report	PV	DES
246	9.1.4.2	Weekly Project Performance (Status) Report	PV	DES
247	9.1.4.3	Weekly Project Schedule	PV	DES
248	9.1.4.4	Joint Resource Plan and Compliance/Variance Report	PV	DES
249	9.1.4.5	TLA Solution Communication Plan	PV	DES
250	9.1.4.6	Project Management Plan	PV	DES
251	9.1.4.7	Project Tools and Utilities	PV	DES
252	9.3.4.1	Updated Statement of Work	PV	DES
253	9.3.4.2	Updated Project Documents	PV	DES
254	9.4.4.1	Change Request Form	PV	DES
255	9.4.4.2	Change Order Log	PV	DES
256	9.4.4.3	Change Order	PV	DES
257	9.7.4.1	Monthly Financial Report	PV	DES
258	9.7.4.2	Invoice Supporting Documentation	PV	DES
259	9.8.4.1	Quality Assurance (QA) Plan	PV	DES
260	9.8.4.2	Quality Assurance Methods Documentation	PV	DES
261	9.8.4.3	Quality Assurance Reviews	PV	DES
262	9.8.4.4	Prime Vendor Internal QA Reports	PV	DES
263	9.8.4.5	Prime Vendor QA Deficiencies Addressed	PV	DES
264	9.8.4.6	DES Reviews and Scorecards	PV	DES
265	9.9.4.1	Lessons Learned Report	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
266	9.9.4.2	Implement Improvements – Prime Vendor	PV	DES
267	9.9.4.3	Implement Improvements - DES	DES	PV
268	9.9.4.4	Updated Project Documents	PV	DES
269	9.9.4.5	Certification Form – Lessons Learned	PV	DES

Appendix C

Project Management Services Artifacts

The following TLA Project documents will be developed by the parties during the TLA Project:

Status Reporting Management Plan

TLA Solution Project Communication Plan

Change Control Plan

Cost Management Plan

Issue Management Plan

Risk Management Plan

SCHEDULE 6.2
KEY PERSONNEL

Each of the following individuals constitutes Key Personnel under the terms of the Agreement:

Position	Full Time	Part Time	Percentage On-Site*
Prime Vendor Executive Sponsor** – Mark Kurowski		X	10
Prime Vendor Account Executive** – Mike Byquist		X	10
Prime Vendor Information Security Officer** – Mike Knister		X	10
Engagement Lead – Doug Taillard		X	10
Project Director/Program Manager – John Willis	X		75
Project Manager – Mark Maxin	X		10
Quality Assurance/Performance Standards Management Lead -Chris Chineme		X	50
Functional Lead – Paul Peterson	X		60
Security Lead – Mike Muha		X	5
Hosting Services Lead – Mike Muha		X	5
Integration/Interface Lead – Mujtaba Hussein		X	25
Reports and Reporting Lead – Michael Lauritsen	X		10
Technical Lead – David Poe	X		75
Training Lead – Karen LeGault	X		75
Knowledge Transfer Lead – Ann Hellow		X	10
Migration/Conversion Lead – Mujtaba Hussein		X	0
Testing Lead – Chris Chineme		X	50
Lead Architect – Mujtaba Hussein		X	20

Other Prime Vendor personnel shall be considered Key Personnel as agreed to in writing by the parties.

On-site personnel generally shall adhere to the work schedule of Monday – Fridays, 8:00 a.m. to 5:00 p.m., Pacific time, provided that the work schedule will not limit Prime Vendor personnel from working additional hours during the work week and during the weekend. The hours of certain Prime Vendor on-site personnel may be staggered or flexible hours instituted provided the DES Program Director agrees that TLA Solution Project needs are not being compromised.* The Percentage On-Site values herein are estimates that will vary by phase of the TLA Solution

Project. Prime Vendor will work with DES to jointly work out specific on-site requirements to properly manage both on-site and off-site activities as driven by needs and activities of the TLA Solution Project.

** The Prime Vendor Executive Sponsor, Prime Vendor Information Security Officer and Prime Vendor Account Executive shall not be chargeable to DES.

SCHEDULE 6.3
TLA SOLUTION PROJECT SCHEDULE

(SEE ATTACHED)



Project Schedule v12 - Master.mpp

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1	TLA Solution Project	624 days	Mon 10/7/13	Mon 2/29/16
2	Prepare (Project Prep)	45 days	Mon 10/7/13	Mon 12/9/13
3	Project Prep - Soft Start	15 days	Mon 10/7/13	Fri 10/25/13
4	Internal Kick-Off	3 days	Mon 10/7/13	Wed 10/9/13
5	Project Review	3 days	Mon 10/7/13	Wed 10/9/13
6	PM Methodology	3 days	Mon 10/7/13	Wed 10/9/13
7	Schedule Review	3 days	Mon 10/7/13	Wed 10/9/13
8	Technology Review	3 days	Mon 10/7/13	Wed 10/9/13
9	Client - Soft Start	5 days	Mon 10/21/13	Fri 10/25/13
10	Project Review	5 days	Mon 10/21/13	Fri 10/25/13
11	PM Methodology	5 days	Mon 10/21/13	Fri 10/25/13
12	Schedule Review	5 days	Mon 10/21/13	Fri 10/25/13
13	Technology Review - Enterprise	3 days	Mon 10/21/13	Wed 10/23/13
14	Technology Review - Agency	2 days	Mon 10/21/13	Tue 10/22/13
15	3.2.4.6 Project Preparation Session Agenda and Presentation (to include Project K	10 days	Mon 10/7/13	Fri 10/18/13
16	Prepare Project Preparation Session Agenda and Presentation	2 days	Mon 10/7/13	Tue 10/8/13
17	Review Project Preparation Session Agenda and Presentation	7 days	Wed 10/9/13	Thu 10/17/13
18	Deliverable: 3.2.4.6 Project Preparation Session Agenda and Presentation	1 day	Fri 10/18/13	Fri 10/18/13
19	Deliverable: 3.2.4.7 Project Preparation and Demonstration Session	1 day	Fri 10/18/13	Fri 10/18/13
20	Project Management	45 days	Mon 10/7/13	Mon 12/9/13
21	Define Phase 1 Deliverables	45 days	Mon 10/7/13	Mon 12/9/13
22	Phase Deliverable Definition	12.2 days	Mon 10/7/13	Wed 10/23/13
23	Gather requirements as exist to help with initial analysis of requirements	5 days	Mon 10/7/13	Fri 10/11/13
24	Phase 1 Scope Review and Confirmation - Initial PMO REVIEW (sanity check)	1.2 days	Mon 10/14/13	Tue 10/15/13
25	Phase 1 Scope Review and Confirmation - Initial - Stakeholder Review	5 days	Tue 10/15/13	Tue 10/22/13
26	Phase 1 Deployment Review and Confirmation Initial Discussions	1 day	Tue 10/22/13	Wed 10/23/13
27	Phase Deliverable Preparation	7 days	Mon 10/14/13	Tue 10/22/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
28	Phase 1 Scope Document - Initial Draft V1	2 days	Mon 10/21/13	Tue 10/22/13
29	Phase 1 Deployment Plan (High Level) - Initial Draft V1	2 days	Mon 10/14/13	Tue 10/15/13
30	Phase 1 Resource Plan (6-8 Week Rolling)	2 days	Mon 10/14/13	Tue 10/15/13
31	Tailoring Document	16 days	Wed 10/23/13	Wed 11/13/13
32	Initial Review of Deliverables Confirmed with DES - V1	16 days	Wed 10/23/13	Wed 11/13/13
33	Key Stage Deliverables	45 days	Mon 10/7/13	Mon 12/9/13
34	1.5.1 Requirements Traceability Matrix (RTM)	25 days	Mon 10/21/13	Fri 11/22/13
35	Preparation of RTM - Draft V1	15 days	Mon 10/21/13	Fri 11/8/13
36	Review of initial RTM draft by DES	10 days	Mon 11/11/13	Fri 11/22/13
37	Deliverable: 1.5.1 RTM - Initial Draft V1	0 days	Fri 11/22/13	Fri 11/22/13
38	3.2.4.2 Project Management Plan (PMP)	20 days	Mon 10/28/13	Fri 11/22/13
39	Develop PMP	10 days	Mon 10/28/13	Fri 11/8/13
40	Review PMP	10 days	Mon 11/11/13	Fri 11/22/13
41	Deliverable: 3.2.4.2 PMP	0 days	Fri 11/22/13	Fri 11/22/13
42	9.1.4.6 Project Management Plan	20 days	Mon 10/28/13	Fri 11/22/13
43	Develop Project Management Plan	10 days	Mon 10/28/13	Fri 11/8/13
44	Review Project Management Plan	10 days	Mon 11/11/13	Fri 11/22/13
45	Deliverable: 9.1.4.6 Project Management Plan	0 days	Fri 11/22/13	Fri 11/22/13
46	3.2.4.3 On-line PMP	10 days	Mon 11/25/13	Mon 12/9/13
47	Develop On-line PMP reference materials	5 days	Mon 11/25/13	Mon 12/2/13
48	Review On-line PMP reference materials	5 days	Tue 12/3/13	Mon 12/9/13
49	Deliverable: 3.2.4.3 On-line PMP	0 days	Mon 12/9/13	Mon 12/9/13
50	3.2.4.4 Project Charter	20 days	Mon 10/21/13	Fri 11/15/13
51	Develop Project Charter	10 days	Mon 10/21/13	Fri 11/1/13
52	Review Project Charter	10 days	Mon 11/4/13	Fri 11/15/13
53	Deliverable: 3.2.4.4 Project Charter	0 days	Fri 11/15/13	Fri 11/15/13
54	3.2.4.5 Calendar of Events	10 days	Mon 10/21/13	Fri 11/1/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
55	Prepare and publish preparation calendar of events	5 days	Mon 10/21/13	Fri 10/25/13
56	Review calendar of events	5 days	Mon 10/28/13	Fri 11/1/13
57	Deliverable: 3.2.4.5 Calendar of Events	0 days	Fri 11/1/13	Fri 11/1/13
58	3.3.3.1 Project Kickoff Agenda and Materials	20 days	Mon 10/21/13	Fri 11/15/13
59	Prepare Project Kickoff Agenda and Materials	10 days	Mon 10/21/13	Fri 11/1/13
60	Review Project Kickoff Agenda and Materials	10 days	Mon 11/4/13	Fri 11/15/13
61	Deliverable: 3.3.3.1 Project Kickoff Agenda and Materials	0 days	Fri 11/15/13	Fri 11/15/13
62	3.4.4.1 Agenda and Materials for Project Team Boot Camp sessions	10 days	Mon 10/28/13	Fri 11/8/13
63	Prepare Agenda and Materials for Project Team Boot Camp sessions	5 days	Mon 10/28/13	Fri 11/1/13
64	Review Agenda and Materials for Project Team Boot Camp sessions	5 days	Mon 11/4/13	Fri 11/8/13
65	Deliverable: 3.4.4.1 Agenda and Materials for Project Team Boot Camp	0 days	Fri 11/8/13	Fri 11/8/13
66	4.4.4.1 List of proposed tools and utilities for State enterprise data integr	11 days	Mon 10/21/13	Mon 11/4/13
67	Provide List of proposed tools and utilities for State enterprise data inte	1 day	Mon 10/21/13	Mon 10/21/13
68	Review List of proposed tools and utilities for State enterprise data inte	10 days	Tue 10/22/13	Mon 11/4/13
69	Deliverable: 4.4.4.1 List of proposed tools and utilities for State enterpr	0 days	Mon 11/4/13	Mon 11/4/13
70	4.4.4.2 Test of proposed tools and Utilities	15 days	Tue 11/5/13	Mon 11/25/13
71	Test proposed tools and Utilities	5 days	Tue 11/5/13	Mon 11/11/13
72	Review Test of proposed tools and Utilities	10 days	Tue 11/12/13	Mon 11/25/13
73	Deliverable: 4.4.4.2 Test of proposed tools and Utilities	0 days	Mon 11/25/13	Mon 11/25/13
74	Deliverable: 4.4.4.3 Certification Form – List of Prime Vendor Tools and Util	10 days	Tue 11/12/13	Mon 11/25/13
75	4.4.4.4 Data Mapping Document	19.75 days	Mon 10/21/13	Fri 11/15/13
76	Prepare Data Mapping Document	5 days	Mon 10/21/13	Fri 10/25/13
77	Prepare Data Mapping Document	6.25 days	Mon 10/21/13	Tue 10/29/13
78	Review Data Mapping Document	10 days	Mon 10/28/13	Fri 11/8/13
79	Review Data Mapping Document	13.5 days	Tue 10/29/13	Fri 11/15/13
80	Deliverable: 4.4.4.4 Data Mapping Document	0 days	Fri 11/15/13	Fri 11/15/13
81	Application Security & Authorizations	24.8 days	Mon 10/14/13	Fri 11/15/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
82	Security Workshop	1.8 days	Mon 10/14/13	Tue 10/15/13
83	Prepare ECY Security Strategy Document	7 days	Tue 10/15/13	Thu 10/24/13
84	Review ECY Security Strategy	6 days	Thu 10/24/13	Fri 11/1/13
85	High Level Security Strategy Confirmed	10 days	Fri 11/1/13	Fri 11/15/13
86	Architecture Design Document (ADD)	26 days	Mon 10/14/13	Mon 11/18/13
87	Prepare Initial Draft of ADD	10 days	Mon 10/14/13	Fri 10/25/13
88	Review Initial Draft of ADD - DES	6 days	Mon 10/28/13	Mon 11/4/13
89	Review Initial Draft of ADD - CTS	10 days	Tue 11/5/13	Mon 11/18/13
90	Deliverable: Initial Draft of ADD	0 days	Mon 11/18/13	Mon 11/18/13
91	5.5.4.1 Application Security Templates and Samples	31.2 days	Mon 10/7/13	Tue 11/19/13
92	Prepare Application Security Templates and Samples	5 days	Fri 11/1/13	Fri 11/8/13
93	Review Application Templates and Samples	6.4 days	Fri 11/8/13	Tue 11/19/13
94	Deliverable: 5.5.4.1 Templates and Samples	0 days	Mon 10/7/13	Mon 10/7/13
95	Executing & Controlling	30 days	Mon 10/7/13	Fri 11/15/13
96	Project Integration Plan Defined	10 days	Mon 10/14/13	Fri 10/25/13
97	Review Project Integration Plan	5 days	Mon 10/21/13	Fri 10/25/13
98	Develop Project Integration Plan	10 days	Mon 10/28/13	Fri 11/8/13
99	Deliverable: Project Integration Plan	0 days	Fri 11/8/13	Fri 11/8/13
100	Project Quality Management Plan Defined	10 days	Mon 10/14/13	Fri 10/25/13
101	Develop Quality Management Plan	5 days	Mon 10/21/13	Fri 10/25/13
102	Review Quality Management Plan	10 days	Mon 10/28/13	Fri 11/8/13
103	Deliverable: 9.8.4.1 Quality Assurance (QA) Plan	0 days	Fri 11/8/13	Fri 11/8/13
104	9.8.4.2 Quality Assurance Methods Documentation	15 days	Mon 10/21/13	Fri 11/8/13
105	Provide Quality Assurance Methods Documentation	5 days	Mon 10/21/13	Fri 10/25/13
106	Review Quality Assurance Methods Documentation	10 days	Mon 10/28/13	Fri 11/8/13
107	Deliverable: 9.8.4.2 Quality Assurance Methods Documentation	0 days	Fri 11/8/13	Fri 11/8/13
108	Scope Management Plan Defined	20 days	Mon 10/21/13	Fri 11/15/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
109	Develop Scope Management Plan	5 days	Mon 10/21/13	Fri 10/25/13
110	Review Scope Management Plan	10 days	Mon 10/28/13	Fri 11/8/13
111	Deliverable: Scope Management Plan	0 days	Fri 11/8/13	Fri 11/8/13
112	9.4 Change Orders	20 days	Mon 10/21/13	Fri 11/15/13
113	9.4.4.1 Change Request Form	15 days	Mon 10/21/13	Fri 11/8/13
114	Complete Change Request Form	5 days	Mon 10/21/13	Fri 10/25/13
115	Review Change Request Form	10 days	Mon 10/28/13	Fri 11/8/13
116	Deliverable: 9.4.4.1 Change Request Form	0 days	Fri 11/8/13	Fri 11/8/13
117	9.4.4.2 Change Order Log	20 days	Mon 10/21/13	Fri 11/15/13
118	Update Change Control Log	5 days	Mon 10/21/13	Fri 10/25/13
119	Review Change Control Log	10 days	Mon 10/28/13	Fri 11/8/13
120	Deliverable: 9.4.4.2 Change Order Log	5 days	Mon 11/11/13	Fri 11/15/13
121	9.4.4.3 Change Order	15 days	Mon 10/21/13	Fri 11/8/13
122	Complete Change Order	5 days	Mon 10/21/13	Fri 10/25/13
123	Review/Approve Change Order	5 days	Mon 10/28/13	Fri 11/1/13
124	Deliverable: 9.4.4.3 Change Order	5 days	Mon 11/4/13	Fri 11/8/13
125	Risk Management Plan Defined	15 days	Mon 10/21/13	Fri 11/8/13
126	Develop Risk Management Plan	5 days	Mon 10/21/13	Fri 10/25/13
127	Review Risk Management Plan	10 days	Mon 10/28/13	Fri 11/8/13
128	Deliverable: Risk Management Plan	0 days	Fri 11/8/13	Fri 11/8/13
129	9.1.4.4 Joint Resource Plan and Compliance/Variance Report	11 days	Mon 10/7/13	Mon 10/21/13
130	Prepare Joint Resource Plan and Compliance/Variance Report	1 day	Mon 10/7/13	Mon 10/7/13
131	Review Joint Resource Plan and Compliance/Variance Report	10 days	Tue 10/8/13	Mon 10/21/13
132	Deliverable: 9.1.4.4 Joint Resource Plan and Compliance/Variance Report	0 days	Mon 10/21/13	Mon 10/21/13
133	9.1.4.5 TLA Solution Communication Plan	20 days	Mon 10/7/13	Fri 11/1/13
134	Develop TLA Solution Project Communication Plan	10 days	Mon 10/7/13	Fri 10/18/13
135	Review TLA Solution Project Communication Plan	10 days	Mon 10/21/13	Fri 11/1/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
136	Deliverable: 9.1.4.5 TLA Solution Project Communication Plan	0 days	Fri 11/1/13	Fri 11/1/13
137	9.1.4.7 Project Tools and Utilities	10 days	Mon 10/7/13	Fri 10/18/13
138	Provide Project Tools and Utilities	5 days	Mon 10/7/13	Fri 10/11/13
139	Review Project Tools and Utilities	5 days	Mon 10/14/13	Fri 10/18/13
140	Deliverable: 9.1.4.7 Project Tools and Utilities	0 days	Fri 10/18/13	Fri 10/18/13
141	9.7 Project Cost Management	7 days	Mon 10/7/13	Tue 10/15/13
142	9.7.4.1 Monthly Financial Report	7 days	Mon 10/7/13	Tue 10/15/13
143	Provide Monthly Financial Report	2 days	Mon 10/7/13	Tue 10/8/13
144	Review Monthly Financial Report	5 days	Wed 10/9/13	Tue 10/15/13
145	Deliverable: 9.7.4.1 Monthly Financial Report	0 days	Tue 10/15/13	Tue 10/15/13
146	9.7.4.2 Invoice Supporting Documentation	7 days	Mon 10/7/13	Tue 10/15/13
147	Provide Invoice Supporting Documentation	2 days	Mon 10/7/13	Tue 10/8/13
148	Review Invoice Supporting Documentation	5 days	Wed 10/9/13	Tue 10/15/13
149	Deliverable: 9.7.4.2 Invoice Supporting Documentation	0 days	Tue 10/15/13	Tue 10/15/13
150	Business Intelligence Strategy	35 days	Mon 10/7/13	Fri 11/22/13
151	4.1.4.15 Complete List of EmpCenter Reports	20 days	Mon 10/28/13	Fri 11/22/13
152	Prepare a Complete List of EmpCenter Reports	10 days	Mon 10/28/13	Fri 11/8/13
153	Review the Complete List of EmpCenter Reports	10 days	Mon 11/11/13	Fri 11/22/13
154	Deliverable: 4.1.4.15 Complete List of Reports	0 days	Fri 11/22/13	Fri 11/22/13
155	Initial List of Reports - ECY & DOT & DES	20 days	Mon 10/28/13	Fri 11/22/13
156	Prepare a Initial List of Current Agency Reports/data elements (ECY/DOT/D	10 days	Mon 10/28/13	Fri 11/8/13
157	Review the Initial List of Current Agency Reports/data elements (ECY/DOT/	10 days	Mon 11/11/13	Fri 11/22/13
158	Deliverable: Initial List of Current Agency Reports/data elements (ECY/DOT,	0 days	Fri 11/22/13	Fri 11/22/13
159	Draft Business Intelligence Strategy Approach	20 days	Mon 10/7/13	Fri 11/1/13
160	Develop Initial Business Intelligence Strategy	10 days	Mon 10/7/13	Fri 10/18/13
161	Review Initial Business Intelligence Strategy - TLA	10 days	Mon 10/21/13	Fri 11/1/13
162	Deliverable: Initial Business Intelligence Strategy - V1	0 days	Fri 11/1/13	Fri 11/1/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
163	Training Strategy	20 days	Mon 10/28/13	Fri 11/22/13
164	2.1.4.1 Training Plan to include Knowledge Transfer	20 days	Mon 10/28/13	Fri 11/22/13
165	Create Initial Training Plan to include Knowledge Sharing & Curriculum Plan	10 days	Mon 10/28/13	Fri 11/8/13
166	Review Initial Training Plan	10 days	Mon 11/11/13	Fri 11/22/13
167	Deliverable: 2.1.4.1 Training Plan - V1	0 days	Fri 11/22/13	Fri 11/22/13
168	Deliverable: 2.1.4.2 Curriculum Plan	0 days	Fri 11/22/13	Fri 11/22/13
169	Workshops	39 days	Mon 10/14/13	Fri 12/6/13
170	3.4 Project Team Education	12 days	Mon 11/4/13	Tue 11/19/13
171	3.4.4.2 Project Team Boot Camp Education Sessions	12 days	Mon 11/4/13	Tue 11/19/13
172	Prepare Boot Camp Material	5 days	Mon 11/4/13	Fri 11/8/13
173	Review Boot Camp Material	4 days	Mon 11/11/13	Thu 11/14/13
174	Conduct Project Team Boot Camp Education Sessions	3 days	Fri 11/15/13	Tue 11/19/13
175	Attend Project Team Boot Camp Education Sessions	3 days	Fri 11/15/13	Tue 11/19/13
176	Deliverable: 3.4.4.2 Project Team Boot Camp Education Sessions	0 days	Tue 11/19/13	Tue 11/19/13
177	3.2.4.8 Project Preparation and Demonstration Session (Primary Engagement)	9 days	Mon 11/4/13	Thu 11/14/13
178	Prepare Project Prep & Demo Material	3 days	Mon 11/4/13	Wed 11/6/13
179	Review Project Prep & Demo Material	4 days	Thu 11/7/13	Tue 11/12/13
180	Conduct Project Preparation and Demonstration Session	2 days	Wed 11/13/13	Thu 11/14/13
181	Attend Project Preparation and Demonstration Session	2 days	Wed 11/13/13	Thu 11/14/13
182	Deliverable: 3.2.4.8 Open House Demonstrations for various State businesses	0 days	Thu 11/14/13	Thu 11/14/13
183	3.1 Executive and State Leadership Sessions	39 days	Mon 10/14/13	Fri 12/6/13
184	3.1.2.1 Organize Facilities for Executive and State Leadership Sessions	14 days	Mon 10/14/13	Thu 10/31/13
185	Perform logistics to Organize Facilities for Executive and State Leadership Sessions	14 days	Mon 10/14/13	Thu 10/31/13
186	Deliverable: 3.1.2.1 Organize Facilities for Executive and State Leadership Sessions	0 days	Thu 10/31/13	Thu 10/31/13
187	3.1.2.2 Executive and State Leadership Session Materials	16 days	Fri 11/1/13	Fri 11/22/13
188	Prepare Agenda and Presentation materials for the executive and State leadership	6 days	Fri 11/1/13	Fri 11/8/13
189	Review Agenda and Presentation materials for the executive and State leadership	10 days	Mon 11/11/13	Fri 11/22/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
190	Deliverable: 3.1.2.2 Executive and State Leadership Session Materials	0 days	Fri 11/22/13	Fri 11/22/13
191	3.1.2.3 Executive and State Leadership Sessions	5 days	Mon 12/2/13	Fri 12/6/13
192	Conduct Executive and State Leadership Sessions	5 days	Mon 12/2/13	Fri 12/6/13
193	Attend Executive and State Leadership Sessions	4 days	Mon 12/2/13	Thu 12/5/13
194	Deliverable: 3.1.2.3 Executive and State Leadership Sessions	0 days	Thu 12/5/13	Thu 12/5/13
195	3.2.4.8 Open House Demonstration for various State business units	2 days	Mon 12/2/13	Tue 12/3/13
196	Conduct Open House Demonstration for various State business units	2 days	Mon 12/2/13	Tue 12/3/13
197	Attend Open House Demonstration for various State business units	2 days	Mon 12/2/13	Tue 12/3/13
198	Deliverable: 3.2.4.8 Open House Demonstration for various State business unit	0 days	Tue 12/3/13	Tue 12/3/13
199	Solution Management	44 days	Mon 10/7/13	Fri 12/6/13
200	Functional Prep	44 days	Mon 10/7/13	Fri 12/6/13
201	4.1.4.1 Future State Business Processes	10 days	Mon 10/21/13	Fri 11/1/13
202	TLA to Provide Future State Business Processes, if any	5 days	Mon 10/21/13	Fri 10/25/13
203	Review Future State Business Processes	5 days	Mon 10/28/13	Fri 11/1/13
204	Deliverable: 4.1.4.1 Future State Business Processes	0 days	Fri 11/1/13	Fri 11/1/13
205	Review Existing DOT/ECY/DES material	10 days	Mon 10/28/13	Fri 11/8/13
206	Present Draft 1 of Foundational Core	3 days	Mon 11/4/13	Wed 11/6/13
207	Joint development of Foundational Core Candidates	10 days	Thu 11/7/13	Wed 11/20/13
208	ETP: DES legacy system analysis of the Foundational Core Candidate	11 days	Thu 11/21/13	Fri 12/6/13
209	4.1.4.3 Organize Requirements Repository for DES staff	10 days	Mon 10/21/13	Fri 11/1/13
210	Organize Requirements Repository for DES staff	5 days	Mon 10/21/13	Fri 10/25/13
211	Review Requirements Repository for DES staff	5 days	Mon 10/28/13	Fri 11/1/13
212	Deliverable: 4.1.4.3 Organize Requirements Repository for DES staff	0 days	Fri 11/1/13	Fri 11/1/13
213	DCD	21.6 days	Mon 10/21/13	Tue 11/19/13
214	Presentation of available DCD's	0.6 days	Mon 10/21/13	Mon 10/21/13
215	Review Material and make determination on DCD strategy	21 days	Mon 10/21/13	Tue 11/19/13
216	5.7.4.1 TLA Solution Environments	20 days	Mon 10/7/13	Fri 11/1/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
217	Define TLA Solution Environments	10 days	Mon 10/7/13	Fri 10/18/13
218	Review TLA Solution Environments	10 days	Mon 10/21/13	Fri 11/1/13
219	Deliverable: 5.7.4.1 TLA Solution Environments	0 days	Fri 11/1/13	Fri 11/1/13
220	5.7.4.2 Defects and Issues Log for State-based, Prime Vendor-Hosted Environ	20 days	Mon 10/7/13	Fri 11/1/13
221	Produce Defects and Issues Log for State-based, Prime Vendor-Hosted Envi	10 days	Mon 10/7/13	Fri 10/18/13
222	Review Defects and Issues Log for State-based, Prime Vendor-Hosted Envir	10 days	Mon 10/21/13	Fri 11/1/13
223	Deliverable: 5.7.4.2 Defects and Issues Log for State-based, Prime Vendor-I	0 days	Fri 11/1/13	Fri 11/1/13
224	Deliverable: 5.7.4.3 Certification Form – State-Based, Prime Vendor-Hosted Env	5 days	Mon 11/4/13	Fri 11/8/13
225	Project Prep Checklist Sign-off	1 day	Thu 11/21/13	Thu 11/21/13
226	Discover: CORE - Shared & ECY Unique	226.35 days	Mon 10/7/13	Thu 8/21/14
227	Define Foundational Core	136.75 days	Mon 10/7/13	Thu 4/17/14
228	Solution Management	136.75 days	Mon 10/7/13	Thu 4/17/14
229	DOT Requirements Validation for ADV Scheduler	20 days	Mon 10/7/13	Fri 11/1/13
230	Deliver Initial Requirements & Process Flows	5 days	Mon 10/7/13	Fri 10/11/13
231	Review Initial Requirements & Process Flows	5 days	Mon 10/14/13	Fri 10/18/13
232	Conduct Requirements Workshop	1 day	Tue 10/22/13	Tue 10/22/13
233	Evaluate Requirements	8 days	Wed 10/23/13	Fri 11/1/13
234	Determine If Gap Exists	2 days	Wed 10/23/13	Thu 10/24/13
235	Release Schedule for Gap Functionality	8 days	Wed 10/23/13	Fri 11/1/13
236	3.3.3.2 Project Kickoff Event	2 days	Thu 11/21/13	Fri 11/22/13
237	Conduct Project Kickoff Event	2 days	Thu 11/21/13	Fri 11/22/13
238	Attend Project Kickoff Event	2 days	Thu 11/21/13	Fri 11/22/13
239	Deliverable: 3.3.3.2 Project Kickoff Event	0 days	Fri 11/22/13	Fri 11/22/13
240	Critical Milestone: Project Kickoff	0 days	Fri 11/22/13	Fri 11/22/13
241	Deliverable: 3.2.4.1 State Orientation Session	0 days	Fri 11/22/13	Fri 11/22/13
242	Foundational Core Requirements Workshops	32 days	Mon 12/9/13	Wed 1/22/14
243	Workshop 1 - Initial Core "Candidate" Review - All Agencies	9 days	Mon 12/9/13	Thu 12/19/13

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
244	Presentation of Core Candidates	3 days	Mon 12/9/13	Wed 12/11/13
245	Documentation	6 days	Thu 12/12/13	Thu 12/19/13
246	Requirements Definition Document CORE - Draft 1	6 days	Thu 12/12/13	Thu 12/19/13
247	Gap Analysis CORE - Draft 1	6 days	Thu 12/12/13	Thu 12/19/13
248	Workshop 2 - Requirements Gathering for Foundational Core - All AGENCI	25 days	Wed 12/18/13	Wed 1/22/14
249	Requirements Gathering	14 days	Wed 12/18/13	Tue 1/7/14
250	Documentation	5 days	Wed 1/8/14	Tue 1/14/14
251	Requirements Definition Document	5 days	Wed 1/8/14	Tue 1/14/14
252	Gap Analysis	5 days	Wed 1/8/14	Tue 1/14/14
253	ETP: Update of the DES legacy system analysis	11 days	Wed 1/8/14	Wed 1/22/14
254	Foundational Core Deliverables	71.75 days	Wed 1/8/14	Thu 4/17/14
255	Foundational Core Requirements Definition Deliverables	22 days	Wed 1/15/14	Thu 2/13/14
256	Review Core Requirements Definition	13 days	Wed 1/15/14	Fri 1/31/14
257	Review Core Requirements Definition	15 days	Thu 1/23/14	Wed 2/12/14
258	CORE Requirements Sign Off	1 day	Thu 2/13/14	Thu 2/13/14
259	Critical Milestone: Foundational Core Requirements Defined	0 days	Thu 2/13/14	Thu 2/13/14
260	Review Gap Analysis	6 days	Wed 1/15/14	Wed 1/22/14
261	Gap Analysis Sign Off	0.6 days	Thu 1/23/14	Thu 1/23/14
262	Deliverable: 4.1.4.4 Fit/Gap Assessment (Core, Shared, & ECY Unique)	0 days	Thu 2/13/14	Thu 2/13/14
263	Deliverable: 4.1.4.5 Documented Requirements (Core, Shared, & ECY U	0 days	Thu 2/13/14	Thu 2/13/14
264	4.1.4.6 Identify Affected DES and State Systems	20 days	Wed 1/8/14	Tue 2/4/14
265	Identify Affected DES and State Systems	10 days	Wed 1/8/14	Tue 1/21/14
266	Review Identified Affected DES and State Systems	10 days	Wed 1/22/14	Tue 2/4/14
267	Deliverable: 4.1.4.6 Identify Affected DES and State Systems (Core, Sha	0 days	Tue 2/4/14	Tue 2/4/14
268	4.1.4.8 Requirements Repository Feedback	20 days	Fri 2/14/14	Thu 3/13/14
269	Provide Requirements Repository Feedback	11 days	Fri 2/14/14	Fri 2/28/14
270	Review Requirements Repository Feedback	9 days	Mon 3/3/14	Thu 3/13/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
271	Deliverable: 4.1.4.8 Requirements Repository Feedback (Core, Shared,	0 days	Thu 3/13/14	Thu 3/13/14
272	4.1.4.9 Updated Requirements Repository and Fit/Gap Document	20 days	Fri 2/14/14	Thu 3/13/14
273	Update Requirements Repository and Fit/Gap Document	11 days	Fri 2/14/14	Fri 2/28/14
274	Review Updated Requirements Repository and Fit/Gap Document V2	9 days	Mon 3/3/14	Thu 3/13/14
275	Deliverable: 4.1.4.9 Updated Requirements Repository and Fit/Gap Doc	0 days	Thu 3/13/14	Thu 3/13/14
276	4.1.4.10 Draft RTM	30 days	Mon 3/3/14	Fri 4/11/14
277	Prepare Draft RTM V2	15 days	Mon 3/3/14	Fri 3/21/14
278	Review Draft RTM V2	15 days	Mon 3/24/14	Fri 4/11/14
279	Deliverable: 4.1.4.10 Draft RTM V2 (Core, Shared, & ECY Unique)	0 days	Fri 4/11/14	Fri 4/11/14
280	4.1.4.11 Policy/Business Process Changes	18.75 days	Mon 3/24/14	Thu 4/17/14
281	Consider Policy/Business Process Changes	10 days	Mon 3/24/14	Fri 4/4/14
282	Consider Policy/Business Process Changes	12.5 days	Mon 3/24/14	Wed 4/9/14
283	Review Policy/Business Process Changes	5 days	Mon 4/7/14	Fri 4/11/14
284	Review Policy/Business Process Changes	6.25 days	Wed 4/9/14	Thu 4/17/14
285	Deliverable: 4.1.4.11 Policy/Business Process Changes (Core, Shared, &	0 days	Thu 4/17/14	Thu 4/17/14
286	4.2.4.1 Draft SDD	21 days	Fri 2/14/14	Fri 3/14/14
287	Prepare Draft SDD	11 days	Fri 2/14/14	Fri 2/28/14
288	Review Draft SDD	10 days	Mon 3/3/14	Fri 3/14/14
289	Deliverable: 4.2.4.1 Draft SDD	0 days	Fri 3/14/14	Fri 3/14/14
290	Define Shared & ECY Unique	91 days	Fri 2/14/14	Fri 6/20/14
291	Solution Management	91 days	Fri 2/14/14	Fri 6/20/14
292	Requirements Review	34.25 days	Fri 2/14/14	Thu 4/3/14
293	S&U Requirements Definition Review	10 days	Fri 2/14/14	Thu 2/27/14
294	Review Shared Candidate Requirements	13 days	Fri 2/28/14	Tue 3/18/14
295	Review Shared Candidate Requirements	16.25 days	Fri 2/28/14	Mon 3/24/14
296	Review Unique Candidate Requirements	8 days	Mon 3/24/14	Thu 4/3/14
297	S&U Requirements Validation Workshop	8 days	Fri 4/4/14	Wed 4/16/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
298	Conduct S&U Requirements Workshop	3 days	Fri 4/4/14	Wed 4/9/14
299	Prepare Shared & Unique Requirements Definition Document	5 days	Wed 4/9/14	Wed 4/16/14
300	Prepare Gap Analysis	5 days	Wed 4/9/14	Wed 4/16/14
301	ETP: Data Management Complete	0 days	Wed 4/9/14	Wed 4/9/14
302	ECY Shared (w/DOT) & Unique Deliverables	47.75 days	Wed 4/16/14	Fri 6/20/14
303	ECY Shared (w/DOT HQ(s)) & Unique Requirements Definition Deliverable	8.1 days	Wed 4/16/14	Mon 4/28/14
304	Review ECY S&U Requirements Definition	5 days	Wed 4/16/14	Wed 4/23/14
305	Review ECY S&U Requirements Definition	7.5 days	Wed 4/16/14	Fri 4/25/14
306	ECY S&U Sign Off	0.6 days	Fri 4/25/14	Mon 4/28/14
307	Review Gap Analysis	5 days	Wed 4/16/14	Wed 4/23/14
308	Gap Analysis Sign Off	0.6 days	Wed 4/23/14	Wed 4/23/14
309	Deliverable: 4.1.4.4 Fit/Gap Assessment (Shared & ECY Unique)	0 days	Mon 4/28/14	Mon 4/28/14
310	Deliverable: 4.1.4.5 Documented Requirements (Shared & ECY Unique)	0 days	Mon 4/28/14	Mon 4/28/14
311	4.1.4.6 Identify Affected ECY, DOT, DES and State Systems	10 days	Mon 4/28/14	Mon 5/12/14
312	Identify Affected ECY, DOT, DES and State Systems	5 days	Mon 4/28/14	Mon 5/5/14
313	Review Identified Affected ECY, DOT, DES and State Systems	5 days	Mon 5/5/14	Mon 5/12/14
314	Deliverable: 4.1.4.6 Identify Affected ECY, DOT, DES and State Systems	0 days	Mon 5/12/14	Mon 5/12/14
315	4.1.4.8 Requirements Repository Feedback	19.65 days	Mon 4/28/14	Fri 5/23/14
316	Provide Requirements Repository Feedback	10 days	Mon 4/28/14	Mon 5/12/14
317	Review Requirements Repository Feedback	9.65 days	Mon 5/12/14	Fri 5/23/14
318	Deliverable: 4.1.4.8 Requirements Repository Feedback	0 days	Fri 5/23/14	Fri 5/23/14
319	4.1.4.9 Updated Requirements Repository and Fit/Gap Document	10.35 days	Mon 5/19/14	Mon 6/2/14
320	Update Requirements Repository and Fit/Gap Document	5 days	Mon 5/19/14	Fri 5/23/14
321	Review Updated Requirements Repository and Fit/Gap Document	5.35 days	Mon 5/26/14	Mon 6/2/14
322	Deliverable: 4.1.4.9 Updated Requirements Repository and Fit/Gap Document	0 days	Mon 6/2/14	Mon 6/2/14
323	4.1.4.10 Draft RTM	20 days	Mon 5/26/14	Fri 6/20/14
324	Update Draft RTM	5 days	Mon 5/26/14	Fri 5/30/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
325	Review Draft RTM	15 days	Mon 6/2/14	Fri 6/20/14
326	Deliverable: 4.1.4.10 Draft RTM	0 days	Fri 6/20/14	Fri 6/20/14
327	4.1.4.11 Policy/Business Process Changes	18.75 days	Mon 5/12/14	Fri 6/6/14
328	Consider Policy/Business Process Changes	10 days	Mon 5/12/14	Mon 5/26/14
329	Consider Policy/Business Process Changes	12.5 days	Mon 5/12/14	Wed 5/28/14
330	Review Policy/Business Process Changes	5 days	Mon 5/26/14	Mon 6/2/14
331	Review Policy/Business Process Changes	6.25 days	Wed 5/28/14	Fri 6/6/14
332	Deliverable: 4.1.4.11 Policy/Business Process Changes (Shared & ECY I	0 days	Fri 6/6/14	Fri 6/6/14
333	Technical Architecture	226.35 days	Mon 10/7/13	Thu 8/21/14
334	Architecture Workshop	143 days	Mon 11/25/13	Fri 6/13/14
335	4.1.4.2 Performance Standards Measurement Process Document	21 days	Mon 11/25/13	Tue 12/24/13
336	Develop and document process for identifying and managing performance	11 days	Mon 11/25/13	Tue 12/10/13
337	Review Performance Standards Measurement Process Document	10 days	Wed 12/11/13	Tue 12/24/13
338	Deliverable: 4.1.4.2 Performance Standards Measurement Process Docum	0 days	Tue 12/24/13	Tue 12/24/13
339	Architecture Design Document (ADD)	40 days	Mon 11/25/13	Tue 1/21/14
340	Update Initial Draft of ADD	10 days	Mon 11/25/13	Mon 12/9/13
341	Server Infrastructure	10 days	Mon 11/25/13	Mon 12/9/13
342	Front-End Management	10 days	Mon 11/25/13	Mon 12/9/13
343	Disaster Recovery Procedures	10 days	Mon 11/25/13	Mon 12/9/13
344	System Printing Infrastructure	10 days	Mon 11/25/13	Mon 12/9/13
345	Landscape Confirmed	10 days	Mon 11/25/13	Mon 12/9/13
346	Review Updated ADD - DES	20 days	Tue 12/10/13	Tue 1/7/14
347	Review Updated ADD - CTS	10 days	Wed 1/8/14	Tue 1/21/14
348	Deliverable: Initial Draft of ADD	0 days	Tue 1/21/14	Tue 1/21/14
349	4.1.4.14 Complete list of Interfaces	14.65 days	Mon 5/5/14	Fri 5/23/14
350	Compile Complete list of ECY Interfaces & update document	5 days	Mon 5/5/14	Mon 5/12/14
351	Review Complete list of ECY Interfaces	9.65 days	Mon 5/12/14	Fri 5/23/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
352	Deliverable: 4.1.4.14 Complete list of Interfaces (ECY)	0 days	Fri 5/23/14	Fri 5/23/14
353	4.1.4.7 Updated Fit/Gap Document with State enterprise data integration req	15 days	Mon 5/26/14	Fri 6/13/14
354	Update Fit/Gap Document with State enterprise data integration requireme	5 days	Mon 5/26/14	Fri 5/30/14
355	Review Updated Fit/Gap Document with State enterprise data integration r	10 days	Mon 6/2/14	Fri 6/13/14
356	Deliverable: 4.1.4.7 Updated Fit/Gap Document with State enterprise data	0 days	Fri 6/13/14	Fri 6/13/14
357	Application Security and Authorizations	83 days	Mon 4/28/14	Thu 8/21/14
358	7.4.6 Security Matrix	10 days	Mon 4/28/14	Mon 5/12/14
359	Develop Security Matrix	5 days	Mon 4/28/14	Mon 5/5/14
360	Review Security Matrix	5 days	Mon 5/5/14	Mon 5/12/14
361	Deliverable: 7.4.6 Security Matrix (Core, Shared, & ECY Unique)	0 days	Mon 5/12/14	Mon 5/12/14
362	5.5. Application-Level Security	73 days	Mon 5/12/14	Thu 8/21/14
363	5.5.4.2 Security Matrices	2 days	Mon 5/12/14	Wed 5/14/14
364	Create Security Matrices	2 days	Mon 5/12/14	Wed 5/14/14
365	Review Security Matrices	2 days	Mon 5/12/14	Wed 5/14/14
366	Deliverable: 5.5.4.2 Security Matrices (Core, Shared, & ECY Unique)	0 days	Wed 5/14/14	Wed 5/14/14
367	5.5.4.3 Security Matrices Certification	10 days	Wed 5/14/14	Wed 5/28/14
368	Perform Security Matrices Certification	5 days	Wed 5/14/14	Wed 5/21/14
369	Review Security Matrices Certification	5 days	Wed 5/21/14	Wed 5/28/14
370	Deliverable: 5.5.4.3 Security Matrices Certification (Core, Shared, & EC	0 days	Wed 5/28/14	Wed 5/28/14
371	5.5.4.4 Assess/Modify Authorizations	5 days	Wed 5/28/14	Wed 6/4/14
372	Perform assessment/modification on authorizations	5 days	Wed 5/28/14	Wed 6/4/14
373	Contribute to the assessment/modification of authorizations	5 days	Wed 5/28/14	Wed 6/4/14
374	Deliverable: 5.5.4.4 Assess/Modify Authorizations (Core, Shared, & EC	0 days	Wed 6/4/14	Wed 6/4/14
375	5.5.4.5 Integration with Authorization	20 days	Wed 6/4/14	Wed 7/2/14
376	Integrate Authorization with the TLA Solution	10 days	Wed 6/4/14	Wed 6/18/14
377	Review Integration with Authorization	10 days	Wed 6/18/14	Wed 7/2/14
378	Deliverable: 5.5.4.5 Integration with Authorization	0 days	Wed 7/2/14	Wed 7/2/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
379	5.5.4.6 Authorization Modifications	7 days	Wed 7/2/14	Fri 7/11/14
380	Perform Authorization Modifications	4 days	Wed 7/2/14	Tue 7/8/14
381	Review Authorization Modifications	3 days	Tue 7/8/14	Fri 7/11/14
382	Deliverable: 5.5.4.6 Authorization Modifications (Core, Shared, & ECY U	0 days	Fri 7/11/14	Fri 7/11/14
383	5.5.4.7 Security Audit	4 days	Fri 7/11/14	Thu 7/17/14
384	Conduct Security Audit	2 days	Fri 7/11/14	Tue 7/15/14
385	Review Security Audit	2 days	Tue 7/15/14	Thu 7/17/14
386	Deliverable: 5.5.4.7 Security Audit (Core, Shared, & ECY Unique)	0 days	Thu 7/17/14	Thu 7/17/14
387	5.5.4.8 Correction of Defects and other Issues	20 days	Thu 7/17/14	Thu 8/14/14
388	Correct Correction of Defects and other Issues	10 days	Thu 7/17/14	Thu 7/31/14
389	Review Correction of Defects and other Issues	10 days	Thu 7/31/14	Thu 8/14/14
390	Deliverable: 5.5.4.8 Correction of Defects and other Issues	0 days	Thu 8/14/14	Thu 8/14/14
391	5.5.4.9 Updated Project Documents	10 days	Wed 6/4/14	Wed 6/18/14
392	Update Project Documents	5 days	Wed 6/4/14	Wed 6/11/14
393	Review Updated Project Documents	5 days	Wed 6/11/14	Wed 6/18/14
394	Deliverable: 5.5.4.9 Updated Project Documents (Core, Shared, & ECY U	0 days	Wed 6/18/14	Wed 6/18/14
395	Deliverable: 5.5.4.10 Certification Form - Security	5 days	Thu 8/14/14	Thu 8/21/14
396	Technical Deliverables	201.2 days	Mon 10/7/13	Thu 7/17/14
397	TST Environment Setup	7 days	Tue 12/10/13	Wed 12/18/13
398	Checkpoint on Hardware Availability (Including DCD)	1 day	Tue 12/10/13	Tue 12/10/13
399	Test Hardware Setup complete; Ready for WFS Installation	1 day	Wed 12/11/13	Wed 12/11/13
400	Installed EmpCenter, ACT, ADV SCH	4 days	Thu 12/12/13	Tue 12/17/13
401	Install Emp Center, ACT, ADV SCH	2 days	Thu 12/12/13	Fri 12/13/13
402	Apply support packs, notes, updates, etc	1 day	Mon 12/16/13	Mon 12/16/13
403	Project team user ids set up in TST	1 day	Tue 12/17/13	Tue 12/17/13
404	Confirmation of TST Availability	1 day	Wed 12/18/13	Wed 12/18/13
405	4.1.4.12 Data Sources Review	15 days	Mon 5/12/14	Mon 6/2/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
406	Perform Data Sources Review	9.65 days	Mon 5/12/14	Fri 5/23/14
407	Review Data Sources	5.35 days	Mon 5/26/14	Mon 6/2/14
408	Deliverable: 4.1.4.12 Data Sources Review	0 days	Mon 6/2/14	Mon 6/2/14
409	4.1.4.13 Documented Data Elements	9.65 days	Mon 5/12/14	Fri 5/23/14
410	Document Data Elements	5 days	Mon 5/12/14	Mon 5/19/14
411	Review Documented Data Elements	4.65 days	Mon 5/19/14	Fri 5/23/14
412	Deliverable: 4.1.4.13 Documented Data Elements	0 days	Fri 5/23/14	Fri 5/23/14
413	5.3.4.1 Data Conversion Strategy and Policies Document	15.75 days	Wed 4/16/14	Wed 5/7/14
414	Prepare Data Conversion Strategy and Policies Document	5 days	Wed 4/16/14	Wed 4/23/14
415	Review Data Conversion Strategy and Policies Document	10.75 days	Wed 4/23/14	Wed 5/7/14
416	Deliverable: 5.3.4.1 Data Conversion Strategy and Policies Document (Core	0 days	Wed 5/7/14	Wed 5/7/14
417	5.3.4.2 Data Conversion Plan	20 days	Thu 5/8/14	Wed 6/4/14
418	Prepare Data Conversion Plan	10 days	Thu 5/8/14	Wed 5/21/14
419	Review Data Conversion Plan	10 days	Thu 5/22/14	Wed 6/4/14
420	Deliverable: 5.3.4.2 Data Conversion Plan (Core, Shared, & ECY Unique)	0 days	Wed 6/4/14	Wed 6/4/14
421	5.3.4.3 Data Mapping Documents that Include Data Extraction Templates	20 days	Thu 5/8/14	Wed 6/4/14
422	Prepare Data Mapping Documents that Include Data Extraction Templates	10 days	Thu 5/8/14	Wed 5/21/14
423	Review Data Mapping Documents that Include Data Extraction Templates	10 days	Thu 5/22/14	Wed 6/4/14
424	Deliverable: 5.3.4.3 Data Mapping Documents that Include Data Extraction	0 days	Wed 6/4/14	Wed 6/4/14
425	5.3.4.4 Data Mapping Document for Legacy Systems	20 days	Thu 6/5/14	Wed 7/2/14
426	Prepare Data Mapping Document for Legacy Systems	10 days	Thu 6/5/14	Wed 6/18/14
427	Review Data Mapping Document for Legacy Systems	10 days	Thu 6/19/14	Wed 7/2/14
428	Deliverable: 5.3.4.4 Data Mapping Document for Legacy Systems (Core, Sh	0 days	Wed 7/2/14	Wed 7/2/14
429	5.3.4.5 Technical Design Document	20.1 days	Wed 4/16/14	Wed 5/14/14
430	Prepare Technical Design Document	10 days	Wed 4/16/14	Wed 4/30/14
431	Review Technical Design Document	10 days	Wed 4/30/14	Wed 5/14/14
432	Deliverable: 5.3.4.5 Technical Design Document (Core, Shared, & ECY Uniq	0.1 days	Wed 5/14/14	Wed 5/14/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
433	5.3.4.6 Data Conversion Scripts and Programs and Unit Test Results	31.1 days	Wed 4/16/14	Thu 5/29/14
434	Prepare Data Conversion Scripts and Programs and Unit Test Results	15 days	Wed 4/16/14	Wed 5/7/14
435	Review Data Conversion Scripts and Programs and Unit Test Results	16 days	Wed 5/7/14	Thu 5/29/14
436	Deliverable: 5.3.4.6 Data Conversion Scripts and Programs and Unit Test Re	0.1 days	Thu 5/29/14	Thu 5/29/14
437	5.3.4.7 Data Extraction	5.1 days	Thu 5/29/14	Thu 6/5/14
438	Perform Data Extraction	5 days	Thu 5/29/14	Thu 6/5/14
439	Review Data Extraction	5 days	Thu 5/29/14	Thu 6/5/14
440	Deliverable: 5.3.4.7 Data Extraction (Core, Shared, & ECY Unique)	0.1 days	Thu 6/5/14	Thu 6/5/14
441	5.3.4.8 Existing Production Data Extractions Verification Report	19.1 days	Thu 6/5/14	Wed 7/2/14
442	Prepare Existing Production Data Extractions Verification Report	10 days	Thu 6/5/14	Thu 6/19/14
443	Review Existing Production Data Extractions Verification Report	9 days	Thu 6/19/14	Wed 7/2/14
444	Deliverable: 5.3.4.8 Existing Production Data Extractions Verification Repoi	0.1 days	Wed 7/2/14	Wed 7/2/14
445	5.3.4.9 Updated Project Documents	10.65 days	Wed 6/25/14	Thu 7/10/14
446	Update Project Documents	5 days	Wed 6/25/14	Wed 7/2/14
447	Review Updated Project Documents	5.55 days	Wed 7/2/14	Thu 7/10/14
448	Deliverable: 5.3.4.9 Updated Project Documents (Core, Shared, & ECY Uniq	0.1 days	Thu 7/10/14	Thu 7/10/14
449	Deliverable: 5.3.4.10 Certification Form - Data Conversion and Migration	5 days	Thu 7/10/14	Thu 7/17/14
450	4.4.4.5 Updated Project Documents	11.1 days	Mon 10/7/13	Tue 10/22/13
451	Update Project Documents	5 days	Mon 10/7/13	Fri 10/11/13
452	Review Updated Project Documents	6 days	Mon 10/14/13	Mon 10/21/13
453	Deliverable: 4.4.4.5 Updated Project Documents (Core, Shared, & ECY Uniq	0.1 days	Tue 10/22/13	Tue 10/22/13
454	Deliverable: 4.4.4.6 Certification Form – Enterprise Data Integration (Core, Sha	5 days	Tue 10/22/13	Tue 10/29/13
455	Updated Project Documents	20.25 days	Mon 6/23/14	Mon 7/21/14
456	Update Project Documents	11 days	Mon 6/23/14	Mon 7/7/14
457	Review Updated Project Documents	9.25 days	Tue 7/8/14	Mon 7/21/14
458	Deliverable: 4.1.4.16 Updated Project Documents	0 days	Mon 7/21/14	Mon 7/21/14
459	4.1.4.17 Deliverable: Certification Form – Discovery, Data Gathering and Fit/Gap	5 days	Mon 7/21/14	Mon 7/28/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
460 Design Shared & ECY Unique	179.35 days	Mon 11/4/13	Tue 7/15/14
461 Technical Team Activities	179.35 days	Mon 11/4/13	Tue 7/15/14
462 Establish Quality Assurance Environment	21 days	Mon 11/4/13	Tue 12/3/13
463 Install Hardware and Verify the Technical Environment	10 days	Mon 11/4/13	Fri 11/15/13
464 Establish Service Level Commitment	11 days	Mon 11/18/13	Tue 12/3/13
465 Install the System Software	10 days	Mon 11/18/13	Mon 12/2/13
466 Install Frontend Software	10 days	Mon 11/18/13	Mon 12/2/13
467 Set Up User Master Records	10 days	Mon 11/18/13	Mon 12/2/13
468 Establish System Security	10 days	Mon 11/18/13	Mon 12/2/13
469 Install and Configure Output Devices	10 days	Mon 11/18/13	Mon 12/2/13
470 Import Change Requests from Development System	10 days	Mon 11/18/13	Mon 12/2/13
471 Deployed Portal Content, Settings and Developments	10 days	Mon 11/18/13	Mon 12/2/13
472 System Administration Procedures	5 days	Wed 12/4/13	Tue 12/10/13
473 Establish and Verify Backup and Recovery Strategy	5 days	Wed 12/4/13	Tue 12/10/13
474 Establish and Verify System Administration Procedures	5 days	Wed 12/4/13	Tue 12/10/13
475 Establish Client Copy Procedures	5 days	Wed 12/4/13	Tue 12/10/13
476 Establish Transport Procedures	5 days	Wed 12/4/13	Tue 12/10/13
477 Establish Database Administration Procedures	5 days	Wed 12/4/13	Tue 12/10/13
478 Establish Training Environment	5 days	Wed 12/4/13	Tue 12/10/13
479 Install Hardware and Verify the Technical Environment	5 days	Wed 12/4/13	Tue 12/10/13
480 Establish Service Level Commitment	5 days	Wed 12/4/13	Tue 12/10/13
481 Install the System Software	5 days	Wed 12/4/13	Tue 12/10/13
482 Install Frontend Software	5 days	Wed 12/4/13	Tue 12/10/13
483 Set Up User Master Records	5 days	Wed 12/4/13	Tue 12/10/13
484 Establish System Security	5 days	Wed 12/4/13	Tue 12/10/13
485 Install and Configure Output Devices	5 days	Wed 12/4/13	Tue 12/10/13
486 Import Change Requests from Development System	5 days	Wed 12/4/13	Tue 12/10/13

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
487 Deployed Portal Content, Settings and Developments	5 days	Wed 12/4/13	Tue 12/10/13
488 Establish Production Environment	26 days	Wed 12/11/13	Thu 1/16/14
489 Production Infrastructure Readiness	1 day	Wed 12/11/13	Wed 12/11/13
490 Data Center Ready for Production	1 day	Wed 12/11/13	Wed 12/11/13
491 Updated IT Infrastructure Document	1 day	Wed 12/11/13	Wed 12/11/13
492 Define Production System Design	1 day	Thu 12/12/13	Thu 12/12/13
493 Verify Workload and Data Storage Quantity Estimations	1 day	Thu 12/12/13	Thu 12/12/13
494 Design Productive System Disk Layout	1 day	Thu 12/12/13	Thu 12/12/13
495 Set Up Production Environment	24 days	Fri 12/13/13	Thu 1/16/14
496 Install Hardware and Verify the Technical Environment	10 days	Fri 12/13/13	Fri 12/27/13
497 Establish Service Level Commitment	24 days	Fri 12/13/13	Thu 1/16/14
498 Install the WFS System Software	10 days	Fri 12/13/13	Fri 12/27/13
499 Configure and Test the Transport Management System (TMS)	10 days	Fri 12/13/13	Fri 12/27/13
500 Install Frontend Software	10 days	Fri 12/13/13	Fri 12/27/13
501 Establish System Security	10 days	Fri 12/13/13	Fri 12/27/13
502 Install and Configure Output Devices	10 days	Fri 12/13/13	Fri 12/27/13
503 Import Change Requests Verified in Quality Assurance System	10 days	Fri 12/13/13	Fri 12/27/13
504 Implemented Portal Network Environment	10 days	Fri 12/13/13	Fri 12/27/13
505 Deployed Content, Settings and Developments	10 days	Fri 12/13/13	Fri 12/27/13
506 Installed Production Hardware and WFS Software	10 days	Fri 12/13/13	Fri 12/27/13
507 Authorizations and Security Implementation	56 days	Mon 4/28/14	Tue 7/15/14
508 User Roles and Authorization Concept	21 days	Mon 4/28/14	Tue 5/27/14
509 Analysis: Determine User Roles	10 days	Mon 4/28/14	Mon 5/12/14
510 Design: Refine User Roles	10 days	Mon 4/28/14	Mon 5/12/14
511 Technical Design: Define Role Implementation Framework	11 days	Mon 5/12/14	Tue 5/27/14
512 Technical Design: Verify Role Implementation Framework	11 days	Mon 5/12/14	Tue 5/27/14
513 Implement User Roles and Authorization Concept	10 days	Tue 5/27/14	Tue 6/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
514 Implementation: Create Single Roles	10 days	Tue 5/27/14	Tue 6/10/14
515 Implementation: Create Derived Roles	10 days	Tue 5/27/14	Tue 6/10/14
516 Implementation: Create Composite Roles	10 days	Tue 5/27/14	Tue 6/10/14
517 Validate User Roles and Authorization Concept	5 days	Tue 6/10/14	Tue 6/17/14
518 Test and QA: Verify User Roles and Authorization Concept	4 days	Tue 6/10/14	Mon 6/16/14
519 Sign Off User Roles and Authorization Concept	1 day	Mon 6/16/14	Tue 6/17/14
520 Define User and Authorization Management Strategy and Procedures	10 days	Tue 6/17/14	Tue 7/1/14
521 Define Technical Strategy for User and Authorization Management	5 days	Tue 6/17/14	Tue 6/24/14
522 Define User and Authorization Management Procedures	5 days	Tue 6/17/14	Tue 6/24/14
523 Train User and Authorization Administrators	5 days	Tue 6/24/14	Tue 7/1/14
524 Portal User Management	20 days	Tue 6/17/14	Tue 7/15/14
525 Configured Portal User Management Persistence	10 days	Tue 6/17/14	Tue 7/1/14
526 Created User Master Data	10 days	Tue 7/1/14	Tue 7/15/14
527 Solution Security	41 days	Mon 4/28/14	Tue 6/24/14
528 Configured Network Security	10 days	Mon 4/28/14	Mon 5/12/14
529 Implemented Portal Governance Security	11 days	Mon 5/12/14	Tue 5/27/14
530 Implemented Portal Authentication Procedure	10 days	Tue 5/27/14	Tue 6/10/14
531 Established Single Sign On Connections	10 days	Tue 6/10/14	Tue 6/24/14
532 1.52. Updated RTM	15 days	Fri 6/6/14	Fri 6/27/14
533 Preparation of Updated RTM	10 days	Fri 6/6/14	Fri 6/20/14
534 Review of Updated RTM by DES	5 days	Fri 6/20/14	Fri 6/27/14
535 Deliverable: 1.5.2 Updated RTM (Shared & ECY Unique)	0 days	Fri 6/27/14	Fri 6/27/14
536 Deliverable: 1.5.3 Certification Form - RTM (Shared & ECY Unique)	0 days	Fri 6/27/14	Fri 6/27/14
537 4.2.4.1 Update Draft SDD V2	20 days	Fri 3/14/14	Thu 4/10/14
538 Update Draft SDD V2	10 days	Fri 3/14/14	Thu 3/27/14
539 Review Updated Draft SDD	10 days	Fri 3/28/14	Thu 4/10/14
540 Deliverable: 4.2.4.1 Draft SDD (Core, Shared & ECY Unique)	0 days	Thu 4/10/14	Thu 4/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
541	Updated ADD	21 days	Mon 4/28/14	Tue 5/27/14
542	Preparation of Updated ADD	10 days	Mon 4/28/14	Mon 5/12/14
543	Review of Updated ADD by DES	5 days	Mon 5/12/14	Mon 5/19/14
544	Review of Updated ADD by CTS	6 days	Mon 5/19/14	Tue 5/27/14
545	Deliverable: ADD	0 days	Tue 5/27/14	Tue 5/27/14
546	4.2.4.2 Iterative Design Reviews	18.75 days	Fri 3/28/14	Wed 4/23/14
547	Conduct Iterative Design Reviews	15 days	Fri 3/28/14	Thu 4/17/14
548	Conduct Iterative Design Reviews	18.75 days	Fri 3/28/14	Wed 4/23/14
549	Attend Iterative Design Reviews	15 days	Fri 3/28/14	Thu 4/17/14
550	Attend Iterative Design Reviews	18.75 days	Fri 3/28/14	Wed 4/23/14
551	Deliverable: 4.2.4.2 Iterative Design Reviews (Core, Shared & ECY Unique)	0 days	Wed 4/23/14	Wed 4/23/14
552	4.2.4.3 Assessment of changes required for State enterprise data integration require	31 days	Fri 3/28/14	Fri 5/9/14
553	Prepare Assessment of changes required for State enterprise data integration requi	15 days	Fri 3/28/14	Thu 4/17/14
554	Review Assessment of changes required for State enterprise data integration requi	15 days	Fri 4/18/14	Thu 5/8/14
555	Deliverable: 4.2.4.3-A Assessment of changes required for State enterprise data int	0 days	Thu 5/8/14	Thu 5/8/14
556	Deliverable: 4.2.4.3-B Assessment of changes required for State enterprise d	1 day	Fri 5/9/14	Fri 5/9/14
557	4.2.4.4 Minimum Data Sets / Data Layouts	10 days	Fri 4/25/14	Thu 5/8/14
558	Document Minimum Data Sets / Data Layouts	10 days	Fri 4/25/14	Thu 5/8/14
559	Deliverable: 4.2.4.4 Minimum Data Sets / Data Layouts (Core, Shared & ECY Unique)	0 days	Thu 5/8/14	Thu 5/8/14
560	4.2.4.5 RTM	10 days	Fri 5/9/14	Thu 5/22/14
561	Update the RTM	5 days	Fri 5/9/14	Thu 5/15/14
562	Review the RTM	5 days	Fri 5/16/14	Thu 5/22/14
563	Deliverable: 4.2.4.5 RTM (Core, Shared & ECY Unique)	0 days	Thu 5/22/14	Thu 5/22/14
564	4.2.4.6 List of Interfaces and Reports	30 days	Fri 5/9/14	Thu 6/19/14
565	Finalize List of Interfaces and Reports	10 days	Fri 5/9/14	Thu 5/22/14
566	Review List of Interfaces and Reports	10 days	Fri 5/23/14	Thu 6/5/14
567	Deliverable: 4.2.4.6 List of Interfaces and Reports (Shared & ECY Unique)	0 days	Thu 6/5/14	Thu 6/5/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
568	5.1.4.1 Interface Functional Specification	30 days	Fri 5/9/14	Thu 6/19/14
569	Prepare Interface Functional Specifications	15 days	Fri 5/9/14	Thu 5/29/14
570	Review Interface Functional Specifications	15 days	Fri 5/30/14	Thu 6/19/14
571	Deliverable: 5.1.4.1 Interface Functional Specification	0 days	Thu 6/19/14	Thu 6/19/14
572	5.1.4.2 Interface Technical Specifications	30 days	Fri 5/9/14	Thu 6/19/14
573	Document Interface Technical Specifications	15 days	Fri 5/9/14	Thu 5/29/14
574	Review Interface Technical Specifications	15 days	Fri 5/30/14	Thu 6/19/14
575	Deliverable: 5.1.4.2 Interface Technical Specifications	0 days	Thu 6/19/14	Thu 6/19/14
576	5.1.4.4 Interface Test Plan	20 days	Fri 5/9/14	Thu 6/5/14
577	Prepare Interface Test Plan	10 days	Fri 5/9/14	Thu 5/22/14
578	Review Interface Test Plan	10 days	Fri 5/23/14	Thu 6/5/14
579	Deliverable: 5.1.4.4 Interface Test Plan (Core, Shared & ECY Unique)	0 days	Thu 6/5/14	Thu 6/5/14
580	5.1.4.7 Downstream Impacts	15 days	Fri 5/9/14	Thu 5/29/14
581	Address Downstream Impacts	5 days	Fri 5/9/14	Thu 5/15/14
582	Review Downstream Impacts	10 days	Fri 5/16/14	Thu 5/29/14
583	Deliverable: 5.1.4.7 Downstream Impacts	0 days	Thu 5/29/14	Thu 5/29/14
584	5.1.4.8 Updated Project Documents	10 days	Fri 5/23/14	Thu 6/5/14
585	Update Project Documents	5 days	Fri 5/23/14	Thu 5/29/14
586	Review Updated Project Documents	5 days	Fri 5/30/14	Thu 6/5/14
587	Deliverable: 5.1.4.8 Updated Project Documents (Core, Shared & ECY Unique)	0 days	Thu 6/5/14	Thu 6/5/14
588	Deliverable: 5.1.4.9 Certification Form - Interfaces (Core, Shared & ECY Unique)	5 days	Fri 6/6/14	Thu 6/12/14
589	4.2.4.7 Sources of Data Elements	23 days	Fri 6/6/14	Tue 7/8/14
590	Document Sources of Data Elements	10 days	Fri 6/6/14	Thu 6/19/14
591	Review Sources of Data Elements	3 days	Fri 6/20/14	Tue 6/24/14
592	Deliverable: 4.2.4.7 Sources of Data Elements (Core, Shared & ECY Unique)	0 days	Tue 6/24/14	Tue 6/24/14
593	Deliverable: 4.2.4.8 Certification Form - Design for Performance (Core, Shared & ECY Unique)	10 days	Wed 6/25/14	Tue 7/8/14
594	4.2.4.9 Updated Project Documents	10 days	Fri 5/30/14	Thu 6/12/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
595	Update Project Documents	5 days	Fri 5/30/14	Thu 6/5/14
596	Review Updated Project Documents	5 days	Fri 6/6/14	Thu 6/12/14
597	Deliverable: 4.2.4.9 Updated Project Documents (Core, Shared & ECY Unique)	0 days	Thu 6/12/14	Thu 6/12/14
598	Deliverable: 4.2.4.11 Certification Form - Enterprise Integration Design (Core, Shared &	5 days	Fri 6/6/14	Thu 6/12/14
599	Deliverable: 4.2.4.12 Certification Form - Solution Design	0.1 days	Fri 6/13/14	Fri 6/13/14
600	Critical Milestone: Completion of Design (Core, Shared, & ECY Unique)	0 days	Fri 6/13/14	Fri 6/13/14
601	Configure/Integrate Shared & ECY Unique	89.4 days	Wed 4/23/14	Wed 8/27/14
602	Configure EmpCenter	39.6 days	Wed 4/23/14	Wed 6/18/14
603	Configure ECY	39.6 days	Wed 4/23/14	Wed 6/18/14
604	Configure Time & Attendance	37 days	Mon 4/28/14	Wed 6/18/14
605	Configure Timesheet List View, Day View, Table View	12 days	Mon 4/28/14	Wed 5/14/14
606	Configure Approval Windows	12 days	Mon 4/28/14	Wed 5/14/14
607	Configure Time Off Request	12 days	Mon 4/28/14	Wed 5/14/14
608	Configure Exceptions	12 days	Mon 4/28/14	Wed 5/14/14
609	Configure Banks	20 days	Mon 4/28/14	Mon 5/26/14
610	Configure Premiums	20 days	Mon 4/28/14	Mon 5/26/14
611	Configure Holiday Calendars	20 days	Mon 4/28/14	Mon 5/26/14
612	Configure Exceptions	20 days	Mon 4/28/14	Mon 5/26/14
613	Configure Employee Import	20 days	Mon 4/28/14	Mon 5/26/14
614	Configure Premiums	17 days	Mon 5/26/14	Wed 6/18/14
615	Configure Schedule Templates	17 days	Mon 5/26/14	Wed 6/18/14
616	Configure Exceptions	17 days	Mon 5/26/14	Wed 6/18/14
617	Configure Reports	17 days	Mon 5/26/14	Wed 6/18/14
618	ECY delivers sample employee interface data to WFS	0 days	Mon 4/28/14	Mon 4/28/14
619	Prep for Demo / Move to TEST	3 days	Mon 5/26/14	Thu 5/29/14
620	Prepare ECY demo agenda	0.5 days	Tue 6/3/14	Tue 6/3/14
621	Prep for Demo	0.5 days	Tue 6/3/14	Wed 6/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
622	Conduct ECY Demo	0.5 days	Wed 6/4/14	Wed 6/4/14
623	ETP: HRMS Remediation Custom Fields Complete	0 days	Mon 5/5/14	Mon 5/5/14
624	ETP: Network Infrastructure Configured	0 days	Wed 4/23/14	Wed 4/23/14
625	ETP: Interfaces complete (Agency specific, AFRS, HRMS)	0 days	Mon 5/5/14	Mon 5/5/14
626	Configure Interfaces	30 days	Mon 5/5/14	Mon 6/16/14
627	Configure Imports	25 days	Mon 5/5/14	Mon 6/9/14
628	Configure Employee Import	5 days	Mon 5/5/14	Mon 5/12/14
629	Configure Cost Center LD Import	3 days	Mon 5/12/14	Thu 5/15/14
630	Configure Location Upload	3 days	Thu 5/15/14	Tue 5/20/14
631	Configure Bank Balance Import	3 days	Tue 5/20/14	Fri 5/23/14
632	Configure Shift Rate Import	3 days	Fri 5/23/14	Wed 5/28/14
633	Configure Schedule Template Import	3 days	Wed 5/28/14	Mon 6/2/14
634	Configure Assignment Group Script	5 days	Mon 6/2/14	Mon 6/9/14
635	Configure Payroll Export	17 days	Mon 5/5/14	Wed 5/28/14
636	Deliverable: 5.1.4.3 Interface Development (Core, Shared & ECY Unique)	0 days	Mon 6/9/14	Mon 6/9/14
637	Final QA Testing	5 days	Mon 6/9/14	Mon 6/16/14
638	Milestone: Configuration and QA Testing Complete	0 days	Mon 6/16/14	Mon 6/16/14
639	DCD Configuration	38.3 days	Wed 5/7/14	Mon 6/30/14
640	Create Virtual DCD Controller	2 days	Mon 5/19/14	Wed 5/21/14
641	Create DCD Configuration	5 days	Wed 5/21/14	Wed 5/28/14
642	Create Badge Import	2 days	Wed 5/28/14	Fri 5/30/14
643	Create Swipe Import	3 days	Fri 5/30/14	Wed 6/4/14
644	6.3.8 Device/Equipment Test Stage	38.3 days	Wed 5/7/14	Mon 6/30/14
645	6.3.8.4.1 Device/Equipment Test Plan	20.1 days	Wed 5/7/14	Wed 6/4/14
646	Create Device/Equipment Test Plan	10 days	Wed 5/7/14	Wed 5/21/14
647	Review Device/Equipment Test Plan	10 days	Wed 5/21/14	Wed 6/4/14
648	Deliverable: 6.3.8.4.1 Device/Equipment Test Plan (Core, Shared & ECY Un	0.1 days	Wed 6/4/14	Wed 6/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
649	6.3.8.4.2 Device/Equipment Testing	6.1 days	Wed 6/4/14	Thu 6/12/14
650	Conduct Device/Equipment Testing	3 days	Wed 6/4/14	Mon 6/9/14
651	Review Device/Equipment Testing	3 days	Mon 6/9/14	Thu 6/12/14
652	Deliverable: 6.3.8.4.2 Device/Equipment Testing (Core, Shared & ECY Unique)	0.1 days	Thu 6/12/14	Thu 6/12/14
653	6.3.8.4.3 Defects and Issues Log for Device/Equipment Testing	10.1 days	Mon 6/2/14	Mon 6/16/14
654	Create and Perfect Defects and Issues Log for Device/Equipment Testing	5 days	Mon 6/2/14	Mon 6/9/14
655	Review Defects and Issues Log for Device/Equipment Testing	5 days	Mon 6/9/14	Mon 6/16/14
656	Deliverable: 6.3.8.4.3 Defects and Issues Log for Device/Equipment Testing	0.1 days	Mon 6/16/14	Mon 6/16/14
657	6.3.8.4.4 Updated Project Documents	10.1 days	Mon 6/9/14	Mon 6/23/14
658	Update Project Documents	5 days	Mon 6/9/14	Mon 6/16/14
659	Review Updated Project Documents	5 days	Mon 6/16/14	Mon 6/23/14
660	Deliverable: 6.3.8.4.4 Updated Project Documents (Core, Shared & ECY Unique)	0.1 days	Mon 6/23/14	Mon 6/23/14
661	Deliverable: 6.3.8.4.5 Certification Form - Device/Equipment Testing	5 days	Mon 6/23/14	Mon 6/30/14
662	DCD Deployment	20.5 days	Tue 7/29/14	Wed 8/27/14
663	Conduct Data Collection Terminal Deployment Training (TM30)	0.5 days	Tue 7/29/14	Wed 7/30/14
664	Install DCD	20 days	Wed 7/30/14	Wed 8/27/14
665	Provide TT Manager Software to TLE DCD Administrators	1 day	Wed 7/30/14	Thu 7/31/14
666	Conduct Managing Data Collection Terminals Training (TM31)	0.5 days	Wed 8/6/14	Wed 8/6/14
667	Critical Milestone: Completion of Build (Core, Shared & ECY Unique)	0 days	Wed 6/18/14	Wed 6/18/14
668	Test Core, Shared & ECY Unique	252 days	Thu 10/10/13	Tue 9/30/14
669	ECY (CORE (All) - Shared (DOT) - Unique)	252 days	Thu 10/10/13	Tue 9/30/14
670	Unit Test	56 days	Wed 4/16/14	Thu 7/3/14
671	Execute unit test scripts	36 days	Wed 5/14/14	Thu 7/3/14
672	Document issues	36 days	Wed 5/14/14	Thu 7/3/14
673	Document/resolve issues	36 days	Wed 5/14/14	Thu 7/3/14
674	Regression test changes	36 days	Wed 5/14/14	Thu 7/3/14
675	Test sign-off	0 days	Thu 7/3/14	Thu 7/3/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
676	6.3.3.4.1 Unit Test Plan	56 days	Wed 4/16/14	Thu 7/3/14
677	Create Unit Test Plan	10 days	Wed 4/16/14	Wed 4/30/14
678	Review Unit Test Plan	10 days	Wed 4/30/14	Wed 5/14/14
679	Deliverable: 6.3.3.4.1 Unit Test Plan (Core, Shared & ECY Unique)	0 days	Wed 5/14/14	Wed 5/14/14
680	6.3.3.4.2 Unit Testing	36 days	Wed 5/14/14	Thu 7/3/14
681	Conduct Unit Testing	5 days	Wed 5/14/14	Wed 5/21/14
682	Review Unit Testing	5 days	Wed 5/21/14	Wed 5/28/14
683	Deliverable: 6.3.3.4.2 Unit Testing	0 days	Thu 7/3/14	Thu 7/3/14
684	6.3.3.4.3 Defects and Issues Log for Unit Testing	0 days	Thu 7/3/14	Thu 7/3/14
685	Deliverable: 6.3.3.4.3 Defects and Issues Log for Unit Testing - ECY (CO	0 days	Thu 7/3/14	Thu 7/3/14
686	6.3.3.4.4 Updated Project Documents	36 days	Wed 5/14/14	Thu 7/3/14
687	Update Project Documents	5 days	Wed 5/14/14	Wed 5/21/14
688	Review Updated Project Documents	5 days	Wed 5/21/14	Wed 5/28/14
689	Deliverable: 6.3.3.4.4 Updated Project Documents (Core, Shared & ECY	0 days	Wed 5/28/14	Wed 5/28/14
690	Deliverable: 6.3.3.4.5 Certification Form – Unit Testing (Core, Shared &	0 days	Thu 7/3/14	Thu 7/3/14
691	System Integration Test - #1 (Core, Shared, & ECY Unique)	115.35 days	Fri 2/14/14	Fri 7/25/14
692	Project Documentation	99.35 days	Fri 2/14/14	Thu 7/3/14
693	4.3.4.7 Draft Test Scenarios and Test Scripts	40 days	Fri 2/14/14	Thu 4/10/14
694	Provide Draft Test Scenarios and Test Scripts	20 days	Fri 2/14/14	Thu 3/13/14
695	Review Draft Test Scenarios and Test Scripts	20 days	Fri 3/14/14	Thu 4/10/14
696	Deliverable: 4.3.4.7 Draft Test Scenarios and Test Scripts (Core, Shared,	0 days	Thu 4/10/14	Thu 4/10/14
697	4.3.4.8 Feedback on Test Scenarios and Test Scripts	10 days	Fri 4/4/14	Thu 4/17/14
698	Provide Feedback on Test Scenarios and Test Scripts	5 days	Fri 4/4/14	Thu 4/10/14
699	Review Feedback on Test Scenarios and Test Scripts	5 days	Fri 4/11/14	Thu 4/17/14
700	Deliverable: 4.3.4.8 Feedback on Test Scenarios and Test Scripts (Core,	0 days	Thu 4/17/14	Thu 4/17/14
701	4.3.4.9 Updated Test Scenarios and Test Scripts	15 days	Fri 4/11/14	Thu 5/1/14
702	Update Test Scenarios and Test Scripts	5 days	Fri 4/11/14	Thu 4/17/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
703	Review Updated Test Scenarios and Test Scripts	10 days	Fri 4/18/14	Thu 5/1/14
704	Deliverable: 4.3.4.9 Updated Test Scenarios and Test Scripts (Core, Sha	0 days	Thu 5/1/14	Thu 5/1/14
705	4.3.4.10 Finalize Test Scenarios and Test Scripts	15 days	Fri 5/2/14	Thu 5/22/14
706	Finalize Test Scenarios and Test Scripts	10 days	Fri 5/2/14	Thu 5/15/14
707	Review Finalized Test Scenarios and Test Scripts	5 days	Fri 5/16/14	Thu 5/22/14
708	Deliverable: 4.3.4.10 Finalize Test Scenarios and Test Scripts (Core, Sha	0 days	Thu 5/22/14	Thu 5/22/14
709	6.3.4.4.1 SIT Test #1 Test Plan	59.35 days	Fri 4/11/14	Thu 7/3/14
710	Create SIT Test #1 Test Plan	15 days	Fri 4/11/14	Thu 5/1/14
711	Review SIT Test #1 Test Plan	15 days	Fri 5/2/14	Thu 5/22/14
712	Deliverable: 6.3.4.4.1 SIT Test #1 Test Plan	0 days	Thu 5/22/14	Thu 5/22/14
713	ETP: Enterprise Reporting Solution Production Ready	0 days	Thu 7/3/14	Thu 7/3/14
714	ETP: Downstream Remediation of Legacy Systems	0 days	Thu 7/3/14	Thu 7/3/14
715	ETP: Identity Management Complete *** critical path item	0 days	Thu 7/3/14	Thu 7/3/14
716	ETP: Post-payroll Interface for HRMS to AFRS Complete	0 days	Thu 7/3/14	Thu 7/3/14
717	Refresh database	1 day	Thu 7/3/14	Fri 7/4/14
718	Confirm interface feeds	3 days	Mon 6/30/14	Thu 7/3/14
719	Execute SIT #1 scripts (Core, Shared, & ECY Unique)	10 days	Fri 7/4/14	Fri 7/18/14
720	Document/resolve issues	10 days	Fri 7/4/14	Fri 7/18/14
721	Regression test changes	10 days	Fri 7/4/14	Fri 7/18/14
722	Deliverable: 5.1.4.5 Interface Testing (Core, Shared, & ECY Unique)	0 days	Fri 7/18/14	Fri 7/18/14
723	Deliverable: 5.1.4.6 Interface Testing Defect and Issues Log (Core, Shared, & EC	0 days	Fri 7/18/14	Fri 7/18/14
724	Deliverable: 6.3.4.4.6 Updated Project Documents - SIT Test #1 (Core, Shared, & EC	0 days	Fri 7/18/14	Fri 7/18/14
725	Deliverable: 6.3.4.4.2 SIT Test #1 (Core, Shared, & ECY Unique)	0 days	Fri 7/18/14	Fri 7/18/14
726	Deliverable: 6.3.4.4.3 Defects and Issues Log for SIT Test #1 (Core, Shared, & EC	0 days	Fri 7/18/14	Fri 7/18/14
727	Deliverable: 6.3.4.4.4 Review of SIT Test #1 (Core, Shared, & ECY Unique)	0 days	Fri 7/18/14	Fri 7/18/14
728	Deliverable: 6.3.4.4.5 Certification Form - SIT Test #1 (Core, Shared, & ECY Uniq	5 days	Fri 7/18/14	Fri 7/25/14
729	Critical Milestone: Completion of SIT #1 (Core, Shared & ECY Unique)	0 days	Fri 7/18/14	Fri 7/18/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
730 System Integration Test - #2 (Core, Shared, & ECY Unique)	30.5 days	Wed 7/9/14	Wed 8/20/14
731 6.3.4.4.12 SIT Test #2 Test Plan	7.25 days	Wed 7/9/14	Fri 7/18/14
732 Create SIT Test #2 Test Plan	4 days	Wed 7/9/14	Tue 7/15/14
733 Review SIT Test #2 Test Plan	3.25 days	Tue 7/15/14	Fri 7/18/14
734 Deliverable: 6.3.4.4.12 SIT Test #2 Test Plan (Core, Shared, & ECY Unique)	0 days	Fri 7/18/14	Fri 7/18/14
735 Refresh database	1 day	Fri 7/18/14	Mon 7/21/14
736 Confirm interface feeds	1 day	Fri 7/18/14	Mon 7/21/14
737 Execute SIT #2 scripts (Core, Shared, & ECY Unique)	20 days	Mon 7/21/14	Mon 8/18/14
738 6.3.4.4.7 Enterprise Integration Test	12.5 days	Mon 7/21/14	Wed 8/6/14
739 Conduct Enterprise Integration Test	10 days	Mon 7/21/14	Mon 8/4/14
740 Conduct Enterprise Integration Test	12.5 days	Mon 7/21/14	Wed 8/6/14
741 Review Enterprise Integration Test	10 days	Mon 7/21/14	Mon 8/4/14
742 Review Enterprise Integration Test	12.5 days	Mon 7/21/14	Wed 8/6/14
743 Deliverable: 6.3.4.4.7 Enterprise Integration Test (Core, Shared, & ECY Unique)	0 days	Wed 8/6/14	Wed 8/6/14
744 6.3.4.4.8 Defects and Issues Log for Enterprise Integration Testing	10 days	Mon 7/21/14	Mon 8/4/14
745 Log and correct Defects and Issues Log for Enterprise Integration Testing	10 days	Mon 7/21/14	Mon 8/4/14
746 Review Defects and Issues Log for Enterprise Integration Testing	10 days	Mon 7/21/14	Mon 8/4/14
747 Deliverable: 6.3.4.4.8 Defects and Issues Log for Enterprise Integration Testing	0 days	Mon 8/4/14	Mon 8/4/14
748 6.3.4.4.9 Review of Enterprise Integration Test	3 days	Mon 8/4/14	Thu 8/7/14
749 Conduct walkthrough and results of the Enterprise Integration test	3 days	Mon 8/4/14	Thu 8/7/14
750 Participate in walkthrough of Enterprise Integration test	3 days	Mon 8/4/14	Thu 8/7/14
751 Deliverable: 6.3.4.4.9 Review of Enterprise Integration Test (Core, Shared, & ECY Unique)	0 days	Thu 8/7/14	Thu 8/7/14
752 Deliverable: 6.3.4.4.10 Certification Form - Enterprise Integration (Core, Shared, & ECY Unique)	0 days	Thu 8/7/14	Thu 8/7/14
753 6.3.4.4.11 Updated Project Documents - Enterprise Integration	10 days	Thu 7/31/14	Thu 8/14/14
754 Update Project Documents - Enterprise Integration	5 days	Thu 7/31/14	Thu 8/7/14
755 Review Updated Project Documents - Enterprise Integration	5 days	Thu 8/7/14	Thu 8/14/14
756 Deliverable: 6.3.4.4.11 Updated Project Documents - Enterprise Integration	0 days	Thu 8/14/14	Thu 8/14/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
757	Deliverable: 6.3.4.4.13 SIT Test #2 (Core, Shared, & ECY Unique)	0 days	Wed 8/6/14	Wed 8/6/14
758	Deliverable: 6.3.4.4.14 Defects and Issues Log for SIT Test #2 (Core, Shared, & ECY Unique)	0 days	Wed 8/6/14	Wed 8/6/14
759	Test sign-off	0 days	Wed 8/6/14	Wed 8/6/14
760	6.3.4.4.15 Updated Project Documents - SIT Test #2	12.5 days	Mon 8/4/14	Wed 8/20/14
761	Update Project Documents - SIT Test #2	5 days	Mon 8/4/14	Mon 8/11/14
762	Update Project Documents - SIT Test #2	6.25 days	Mon 8/4/14	Tue 8/12/14
763	Review Updated Project Documents - SIT Test #2	5 days	Mon 8/11/14	Mon 8/18/14
764	Review Updated Project Documents - SIT Test #2	6.25 days	Tue 8/12/14	Wed 8/20/14
765	Deliverable: 6.3.4.4.15 Updated Project Document – SIT Test #2 (Core, Shared, & ECY Unique)	0 days	Wed 8/20/14	Wed 8/20/14
766	Deliverable: 6.3.4.4.16 Certification Form – SIT Test #2 (Core, Shared, & ECY Unique)	0 days	Wed 8/20/14	Wed 8/20/14
767	Critical Milestone: Completion of SIT #2 (Core, Shared & ECY Unique)	0 days	Mon 8/18/14	Mon 8/18/14
768	User Acceptance Test #1 (Core, Shared, & ECY Unique)	54.65 days	Wed 7/16/14	Tue 9/30/14
769	6.3.5.4.1 UAT Test Plan	15 days	Fri 8/1/14	Fri 8/22/14
770	Produce User Acceptance Test Plan	10 days	Fri 8/1/14	Fri 8/15/14
771	Review User Acceptance Test Plan	5 days	Fri 8/15/14	Fri 8/22/14
772	Deliverable: 6.3.5.4.1 UAT Test Plan (Core, Shared, & ECY Unique)	0 days	Fri 8/22/14	Fri 8/22/14
773	Refresh database	2 days	Mon 8/18/14	Wed 8/20/14
774	Confirm interface feeds	2 days	Mon 8/18/14	Wed 8/20/14
775	Execute UAT #1 test scripts (Core, Shared, & ECY Unique)	11 days	Wed 8/20/14	Thu 9/4/14
776	Execute UAT #1 test scripts (Core, Shared, & ECY Unique)	16 days	Wed 8/27/14	Thu 9/18/14
777	Document issues	11 days	Mon 8/18/14	Tue 9/2/14
778	Resolve issues	11 days	Mon 8/18/14	Tue 9/2/14
779	Regression test changes	11 days	Mon 8/18/14	Tue 9/2/14
780	Deliverable: 6.3.5.4.2 UAT Test Execution (Core, Shared, & ECY Unique)	0 days	Thu 9/18/14	Thu 9/18/14
781	Deliverable: 6.3.5.4.3 Defects and Issues Log for UAT (Core, Shared, & ECY Unique)	0 days	Thu 9/18/14	Thu 9/18/14
782	Deliverable: 6.3.5.4.5 Review of UAT Test Results (Core, Shared, & ECY Unique)	0 days	Thu 9/18/14	Thu 9/18/14
783	Deliverable: 6.3.5.4.6 Confirmation of completion of UAT (Core, Shared, & ECY Unique)	0 days	Thu 9/18/14	Thu 9/18/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
784 Critical Milestone: Completion of UAT (Core, Shared & ECY Unique)	0 days	Thu 9/18/14	Thu 9/18/14
785 6.3.2.4.1 Accessibility Test Plan	20.65 days	Mon 8/18/14	Mon 9/15/14
786 Create Accessibility Test Plan	10 days	Mon 8/18/14	Mon 9/1/14
787 Review Accessibility Test Plan	10.65 days	Mon 9/1/14	Mon 9/15/14
788 Deliverable: 6.3.2.4.1 Accessibility Test Plan (Core, Shared, & ECY Unique)	0 days	Mon 9/15/14	Mon 9/15/14
789 6.3.2.4.2 Accessibility Testing	9 days	Mon 8/18/14	Fri 8/29/14
790 Conduct Accessibility Testing	5 days	Mon 8/18/14	Mon 8/25/14
791 Review Accessibility Testing	4 days	Mon 8/25/14	Fri 8/29/14
792 Deliverable: 6.3.2.4.2 Accessibility Testing (Core, Shared, & ECY Unique)	0 days	Fri 8/29/14	Fri 8/29/14
793 6.3.2.4.3 Defects and Issues Log	9 days	Mon 8/18/14	Fri 8/29/14
794 Create and fix Defects and Issues on Log	5 days	Mon 8/18/14	Mon 8/25/14
795 Review Defects and Issues Log	4 days	Mon 8/25/14	Fri 8/29/14
796 Deliverable: 6.3.2.4.3 Defects and Issues Log for Accessibility Testing	0 days	Fri 8/29/14	Fri 8/29/14
797 6.3.2.4.4 Updated Project Documents	9 days	Mon 8/18/14	Fri 8/29/14
798 Update Project Documents	5 days	Mon 8/18/14	Mon 8/25/14
799 Review Updated Project Documents	4 days	Mon 8/25/14	Fri 8/29/14
800 Deliverable: 6.3.2.4.4 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Fri 8/29/14	Fri 8/29/14
801 Deliverable: 6.3.5.4.6 Updated Project Document – Post UAT test	0 days	Fri 8/29/14	Fri 8/29/14
802 Deliverable: 6.3.2.4.5 Certification Form - Accessibility Testing (Core, Shared, & ECY Unique)	0 days	Fri 8/29/14	Fri 8/29/14
803 6.3.7.4.1 Security Test Plan	30 days	Wed 7/16/14	Wed 8/27/14
804 Develop Security Test Plan	15 days	Wed 7/16/14	Wed 8/6/14
805 Review Security Test Plan	15 days	Wed 8/6/14	Wed 8/27/14
806 Deliverable: 6.3.7.4.1 Security Test Plan (Core, Shared, & ECY Unique)	0 days	Wed 8/27/14	Wed 8/27/14
807 6.3.7.4.2 Security Testing	10 days	Wed 8/27/14	Wed 9/10/14
808 Perform Security Testing	5 days	Wed 8/27/14	Wed 9/3/14
809 Review Security Testing	5 days	Wed 9/3/14	Wed 9/10/14
810 Deliverable: 6.3.7.4.2 Security Testing (Core, Shared, & ECY Unique)	0 days	Wed 9/10/14	Wed 9/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
811	6.3.7.4.3 Ethical Hacking Tests	6.65 days	Wed 8/27/14	Thu 9/4/14
812	Conduct Ethical Hacking Tests	3 days	Wed 8/27/14	Mon 9/1/14
813	Review Ethical Hacking Tests	3.65 days	Mon 9/1/14	Thu 9/4/14
814	Deliverable: 6.3.7.4.3 Ethical Hacking Tests	0 days	Thu 9/4/14	Thu 9/4/14
815	6.3.7.4.4 Ethical Hacking Review and Remediation Plan	10 days	Fri 9/5/14	Thu 9/18/14
816	Review ethical hacking results and address vulnerabilities	10 days	Fri 9/5/14	Thu 9/18/14
817	Participate in ethical hacking results review	10 days	Fri 9/5/14	Thu 9/18/14
818	Deliverable: 6.3.7.4.4 Ethical Hacking Review and Remediation Plan (Core,	0 days	Thu 9/18/14	Thu 9/18/14
819	6.3.7.4.5 Ethical Hacking Retesting	6 days	Fri 9/19/14	Fri 9/26/14
820	Conduct Ethical Hacking Retesting	3 days	Fri 9/19/14	Tue 9/23/14
821	Review Ethical Hacking Retesting	3 days	Wed 9/24/14	Fri 9/26/14
822	Deliverable: 6.3.7.4.5 Ethical Hacking Retesting	0 days	Fri 9/26/14	Fri 9/26/14
823	6.3.7.4.6 Defects and Issues Log for Security Testing	10 days	Wed 9/17/14	Tue 9/30/14
824	Create and Perfect Defects and Issues Log for Security Testing	5 days	Wed 9/17/14	Tue 9/23/14
825	Review defects and Issues Log for Security Testing	5 days	Wed 9/24/14	Tue 9/30/14
826	Deliverable: 6.3.7.4.6 Defects and Issues Log for Security Testing (Core, Sha	0 days	Tue 9/30/14	Tue 9/30/14
827	6.3.7.4.7 Updated Project Documents	10 days	Fri 9/5/14	Thu 9/18/14
828	Update Project Documents	5 days	Fri 9/5/14	Thu 9/11/14
829	Review Updated Project Documents	5 days	Fri 9/12/14	Thu 9/18/14
830	Deliverable: 6.3.7.4.7 Updated Project Documents (Core, Shared, & ECY Ur	0 days	Thu 9/18/14	Thu 9/18/14
831	Deliverable: 6.3.7.4.8 Certification Form - Security (Core, Shared, & ECY Unique	0 days	Wed 9/10/14	Wed 9/10/14
832	Regression Testing	63 days	Fri 6/6/14	Wed 9/3/14
833	6.3.6.4.1 Regression Test Plan	31 days	Fri 6/6/14	Mon 7/21/14
834	Develop Regression Test Plan	15 days	Fri 6/6/14	Fri 6/27/14
835	Review Regression Test Plan	16 days	Fri 6/27/14	Mon 7/21/14
836	Deliverable: 6.3.6.4.1 Regression Test Plan (Core, Shared, & ECY Unique)	0 days	Mon 7/21/14	Mon 7/21/14
837	6.3.6.4.2 Regression Testing	10 days	Mon 7/21/14	Mon 8/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
838	Conduct Regression Testing	3 days	Mon 7/21/14	Thu 7/24/14
839	Conduct Regression Testing	3.75 days	Mon 7/21/14	Fri 7/25/14
840	Review Regression Testing	5 days	Thu 7/24/14	Thu 7/31/14
841	Review Regression Testing	6.25 days	Fri 7/25/14	Mon 8/4/14
842	Deliverable: 6.3.6.4.2 Regression testing (Core, Shared, & ECY Unique)	0 days	Mon 8/4/14	Mon 8/4/14
843	6.3.6.4.3 Regression testing artifacts	6 days	Mon 8/4/14	Tue 8/12/14
844	Provide DES with Regression testing artifacts	1 day	Mon 8/4/14	Tue 8/5/14
845	Review Regression testing artifacts	5 days	Tue 8/5/14	Tue 8/12/14
846	Deliverable: 6.3.6.4.3 Regression testing artifacts (Core, Shared, & ECY Unique)	0 days	Tue 8/12/14	Tue 8/12/14
847	6.3.6.4.4 Regression Test Analysis on DES Systems	6 days	Tue 8/12/14	Wed 8/20/14
848	Perform Regression Test Analysis on DES Systems	3 days	Tue 8/12/14	Fri 8/15/14
849	Review Regression Test Analysis on DES Systems	3 days	Fri 8/15/14	Wed 8/20/14
850	Deliverable: 6.3.6.4.4 Regression Test Analysis on DES Systems (Core, Shared, & ECY Unique)	0 days	Wed 8/20/14	Wed 8/20/14
851	6.3.6.4.5. Defects and Issues Log for Regression Testing	10 days	Fri 7/18/14	Fri 8/1/14
852	Create and Perfect Defects and Issues Log for Regression Testing	5 days	Fri 7/18/14	Fri 7/25/14
853	Review Defects and Issues Log for Regression Testing	5 days	Fri 7/25/14	Fri 8/1/14
854	Deliverable: 6.3.6.4.5 Defects and Issues Log for Regression Testing (Core, Shared, & ECY Unique)	0 days	Fri 8/1/14	Fri 8/1/14
855	6.3.6.4.6 Updated Project Documents	10 days	Wed 8/13/14	Wed 8/27/14
856	Update Project Documents	5 days	Wed 8/13/14	Wed 8/20/14
857	Review Updated Project Documents	5 days	Wed 8/20/14	Wed 8/27/14
858	Deliverable: 6.3.6.4.6 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Wed 8/27/14	Wed 8/27/14
859	Deliverable: 6.3.6.4.7 Certification Form.- Regression Testing	5 days	Wed 8/27/14	Wed 9/3/14
860	Performance Testing	40 days	Fri 6/27/14	Fri 8/22/14
861	6.3.9.4.1 Performance Test Plan	20 days	Fri 6/27/14	Fri 7/25/14
862	Create Performance Test Plan	10 days	Fri 6/27/14	Fri 7/11/14
863	Review Performance Test Plan	10 days	Fri 7/11/14	Fri 7/25/14
864	Deliverable: 6.3.9.4.1 Performance Test Plan (Core, Shared, & ECY Unique)	0 days	Fri 7/25/14	Fri 7/25/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
865	6.3.9.4.2 Performance Testing	10 days	Fri 7/25/14	Fri 8/8/14
866	Conduct Performance Testing	5 days	Fri 7/25/14	Fri 8/1/14
867	Review Performance Testing	5 days	Fri 8/1/14	Fri 8/8/14
868	Deliverable: 6.3.9.4.2 Performance Testing (Core, Shared, & ECY Unique)	0 days	Fri 8/8/14	Fri 8/8/14
869	6.3.9.4.3 Defects and Issues Log for Performance Testing	15 days	Fri 7/25/14	Fri 8/15/14
870	Create and Perfect Defects and Issues Log for Performance Testing	5 days	Fri 7/25/14	Fri 8/1/14
871	Review Defects and Issues Log for Performance Testing	5 days	Fri 8/8/14	Fri 8/15/14
872	Deliverable: 6.3.9.4.3 Defects and Issues Log for Performance Testing (Core)	0 days	Fri 8/15/14	Fri 8/15/14
873	6.3.9.4.4 Updated Project Documents	10 days	Fri 8/1/14	Fri 8/15/14
874	Update Project Documents	5 days	Fri 8/1/14	Fri 8/8/14
875	Review Updated Project Documents	5 days	Fri 8/8/14	Fri 8/15/14
876	Deliverable: 6.3.9.4.4 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Fri 8/15/14	Fri 8/15/14
877	Deliverable: 6.3.9.4.5 Certification Form – Performance Testing	5 days	Fri 8/15/14	Fri 8/22/14
878	Build environment for testing workstations	5 days	Fri 7/25/14	Fri 8/1/14
879	Installation & Configuration of Tool Set	5 days	Fri 8/1/14	Fri 8/8/14
880	Actual Performance Testing/Reporting/Analysis	5 days	Fri 8/8/14	Fri 8/15/14
881	Performance Test Close Out	1 day	Fri 8/15/14	Mon 8/18/14
882	Remediation of hardware if required	1 day	Mon 8/18/14	Tue 8/19/14
883	Disaster Recovery	250.85 days	Thu 10/10/13	Mon 9/29/14
884	Validation of backups / recover testing	5 days	Thu 10/10/13	Wed 10/16/13
885	Final Design / Pricing for 2nd SAN provided & Ordered	2 days	Thu 10/17/13	Fri 10/18/13
886	Delivery / Setup of 2nd SAN in current Data center	5 days	Mon 10/21/13	Fri 10/25/13
887	Configuration of SVC and Failover Testing	3 days	Mon 10/28/13	Wed 10/30/13
888	Completion of DR split between DEV/TEST & PRD	1 day	Thu 10/31/13	Thu 10/31/13
889	5.4 Disaster Recovery and Business Continuity	110.5 days	Mon 4/28/14	Mon 9/29/14
890	5.4.4.1 Disaster Recovery and Business Continuity Elements	19.65 days	Mon 4/28/14	Fri 5/23/14
891	Document Disaster Recovery and Business Continuity Elements	10 days	Mon 4/28/14	Mon 5/12/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
892 Review Disaster Recovery and Business Continuity Elements	9.65 days	Mon 5/12/14	Fri 5/23/14
893 Deliverable: 5.4.4.1 Disaster Recovery and Business Continuity Elements	0 days	Fri 5/23/14	Fri 5/23/14
894 5.4.4.2 Additional Best Practices (DR/BC)	15 days	Mon 4/28/14	Mon 5/19/14
895 Provide Additional Best Practices (DR/BC)	5 days	Mon 4/28/14	Mon 5/5/14
896 Review Additional Best Practices (DR/BC)	10 days	Mon 5/5/14	Mon 5/19/14
897 Deliverable: 5.4.4.2 Additional Best Practices (DR/BC) (Core, Shared, & ECY Unique)	0 days	Mon 5/19/14	Mon 5/19/14
898 5.4.4.3 Updated Disaster Recovery and Business Continuity Plan	25 days	Mon 5/19/14	Mon 6/23/14
899 Update Disaster Recovery and Business Continuity Plan	10 days	Mon 5/19/14	Mon 6/2/14
900 Review Updated Disaster Recovery and Business Continuity Plan	15 days	Mon 6/2/14	Mon 6/23/14
901 Deliverable: 5.4.4.3 Updated Disaster Recovery and Business Continuity Plan	0 days	Mon 6/23/14	Mon 6/23/14
902 5.4.4.4 DR/BC Policies and Strategies for the TLA Solution	18.5 days	Mon 6/23/14	Thu 7/17/14
903 Develop DR/BC Policies and Strategies for the TLA Solution	5 days	Mon 6/23/14	Mon 6/30/14
904 Review DR/BC Policies and Strategies for the TLA Solution	10 days	Mon 6/30/14	Mon 7/14/14
905 Review DR/BC Policies and Strategies for the TLA Solution	13.5 days	Mon 6/30/14	Thu 7/17/14
906 Deliverable: 5.4.4.4 DR/BC Policies and Strategies for the TLA Solution	0 days	Thu 7/17/14	Thu 7/17/14
907 5.4.4.5 DR/BC Policies and Strategies for the TLA Solution	5 days	Thu 7/17/14	Thu 7/24/14
908 Develop DR/BC Policies and Strategies for the TLA Solution	5 days	Thu 7/17/14	Thu 7/24/14
909 Review DR/BC Policies and Strategies for the TLA Solution	2.25 days	Tue 7/22/14	Thu 7/24/14
910 Deliverable: 5.4.4.5 DR/BC Policies and Strategies for the TLA Solution	0 days	Thu 7/24/14	Thu 7/24/14
911 5.4.4.6 Prime Vendor Tools and Systems	15 days	Thu 7/24/14	Thu 8/14/14
912 Install Prime Vendor Tools and Systems	5 days	Thu 7/24/14	Thu 7/31/14
913 Review Prime Vendor Tools and Systems	10 days	Thu 7/31/14	Thu 8/14/14
914 Deliverable: 5.4.4.6 Prime Vendor Tools and Systems	0 days	Thu 8/14/14	Thu 8/14/14
915 5.4.4.7 DES Tools and Systems	6 days	Thu 8/14/14	Fri 8/22/14
916 Install DES Tools and Systems	3 days	Thu 8/14/14	Tue 8/19/14
917 Review DES Tools and Systems	3 days	Tue 8/19/14	Fri 8/22/14
918 Deliverable: 5.4.4.7 DES Tools and Systems (Core, Shared, & ECY Unique)	0 days	Fri 8/22/14	Fri 8/22/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
919	5.4.4.8 Testing of Disaster Recovery and Business Continuity Plan	11 days	Fri 8/22/14	Mon 9/8/14
920	Perform Testing of Disaster Recovery and Business Continuity Plan	5 days	Fri 8/22/14	Fri 8/29/14
921	Review Testing of Disaster Recovery and Business Continuity Plan	6 days	Fri 8/29/14	Mon 9/8/14
922	Deliverable: 5.4.4.8 Testing of Disaster Recovery and Business Continuity Plan	0 days	Mon 9/8/14	Mon 9/8/14
923	5.4.4.9 Testing of Disaster Recovery and Business Continuity Plan	10 days	Mon 9/8/14	Mon 9/22/14
924	Perform Testing of Disaster Recovery and Business Continuity Plan	5 days	Mon 9/8/14	Mon 9/15/14
925	Review Testing of Disaster Recovery and Business Continuity Plan	5 days	Mon 9/15/14	Mon 9/22/14
926	Deliverable: 5.4.4.9 Testing of Disaster Recovery and Business Continuity Plan	0 days	Mon 9/22/14	Mon 9/22/14
927	5.4.4.10 Updated Project Documents	10 days	Thu 7/24/14	Thu 8/7/14
928	Update Project Documents	5 days	Thu 7/24/14	Thu 7/31/14
929	Review Updated Project Documents	5 days	Thu 7/31/14	Thu 8/7/14
930	Deliverable: 5.4.4.10 Updated Project documents (Core, Shared, & ECY)	0 days	Thu 8/7/14	Thu 8/7/14
931	Deliverable: 5.4.4.11 Certification Form - Disaster Recovery and Business Continuity Plan	5 days	Mon 9/22/14	Mon 9/29/14
932	Quality Reviews	50.5 days	Fri 7/18/14	Fri 9/26/14
933	9.8.4.3 Quality Assurance Reviews	10 days	Wed 8/20/14	Wed 9/3/14
934	Conduct Quality Assurance Reviews	2 wks	Wed 8/20/14	Wed 9/3/14
935	Deliverable: 9.8.4.3 Quality Assurance Reviews	0 days	Wed 9/3/14	Wed 9/3/14
936	9.8.4.4 Prime Vendor Internal QA Reports	7 days	Wed 9/3/14	Fri 9/12/14
937	Deliver Quarterly QA reports	2 days	Wed 9/3/14	Fri 9/5/14
938	Review Quarterly QA Reports	5 days	Fri 9/5/14	Fri 9/12/14
939	Deliverable: 9.8.4.4 Prime Vendor Internal QA Reports	0 days	Fri 9/12/14	Fri 9/12/14
940	9.8.4.5 Prime Vendor QA Deficiencies Addressed	10 days	Fri 9/12/14	Fri 9/26/14
941	Address Prime Vendor QA Deficiencies	5 days	Fri 9/12/14	Fri 9/19/14
942	Review the address of Prime Vendor QA Deficiencies	5 days	Fri 9/19/14	Fri 9/26/14
943	Deliverable: 9.8.4.5 Prime Vendor QA Deficiencies Addressed	0 days	Fri 9/26/14	Fri 9/26/14
944	9.8.4.6 DES Reviews and Scorecards	7 days	Wed 8/20/14	Fri 8/29/14
945	Participate in DES reviews	3 days	Wed 8/20/14	Mon 8/25/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
946	Provide reviews and scorecards	4 days	Mon 8/25/14	Fri 8/29/14
947	Deliverable: 9.8.4.6 DES Reviews and Scorecards	0 days	Fri 8/29/14	Fri 8/29/14
948	4.3.4.11 Complete Data Integrity Testing	20 days	Wed 8/6/14	Wed 9/3/14
949	Complete Data Integrity Testing	10 days	Wed 8/6/14	Wed 8/20/14
950	Review Completed Data Integrity Testing	10 days	Wed 8/20/14	Wed 9/3/14
951	Deliverable: 4.3.4.11 Complete Data Integrity Testing (Core, Shared, & ECY	0 days	Wed 9/3/14	Wed 9/3/14
952	4.3.4.12 Application Demonstration	5 days	Fri 7/18/14	Fri 7/25/14
953	Provide Application Demonstration	5 days	Fri 7/18/14	Fri 7/25/14
954	Attend Application Demonstration	5 days	Fri 7/18/14	Fri 7/25/14
955	Deliverable: 4.3.4.12 Application Demonstration	0 days	Fri 7/25/14	Fri 7/25/14
956	4.3.4.13 Updated Test Materials	10 days	Fri 7/18/14	Fri 8/1/14
957	Update Test Materials	5 days	Fri 7/18/14	Fri 7/25/14
958	Review Updated Test Materials	5 days	Fri 7/25/14	Fri 8/1/14
959	Deliverable: 4.3.4.13 Updated Test Materials (Core, Shared, & ECY Unique)	0 days	Fri 8/1/14	Fri 8/1/14
960	4.3.4.14 Knowledge Transfer	10 days	Fri 7/18/14	Fri 8/1/14
961	Provide Knowledge Transfer	10 days	Fri 7/18/14	Fri 8/1/14
962	Receive Knowledge Transfer	10 days	Fri 7/18/14	Fri 8/1/14
963	Deliverable: 4.3.4.14 Knowledge Transfer (Core, Shared, & ECY Unique)	0 days	Fri 8/1/14	Fri 8/1/14
964	4.3.4.15 Validated Configuration	19 days	Fri 8/1/14	Thu 8/28/14
965	Validate Configuration	10 days	Fri 8/1/14	Fri 8/15/14
966	Review Validated Configuration	9 days	Fri 8/15/14	Thu 8/28/14
967	Deliverable: 4.3.4.15 Validated Configuration (Core, Shared, & ECY Unique)	0 days	Thu 8/28/14	Thu 8/28/14
968	Deliverable: 4.3.4.16 Certification Form - Configuration for Performance	10 days	Thu 8/28/14	Thu 9/11/14
969	4.3.4.17 Updated Project Documents	11 days	Thu 8/21/14	Fri 9/5/14
970	Update Project Documents	5 days	Thu 8/21/14	Thu 8/28/14
971	Review Updated Project Documents	6 days	Thu 8/28/14	Fri 9/5/14
972	Deliverable: 4.3.4.17 Updated Project Documents (Core, Shared, & ECY Uni	0 days	Fri 9/5/14	Fri 9/5/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
973 Deliverable: 4.3.4.18 Certification Form – Build, Configure and Validate	5 days	Fri 9/5/14	Fri 9/12/14
974 Deploy Core, Shared, & ECY Unique	308.35 days	Mon 10/7/13	Mon 12/15/14
975 Training	182.1 days	Thu 4/3/14	Mon 12/15/14
976 2.1.4.3 End-user Training Materials and Tools	40.65 days	Mon 4/28/14	Mon 6/23/14
977 Create Training Materials and Tools	20 days	Mon 4/28/14	Mon 5/26/14
978 Review Training Materials and Tools	20.65 days	Mon 5/26/14	Mon 6/23/14
979 Deliverable: 2.1.4.3 End-user Training Materials and Tools (Core, Shared, & ECY Unique)	0 days	Mon 6/23/14	Mon 6/23/14
980 2.1.4.4 On-Line Help Materials	20 days	Thu 4/3/14	Thu 5/1/14
981 Create On-line Help Materials	10 days	Thu 4/3/14	Thu 4/17/14
982 Review On-Line Help Materials	10 days	Thu 4/17/14	Thu 5/1/14
983 Deliverable: 2.1.4.4 On-Line Help Materials (Core, Shared, & ECY Unique)	0 days	Thu 5/1/14	Thu 5/1/14
984 2.1.4.5 Instructor Course Materials	10 days	Tue 6/24/14	Mon 7/7/14
985 Create Instructor Course Materials	5 days	Tue 6/24/14	Mon 6/30/14
986 Review Instructor Course Materials	5 days	Tue 7/1/14	Mon 7/7/14
987 Deliverable: 2.1.4.5 Instructor Course Materials	0 days	Mon 7/7/14	Mon 7/7/14
988 2.1.4.6 Quick reference guides (QRG)	10 days	Tue 6/24/14	Mon 7/7/14
989 Create Quick reference guides (QRG)	5 days	Tue 6/24/14	Mon 6/30/14
990 Review Quick reference guides (QRG)	5 days	Tue 7/1/14	Mon 7/7/14
991 Deliverable: 2.1.4.6 Quick reference guides (QRG) (Core, Shared, & ECY Unique)	0 days	Mon 7/7/14	Mon 7/7/14
992 2.1.4.7 Web-based education and training delivery modules	20 days	Tue 6/24/14	Mon 7/21/14
993 Create Web-based education and training delivery modules	10 days	Tue 6/24/14	Mon 7/7/14
994 Review Web-based education and training delivery modules	10 days	Tue 7/8/14	Mon 7/21/14
995 Deliverable: 2.1.4.7 Web-based education and training delivery modules	0 days	Mon 7/21/14	Mon 7/21/14
996 2.1.4.8 Trainer assessment and Train-the-Trainer course materials	20 days	Tue 7/8/14	Mon 8/4/14
997 Create Trainer assessment and Train-the-Trainer course materials	10 days	Tue 7/8/14	Mon 7/21/14
998 Review Trainer assessment and Train-the-Trainer course materials	10 days	Tue 7/22/14	Mon 8/4/14
999 Deliverable: 2.1.4.8 Trainer assessment and Train-the-Trainer course materials	0 days	Mon 8/4/14	Mon 8/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1000	2.1.4.9 Conduct Train-the-Trainer Training	16.35 days	Tue 8/5/14	Wed 8/27/14
1001	Deliver Train-the-Trainer Training	5 days	Tue 8/5/14	Mon 8/11/14
1002	Attend Train-the-Trainer Training	5 days	Wed 8/20/14	Wed 8/27/14
1003	Deliverable: 2.1.4.9 Conduct Train-the-Trainer Training	0 days	Wed 8/27/14	Wed 8/27/14
1004	2.1.4.10 Conduct Instructor-led Training	6.25 days	Tue 7/8/14	Wed 7/16/14
1005	Deliver Conduct Instructor-led Training	5 days	Tue 7/8/14	Mon 7/14/14
1006	Deliver Conduct Instructor-led Training	6.25 days	Tue 7/8/14	Wed 7/16/14
1007	Attend Instructor-led Training	5 days	Tue 7/8/14	Mon 7/14/14
1008	Attend Instructor-led Training	6.25 days	Tue 7/8/14	Wed 7/16/14
1009	Deliverable: 2.1.4.10 Conduct Instructor-led Training (Core, Shared, & ECY Uniq	0 days	Wed 7/16/14	Wed 7/16/14
1010	2.1.4.11 Final revisions to end-user course materials, instructor course materials, 10 days	10 days	Wed 8/27/14	Wed 9/10/14
1011	Perform Final revisions to end-user course materials, instructor course materia	5 days	Wed 8/27/14	Wed 9/3/14
1012	Review Final revisions to end-user course materials, instructor course materia	5 days	Wed 9/3/14	Wed 9/10/14
1013	Deliverable: 2.1.4.11 Final revisions to end- user course materials, instructor cc	0 days	Wed 9/10/14	Wed 9/10/14
1014	2.1.4.12 Training course handover report-Train-the-Trainer	10 days	Wed 8/27/14	Wed 9/10/14
1015	Prepare Training course handover report-Train-the-Trainer	5 days	Wed 8/27/14	Wed 9/3/14
1016	Review Training course handover report-Train-the-Trainer	5 days	Wed 9/3/14	Wed 9/10/14
1017	Deliverable: 2.1.4.12 Training course handover report – Train-the-Trainer	0 days	Wed 9/10/14	Wed 9/10/14
1018	2.1.4.13 Instructor-led course handover report	10 days	Wed 7/16/14	Wed 7/30/14
1019	Prepare Instructor-led course handover report	5 days	Wed 7/16/14	Wed 7/23/14
1020	Review Instructor-led course handover report	5 days	Wed 7/23/14	Wed 7/30/14
1021	Deliverable: 2.1.4.13 Instructor-led course handover report (Core, Shared, & EC	0 days	Wed 7/30/14	Wed 7/30/14
1022	2.1.4.14 End User Surveys	21 days	Wed 9/10/14	Thu 10/9/14
1023	Prepare End User Surveys	5 days	Wed 9/10/14	Wed 9/17/14
1024	Conduct End User Surveys	10 days	Wed 9/17/14	Wed 10/1/14
1025	Gather and tally End User Surveys results	3 days	Wed 10/1/14	Mon 10/6/14
1026	Determine action items resulting from End User Surveys	3 days	Mon 10/6/14	Thu 10/9/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1027	Deliverable: 2.1.4.14 End User Surveys (Core, Shared, & ECY Unique)	0 days	Thu 10/9/14	Thu 10/9/14
1028	2.1.4.15 Updated end user training Materials and Tools	20 days	Wed 9/10/14	Wed 10/8/14
1029	Prepare Updated end user training Materials and Tools	10 days	Wed 9/10/14	Wed 9/24/14
1030	Review Updated end user training Materials and Tools	10 days	Wed 9/24/14	Wed 10/8/14
1031	Deliverable: 2.1.4.15 Updated end user training Materials and Tools (Core, Sha	0 days	Wed 10/8/14	Wed 10/8/14
1032	2.1.4.16 Complete Training	60 days	Mon 9/15/14	Mon 12/8/14
1033	Perform Logistics for Complete Training	7 days	Mon 9/15/14	Wed 9/24/14
1034	Conduct Complete Training	43 days	Wed 10/8/14	Mon 12/8/14
1035	Conduct Complete Training	42 days	Wed 9/24/14	Fri 11/21/14
1036	Deliverable: 2.1.4.16 Complete Training	0 days	Mon 12/8/14	Mon 12/8/14
1037	2.1.4.17 Updated Project Documents	22 days	Wed 10/22/14	Fri 11/21/14
1038	Prepare Updated Project Documents	10 days	Wed 10/22/14	Wed 11/5/14
1039	Review Updated Project Documents	12 days	Wed 11/5/14	Fri 11/21/14
1040	Deliverable: 2.1.4.17 Updated Project Documents (Core, Shared, & ECY Unique	0 days	Fri 11/21/14	Fri 11/21/14
1041	Deliverable: 2.1.4.18 Certification Form - Training	5 days	Mon 12/8/14	Mon 12/15/14
1042	Knowledge Transfer	113.65 days	Mon 4/28/14	Thu 10/2/14
1043	2.2.4.1 Knowledge transfer component of the Training Plan	19.65 days	Mon 4/28/14	Fri 5/23/14
1044	Create Knowledge transfer component of the Training Plan	10 days	Mon 4/28/14	Mon 5/12/14
1045	Review Knowledge transfer component of the Training Plan	9.65 days	Mon 5/12/14	Fri 5/23/14
1046	Deliverable: 2.2.4.1 Knowledge transfer component of the Training Plan	0 days	Fri 5/23/14	Fri 5/23/14
1047	2.2.4.2 Conduct Knowledge Transfer	42 days	Mon 5/26/14	Tue 7/22/14
1048	Perform Knowledge transfer component of the Training Plan	2 mons	Mon 5/26/14	Fri 7/18/14
1049	Obtain Knowledge transfer component of the Training Plan	2.1 mons	Mon 5/26/14	Tue 7/22/14
1050	Deliverable: 2.2.4.2 Conduct Knowledge Transfer (Core, Shared, & ECY Unique)	0 days	Tue 7/22/14	Tue 7/22/14
1051	2.2.4.3 Self Assessment Tool	20 days	Wed 7/23/14	Tue 8/19/14
1052	Prepare Self Assessment Tool	6 days	Wed 7/23/14	Wed 7/30/14
1053	Conduct Self Assessment	10 days	Wed 7/30/14	Tue 8/12/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1054	Gather and tally Self Assessment results	3 days	Wed 8/13/14	Fri 8/15/14
1055	Determine action items resulting from Self Assessment	2 days	Mon 8/18/14	Tue 8/19/14
1056	Deliverable: 2.2.4.3 Develop Knowledge Transfer Self Assessment Tool	0 days	Tue 8/19/14	Tue 8/19/14
1057	2.2.4.4 Personnel Survey	20 days	Wed 7/23/14	Tue 8/19/14
1058	Prepare Personnel Survey	5 days	Wed 7/23/14	Tue 7/29/14
1059	Conduct Personnel Survey	10 days	Wed 7/30/14	Tue 8/12/14
1060	Gather and tally Personnel Survey results	3 days	Wed 8/13/14	Fri 8/15/14
1061	Determine action items resulting from Personnel Survey	2 days	Mon 8/18/14	Tue 8/19/14
1062	Deliverable: 2.2.4.4 Personnel Survey	0 days	Tue 8/19/14	Tue 8/19/14
1063	2.2.4.5 Deficiencies Remediation	27 days	Wed 8/20/14	Thu 9/25/14
1064	Address deficiencies in the knowledge transfer to personnel	1 mon	Wed 8/20/14	Tue 9/16/14
1065	Prepare Deficiencies Report	2 days	Wed 9/17/14	Thu 9/18/14
1066	Review Deficiencies Report	5 days	Fri 9/19/14	Thu 9/25/14
1067	Deliverable: 2.2.4.5 Deficiencies Remediation (Core, Shared, & ECY Unique)	0 days	Thu 9/25/14	Thu 9/25/14
1068	2.2.4.6 Knowledge transfer Handover Report	15 days	Wed 7/23/14	Tue 8/12/14
1069	Prepare Knowledge transfer Handover Report	5 days	Wed 7/23/14	Tue 7/29/14
1070	Review Knowledge transfer Handover Report	10 days	Wed 7/30/14	Tue 8/12/14
1071	Deliverable: 2.2.4.6 Knowledge transfer Handover Report	0 days	Tue 8/12/14	Tue 8/12/14
1072	2.2.4.7 Updated Project Documents	10 days	Wed 8/6/14	Tue 8/19/14
1073	Perform Updated Project Documents	5 days	Wed 8/6/14	Tue 8/12/14
1074	Review Updated Project Documents	5 days	Wed 8/13/14	Tue 8/19/14
1075	Deliverable: 2.2.4.7 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Tue 8/19/14	Tue 8/19/14
1076	Deliverable: 2.2.4.8 Certification Form – Personnel Knowledge Transfer (Core, Share	5 days	Fri 9/26/14	Thu 10/2/14
1077	Critical Milestone: Completion of Training and Education	0 days	Mon 12/15/14	Mon 12/15/14
1078	Business Readiness	44 days	Wed 7/23/14	Mon 9/22/14
1079	Business	44 days	Wed 7/23/14	Mon 9/22/14
1080	Agency changes communicated	44 days	Wed 7/23/14	Mon 9/22/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1081	All necessary applications and shortcuts loaded and working on PC's	44 days	Wed 7/23/14	Mon 9/22/14
1082	All users have id's	44 days	Wed 7/23/14	Mon 9/22/14
1083	EUC	44 days	Wed 7/23/14	Mon 9/22/14
1084	User PC's Tested for connectivity	44 days	Wed 7/23/14	Mon 9/22/14
1085	User PC's Hardware/Software Updated as necessary	44 days	Wed 7/23/14	Mon 9/22/14
1086	User ID & Password	44 days	Wed 7/23/14	Mon 9/22/14
1087	CUTOVER/CONVERSION	292.35 days	Mon 10/7/13	Fri 11/21/14
1088	Initial Configuration/Master Data	4 days	Mon 8/18/14	Fri 8/22/14
1089	Configuration in Prod Complete	1 day	Mon 8/18/14	Tue 8/19/14
1090	Master Data in Prod Complete	3 days	Tue 8/19/14	Fri 8/22/14
1091	Mock 1	12 days	Mon 8/18/14	Wed 9/3/14
1092	General	7 days	Mon 8/18/14	Wed 8/27/14
1093	Data Gathering	5 days	Mon 8/18/14	Mon 8/25/14
1094	Identify ECY Employees & SME	1 day	Fri 8/22/14	Mon 8/25/14
1095	Pull data for set up elements	1 day	Mon 8/18/14	Tue 8/19/14
1096	Deliverable: 4.3.4.5 Data mapping (ECY)	1 day	Tue 8/19/14	Wed 8/20/14
1097	Populate mapping table for each Agency if necessary	1 day	Mon 8/18/14	Tue 8/19/14
1098	Data Conversion	1 day	Mon 8/25/14	Tue 8/26/14
1099	Prepare load sheet	1 day	Mon 8/25/14	Tue 8/26/14
1100	Initial load into EmpCenter	1 day	Mon 8/25/14	Tue 8/26/14
1101	Financial Preparation	1 day	Tue 8/26/14	Wed 8/27/14
1102	Perform Financial Steps	1 day	Tue 8/26/14	Wed 8/27/14
1103	Verify & Sign Off Employee conversion successful	0 days	Wed 8/27/14	Wed 8/27/14
1104	EmpCenter	5 days	Wed 8/27/14	Wed 9/3/14
1105	Employee master data requirements identified	2 days	Wed 8/27/14	Fri 8/29/14
1106	Extract data from SAP	2 days	Wed 8/27/14	Fri 8/29/14
1107	Map SAP data elements & identify missing info	2 days	Wed 8/27/14	Fri 8/29/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1108	SME's to capture missing data	2 days	Wed 8/27/14	Fri 8/29/14
1109	Populate EmpCenter spreadsheet & upload	2 days	Wed 8/27/14	Fri 8/29/14
1110	Verify Employee Mater Data	2 days	Wed 8/27/14	Fri 8/29/14
1111	HCM master data gathering	4 days	Wed 8/27/14	Tue 9/2/14
1112	Load HCM Master data	1 day	Tue 9/2/14	Wed 9/3/14
1113	Verify & Sign Off Employee Master data conversion	0 days	Wed 9/3/14	Wed 9/3/14
1114	Deliverable: 7.4.10 Practice Cutover (Core, Shared, & ECY Unique)	10 days	Mon 10/7/13	Fri 10/18/13
1115	Deliverable: 7.4.10 Practice Cutover (Core, Shared, & ECY Unique)	12.5 days	Mon 10/7/13	Wed 10/23/13
1116	Production Cutover Schedule	87.35 days	Wed 7/23/14	Fri 11/21/14
1117	Project Cutover Preparation Activities	61 days	Wed 7/23/14	Wed 10/15/14
1118	7.4.1 Cutover Plan	25 days	Wed 7/23/14	Tue 8/26/14
1119	Develop Cutover Plan	15 days	Wed 7/23/14	Tue 8/12/14
1120	Review Cutover Plan	10 days	Wed 8/13/14	Tue 8/26/14
1121	Deliverable: 7.4.1 Cutover Plan (Core, Shared, & ECY Unique)	0 days	Tue 8/26/14	Tue 8/26/14
1122	7.4.2 Command Center Set-up Template	10 days	Wed 8/27/14	Tue 9/9/14
1123	Develop Command Center Set-up Template	5 days	Wed 8/27/14	Tue 9/2/14
1124	Review Command Center Set-up Template	5 days	Wed 9/3/14	Tue 9/9/14
1125	Deliverable: 7.4.2 Command Center Set-up Template	0 days	Tue 9/9/14	Tue 9/9/14
1126	7.4.3 Command Center Set-Up Plan	31 days	Wed 8/27/14	Wed 10/8/14
1127	Develop Command Center Set-Up Plan	26 days	Wed 8/27/14	Wed 10/1/14
1128	Physical location setup	11 days	Wed 8/27/14	Wed 9/10/14
1129	Network connectivity	11 days	Wed 8/27/14	Wed 9/10/14
1130	Telephones (non Cell)*6	11 days	Wed 8/27/14	Wed 9/10/14
1131	Seating and workspace for 10	11 days	Wed 8/27/14	Wed 9/10/14
1132	White boards	11 days	Wed 8/27/14	Wed 9/10/14
1133	Identify Personnel	5 days	Thu 9/11/14	Wed 9/17/14
1134	DOT	5 days	Thu 9/11/14	Wed 9/17/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1135	ECY	5 days	Thu 9/11/14	Wed 9/17/14
1136	DES	5 days	Thu 9/11/14	Wed 9/17/14
1137	WFS	5 days	Thu 9/11/14	Wed 9/17/14
1138	Develop issue/ defect reporting and resolution process	5 days	Thu 9/18/14	Wed 9/24/14
1139	How are issue/ defect reported to CC	5 days	Thu 9/18/14	Wed 9/24/14
1140	How are issue/ defect recorded	5 days	Thu 9/18/14	Wed 9/24/14
1141	How are issue/ defect assigned to personnel	5 days	Thu 9/18/14	Wed 9/24/14
1142	How are issue/ defect closed	5 days	Thu 9/18/14	Wed 9/24/14
1143	Identify hours of operation	5 days	Thu 9/25/14	Wed 10/1/14
1144	How many months from Go-Live	5 days	Thu 9/25/14	Wed 10/1/14
1145	Hours of operation during Monday to Friday	5 days	Thu 9/25/14	Wed 10/1/14
1146	Weekend Support ?	5 days	Thu 9/25/14	Wed 10/1/14
1147	Review Command Center Set-Up Plan	5 days	Thu 10/2/14	Wed 10/8/14
1148	Deliverable: 7.4.3 Command Center Set-Up Plan (Core, Shared, & ECY L	0 days	Wed 10/8/14	Wed 10/8/14
1149	7.4.4 Cutover Readiness Assessment	15 days	Thu 9/25/14	Wed 10/15/14
1150	Perform Cutover Readiness Assessment	5 days	Thu 9/25/14	Wed 10/1/14
1151	Review Cutover Readiness Assessment	10 days	Thu 10/2/14	Wed 10/15/14
1152	Deliverable: 7.4.4 Cutover Readiness Assessment (Core, Shared, & ECY L	0 days	Wed 10/15/14	Wed 10/15/14
1153	7.4.5 Command Center Communication Plan	11 days	Wed 8/27/14	Wed 9/10/14
1154	Develop Command Center Communication Plan	6 days	Wed 8/27/14	Wed 9/3/14
1155	Review Command Center Communication Plan	5 days	Thu 9/4/14	Wed 9/10/14
1156	Deliverable: 7.4.5 Command Center Communication Plan (Core, Sharec	0 days	Wed 9/10/14	Wed 9/10/14
1157	7.4.7 Show-Stopper Report	10.1 days	Wed 7/23/14	Wed 8/6/14
1158	Develop Show-Stopper Report	5 days	Wed 7/23/14	Tue 7/29/14
1159	Review Show-Stopper Report	5 days	Wed 7/30/14	Tue 8/5/14
1160	Deliverable: 7.4.7 Show-Stopper Report	0.1 days	Wed 8/6/14	Wed 8/6/14
1161	7.4.8 Pre-Cutover DES Executive Review	5.1 days	Wed 8/6/14	Wed 8/13/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1162	Develop Pre-Cutover DES Executive Review	5 days	Wed 8/6/14	Wed 8/13/14
1163	Review Pre-Cutover DES Executive Paper	5 days	Wed 8/6/14	Wed 8/13/14
1164	Deliverable: 7.4.8 Pre-Cutover DES Executive Review	0.1 days	Wed 8/13/14	Wed 8/13/14
1165	ECY Security role testing (positive and negative) in TEST	10 days	Wed 9/3/14	Wed 9/17/14
1166	DES extracts employee data for WFS to use for INITIAL employee load.	5 days	Wed 9/17/14	Wed 9/24/14
1167	Keep a list of all deleted users and new users in Legacy systems from the or	1 day	Wed 9/24/14	Thu 9/25/14
1168	7.4.9 Production Readiness Confirmation	8 days	Thu 9/25/14	Tue 10/7/14
1169	Prepare Production Readiness Confirmation	3 days	Thu 9/25/14	Tue 9/30/14
1170	Review Production Readiness Confirmation	5 days	Tue 9/30/14	Tue 10/7/14
1171	Deliverable: 7.4.9 Production Readiness Confirmation (Core, Shared, & ECY	0 days	Tue 10/7/14	Tue 10/7/14
1172	Comprehensive Strategy and Plan to Transition Operational Support to DES St	12 days	Thu 10/9/14	Fri 10/24/14
1173	Develop Comprehensive Strategy and Plan to Transition Operational Suppo	5 days	Thu 10/9/14	Wed 10/15/14
1174	Review Comprehensive Strategy and Plan to Transition Operational Suppor	7 days	Thu 10/16/14	Fri 10/24/14
1175	Deliverable: 7.4.12 Comprehensive Strategy and Plan to Transition Operati	0 days	Fri 10/24/14	Fri 10/24/14
1176	Transition Plan to Prime Vendor's Support Organization	21 days	Wed 8/6/14	Thu 9/4/14
1177	Develop Transition Plan to Prime Vendor's Support Organization	10 days	Wed 8/6/14	Wed 8/20/14
1178	Develop Transition Plan to Prime Vendor's Support Organization	11 days	Wed 8/20/14	Thu 9/4/14
1179	Deliverable: 7.4.13 Transition Plan to Prime Vendor's Support Organization	0 days	Thu 9/4/14	Thu 9/4/14
1180	Transition Plan to Prime Vendor's Hosting Organization	20 days	Wed 8/6/14	Wed 9/3/14
1181	Develop Transition Plan to Prime Vendor's Hosting Organization	10 days	Wed 8/6/14	Wed 8/20/14
1182	Review Transition Plan to Prime Vendor's Hosting Organization	10 days	Wed 8/20/14	Wed 9/3/14
1183	Deliverable: 7.4.14 Transition Plan to Prime Vendor's Hosting Organization	0 days	Wed 9/3/14	Wed 9/3/14
1184	Transition Plan to DES and State Support	20 days	Wed 8/6/14	Wed 9/3/14
1185	Develop Transition Plan to DES and State Support	10 days	Wed 8/6/14	Wed 8/20/14
1186	Review Transition Plan to DES and State Support	10 days	Wed 8/20/14	Wed 9/3/14
1187	Deliverable: 7.4.15 Transition Plan to DES and State Support	0 days	Wed 9/3/14	Wed 9/3/14
1188	Transition to Support	2 days	Mon 10/27/14	Tue 10/28/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1189	Meet for introductions to Transition to Support	2 days	Mon 10/27/14	Tue 10/28/14
1190	Participate in introductions to Transition to Support Vendor	2 days	Mon 10/27/14	Tue 10/28/14
1191	Deliverable: 7.4.16 Transition to Support (Core, Shared, & ECY Unique)	0 days	Tue 10/28/14	Tue 10/28/14
1192	Transition to Hosting	2 days	Wed 9/3/14	Fri 9/5/14
1193	Meet for introductions to Transition to Hosting	2 days	Wed 9/3/14	Fri 9/5/14
1194	Participate in introductions to Transition to Hosting	2 days	Wed 9/3/14	Fri 9/5/14
1195	Deliverable: 7.4.17 Transition to Hosting (Core, Shared, & ECY Unique)	0 days	Fri 9/5/14	Fri 9/5/14
1196	Updated Project Documents	10 days	Wed 8/27/14	Wed 9/10/14
1197	Update Project Documents	5 days	Wed 8/27/14	Wed 9/3/14
1198	Review Updated Project Documents	5 days	Wed 9/3/14	Wed 9/10/14
1199	Deliverable: 7.4.18 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Wed 9/10/14	Wed 9/10/14
1200	Deliverable: 7.4.19 Certification Form - Production	0 days	Tue 10/28/14	Tue 10/28/14
1201	Project Cutover Activities	26 days	Thu 9/25/14	Fri 10/31/14
1202	Cutover team roles must be loaded in PRD	0.5 days	Thu 9/25/14	Thu 9/25/14
1203	Validate & Verify Employee Data/Converted Data	0.5 days	Thu 9/25/14	Fri 9/26/14
1204	Banks have approved AP checks	0.5 days	Fri 9/26/14	Fri 9/26/14
1205	Banks have approved Payroll checks and ACH file	0.5 days	Fri 9/26/14	Mon 9/29/14
1206	DES verification of data loads and direct employee maintenance using current	0.5 days	Mon 9/29/14	Mon 9/29/14
1207	DES extracts NEW HIRE employee data to be loaded to EmpCenter	0.5 days	Mon 9/29/14	Tue 9/30/14
1208	DES begins saving legacy system employee data maintenance to enter into	0.5 days	Tue 9/30/14	Tue 9/30/14
1209	Go/No Go Meeting 1	0.5 days	Tue 9/30/14	Wed 10/1/14
1210	Perform full production backup	0.5 days	Tue 9/30/14	Wed 10/1/14
1211	Security will delete users as needed and add users with appropriate roles for	0.5 days	Wed 10/1/14	Wed 10/1/14
1212	Last Legacy Time Entry	0.5 days	Wed 10/1/14	Thu 10/2/14
1213	Set Up and configure Help Launchpad	0.5 days	Tue 9/30/14	Wed 10/1/14
1214	WFS loads hours to carry forward for sick time and vacation time. IT2006 a	0.5 days	Tue 9/30/14	Wed 10/1/14
1215	Unlock all users from PRD	0 days	Wed 10/1/14	Wed 10/1/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1216	Mass generation of all roles	0 days	Wed 10/1/14	Wed 10/1/14
1217	Check forms and connectivity with SAP.	0 days	Wed 10/1/14	Wed 10/1/14
1218	DES to extract carry over hours for vacation/sick time	0 days	Wed 10/1/14	Wed 10/1/14
1219	Monitor Transactions Accuracy	5 days	Wed 10/1/14	Wed 10/8/14
1220	Deliverable: 7.4.11 Cutover (Core, Shared, & ECY Unique)	0 days	Fri 10/31/14	Fri 10/31/14
1221	Critical Milestone: Production (Core, Shared & ECY Unique)	0 days	Fri 10/31/14	Fri 10/31/14
1222	Post Go-Live Activities	15 days	Fri 10/31/14	Fri 11/21/14
1223	Approve and transfer time records for first payroll	1 day	Fri 10/31/14	Mon 11/3/14
1224	Communicate successful completion of conversion	1 day	Fri 10/31/14	Mon 11/3/14
1225	Confirm Live Environment	1 day	Fri 10/31/14	Mon 11/3/14
1226	First payroll - Trades	2 days	Mon 11/3/14	Wed 11/5/14
1227	First payroll - Non Trades	2 days	Mon 11/10/14	Wed 11/12/14
1228	First Payroll checks	3 days	Wed 11/5/14	Mon 11/10/14
1229	Rerun validation reports to make sure data still ties out	7 days	Wed 11/12/14	Fri 11/21/14
1230	Security for Cutover team changed to the roles they will fulfill post project	3 days	Wed 11/12/14	Mon 11/17/14
1231	Stabilize Core, Shared, & ECY Unique	110 days	Fri 10/31/14	Fri 4/3/15
1232	8.1 Stabilization Period	105 days	Fri 11/7/14	Fri 4/3/15
1233	8.1.4.1 Production Use Monitoring	65 days	Mon 11/3/14	Fri 1/30/15
1234	Monitor Production Use of the TLA Solution	65 days	Mon 11/3/14	Fri 1/30/15
1235	Participate in the Monitoring of the Production Use of the TLA Solution	65 days	Mon 11/3/14	Fri 1/30/15
1236	Deliverable: 8.1.4.1 Production Use Monitoring (Core, Shared, & ECY Unique)	0 days	Fri 1/30/15	Fri 1/30/15
1237	8.1.4.2 Defects and Issues Log	14 days	Fri 11/7/14	Thu 11/27/14
1238	Create and perfect items on Defects and Issues Log	7 days	Fri 11/7/14	Tue 11/18/14
1239	Review Defects and Issues Log	7 days	Tue 11/18/14	Thu 11/27/14
1240	Deliverable: 8.1.4.2 Defects and Issues Log (Core, Shared, & ECY Unique)	0 days	Thu 11/27/14	Thu 11/27/14
1241	8.1.4.3 Updated Project Documents	14 days	Fri 11/7/14	Thu 11/27/14
1242	Update Project Documents	7 days	Fri 11/7/14	Tue 11/18/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
1243 Review Updated Project Documents	7 days	Tue 11/18/14	Thu 11/27/14
1244 Deliverable: 8.1.4.3 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Thu 11/27/14	Thu 11/27/14
1245 Deliverable: 8.1.4.4 Certification Form - Stabilization Period Complete	0 days	Fri 1/30/15	Fri 1/30/15
1246 Critical Milestone: Complete Stabilization (ECY)	0 days	Fri 1/30/15	Fri 1/30/15
1247 8.2 Transition to Support and Hosting Services	36 days	Fri 10/31/14	Mon 12/22/14
1248 8.2.4.1 Transition to Operational Support Strategy and Plan	14 days	Fri 10/31/14	Thu 11/20/14
1249 Develop Transition to Operational Support Strategy and Plan	7 days	Fri 10/31/14	Tue 11/11/14
1250 Review Transition to Operational Support Strategy and Plan	7 days	Tue 11/11/14	Thu 11/20/14
1251 Deliverable: 8.2.4.1 Transition to Operational Support Strategy and Plan (Core,	0 days	Thu 11/20/14	Thu 11/20/14
1252 8.2.4.2 Transition to Support and Maintenance Services Plan	14 days	Tue 11/11/14	Mon 12/1/14
1253 Develop Transition to Support and Maintenance Services Plan	7 days	Tue 11/11/14	Thu 11/20/14
1254 Review Transition to Support and Maintenance Services Plan	7 days	Thu 11/20/14	Mon 12/1/14
1255 Deliverable: 8.2.4.2 Transition to Support and Maintenance Services Plan	0 days	Mon 12/1/14	Mon 12/1/14
1256 8.2.4.3 Transition to Hosting Services Organization Plan	14 days	Tue 11/11/14	Mon 12/1/14
1257 Develop Transition to Hosting Services Organization Plan	7 days	Tue 11/11/14	Thu 11/20/14
1258 Review Transition to Hosting Services Organization Plan	7 days	Thu 11/20/14	Mon 12/1/14
1259 Deliverable: 8.2.4.3 Transition to Hosting Services Organization Plan (Core, Sha	0 days	Mon 12/1/14	Mon 12/1/14
1260 8.2.4.4 Transition to DES and State Support	14 days	Tue 11/11/14	Mon 12/1/14
1261 Develop Transition to DES and State Support Plan	7 days	Tue 11/11/14	Thu 11/20/14
1262 Review Transition to DES and State Support Plan	7 days	Thu 11/20/14	Mon 12/1/14
1263 Deliverable: 8.2.4.4 Transition to DES and State Support Plan (Core, Shared, & E	0 days	Mon 12/1/14	Mon 12/1/14
1264 8.2.4.5 Updated Project Documents	22 days	Thu 11/20/14	Mon 12/22/14
1265 Update Project Documents	7 days	Thu 11/20/14	Mon 12/1/14
1266 Review Updated Project Documents	15 days	Mon 12/1/14	Mon 12/22/14
1267 Deliverable: 8.2.4.5 Updated Project Documents (Core, Shared, & ECY Unique)	0 days	Mon 12/22/14	Mon 12/22/14
1268 Deliverable: 8.2.4.6 Certification Form - Transitions	5 days	Mon 12/22/14	Mon 12/29/14
1269 Optimize ECY Shared (w/DOT) & Unique - OPTIONAL	117 days	Fri 4/3/15	Tue 9/15/15

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1270	8.3 Optimization Period - Optional	117 days	Fri 4/3/15	Tue 9/15/15
1271	8.3.4.1 Cutover Assessment Report	5 days	Fri 4/3/15	Fri 4/10/15
1272	Develop Cutover Assessment Report	5 days	Fri 4/3/15	Fri 4/10/15
1273	Deliverable: 8.3.4.1 Cutover Assessment Report (Core, Shared & ECY Unique)	0 days	Fri 4/10/15	Fri 4/10/15
1274	8.3.4.2 Post cutover Production assessment	20 days	Fri 4/10/15	Fri 5/8/15
1275	Review and provide feedback on the Post cutover Production assessment	20 days	Fri 4/10/15	Fri 5/8/15
1276	Deliverable: 8.3.4.2 Post cutover Production assessment (Core, Shared & ECY Unique)	0 days	Fri 5/8/15	Fri 5/8/15
1277	8.3.4.3 Optimization Reviews	26 days	Fri 5/8/15	Mon 6/15/15
1278	Engage in optimization reviews of business units selected by DES	21 days	Fri 5/8/15	Mon 6/8/15
1279	Participate in optimization reviews of business units	5 days	Mon 6/8/15	Mon 6/15/15
1280	Deliverable: 8.3.4.3 Optimization Reviews (Core, Shared & ECY Unique)	0 days	Mon 6/15/15	Mon 6/15/15
1281	8.3.4.4 Optimization Recommendations Plan	5 days	Mon 6/15/15	Mon 6/22/15
1282	Deliver Optimization Recommendation Plan	5 days	Mon 6/15/15	Mon 6/22/15
1283	Deliverable: 8.3.4.4 Optimization Recommendation Plan (Core, Shared & ECY Unique)	0 days	Mon 6/22/15	Mon 6/22/15
1284	8.3.4.5 Review Optimization Recommendations	5 days	Mon 6/22/15	Mon 6/29/15
1285	Review and prioritize optimization recommendations	5 days	Mon 6/22/15	Mon 6/29/15
1286	Deliverable: 8.3.4.5 Review Optimization Recommendations (Core, Shared & ECY Unique)	0 days	Mon 6/29/15	Mon 6/29/15
1287	8.3.4.6 Implement Selected Optimization Improvements	56 days	Mon 6/29/15	Tue 9/15/15
1288	Implement Selected Optimization Improvements	56 days	Mon 6/29/15	Tue 9/15/15
1289	Deliverable: 8.3.4.6 Implement Selected Optimization Improvements (ECY Shared)	0 days	Tue 9/15/15	Tue 9/15/15
1290	8.3.4.7 Updated Project Documents	10 days	Mon 6/15/15	Mon 6/29/15
1291	Update Project Documents	5 days	Mon 6/15/15	Mon 6/22/15
1292	Review Updated Project Documents	5 days	Mon 6/22/15	Mon 6/29/15
1293	Deliverable: 8.3.4.7 Updated Project Documents (Core, Shared & ECY Unique)	0 days	Mon 6/29/15	Mon 6/29/15
1294	Deliverable: 8.3.4.8 Certification Form – Optimization Period Complete (Core, Shared & ECY Unique)	5 days	Mon 6/29/15	Mon 7/6/15
1295	Completion of Optimization/Project Completion	0 days	Mon 7/6/15	Mon 7/6/15
1296	Discover: DOT Unique	234 days	Mon 10/7/13	Mon 9/1/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1297	Solution Management	88 days	Fri 2/14/14	Tue 6/17/14
1298	DOT Requirements Review	15 days	Fri 2/14/14	Thu 3/6/14
1299	Unique Requirements Definition Review	5 days	Fri 2/14/14	Thu 2/20/14
1300	Review Shared Candidate Requirements	10 days	Fri 2/21/14	Thu 3/6/14
1301	Review Unique Candidate Requirements	9 days	Fri 2/21/14	Wed 3/5/14
1302	DOT Unique Requirements Validation Workshop	15 days	Fri 3/14/14	Thu 4/3/14
1303	Conduct Unique Requirements Workshop(s)	10 days	Fri 3/14/14	Thu 3/27/14
1304	Prepare Unique Requirements Definition Document	5 days	Fri 3/28/14	Thu 4/3/14
1305	Prepare Gap Analysis	5 days	Fri 3/28/14	Thu 4/3/14
1306	DOT's Unique Deliverables	53 days	Fri 4/4/14	Tue 6/17/14
1307	DOT Shared & Unique Requirements Definition Deliverables	20 days	Fri 4/4/14	Thu 5/1/14
1308	Review DOT S&U Requirements Definition	5 days	Fri 4/4/14	Thu 4/10/14
1309	Review DOT S&U Requirements Definition	20 days	Fri 4/4/14	Thu 5/1/14
1310	DOT S&U Sign Off	0 days	Thu 5/1/14	Thu 5/1/14
1311	Review Gap Analysis	9 days	Fri 4/4/14	Wed 4/16/14
1312	Gap Analysis Sign Off	0 days	Wed 4/16/14	Wed 4/16/14
1313	Deliverable: 4.1.4.4 Fit/Gap Assessment (DOT Shared & Unique)	0 days	Thu 5/1/14	Thu 5/1/14
1314	Deliverable: 4.1.4.5 Documented Requirements (DOT Shared & Unique)	0 days	Thu 5/1/14	Thu 5/1/14
1315	4.1.4.6 Identify Affected DES and State Systems	15 days	Fri 5/2/14	Thu 5/22/14
1316	Identify Affected DOT, DES and State Systems	5 days	Fri 5/2/14	Thu 5/8/14
1317	Review Identified Affected DOT, DES and State Systems	10 days	Fri 5/9/14	Thu 5/22/14
1318	Deliverable: 4.1.4.6 Identify Affected DOT DES and State Systems	0 days	Thu 5/22/14	Thu 5/22/14
1319	4.1.4.8 Requirements Repository Feedback	14 days	Fri 5/2/14	Wed 5/21/14
1320	Provide Requirements Repository Feedback	5 days	Fri 5/2/14	Thu 5/8/14
1321	Review Requirements Repository Feedback	9 days	Fri 5/9/14	Wed 5/21/14
1322	Deliverable: 4.1.4.8 Requirements Repository Feedback (DOT Shared & Unique)	0 days	Wed 5/21/14	Wed 5/21/14
1323	4.1.4.9 Updated Requirements Repository and Fit/Gap Document	11 days	Thu 5/15/14	Thu 5/29/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1324	Update Requirements Repository and Fit/Gap Document	5 days	Thu 5/15/14	Wed 5/21/14
1325	Review Updated Requirements Repository and Fit/Gap Document	6 days	Thu 5/22/14	Thu 5/29/14
1326	Deliverable: 4.1.4.9 Updated Requirements Repository and Fit/Gap Document	0 days	Thu 5/29/14	Thu 5/29/14
1327	4.1.4.10 Draft RTM	19 days	Thu 5/22/14	Tue 6/17/14
1328	Update Draft RTM	5 days	Thu 5/22/14	Wed 5/28/14
1329	Review Draft RTM	14 days	Thu 5/29/14	Tue 6/17/14
1330	Deliverable: 4.1.4.10 Draft RTM (DOT Shared & Unique)	0 days	Tue 6/17/14	Tue 6/17/14
1331	4.1.4.11 Policy/Business Process Changes	15 days	Fri 5/23/14	Thu 6/12/14
1332	Consider Policy/Business Process Changes	10 days	Fri 5/23/14	Thu 6/5/14
1333	Review Policy/Business Process Changes	5 days	Fri 6/6/14	Thu 6/12/14
1334	Deliverable: 4.1.4.11 Policy/Business Process Changes (DOT Shared & Unique)	0 days	Thu 6/12/14	Thu 6/12/14
1335	Technical Architecture	87 days	Fri 5/2/14	Mon 9/1/14
1336	Architecture Workshop	24 days	Fri 5/23/14	Wed 6/25/14
1337	4.1.4.14 Complete list of Interfaces	9 days	Fri 5/23/14	Wed 6/4/14
1338	Compile Complete list of DOT Interfaces & update document	5 days	Fri 5/23/14	Thu 5/29/14
1339	Review Complete list of DOT Interfaces	4 days	Fri 5/30/14	Wed 6/4/14
1340	Deliverable: 4.1.4.14 Complete list of Interfaces - WSDOT	0 days	Wed 6/4/14	Wed 6/4/14
1341	4.1.4.7 Updated Fit/Gap Document with State enterprise data integration requirements	15 days	Thu 6/5/14	Wed 6/25/14
1342	Update Fit/Gap Document with State enterprise data integration requirements	5 days	Thu 6/5/14	Wed 6/11/14
1343	Review Updated Fit/Gap Document with State enterprise data integration requirements	10 days	Thu 6/12/14	Wed 6/25/14
1344	Deliverable: 4.1.4.7 Updated Fit/Gap Document with State enterprise data integration requirements	0 days	Wed 6/25/14	Wed 6/25/14
1345	Security and Authorizations	87 days	Fri 5/2/14	Mon 9/1/14
1346	Security Workshop	1 day	Fri 5/2/14	Fri 5/2/14
1347	Prepare DOT Security Strategy Document	5 days	Mon 5/5/14	Fri 5/9/14
1348	Review DOT Security Strategy	3 days	Mon 5/12/14	Wed 5/14/14
1349	High Level Security Strategy Confirmed	10 days	Thu 5/15/14	Wed 5/28/14
1350	7.4.6 Security Matrix	15 days	Fri 5/2/14	Thu 5/22/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1351	Develop Security Matrix	5 days	Fri 5/2/14	Thu 5/8/14
1352	Review Security Matrix	10 days	Fri 5/9/14	Thu 5/22/14
1353	Deliverable: 7.4.6 Security Matrix	0 days	Thu 5/22/14	Thu 5/22/14
1354	5.5. Application-Level Security	87 days	Fri 5/2/14	Mon 9/1/14
1355	5.5.4.1 Templates and Samples	15 days	Fri 5/2/14	Thu 5/22/14
1356	Prepare Templates and Samples	5 days	Fri 5/2/14	Thu 5/8/14
1357	Review Templates and Samples	10 days	Fri 5/9/14	Thu 5/22/14
1358	Deliverable: 5.5.4.1 Templates and Samples (DOT Shared & Unique)	0 days	Thu 5/22/14	Thu 5/22/14
1359	5.5.4.2 Security Matrices	6 days	Fri 5/23/14	Fri 5/30/14
1360	Create Security Matrices	3 days	Fri 5/23/14	Tue 5/27/14
1361	Review Security Matrices	6 days	Fri 5/23/14	Fri 5/30/14
1362	Deliverable: 5.5.4.2 Security Matrices (DOT Shared & Unique)	0 days	Fri 5/30/14	Fri 5/30/14
1363	5.5.4.3 Security Matrices Certification	10 days	Mon 6/2/14	Fri 6/13/14
1364	Perform Security Matrices Certification	5 days	Mon 6/2/14	Fri 6/6/14
1365	Review Security Matrices Certification	5 days	Mon 6/9/14	Fri 6/13/14
1366	Deliverable: 5.5.4.3 Security Matrices Certification	0 days	Fri 6/13/14	Fri 6/13/14
1367	5.5.4.4. Assess/Modify Authorizations	5 days	Mon 6/16/14	Fri 6/20/14
1368	Perform assessment/modification on authorizations	5 days	Mon 6/16/14	Fri 6/20/14
1369	Contribute to the assessment/modification of authorizations	5 days	Mon 6/16/14	Fri 6/20/14
1370	Deliverable: 5.5.4.4 Assess/Modify Authorizations (DOT Shared & Unique)	0 days	Fri 6/20/14	Fri 6/20/14
1371	5.5.4.5 Integration with Authorization	16 days	Mon 6/23/14	Mon 7/14/14
1372	Integrate Authorization with the TLA Solution	5 days	Mon 6/23/14	Fri 6/27/14
1373	Review Integration with Authorization	11 days	Mon 6/30/14	Mon 7/14/14
1374	Deliverable: 5.5.4.5 Integration with Authorization (DOT Shared & Unique)	0 days	Mon 7/14/14	Mon 7/14/14
1375	5.5.4.6 Authorization Modifications	8 days	Tue 7/15/14	Thu 7/24/14
1376	Perform Authorization Modifications	3 days	Tue 7/15/14	Thu 7/17/14
1377	Review Authorization Modifications	5 days	Fri 7/18/14	Thu 7/24/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1378	Deliverable: 5.5.4.6 Authorization Modifications (DOT Shared & Unique)	0 days	Thu 7/24/14	Thu 7/24/14
1379	5.5.4.7 Security Audit	7 days	Fri 7/25/14	Mon 8/4/14
1380	Conduct Security Audit	2 days	Fri 7/25/14	Mon 7/28/14
1381	Review Security Audit	5 days	Tue 7/29/14	Mon 8/4/14
1382	Deliverable: 5.5.4.7 Security Audit	0 days	Mon 8/4/14	Mon 8/4/14
1383	5.5.4.8 Correction of Defects and other Issues	15 days	Tue 8/5/14	Mon 8/25/14
1384	Correct Correction of Defects and other Issues	5 days	Tue 8/5/14	Mon 8/11/14
1385	Review Correction of Defects and other Issues	10 days	Tue 8/12/14	Mon 8/25/14
1386	Deliverable: 5.5.4.8 Correction of Defects and other Issues (DOT Shared & Unique)	0 days	Mon 8/25/14	Mon 8/25/14
1387	5.5.4.9 Updated Project Documents	11 days	Mon 6/23/14	Mon 7/7/14
1388	Update Project Documents	5 days	Mon 6/23/14	Fri 6/27/14
1389	Review Updated Project Documents	6 days	Mon 6/30/14	Mon 7/7/14
1390	Deliverable: 5.5.4.9 Updated Project Documents (DOT Shared & Unique)	0 days	Mon 7/7/14	Mon 7/7/14
1391	Deliverable: 5.5.4.10 Certification Form – Security (DOT Shared & Unique)	5 days	Tue 8/26/14	Mon 9/1/14
1392	Technical Deliverables	187 days	Mon 10/7/13	Thu 6/26/14
1393	TST Environment Setup	187 days	Mon 10/7/13	Thu 6/26/14
1394	4.1.4.12 Data Sources Review	11 days	Fri 5/23/14	Fri 6/6/14
1395	Perform Data Sources Review	6 days	Fri 5/23/14	Fri 5/30/14
1396	Review Data Sources	5 days	Mon 6/2/14	Fri 6/6/14
1397	Deliverable: 4.1.4.12 Data Sources Review	0 days	Fri 6/6/14	Fri 6/6/14
1398	4.1.4.13 Documented Data Elements	15.25 days	Fri 5/23/14	Fri 6/13/14
1399	Document Data Elements	6 days	Fri 5/23/14	Fri 5/30/14
1400	Review Documented Data Elements	9.25 days	Mon 6/2/14	Fri 6/13/14
1401	Deliverable: 4.1.4.13 Documented Data Elements (DOT Shared & Unique)	0 days	Fri 6/13/14	Fri 6/13/14
1402	5.3.4.1 Data Conversion Strategy and Policies Document	15 days	Fri 4/4/14	Thu 4/24/14
1403	Prepare Data Conversion Strategy and Policies Document	5 days	Fri 4/4/14	Thu 4/10/14
1404	Review Data Conversion Strategy and Policies Document	10 days	Fri 4/11/14	Thu 4/24/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task ID	Task Name	Duration	Start	Finish
1405	Deliverable: 5.3.4.1 Data Conversion Strategy and Policies Document (DOT	0 days	Thu 4/24/14	Thu 4/24/14
1406	5.3.4.2 Data Conversion Plan	15 days	Fri 4/25/14	Thu 5/15/14
1407	Prepare Data Conversion Plan	5 days	Fri 4/25/14	Thu 5/1/14
1408	Review Data Conversion Plan	10 days	Fri 5/2/14	Thu 5/15/14
1409	Deliverable: 5.3.4.2 Data Conversion Plan	0 days	Thu 5/15/14	Thu 5/15/14
1410	5.3.4.3 Data Mapping Documents that Include Data Extraction Templates	15 days	Fri 5/16/14	Thu 6/5/14
1411	Prepare Data Mapping Documents that Include Data Extraction Templates	5 days	Fri 5/16/14	Thu 5/22/14
1412	Review Data Mapping Documents that Include Data Extraction Templates	10 days	Fri 5/23/14	Thu 6/5/14
1413	Deliverable: 5.3.4.3 Data Mapping Documents that Include Data Extractor	0 days	Thu 6/5/14	Thu 6/5/14
1414	5.3.4.4 Data Mapping Document for Legacy Systems	15 days	Fri 6/6/14	Thu 6/26/14
1415	Prepare Data Mapping Document for Legacy Systems	5 days	Fri 6/6/14	Thu 6/12/14
1416	Review Data Mapping Document for Legacy Systems	10 days	Fri 6/13/14	Thu 6/26/14
1417	Deliverable: 5.3.4.4 Data Mapping Document for Legacy Systems (DOT Sha	0 days	Thu 6/26/14	Thu 6/26/14
1418	5.3.4.5 Technical Design Document	15 days	Fri 4/4/14	Thu 4/24/14
1419	Prepare Technical Design Document	5 days	Fri 4/4/14	Thu 4/10/14
1420	Review Technical Design Document	10 days	Fri 4/11/14	Thu 4/24/14
1421	Deliverable: 5.3.4.5 Technical Design Document (DOT Shared & Unique)	0 days	Thu 4/24/14	Thu 4/24/14
1422	5.3.4.6 Data Conversion Scripts and Programs and Unit Test Results	15 days	Fri 4/4/14	Thu 4/24/14
1423	Prepare Data Conversion Scripts and Programs and Unit Test Results	5 days	Fri 4/4/14	Thu 4/10/14
1424	Review Data Conversion Scripts and Programs and Unit Test Results	10 days	Fri 4/11/14	Thu 4/24/14
1425	Deliverable: 5.3.4.6 Data Conversion Scripts and Programs and Unit Test Re	0 days	Thu 4/24/14	Thu 4/24/14
1426	5.3.4.7 Data Extraction	9 days	Fri 4/25/14	Wed 5/7/14
1427	Perform Data Extraction	6 days	Fri 4/25/14	Fri 5/2/14
1428	Review Data Extraction	9 days	Fri 4/25/14	Wed 5/7/14
1429	Deliverable: 5.3.4.7 Data Extraction (DOT Shared & Unique)	0 days	Wed 5/7/14	Wed 5/7/14
1430	5.3.4.8 Existing Production Data Extractions Verification Report	16 days	Thu 5/8/14	Thu 5/29/14
1431	Prepare Existing Production Data Extractions Verification Report	5 days	Thu 5/8/14	Wed 5/14/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1432	Review Existing Production Data Extractions Verification Report	11 days	Thu 5/15/14	Thu 5/29/14
1433	Deliverable: 5.3.4.8 Existing Production Data Extractions Verification Report	0 days	Thu 5/29/14	Thu 5/29/14
1434	5.3.4.9 Updated Project Documents	10 days	Thu 5/22/14	Wed 6/4/14
1435	Update Project Documents	6 days	Thu 5/22/14	Thu 5/29/14
1436	Review Updated Project Documents	4 days	Fri 5/30/14	Wed 6/4/14
1437	Deliverable: 5.3.4.9 Updated Project Documents (DOT Shared & Unique)	0 days	Wed 6/4/14	Wed 6/4/14
1438	Deliverable: 5.3.4.10 Certification Form – Data Conversion and Migration (DOT)	5 days	Thu 6/5/14	Wed 6/11/14
1439	4.4.4.5 Updated Project Documents	11 days	Mon 10/7/13	Mon 10/21/13
1440	Update Project Documents	5 days	Mon 10/7/13	Fri 10/11/13
1441	Review Updated Project Documents	6 days	Mon 10/14/13	Mon 10/21/13
1442	Deliverable: 4.4.4.5 Updated Project Documents (DOT Shared & Unique)	0 days	Mon 10/21/13	Mon 10/21/13
1443	Deliverable: 4.4.4.6 Certification Form - Enterprise Data Integration (DOT Share)	5 days	Tue 10/22/13	Mon 10/28/13
1444	Updated Project Documents	16 days	Wed 6/18/14	Wed 7/9/14
1445	Update Project Documents	5 days	Wed 6/18/14	Tue 6/24/14
1446	Review Updated Project Documents	11 days	Wed 6/25/14	Wed 7/9/14
1447	Deliverable: 4.1.4.16 Updated Project Documents (DOT Shared & Unique)	0 days	Wed 7/9/14	Wed 7/9/14
1448	4.1.4.18 Certification Form - Discovery Data Gathering and Fit/Gap	5 days	Thu 7/10/14	Wed 7/16/14
1449	Design: DOT Unique	231 days	Mon 10/7/13	Wed 8/27/14
1450	Technical Team Activities	38 days	Fri 5/2/14	Tue 6/24/14
1451	Authorizations and Security Implementation	38 days	Fri 5/2/14	Tue 6/24/14
1452	User Roles and Authorization Concept	10 days	Fri 5/2/14	Thu 5/15/14
1453	Analysis: Determine User Roles	5 days	Fri 5/2/14	Thu 5/8/14
1454	Design: Refine User Roles	5 days	Fri 5/2/14	Thu 5/8/14
1455	Technical Design: Define Role Implementation Framework	5 days	Fri 5/9/14	Thu 5/15/14
1456	Technical Design: Verify Role Implementation Framework	5 days	Fri 5/9/14	Thu 5/15/14
1457	Implement User Roles and Authorization Concept	5 days	Fri 5/16/14	Thu 5/22/14
1458	Implementation: Create Single Roles	5 days	Fri 5/16/14	Thu 5/22/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1459	Implementation: Create Derived Roles	5 days	Fri 5/16/14	Thu 5/22/14
1460	Implementation: Create Composite Roles	5 days	Fri 5/16/14	Thu 5/22/14
1461	Validate User Roles and Authorization Concept	6 days	Fri 5/23/14	Fri 5/30/14
1462	Test and QA: Verify User Roles and Authorization Concept	5 days	Fri 5/23/14	Thu 5/29/14
1463	Sign Off User Roles and Authorization Concept	1 day	Fri 5/30/14	Fri 5/30/14
1464	Define User and Authorization Management Strategy and Procedures	10 days	Mon 6/2/14	Fri 6/13/14
1465	Define Technical Strategy for User and Authorization Management	5 days	Mon 6/2/14	Fri 6/6/14
1466	Define User and Authorization Management Procedures	5 days	Mon 6/2/14	Fri 6/6/14
1467	Train User and Authorization Administrators	5 days	Mon 6/9/14	Fri 6/13/14
1468	Portal User Management	10 days	Mon 6/2/14	Fri 6/13/14
1469	Configured Portal User Management Persistence	5 days	Mon 6/2/14	Fri 6/6/14
1470	Created User Master Data	5 days	Mon 6/9/14	Fri 6/13/14
1471	Solution Security	7 days	Mon 6/16/14	Tue 6/24/14
1472	Configured Network Security	2 days	Mon 6/16/14	Tue 6/17/14
1473	Implemented Portal Governance Security	2 days	Wed 6/18/14	Thu 6/19/14
1474	Implemented Portal Authentication Procedure	2 days	Fri 6/20/14	Mon 6/23/14
1475	Established Single Sign On Connections	1 day	Tue 6/24/14	Tue 6/24/14
1476	1.52. Updated RTM	13 days	Fri 6/13/14	Tue 7/1/14
1477	Preparation of Updated RTM	5 days	Fri 6/13/14	Thu 6/19/14
1478	Review of Updated RTM by DES	5 days	Fri 6/20/14	Thu 6/26/14
1479	Deliverable: 1.5.2 Updated RTM (DOT Unique)	0 days	Thu 6/26/14	Thu 6/26/14
1480	Deliverable: 1.5.3 Certification Form - RTM (DOT Unique)	3 days	Fri 6/27/14	Tue 7/1/14
1481	4.2.4.1 Draft SDD	15 days	Fri 6/13/14	Thu 7/3/14
1482	Prepare Draft SDD	5 days	Fri 6/13/14	Thu 6/19/14
1483	Review Draft SDD	10 days	Fri 6/20/14	Thu 7/3/14
1484	Deliverable: 4.2.4.1 Draft SDD (DOT Unique)	0 days	Thu 7/3/14	Thu 7/3/14
1485	4.2.4.2 Iterative Design Reviews	10 days	Fri 7/4/14	Thu 7/17/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1486	Conduct Iterative Design Reviews	5 days	Fri 7/4/14	Thu 7/10/14
1487	Attend Iterative Design Reviews	10 days	Fri 7/4/14	Thu 7/17/14
1488	Deliverable: 4.2.4.2 Iterative Design Reviews	0 days	Thu 7/17/14	Thu 7/17/14
1489	4.2.4.3-A Assessment of changes required for State enterprise data integration requir	15 days	Fri 6/20/14	Thu 7/10/14
1490	Prepare Assessment of changes required for State enterprise data integration requi	5 days	Fri 6/20/14	Thu 6/26/14
1491	Review Assessment of changes required for State enterprise data integration requi	10 days	Fri 6/27/14	Thu 7/10/14
1492	Deliverable: 4.2.4.3-A Assessment of changes required for State enterprise data int	0 days	Thu 7/10/14	Thu 7/10/14
1493	4.2.4.3-B Assessment of changes required for State enterprise data integration requir	15 days	Fri 6/20/14	Thu 7/10/14
1494	Prepare Assessment of changes required for State enterprise data integration requi	5 days	Fri 6/20/14	Thu 6/26/14
1495	Review Assessment of changes required for State enterprise data integration requi	10 days	Fri 6/27/14	Thu 7/10/14
1496	Deliverable: 4.2.4.3-B Assessment of changes required for State enterprise data int	0 days	Thu 7/10/14	Thu 7/10/14
1497	4.2.4.4 Minimum Data Sets / Data Layouts	15 days	Fri 7/4/14	Thu 7/24/14
1498	Document Minimum Data Sets / Data Layouts	5 days	Fri 7/4/14	Thu 7/10/14
1499	Review Minimum Data Sets / Data Layouts	10 days	Fri 7/11/14	Thu 7/24/14
1500	Deliverable: 4.2.4.4 Minimum Data Sets / Data Layouts (DOT Unique)	0 days	Thu 7/24/14	Thu 7/24/14
1501	4.2.4.5 RTM	10 days	Fri 7/11/14	Thu 7/24/14
1502	Update the RTM	5 days	Fri 7/11/14	Thu 7/17/14
1503	Review the RTM	5 days	Fri 7/18/14	Thu 7/24/14
1504	Deliverable: 4.2.4.5 RTM	0 days	Thu 7/24/14	Thu 7/24/14
1505	4.2.4.6 List of Interfaces and Reports	221 days	Mon 10/7/13	Wed 8/13/14
1506	Finalize List of Interfaces and Reports	5 days	Fri 7/25/14	Thu 7/31/14
1507	Review List of Interfaces and Reports	9 days	Fri 8/1/14	Wed 8/13/14
1508	Deliverable: 4.2.4.6 List of Interfaces and Reports (DOT Unique)	0 days	Wed 8/13/14	Wed 8/13/14
1509	5.1.4.1 Interface Functional Specifications	15 days	Fri 7/11/14	Thu 7/31/14
1510	Prepare Interface Functional Specifications	5 days	Fri 7/11/14	Thu 7/17/14
1511	Review Interface Functional Specifications	10 days	Fri 7/18/14	Thu 7/31/14
1512	Deliverable: 5.1.4.1 Interface Functional Specifications (DOT Unique)	0 days	Thu 7/31/14	Thu 7/31/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1513	5.1.4.2 Interface Technical Specifications	15 days	Fri 7/11/14	Thu 7/31/14
1514	Document Interface Technical Specifications	5 days	Fri 7/11/14	Thu 7/17/14
1515	Review Interface Technical Specifications	10 days	Fri 7/18/14	Thu 7/31/14
1516	Deliverable: 5.1.4.2 Interface Technical Specifications	0 days	Thu 7/31/14	Thu 7/31/14
1517	5.1.4.4 Interface Test Plan	15 days	Fri 7/11/14	Thu 7/31/14
1518	Prepare Interface Test Plan	5 days	Fri 7/11/14	Thu 7/17/14
1519	Review Interface Test Plan	10 days	Fri 7/18/14	Thu 7/31/14
1520	Deliverable: 5.1.4.4 Interface Test Plan (DOT Unique)	0 days	Thu 7/31/14	Thu 7/31/14
1521	5.1.4.7 Downstream Impacts	15 days	Mon 10/7/13	Fri 10/25/13
1522	Address Downstream Impacts	5 days	Mon 10/7/13	Fri 10/11/13
1523	Review Downstream Impacts	10 days	Mon 10/14/13	Fri 10/25/13
1524	Deliverable: 5.1.4.7 Downstream Impacts	0 days	Fri 10/25/13	Fri 10/25/13
1525	5.1.4.8 Updated Project Documents	16 days	Mon 10/21/13	Mon 11/11/13
1526	Update Project Documents	5 days	Mon 10/21/13	Fri 10/25/13
1527	Review Updated Project Documents	11 days	Mon 10/28/13	Mon 11/11/13
1528	Deliverable: 5.1.4.8 Updated Project Documents (DOT Unique)	0 days	Mon 11/11/13	Mon 11/11/13
1529	Deliverable: 5.1.4.9 Certification Form - Interfaces (DOT Unique)	5 days	Tue 11/12/13	Mon 11/18/13
1530	4.2.4.7 Sources of Data Elements	10 days	Thu 8/14/14	Wed 8/27/14
1531	Document Sources of Data Elements	5 days	Thu 8/14/14	Wed 8/20/14
1532	Review Sources of Data Elements	3 days	Thu 8/21/14	Mon 8/25/14
1533	Deliverable: 4.2.4.7 Sources of Data Elements (DOT Unique)	0 days	Mon 8/25/14	Mon 8/25/14
1534	Deliverable: 4.2.4.8 Certification Form - Design for Performance (DOT Unique)	2 days	Tue 8/26/14	Wed 8/27/14
1535	4.2.4.9 Updated Project Documents	10 days	Thu 8/7/14	Wed 8/20/14
1536	Update Project Documents	5 days	Thu 8/7/14	Wed 8/13/14
1537	Review Updated Project Documents	5 days	Thu 8/14/14	Wed 8/20/14
1538	Deliverable: 4.2.4.9 Updated Project Documents (DOT Unique)	0 days	Wed 8/20/14	Wed 8/20/14
1539	Deliverable: 4.2.4.11 Certification Form – Enterprise Integration Design	1 day	Thu 8/14/14	Thu 8/14/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1540	Deliverable: 4.2.4.12 Certification Form - Solution Design (DOT Unique)	0 days	Thu 8/14/14	Thu 8/14/14
1541	Critical Milestone: Completion of Design (WSDOT HQ)	0 days	Thu 8/14/14	Thu 8/14/14
1542	Configure-Test-Deploy DOT HQ	306.35 days	Mon 10/7/13	Thu 12/11/14
1543	Configure/Integrate: DOT HQ's Unique	112.5 days	Thu 5/1/14	Tue 10/7/14
1544	Configure EmpCenter	26.5 days	Thu 5/1/14	Mon 6/9/14
1545	Configure DOT	26.5 days	Thu 5/1/14	Mon 6/9/14
1546	Configure Time & Attendance	20 days	Fri 5/2/14	Thu 5/29/14
1547	Configure Timesheet List View, Day View, Table View	10 days	Fri 5/2/14	Thu 5/15/14
1548	Configure Approval Windows	10 days	Fri 5/2/14	Thu 5/15/14
1549	Configure Time Off Request	10 days	Fri 5/2/14	Thu 5/15/14
1550	Configure Exceptions	10 days	Fri 5/2/14	Thu 5/15/14
1551	Configure Banks	10 days	Fri 5/2/14	Thu 5/15/14
1552	Configure Premiums	10 days	Fri 5/2/14	Thu 5/15/14
1553	Configure Holiday Calendars	10 days	Fri 5/2/14	Thu 5/15/14
1554	Configure Exceptions	10 days	Fri 5/2/14	Thu 5/15/14
1555	Configure Employee Import	10 days	Fri 5/2/14	Thu 5/15/14
1556	Configure Premiums	10 days	Fri 5/16/14	Thu 5/29/14
1557	Configure Schedule Templates	10 days	Fri 5/16/14	Thu 5/29/14
1558	Configure Exceptions	10 days	Fri 5/16/14	Thu 5/29/14
1559	Configure Reports	10 days	Fri 5/16/14	Thu 5/29/14
1560	DOT delivers sample employee interface data to WFS	0 days	Thu 5/1/14	Thu 5/1/14
1561	Prep for Demo / Move to TEST	2 days	Fri 5/30/14	Mon 6/2/14
1562	Prepare DOT demo agenda	0.5 days	Fri 6/6/14	Fri 6/6/14
1563	Prep for Demo	0.5 days	Fri 6/6/14	Fri 6/6/14
1564	Conduct DOT Demo	0.5 days	Mon 6/9/14	Mon 6/9/14
1565	Configure Interfaces	13 days	Fri 5/9/14	Tue 5/27/14
1566	Configure Imports	8 days	Fri 5/9/14	Tue 5/20/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1567	Configure Employee Import	2 days	Fri 5/9/14	Mon 5/12/14
1568	Configure Cost Center LD Import	1 day	Tue 5/13/14	Tue 5/13/14
1569	Configure Location Upload	1 day	Wed 5/14/14	Wed 5/14/14
1570	Configure Bank Balance Import	1 day	Thu 5/15/14	Thu 5/15/14
1571	Configure Shift Rate Import	1 day	Fri 5/16/14	Fri 5/16/14
1572	Configure Schedule Template Import	1 day	Mon 5/19/14	Mon 5/19/14
1573	Configure Assignment Group Script	1 day	Tue 5/20/14	Tue 5/20/14
1574	Configure Payroll Export	2 days	Fri 5/9/14	Mon 5/12/14
1575	Deliverable: 5.1.4.3 Interface Development (DOT HQ)	0 days	Tue 5/20/14	Tue 5/20/14
1576	Final QA Testing	5 days	Wed 5/21/14	Tue 5/27/14
1577	Milestone: Configuration and QA Testing Complete	0 days	Tue 5/27/14	Tue 5/27/14
1578	Project Stage Documents	29.75 days	Fri 5/30/14	Thu 7/10/14
1579	4.3.4.1 Updated SDD and RTM	7.25 days	Fri 5/30/14	Tue 6/10/14
1580	Update SDD and RTM	2.5 days	Fri 5/30/14	Tue 6/3/14
1581	Review Updated SDD and RTM	4.75 days	Tue 6/3/14	Tue 6/10/14
1582	Deliverable: 4.3.4.1 Updated SDD and RTM (DOT HQ)	0 days	Tue 6/10/14	Tue 6/10/14
1583	4.3.4.2 Map/Calculate Data Elements	7.5 days	Fri 6/13/14	Tue 6/24/14
1584	Map/Calculate Data Elements	2.5 days	Fri 6/13/14	Tue 6/17/14
1585	Review 4.3.4.2 Map/Calculate Data Elements	5 days	Tue 6/17/14	Tue 6/24/14
1586	Deliverable: 4.3.4.2 Map/Calculate Data Elements (DOT HQ)	0 days	Tue 6/24/14	Tue 6/24/14
1587	4.3.4.3 Configuration Document	7.5 days	Tue 6/10/14	Thu 6/19/14
1588	Provide Map/Calculate Data Elements	2.5 days	Tue 6/10/14	Thu 6/12/14
1589	Review Map/Calculate Data Elements	5 days	Thu 6/12/14	Thu 6/19/14
1590	Deliverable: 4.3.4.3 Configuration Document	0 days	Thu 6/19/14	Thu 6/19/14
1591	4.3.4.4 Configuration of the TLA Solution	15 days	Thu 6/19/14	Thu 7/10/14
1592	Complete the Configuration of the TLA Solution	5 days	Thu 6/19/14	Thu 6/26/14
1593	Review the Configuration of the TLA Solution	10 days	Thu 6/26/14	Thu 7/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1594	Deliverable: 4.3.4.4 Configuration of the TLA Solution (DOT HQ)	0 days	Thu 7/10/14	Thu 7/10/14
1595	4.3.4.5 Data Mapping	15 days	Thu 6/19/14	Thu 7/10/14
1596	Complete the Data Mapping	5 days	Thu 6/19/14	Thu 6/26/14
1597	Review the Data Mapping	10 days	Thu 6/26/14	Thu 7/10/14
1598	Deliverable: 4.3.4.5 Data Mapping (DOT HQ)	0 days	Thu 7/10/14	Thu 7/10/14
1599	4.3.4.6 Refreshes imported and validated	7.25 days	Fri 5/30/14	Tue 6/10/14
1600	Validate the accuracy of data in refresh provided by DES, then import the r	2.5 days	Fri 5/30/14	Tue 6/3/14
1601	Review the imported data	4.75 days	Tue 6/3/14	Tue 6/10/14
1602	Deliverable: 4.3.4.6 Refreshes imported and validated	0 days	Tue 6/10/14	Tue 6/10/14
1603	DCD Configuration	65 days	Mon 5/26/14	Fri 8/22/14
1604	Create Virtual DCD Controller	2 days	Mon 5/26/14	Tue 5/27/14
1605	Create DCD Configuration	5 days	Wed 5/28/14	Tue 6/3/14
1606	Create Badge Import	2 days	Wed 6/4/14	Thu 6/5/14
1607	Create Swipe Import	3 days	Fri 6/6/14	Tue 6/10/14
1608	6.3.8 Device/Equipment Test Stage	40.5 days	Fri 6/27/14	Fri 8/22/14
1609	6.3.8.4.1 Device/Equipment Test Plan	13.5 days	Fri 6/27/14	Wed 7/16/14
1610	Create Device/Equipment Test Plan	2.5 days	Fri 6/27/14	Tue 7/1/14
1611	Review Device/Equipment Test Plan	11 days	Wed 7/2/14	Wed 7/16/14
1612	Deliverable: 6.3.8.4.1 Device/Equipment Test Plan (DOT HQ)	0 days	Wed 7/16/14	Wed 7/16/14
1613	6.3.8.4.2 Device/Equipment Testing	10 days	Thu 7/17/14	Wed 7/30/14
1614	Conduct Device/Equipment Testing	3 days	Thu 7/17/14	Mon 7/21/14
1615	Review Device/Equipment Testing	7 days	Tue 7/22/14	Wed 7/30/14
1616	Deliverable: 6.3.8.4.2 Device/Equipment Testing	0 days	Wed 7/30/14	Wed 7/30/14
1617	6.3.8.4.3 Defects and Issues Log for Device/Equipment Testing	15 days	Tue 7/15/14	Mon 8/4/14
1618	Create and Perfect Defects and Issues Log for Device/Equipment Testin	5 days	Tue 7/15/14	Mon 7/21/14
1619	Review Defects and Issues Log for Device/Equipment Testing	10 days	Tue 7/22/14	Mon 8/4/14
1620	Deliverable: 6.3.8.4.3 Defects and Issues Log for Device/Equipment Tes	0 days	Mon 8/4/14	Mon 8/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1621	6.3.8.4.4 Updated Project Documents	14 days	Tue 7/29/14	Fri 8/15/14
1622	Update Project Documents	5 days	Tue 7/29/14	Mon 8/4/14
1623	Review Updated Project Documents	9 days	Tue 8/5/14	Fri 8/15/14
1624	Deliverable: 6.3.8.4.4 Updated Project Documents (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1625	Deliverable: 6.3.8.4.5 Certification Form – Device/Equipment Testing	5 days	Mon 8/18/14	Fri 8/22/14
1626	DCD Deployment	20.5 days	Tue 9/9/14	Tue 10/7/14
1627	Conduct Data Collection Terminal Deployment Training (TM30)	0.5 days	Tue 9/9/14	Tue 9/9/14
1628	Install DCD	20 days	Tue 9/9/14	Tue 10/7/14
1629	Provide TT Manager Software to TLE DCD Administrators	1 day	Tue 9/9/14	Wed 9/10/14
1630	Conduct Managing Data Collection Terminals Training (TM31)	0.5 days	Tue 9/16/14	Tue 9/16/14
1631	Critical Milestone: Completion of Build (WSDOT HQ)	0 days	Fri 8/22/14	Fri 8/22/14
1632	Test: DOT HQ	265.35 days	Thu 10/10/13	Mon 10/20/14
1633	Unit Test	16 days	Fri 5/30/14	Fri 6/20/14
1634	6.3.3.4.1 Unit Test Plan	6 days	Fri 5/30/14	Fri 6/6/14
1635	Create Unit Test Plan	5 days	Fri 5/30/14	Thu 6/5/14
1636	Review Unit Test Plan	1 day	Fri 6/6/14	Fri 6/6/14
1637	Deliverable: 6.3.3.4.1 Unit Test Plan (DOT HQ)	0 days	Fri 6/6/14	Fri 6/6/14
1638	6.3.3.4.2 Unit Testing	10 days	Mon 6/9/14	Fri 6/20/14
1639	Conduct Unit Testing	5 days	Mon 6/9/14	Fri 6/13/14
1640	Review Unit Testing	5 days	Mon 6/16/14	Fri 6/20/14
1641	Deliverable: 6.3.3.4.2 Unit Testing (DOT HQ)	0 days	Fri 6/13/14	Fri 6/13/14
1642	6.3.3.4.3 Defects and Issues Log for Unit Testing	0 days	Fri 6/13/14	Fri 6/13/14
1643	Deliverable: 6.3.3.4.3 Defects and Issues Log for Unit Testing	0 days	Fri 6/13/14	Fri 6/13/14
1644	6.3.3.4.4 Updated Project Documents	10 days	Mon 6/9/14	Fri 6/20/14
1645	Update Project Documents	5 days	Mon 6/9/14	Fri 6/13/14
1646	Review Updated Project Documents	5 days	Mon 6/16/14	Fri 6/20/14
1647	Deliverable: 6.3.3.4.4 Updated Project Documents (DOT HQ)	0 days	Fri 6/20/14	Fri 6/20/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1648	Deliverable: 6.3.3.4.5 Certification Form - Unit Testing (DOT HQ)	0 days	Fri 6/20/14	Fri 6/20/14
1649	System Integration Test #1 (DOT Unique)	79.35 days	Fri 4/4/14	Thu 7/24/14
1650	Project Documentation	70.75 days	Fri 4/4/14	Fri 7/11/14
1651	4.3.4.7 Draft Test Scenarios and Test Scripts	40.75 days	Fri 4/4/14	Fri 5/30/14
1652	Provide Draft Test Scenarios and Test Scripts	20 days	Fri 4/4/14	Thu 5/1/14
1653	Review Draft Test Scenarios and Test Scripts	20.75 days	Fri 5/2/14	Fri 5/30/14
1654	Deliverable: 4.3.4.7 Draft Test Scenarios and Test Scripts (DOT HQ)	0 days	Fri 5/30/14	Fri 5/30/14
1655	4.3.4.8 Feedback on Test Scenarios and Test Scripts	9 days	Fri 5/23/14	Thu 6/5/14
1656	Provide Feedback on Test Scenarios and Test Scripts	5 days	Fri 5/23/14	Fri 5/30/14
1657	Review Feedback on Test Scenarios and Test Scripts	4 days	Fri 5/30/14	Thu 6/5/14
1658	Deliverable: 4.3.4.8 Feedback on Test Scenarios and Test Scripts	0 days	Thu 6/5/14	Thu 6/5/14
1659	4.3.4.9 Updated Test Scenarios and Test Scripts	20 days	Thu 5/22/14	Thu 6/19/14
1660	Update Test Scenarios and Test Scripts	10 days	Thu 5/22/14	Thu 6/5/14
1661	Review Updated Test Scenarios and Test Scripts	10 days	Thu 6/5/14	Thu 6/19/14
1662	Deliverable: 4.3.4.9 Updated Test Scenarios and Test Scripts (DOT HQ)	0 days	Thu 6/19/14	Thu 6/19/14
1663	4.3.4.10 Finalize Test Scenarios and Test Scripts	16 days	Thu 6/19/14	Fri 7/11/14
1664	Finalize Test Scenarios and Test Scripts	10 days	Thu 6/19/14	Thu 7/3/14
1665	Review Finalized Test Scenarios and Test Scripts	6 days	Thu 7/3/14	Fri 7/11/14
1666	Deliverable: 4.3.4.10 Finalize Test Scenarios and Test Scripts (DOT HQ)	0 days	Fri 7/11/14	Fri 7/11/14
1667	6.3.4.4.1 SIT Test #1 Test Plan	30 days	Thu 5/22/14	Thu 7/3/14
1668	Create SIT Test #1 Test Plan	15 days	Thu 5/22/14	Thu 6/12/14
1669	Review SIT Test #1 Test Plan	15 days	Thu 6/12/14	Thu 7/3/14
1670	Deliverable: 6.3.4.4.1 SIT Test #1 Test Plan	0 days	Thu 7/3/14	Thu 7/3/14
1671	Refresh database	1 day	Thu 7/3/14	Fri 7/4/14
1672	Confirm interface feeds	3 days	Tue 7/1/14	Fri 7/4/14
1673	Execute system test scripts	14 days	Fri 7/4/14	Thu 7/24/14
1674	Document/resolve issues	14 days	Mon 6/16/14	Thu 7/3/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1675	Regression test changes	14 days	Fri 7/4/14	Thu 7/24/14
1676	Deliverable: 5.1.4.5 Interface Testing (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1677	Deliverable: 5.1.4.6 Interface Testing Defect and Issues Log (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1678	Deliverable: 6.3.4.4.6 Updated Project Documents – SIT Test #1 (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1679	Deliverable: 6.3.4.4.2 SIT Test #1 (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1680	Deliverable: 6.3.4.4.3 Defects and Issues Log for SIT Test #1 (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1681	Deliverable: 6.3.4.4.4 Review of SIT Test #1 (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1682	Deliverable: 6.3.4.4.5 Certification Form – SIT Test #1 (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1683	Critical Milestone: Completion of SIT #1 (WSDOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1684	System Test - Round 2	55 days	Thu 7/3/14	Thu 9/18/14
1685	Refresh database	1 day	Thu 7/24/14	Fri 7/25/14
1686	Confirm interface feeds	1 day	Thu 7/24/14	Fri 7/25/14
1687	6.3.4.4.12 SIT Test #2 Test Plan	47 days	Thu 7/3/14	Mon 9/8/14
1688	Create SIT Test #2 Test Plan	5 days	Thu 7/3/14	Thu 7/10/14
1689	Review SIT Test #2 Test Plan	3 days	Thu 7/10/14	Tue 7/15/14
1690	Deliverable: 6.3.4.4.12 SIT Test #2 Test Plan	0 days	Tue 7/15/14	Tue 7/15/14
1691	Execute SIT 2 Test Scripts	31 days	Fri 7/25/14	Mon 9/8/14
1692	6.3.4.4.7 Enterprise Integration Test - SIT 2	10 days	Fri 7/25/14	Fri 8/8/14
1693	Conduct Enterprise Integration Test	10 days	Fri 7/25/14	Fri 8/8/14
1694	Review Enterprise Integration Test	5 days	Fri 7/25/14	Fri 8/1/14
1695	Deliverable: 6.3.4.4.7 Enterprise Integration Test (DOT HQ)	0 days	Fri 8/1/14	Fri 8/1/14
1696	6.3.4.4.8 Defects and Issues Log for Enterprise Integration Testing	6 days	Fri 8/29/14	Mon 9/8/14
1697	Log and correct Defects and Issues Log for Enterprise Integration Testing	5 days	Mon 9/1/14	Mon 9/8/14
1698	Review Defects and Issues Log for Enterprise Integration Testing	6 days	Fri 8/29/14	Mon 9/8/14
1699	Deliverable: 6.3.4.4.8 Defects and Issues Log for Enterprise Integration Test	0 days	Mon 9/8/14	Mon 9/8/14
1700	6.3.4.4.9 Review of Enterprise Integration Test	3 days	Mon 9/8/14	Thu 9/11/14
1701	Conduct walkthrough and results of the Enterprise Integration test	2 days	Mon 9/8/14	Wed 9/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1702	Participate in walkthrough of Enterprise Integration test	3 days	Mon 9/8/14	Thu 9/11/14
1703	Deliverable: 6.3.4.4.9 Review of Enterprise Integration Test (DOT HQ)	0 days	Thu 9/11/14	Thu 9/11/14
1704	Deliverable: 6.3.4.4.10 Certification Form – Enterprise Integration (DOT HQ)	0 days	Thu 9/11/14	Thu 9/11/14
1705	6.3.4.4.11 Updated Project Documents - Enterprise Integration	5.5 days	Mon 9/8/14	Tue 9/16/14
1706	Update Project Documents - Enterprise Integration	2.5 days	Mon 9/8/14	Thu 9/11/14
1707	Review Updated Project Documents - Enterprise Integration	3 days	Thu 9/11/14	Tue 9/16/14
1708	Deliverable: 6.3.4.4.11 Updated Project Documents – Enterprise Integration	0 days	Tue 9/16/14	Tue 9/16/14
1709	6.3.4.4.15 Updated Project Documents - SIT Test #2	18 days	Mon 8/25/14	Thu 9/18/14
1710	Update Project Documents - SIT Test #2	10 days	Mon 8/25/14	Mon 9/8/14
1711	Review Updated Project Documents - SIT Test #2	8 days	Mon 9/8/14	Thu 9/18/14
1712	Deliverable: 6.3.4.4.15 Updated Project Documents - SIT Test #2 (DOT HQ)	0 days	Thu 9/18/14	Thu 9/18/14
1713	6.3.4.4.16 Certification Form - SIT Test #2 (DOT HQ)	0 days	Thu 9/18/14	Thu 9/18/14
1714	Deliverable: 6.3.4.4.13 SIT Test #2 (DOT HQ)	0 days	Mon 9/8/14	Mon 9/8/14
1715	Deliverable: 6.3.4.4.14 Defects and Issues Log for SIT Test #2 (DOT HQ)	0 days	Mon 9/8/14	Mon 9/8/14
1716	Critical Milestone: Completion of SIT #2 (WSDOT HQ)	0 days	Mon 9/8/14	Mon 9/8/14
1717	User Acceptance Test #1 (DOT Unique)	48 days	Wed 8/13/14	Mon 10/20/14
1718	6.3.5.4.1 UAT Test Plan	6 days	Wed 9/10/14	Thu 9/18/14
1719	Produce User Acceptance Test Plan	3 days	Wed 9/10/14	Mon 9/15/14
1720	Review User Acceptance Test Plan	3 days	Mon 9/15/14	Thu 9/18/14
1721	Deliverable: 6.3.5.4.1 UAT Test Plan (DOT HQ)	0 days	Thu 9/18/14	Thu 9/18/14
1722	Refresh database	2 days	Mon 9/8/14	Wed 9/10/14
1723	Confirm interface feeds	2 days	Mon 9/8/14	Wed 9/10/14
1724	Execute UAT test scripts	11.75 days	Wed 9/24/14	Fri 10/10/14
1725	Document defects	15 days	Wed 9/24/14	Wed 10/15/14
1726	Resolve defects	15 days	Wed 9/24/14	Wed 10/15/14
1727	Regression test changes	15 days	Wed 9/24/14	Wed 10/15/14
1728	Deliverable: 6.3.5.4.2 UAT Test Execution (DOT HQ)	0 days	Fri 10/10/14	Fri 10/10/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1729	Deliverable: 6.3.5.4.3 Defects and Issues Log for UAT (DOT HQ)	0 days	Fri 10/10/14	Fri 10/10/14
1730	Deliverable: 6.3.5.4.5 Review of UAT Test Results (DOT HQ)	0 days	Fri 10/10/14	Fri 10/10/14
1731	Deliverable: 6.3.5.4.6 Confirmation of completion of UAT (DOT HQ)	0 days	Fri 10/10/14	Fri 10/10/14
1732	Test sign-off	0 days	Fri 10/10/14	Fri 10/10/14
1733	6.3.2.4.1 Accessibility Test Plan	18 days	Wed 8/27/14	Mon 9/22/14
1734	Create Accessibility Test Plan	10 days	Wed 8/27/14	Wed 9/10/14
1735	Review Accessibility Test Plan	8 days	Wed 9/10/14	Mon 9/22/14
1736	Deliverable: 6.3.2.4.1 Accessibility Test Plan (DOT HQ)	0 days	Mon 9/22/14	Mon 9/22/14
1737	6.3.2.4.2 Accessibility Testing	9 days	Mon 9/8/14	Fri 9/19/14
1738	Conduct Accessibility Testing	5 days	Mon 9/8/14	Mon 9/15/14
1739	Review Accessibility Testing	4 days	Mon 9/15/14	Fri 9/19/14
1740	Deliverable: 6.3.2.4.2 Accessibility Testing (DOT HQ)	0 days	Fri 9/19/14	Fri 9/19/14
1741	6.3.2.4.3 Defects Log	9 days	Mon 9/8/14	Fri 9/19/14
1742	Create and fix Defects on Log	5 days	Mon 9/8/14	Mon 9/15/14
1743	Review Defects Log	4 days	Mon 9/15/14	Fri 9/19/14
1744	Deliverable: 6.3.2.4.3 Defects Log for Accessibility Testing (DOT HQ)	0 days	Fri 9/19/14	Fri 9/19/14
1745	6.3.2.4.4 Updated Project Documents	8.75 days	Fri 9/19/14	Thu 10/2/14
1746	Update Project Documents	5 days	Fri 9/19/14	Fri 9/26/14
1747	Review Updated Project Documents	3.75 days	Fri 9/26/14	Thu 10/2/14
1748	Deliverable:6.3.5.4.6 Updated Project Document – Post UAT test	0 days	Fri 9/26/14	Fri 9/26/14
1749	Deliverable: 6.3.2.4.4 Updated Project Documents (DOT HQ)	0 days	Thu 10/2/14	Thu 10/2/14
1750	Deliverable: 6.3.2.4.5 Certification Form – Accessibility Testing (DOT HQ)	0 days	Thu 10/2/14	Thu 10/2/14
1751	6.3.7.4.1 Security Test Plan	24 days	Wed 8/13/14	Tue 9/16/14
1752	Develop Security Test Plan	15 days	Wed 8/13/14	Wed 9/3/14
1753	Review Security Test Plan	9 days	Wed 9/3/14	Tue 9/16/14
1754	Deliverable: 6.3.7.4.1 Security Test Plan (DOT HQ)	0 days	Tue 9/16/14	Tue 9/16/14
1755	6.3.7.4.2 Security Testing	8 days	Tue 9/16/14	Fri 9/26/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1756	Perform Security Testing	5 days	Tue 9/16/14	Tue 9/23/14
1757	Review Security Testing	3 days	Tue 9/23/14	Fri 9/26/14
1758	Deliverable: 6.3.7.4.2 Security Testing (DOT HQ)	0 days	Fri 9/26/14	Fri 9/26/14
1759	6.3.7.4.3 Ethical Hacking Tests	6 days	Tue 9/16/14	Wed 9/24/14
1760	Conduct Ethical Hacking Tests	3 days	Tue 9/16/14	Fri 9/19/14
1761	Review Ethical Hacking Tests	3 days	Fri 9/19/14	Wed 9/24/14
1762	Deliverable: 6.3.7.4.3 Ethical Hacking Tests (DOT HQ)	0 days	Wed 9/24/14	Wed 9/24/14
1763	6.3.7.4.4 Ethical Hacking Review and Remediation Plan	10 days	Wed 9/24/14	Wed 10/8/14
1764	Review ethical hacking results and address vulnerabilities	10 days	Wed 9/24/14	Wed 10/8/14
1765	Participate in ethical hacking results review	8.25 days	Wed 9/24/14	Mon 10/6/14
1766	Deliverable: 6.3.7.4.4 Ethical Hacking Review and Remediation Plan (DOT HQ)	0 days	Mon 10/6/14	Mon 10/6/14
1767	6.3.7.4.5 Ethical Hacking Retesting	6 days	Mon 10/6/14	Tue 10/14/14
1768	Conduct Ethical Hacking Retesting	3 days	Mon 10/6/14	Thu 10/9/14
1769	Review Ethical Hacking Retesting	3 days	Thu 10/9/14	Tue 10/14/14
1770	Deliverable: 6.3.7.4.5 Ethical Hacking Retesting (DOT HQ)	0 days	Tue 10/14/14	Tue 10/14/14
1771	6.3.7.4.6 Defects and Issues Log for Security Testing	10 days	Tue 9/16/14	Tue 9/30/14
1772	Create and Perfect Defects and Issues Log for Security Testing	5 days	Tue 9/16/14	Tue 9/23/14
1773	Review defects and Issues Log for Security Testing	5 days	Tue 9/23/14	Tue 9/30/14
1774	Deliverable: 6.3.7.4.6 Defects and Issues Log for Security Testing (DOT HQ)	0 days	Tue 9/30/14	Tue 9/30/14
1775	6.3.7.4.8 Updated Project Documents	9.75 days	Tue 9/23/14	Tue 10/7/14
1776	Update Project Documents	5 days	Tue 9/23/14	Tue 9/30/14
1777	Review Updated Project Documents	4.75 days	Tue 9/30/14	Tue 10/7/14
1778	Deliverable: 6.3.7.4.7 Updated Project Documents (DOT HQ)	0 days	Tue 10/7/14	Tue 10/7/14
1779	Deliverable: 6.3.7.4.8 Certification Form - Security (DOT HQ)	0 days	Tue 10/7/14	Tue 10/7/14
1780	6.3.5.4.6 Updated Project Documents - Post UAT Test	6.25 days	Fri 10/10/14	Mon 10/20/14
1781	Update Project Documents - Post UAT Test	5 days	Fri 10/10/14	Fri 10/17/14
1782	Review Updated Project Documents - Post UAT Test	1.25 days	Fri 10/17/14	Mon 10/20/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1783	Deliverable: 6.3.5.4.6 Updated Project Documents - Post UAT Test (DOT HQ)	0 days	Mon 10/20/14	Mon 10/20/14
1784	Deliverable: 6.3.5.4.6 Confirmation of completion of UAT (DOT HQ)	0 days	Mon 10/20/14	Mon 10/20/14
1785	Critical Milestone: Completion of UAT (WSDOT HQ)	0 days	Mon 10/20/14	Mon 10/20/14
1786	Test sign-off	0 days	Fri 10/10/14	Fri 10/10/14
1787	Regression Testing	40.25 days	Thu 6/26/14	Thu 8/21/14
1788	6.3.6.4.1 Regression Test Plan	16 days	Thu 6/26/14	Fri 7/18/14
1789	Develop Regression Test Plan	5 days	Thu 6/26/14	Thu 7/3/14
1790	Review Regression Test Plan	11 days	Thu 7/3/14	Fri 7/18/14
1791	Deliverable: 6.3.6.4.1 Regression Test Plan (DOT HQ)	0 days	Fri 7/18/14	Fri 7/18/14
1792	6.3.6.4.2 Regression Testing	8 days	Fri 7/18/14	Wed 7/30/14
1793	Conduct Regression Testing	3 days	Fri 7/18/14	Wed 7/23/14
1794	Review Regression Testing	5 days	Wed 7/23/14	Wed 7/30/14
1795	Deliverable: 6.3.6.4.2 Regression testing (DOT HQ)	0 days	Wed 7/30/14	Wed 7/30/14
1796	6.3.6.4.3 Regression testing artifacts	6 days	Wed 7/30/14	Thu 8/7/14
1797	Provide DES with Regression testing artifacts	1 day	Wed 7/30/14	Thu 7/31/14
1798	Review Regression testing artifacts	5 days	Thu 7/31/14	Thu 8/7/14
1799	Deliverable: 6.3.6.4.3 Regression testing artifacts (DOT HQ)	0 days	Thu 8/7/14	Thu 8/7/14
1800	6.3.6.4.4 Regression Test Analysis on DES Systems	6 days	Thu 8/7/14	Fri 8/15/14
1801	Perform Regression Test Analysis on DES Systems	3 days	Thu 8/7/14	Tue 8/12/14
1802	Review Regression Test Analysis on DES Systems	3 days	Tue 8/12/14	Fri 8/15/14
1803	Deliverable: 6.3.6.4.4 Regression Test Analysis on DES Systems (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1804	6.3.6.4.5 Defects Log for Regression Testing	7.5 days	Fri 7/18/14	Wed 7/30/14
1805	Create and Perfect Defects Log for Regression Testing	2.5 days	Fri 7/18/14	Wed 7/23/14
1806	Review Defects Log for Regression Testing	5 days	Wed 7/23/14	Wed 7/30/14
1807	Deliverable: 6.3.6.4.5 Defects Log for Regression Testing (DOT HQ)	0 days	Wed 7/30/14	Wed 7/30/14
1808	6.3.6.4.6 Updated Project Documents	9.25 days	Fri 8/8/14	Thu 8/21/14
1809	Update Project Documents	5 days	Fri 8/8/14	Fri 8/15/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
1810 Review Updated Project Documents	4.25 days	Fri 8/15/14	Thu 8/21/14
1811 Deliverable: 6.3.6.4.6 Updated Project Documents (DOT HQ)	0 days	Thu 8/21/14	Thu 8/21/14
1812 Deliverable: 6.3.6.4.7 Certification Form - Regression Testing (DOT HQ)	0 days	Thu 8/21/14	Thu 8/21/14
1813 Performance Testing	25 days	Fri 7/18/14	Fri 8/22/14
1814 6.3.9.4.1 Performance Test Plan	10 days	Fri 7/18/14	Fri 8/1/14
1815 Create Performance Test Plan	5 days	Fri 7/18/14	Fri 7/25/14
1816 Review Performance Test Plan	5 days	Fri 7/25/14	Fri 8/1/14
1817 Deliverable: 6.3.9.4.1 Performance Test Plan (DOT HQ)	0 days	Fri 8/1/14	Fri 8/1/14
1818 6.3.9.4.2 Performance Testing	10 days	Fri 8/1/14	Fri 8/15/14
1819 Conduct Performance Testing	5 days	Fri 8/1/14	Fri 8/8/14
1820 Review Performance Testing	5 days	Fri 8/8/14	Fri 8/15/14
1821 Deliverable: 6.3.9.4.2 Performance Testing (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1822 6.3.9.4.3 Defects Log for Performance Testing	10 days	Fri 8/1/14	Fri 8/15/14
1823 Create and Perfect Defects Log for Performance Testing	5 days	Fri 8/1/14	Fri 8/8/14
1824 Review Defects Log for Performance Testing	5 days	Fri 8/8/14	Fri 8/15/14
1825 Deliverable: 6.3.9.4.3 Defects Log for Performance Testing (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1826 6.3.9.4.4 Updated Project Documents	10 days	Fri 8/1/14	Fri 8/15/14
1827 Update Project Documents	5 days	Fri 8/1/14	Fri 8/8/14
1828 Review Updated Project Documents	5 days	Fri 8/8/14	Fri 8/15/14
1829 Deliverable: 6.3.9.4.4 Updated Project Documents (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1830 Deliverable: 6.3.9.4.5 Certification Form - Performance Testing (DOT HQ)	5 days	Fri 8/15/14	Fri 8/22/14
1831 Build environment for testing workstations	5 days	Fri 7/25/14	Fri 8/1/14
1832 Installation & Configuration of Tool Set	5 days	Fri 8/1/14	Fri 8/8/14
1833 Actual Performance Testing/Reporting/Analysis	5 days	Fri 8/8/14	Fri 8/15/14
1834 Performance Test Close Out	1 day	Fri 8/15/14	Mon 8/18/14
1835 Remediation of hardware if required	1 day	Mon 8/18/14	Tue 8/19/14
1836 Disaster Recovery	234.25 days	Thu 10/10/13	Fri 9/5/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1837	Validation of backups / recover testing	5 days	Thu 10/10/13	Wed 10/16/13
1838	Final Design / Pricing for 2nd SAN provided & Ordered	2 days	Thu 10/17/13	Fri 10/18/13
1839	Delivery / Setup of 2nd SAN in current Data center	5 days	Mon 10/21/13	Fri 10/25/13
1840	Configuration of SVC and Failover Testing	3 days	Mon 10/28/13	Wed 10/30/13
1841	Completion of DR split between DEV/TEST & PRD	1 day	Thu 10/31/13	Thu 10/31/13
1842	5.4 Disaster Recovery and Business Continuity	90.25 days	Fri 5/2/14	Fri 9/5/14
1843	5.4.4.1 Disaster Recovery and Business Continuity Elements	21 days	Fri 5/2/14	Fri 5/30/14
1844	Document Disaster Recovery and Business Continuity Elements	10 days	Fri 5/2/14	Thu 5/15/14
1845	Review Disaster Recovery and Business Continuity Elements	11 days	Fri 5/16/14	Fri 5/30/14
1846	Deliverable: 5.4.4.1 Disaster Recovery and Business Continuity Elements	0 days	Fri 5/30/14	Fri 5/30/14
1847	5.4.4.2 Additional Best Practices (DR/BC)	10 days	Fri 5/2/14	Thu 5/15/14
1848	Provide Additional Best Practices (DR/BC)	5 days	Fri 5/2/14	Thu 5/8/14
1849	Review Additional Best Practices (DR/BC)	5 days	Fri 5/9/14	Thu 5/15/14
1850	Deliverable: 5.4.4.2 Additional Best Practices (DR/BC) (DOT HQ)	0 days	Thu 5/15/14	Thu 5/15/14
1851	5.4.4.3 Updated Disaster Recovery and Business Continuity Plan	15 days	Fri 5/16/14	Thu 6/5/14
1852	Update Disaster Recovery and Business Continuity Plan	5 days	Fri 5/16/14	Thu 5/22/14
1853	Review Updated Disaster Recovery and Business Continuity Plan	10 days	Fri 5/23/14	Thu 6/5/14
1854	Deliverable: 5.4.4.3 Updated Disaster Recovery and Business Continuity Plan	0 days	Thu 6/5/14	Thu 6/5/14
1855	5.4.4.4 DR/BC Policies and Strategies for the TLA Solution	15 days	Fri 6/6/14	Thu 6/26/14
1856	Develop DR/BC Policies and Strategies for the TLA Solution	5 days	Fri 6/6/14	Thu 6/12/14
1857	Review DR/BC Policies and Strategies for the TLA Solution	10 days	Fri 6/13/14	Thu 6/26/14
1858	Deliverable: 5.4.4.4 DR/BC Policies and Strategies for the TLA Solution	0 days	Thu 6/26/14	Thu 6/26/14
1859	5.4.4.5 DR/BC Policies and Strategies for the TLA Solution	5 days	Fri 6/27/14	Thu 7/3/14
1860	Develop DR/BC Policies and Strategies for the TLA Solution	5 days	Fri 6/27/14	Thu 7/3/14
1861	Review DR/BC Policies and Strategies for the TLA Solution	3 days	Tue 7/1/14	Thu 7/3/14
1862	Deliverable: 5.4.4.5 DR/BC Policies and Strategies for the TLA Solution	0 days	Thu 7/3/14	Thu 7/3/14
1863	5.4.4.6 Prime Vendor Tools and Systems	15 days	Fri 7/4/14	Thu 7/24/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1864	Install Prime Vendor Tools and Systems	5 days	Fri 7/4/14	Thu 7/10/14
1865	Review Prime Vendor Tools and Systems	10 days	Fri 7/11/14	Thu 7/24/14
1866	Deliverable: 5.4.4.6 Prime Vendor Tools and Systems (DOT HQ)	0 days	Thu 7/24/14	Thu 7/24/14
1867	5.4.4.7 DES Tools and Systems	6 days	Fri 7/25/14	Fri 8/1/14
1868	Install DES Tools and Systems	3 days	Fri 7/25/14	Tue 7/29/14
1869	Review DES Tools and Systems	3 days	Wed 7/30/14	Fri 8/1/14
1870	Deliverable: 5.4.4.7 DES Tools and Systems (DOT HQ)	0 days	Fri 8/1/14	Fri 8/1/14
1871	5.4.4.8 Testing of Disaster Recovery and Business Continuity Plan	9.25 days	Mon 8/4/14	Fri 8/15/14
1872	Perform Testing of Disaster Recovery and Business Continuity Plan	5 days	Mon 8/4/14	Fri 8/8/14
1873	Review Testing of Disaster Recovery and Business Continuity Plan	4.25 days	Mon 8/11/14	Fri 8/15/14
1874	Deliverable: 5.4.4.8 Testing of Disaster Recovery and Business Continuity Plan	0 days	Fri 8/15/14	Fri 8/15/14
1875	5.4.4.9 Testing of Disaster Recovery and Business Continuity Plan	10 days	Fri 8/15/14	Fri 8/29/14
1876	Perform Testing of Disaster Recovery and Business Continuity Plan	5 days	Fri 8/15/14	Fri 8/22/14
1877	Review Testing of Disaster Recovery and Business Continuity Plan	5 days	Fri 8/22/14	Fri 8/29/14
1878	Deliverable: 5.4.4.9 Testing of Disaster Recovery and Business Continuity Plan	0 days	Fri 8/29/14	Fri 8/29/14
1879	5.4.4.10 Updated Project Documents	10 days	Fri 7/4/14	Thu 7/17/14
1880	Update Project Documents	5 days	Fri 7/4/14	Thu 7/10/14
1881	Review Updated Project Documents	5 days	Fri 7/11/14	Thu 7/17/14
1882	Deliverable: 5.4.4.10 Updated Project documents (DOT HQ)	0 days	Thu 7/17/14	Thu 7/17/14
1883	Deliverable: 5.4.4.11 Certification Form - Disaster Recovery and Business Continuity Plan	5 days	Fri 8/29/14	Fri 9/5/14
1884	Quality Reviews	20.5 days	Fri 8/8/14	Fri 9/5/14
1885	9.8.4.3 Quality Assurance Reviews	5 days	Fri 8/8/14	Fri 8/15/14
1886	Conduct Quality Assurance Reviews	5 days	Fri 8/8/14	Fri 8/15/14
1887	Deliverable: 9.8.4.3 Quality Assurance Reviews (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1888	9.8.4.4 Prime Vendor Internal QA Reports	7 days	Fri 8/15/14	Tue 8/26/14
1889	Deliver Quarterly QA reports	2 days	Fri 8/15/14	Tue 8/19/14
1890	Review Quarterly QA Reports	5 days	Tue 8/19/14	Tue 8/26/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1891	Deliverable: 9.8.4.4 Prime Vendor Internal QA Reports (DOT HQ)	0 days	Tue 8/26/14	Tue 8/26/14
1892	9.8.4.5 Prime Vendor QA Deficiencies Addressed	8.5 days	Tue 8/26/14	Fri 9/5/14
1893	Address Prime Vendor QA Deficiencies	2.5 days	Tue 8/26/14	Thu 8/28/14
1894	Review the address of Prime Vendor QA Deficiencies	6 days	Thu 8/28/14	Fri 9/5/14
1895	Deliverable: 9.8.4.5 Prime Vendor QA Deficiencies Addressed (DOT HQ)	0 days	Fri 9/5/14	Fri 9/5/14
1896	9.8.4.6 DES Reviews and Scorecards	7 days	Fri 8/8/14	Tue 8/19/14
1897	Participate in DES reviews	2 days	Fri 8/8/14	Tue 8/12/14
1898	Provide reviews and scorecards	5 days	Tue 8/12/14	Tue 8/19/14
1899	Deliverable: 9.8.4.6 DES Reviews and Scorecards (DOT HQ)	0 days	Tue 8/19/14	Tue 8/19/14
1900	Complete Data Integrity Testing	18.5 days	Fri 8/8/14	Wed 9/3/14
1901	Complete Data Integrity Testing	5 days	Fri 8/8/14	Fri 8/15/14
1902	Review Completed Data Integrity Testing	10 days	Fri 8/15/14	Fri 8/29/14
1903	Deliverable: 4.3.4.11 Complete Data Integrity Testing (DOT HQ)	0 days	Fri 8/29/14	Fri 8/29/14
1904	4.3.4.12 Application Demonstration	2 days	Fri 8/8/14	Tue 8/12/14
1905	Provide Application Demonstration	2 days	Fri 8/8/14	Tue 8/12/14
1906	Attend Application Demonstration	2 days	Fri 8/8/14	Tue 8/12/14
1907	Deliverable: 4.3.4.12 Application Demonstration (DOT HQ)	0 days	Tue 8/12/14	Tue 8/12/14
1908	4.3.4.13 Updated Test Materials	7.5 days	Fri 8/8/14	Tue 8/19/14
1909	Update Test Materials	2.5 days	Fri 8/8/14	Tue 8/12/14
1910	Review Updated Test Materials	5 days	Tue 8/12/14	Tue 8/19/14
1911	Deliverable: 4.3.4.13 Updated Test Materials (DOT HQ)	0 days	Tue 8/19/14	Tue 8/19/14
1912	4.3.4.14 Knowledge Transfer	5 days	Fri 8/8/14	Fri 8/15/14
1913	Provide Knowledge Transfer	5 days	Fri 8/8/14	Fri 8/15/14
1914	Receive Knowledge Transfer	5 days	Fri 8/8/14	Fri 8/15/14
1915	Deliverable: 4.3.4.14 Knowledge Transfer (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
1916	4.3.4.16 Validated Configuration	7.5 days	Fri 8/15/14	Tue 8/26/14
1917	Validate Configuration	2.5 days	Fri 8/15/14	Tue 8/19/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1918	Review Validated Configuration	5 days	Tue 8/19/14	Tue 8/26/14
1919	Deliverable: 4.3.4.15 Validated Configuration (DOT HQ)	0 days	Tue 8/26/14	Tue 8/26/14
1920	Deliverable: 4.3.4.16 Certification Form - Configuration for Performance (DOT HQ)	0 days	Tue 8/26/14	Tue 8/26/14
1921	4.3.4.17 Updated Project Documents	11 days	Tue 8/19/14	Wed 9/3/14
1922	Update Project Documents	5 days	Tue 8/19/14	Tue 8/26/14
1923	Review Updated Project Documents	6 days	Tue 8/26/14	Wed 9/3/14
1924	Deliverable: 4.3.4.17 Updated Project Documents (DOT HQ)	0 days	Wed 9/3/14	Wed 9/3/14
1925	Deliverable: 4.3.4.18 Certification Form - Build, Configure and Validate (DOT HQ)	0 days	Wed 9/3/14	Wed 9/3/14
1926	Deploy: DOT HQ	306.35 days	Mon 10/7/13	Thu 12/11/14
1927	Training	160.35 days	Fri 4/4/14	Fri 11/14/14
1928	2.1.4.3 End-user Training Materials and Tools	20 days	Fri 4/4/14	Thu 5/1/14
1929	Create Training Materials and Tools	10 days	Fri 4/4/14	Thu 4/17/14
1930	Review Training Materials and Tools	10 days	Fri 4/18/14	Thu 5/1/14
1931	Deliverable: 2.1.4.3 End-user Training Materials and Tools (DOT HQ)	0 days	Thu 5/1/14	Thu 5/1/14
1932	2.1.4.4 On-Line Help Materials	15 days	Fri 4/4/14	Thu 4/24/14
1933	Create On-line Help Materials	5 days	Fri 4/4/14	Thu 4/10/14
1934	Review On-Line Help Materials	10 days	Fri 4/11/14	Thu 4/24/14
1935	Deliverable: 2.1.4.4 On-Line Help Materials (DOT HQ)	0 days	Thu 4/24/14	Thu 4/24/14
1936	2.1.4.5 Instructor Course Materials	10 days	Fri 5/2/14	Thu 5/15/14
1937	Create Instructor Course Materials	5 days	Fri 5/2/14	Thu 5/8/14
1938	Review Instructor Course Materials	5 days	Fri 5/9/14	Thu 5/15/14
1939	Deliverable: 2.1.4.5 Instructor Course Materials (DOT HQ)	0 days	Thu 5/15/14	Thu 5/15/14
1940	2.1.4.6 Quick reference guides (QRG)	9.38 days	Fri 5/2/14	Thu 5/15/14
1941	Create Quick reference guides (QRG)	2.5 days	Fri 5/2/14	Tue 5/6/14
1942	Create Quick reference guides (QRG)	3.13 days	Fri 5/2/14	Wed 5/7/14
1943	Review Quick reference guides (QRG)	5 days	Tue 5/6/14	Tue 5/13/14
1944	Review Quick reference guides (QRG)	6.25 days	Wed 5/7/14	Thu 5/15/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1945	Deliverable: 2.1.4.6 Quick reference guides (QRG)	0 days	Thu 5/15/14	Thu 5/15/14
1946	2.1.4.7 Web-based education and training delivery modules	15 days	Fri 5/2/14	Thu 5/22/14
1947	Create Web-based education and training delivery modules	5 days	Fri 5/2/14	Thu 5/8/14
1948	Review Web-based education and training delivery modules	10 days	Fri 5/9/14	Thu 5/22/14
1949	Deliverable: 2.1.4.7 Web-based education and training delivery modules (C	0 days	Thu 5/22/14	Thu 5/22/14
1950	2.1.4.8 Trainer assessment and Train-the-Trainer course materials	15 days	Fri 5/16/14	Thu 6/5/14
1951	Create Trainer assessment and Train-the-Trainer course materials	5 days	Fri 5/16/14	Thu 5/22/14
1952	Review Trainer assessment and Train-the-Trainer course materials	10 days	Fri 5/23/14	Thu 6/5/14
1953	Deliverable: 2.1.4.8 Trainer assessment and Train-the-Trainer course mater	0 days	Thu 6/5/14	Thu 6/5/14
1954	2.1.4.9 Conduct Train-the-Trainer Training	5 days	Fri 6/6/14	Thu 6/12/14
1955	Deliver Train-the-Trainer Training	5 days	Fri 6/6/14	Thu 6/12/14
1956	Attend Train-the-Trainer Training	5 days	Fri 6/6/14	Thu 6/12/14
1957	Deliverable: 2.1.4.9 Conduct Train-the-Trainer Training (DOT HQ)	0 days	Thu 6/12/14	Thu 6/12/14
1958	2.1.4.10 Conduct Instructor-led Training	5 days	Fri 6/13/14	Thu 6/19/14
1959	Deliver Conduct Instructor-led Training	5 days	Fri 6/13/14	Thu 6/19/14
1960	Attend Instructor-led Training	5 days	Fri 6/13/14	Thu 6/19/14
1961	Deliverable: 2.1.4.10 Conduct Instructor-led Training (DOT HQ)	0 days	Thu 6/19/14	Thu 6/19/14
1962	2.1.4.11 Final revisions to end-user course materials, instructor course mater	11.75 days	Fri 6/20/14	Mon 7/7/14
1963	Perform Final revisions to end-user course materials, instructor course mat	5 days	Fri 6/20/14	Thu 6/26/14
1964	Review Final revisions to end-user course materials, instructor course mate	6.75 days	Fri 6/27/14	Mon 7/7/14
1965	Deliverable: 2.1.4.11 Final revisions to end-user course materials, instructo	0 days	Mon 7/7/14	Mon 7/7/14
1966	2.1.4.12 Training course handover report-Train-the-Trainer	10 days	Fri 6/13/14	Thu 6/26/14
1967	Prepare Training course handover report-Train-the-Trainer	5 days	Fri 6/13/14	Thu 6/19/14
1968	Review Training course handover report-Train-the-Trainer	5 days	Fri 6/20/14	Thu 6/26/14
1969	Deliverable: 2.1.4.12 Training course handover report-Train-the-Trainer (DC	0 days	Thu 6/26/14	Thu 6/26/14
1970	2.1.4.13 Instructor-led course handover report	11.75 days	Fri 6/20/14	Mon 7/7/14
1971	Prepare Instructor-led course handover report	5 days	Fri 6/20/14	Thu 6/26/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
1972 Review Instructor-led course handover report	6.75 days	Fri 6/27/14	Mon 7/7/14
1973 Deliverable: 2.1.4.13 Instructor-led course handover report (DOT HQ)	0 days	Mon 7/7/14	Mon 7/7/14
1974 2.1.4.14 End User Surveys	21 days	Mon 7/7/14	Tue 8/5/14
1975 Prepare End User Surveys	5 days	Mon 7/7/14	Mon 7/14/14
1976 Conduct End User Surveys	10 days	Mon 7/14/14	Mon 7/28/14
1977 Gather and tally End User Surveys results	3 days	Mon 7/28/14	Thu 7/31/14
1978 Determine action items resulting from End User Surveys	3 days	Thu 7/31/14	Tue 8/5/14
1979 Deliverable: 2.1.4.14 End User Surveys (DOT HQ)	0 days	Tue 8/5/14	Tue 8/5/14
1980 2.1.4.15 Updated end user training Materials and Tools	15 days	Tue 8/5/14	Tue 8/26/14
1981 Prepare Updated end user training Materials and Tools	5 days	Tue 8/5/14	Tue 8/12/14
1982 Review Updated end user training Materials and Tools	10 days	Tue 8/12/14	Tue 8/26/14
1983 Deliverable: 2.1.15 Updated end user training Materials and Tools (DOT HQ)	0 days	Tue 8/26/14	Tue 8/26/14
1984 2.1.4.16 Complete Training	47.85 days	Tue 8/5/14	Fri 10/10/14
1985 Perform Logistics for Complete Training	5 days	Tue 8/5/14	Tue 8/12/14
1986 Conduct Power User Training	10 days	Wed 9/10/14	Wed 9/24/14
1987 Conduct Complete Training	15.25 days	Fri 9/19/14	Fri 10/10/14
1988 Deliverable: 2.1.4.16 Complete Training (DOT HQ)	0 days	Fri 10/10/14	Fri 10/10/14
1989 2.1.4.17 Updated Project Documents	15 days	Fri 10/17/14	Fri 11/7/14
1990 Prepare Updated Project Documents	5 days	Fri 10/17/14	Fri 10/24/14
1991 Review Updated Project Documents	10 days	Fri 10/24/14	Fri 11/7/14
1992 Deliverable: 2.1.4.17 Updated Project Documents (DOT HQ)	0 days	Fri 11/7/14	Fri 11/7/14
1993 Deliverable: 2.1.4.18 Certification Form –Training (DOT HQ)	5 days	Fri 11/7/14	Fri 11/14/14
1994 Knowledge Transfer	256 days	Mon 10/7/13	Wed 10/1/14
1995 2.2.4.1 Knowledge transfer component of the Training Plan	21 days	Fri 5/2/14	Fri 5/30/14
1996 Create Knowledge transfer component of the Training Plan	10 days	Fri 5/2/14	Thu 5/15/14
1997 Review Knowledge transfer component of the Training Plan	11 days	Fri 5/16/14	Fri 5/30/14
1998 Deliverable: 2.1.4.1 Training Plan (DOT HQ)	0 days	Fri 5/30/14	Fri 5/30/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
1999	2.2.4.2 Conduct Knowledge Transfer	41 days	Mon 6/2/14	Mon 7/28/14
2000	Perform Knowledge transfer component of the Training Plan	2 mons	Mon 6/2/14	Fri 7/25/14
2001	Obtain Knowledge transfer component of the Training Plan	2.05 mons	Mon 6/2/14	Mon 7/28/14
2002	Deliverable: 2.2.4.2 Conduct Knowledge Transfer (DOT HQ)	0 days	Mon 7/28/14	Mon 7/28/14
2003	2.2.4.3 Develop Knowledge Transfer Self Assessment Tool	15 days	Mon 10/7/13	Fri 10/25/13
2004	Develop Knowledge Transfer Self Assessment Tool	5 days	Mon 10/7/13	Fri 10/11/13
2005	Review Knowledge Transfer Self Assessment Tool	10 days	Mon 10/14/13	Fri 10/25/13
2006	Deliverable: 2.2.4.3 Develop Knowledge Transfer Self Assessment Tool	0 days	Mon 10/7/13	Mon 10/7/13
2007	2.2.4.4 Technical Personnel Survey	20 days	Tue 7/29/14	Mon 8/25/14
2008	Prepare Technical Personnel Survey	5 days	Tue 7/29/14	Mon 8/4/14
2009	Conduct Technical Personnel Survey	10 days	Tue 8/5/14	Mon 8/18/14
2010	Gather and tally Technical Personnel Survey results	3 days	Tue 8/19/14	Thu 8/21/14
2011	Determine action items resulting from Technical Personnel Survey	2 days	Fri 8/22/14	Mon 8/25/14
2012	Deliverable: 2.2.4.4 Technical Personnel Survey (DOT HQ)	0 days	Mon 8/25/14	Mon 8/25/14
2013	2.2.4.5 Deficiencies Report	27 days	Tue 8/26/14	Wed 10/1/14
2014	Address deficiencies in the knowledge transfer to technical personnel	1 mon	Tue 8/26/14	Mon 9/22/14
2015	Prepare Deficiencies Report	2 days	Tue 9/23/14	Wed 9/24/14
2016	Review Deficiencies Report	5 days	Thu 9/25/14	Wed 10/1/14
2017	Deliverable: 2.2.4.5 Deficiencies Remediation (DOT HQ)	0 days	Wed 10/1/14	Wed 10/1/14
2018	2.2.4.6 Knowledge transfer Handover Report	14 days	Tue 7/29/14	Fri 8/15/14
2019	Prepare Knowledge transfer Handover Report	5 days	Tue 7/29/14	Mon 8/4/14
2020	Review Knowledge transfer Handover Report	9 days	Tue 8/5/14	Fri 8/15/14
2021	Deliverable: 2.2.4.6 Knowledge transfer Handover Report (DOT HQ)	0 days	Fri 8/15/14	Fri 8/15/14
2022	2.2.4.7 Updated Project Documents	7.5 days	Wed 8/13/14	Fri 8/22/14
2023	Perform Updated Project Documents	2.5 days	Wed 8/13/14	Fri 8/15/14
2024	Review Updated Project Documents	5 days	Mon 8/18/14	Fri 8/22/14
2025	Deliverable: 2.2.4.7 Updated Project Documents (DOT HQ)	0 days	Fri 8/22/14	Fri 8/22/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2026	Deliverable: 2.2.4.8 Certification Form - Technical Personnel Knowledge Transfer	0 days	Wed 10/1/14	Wed 10/1/14
2027	Critical Milestone: Completion of Training and Education (DOT)	0 days	Fri 11/14/14	Fri 11/14/14
2028	Business Readiness	44 days	Tue 7/29/14	Fri 9/26/14
2029	Business	44 days	Tue 7/29/14	Fri 9/26/14
2030	Agency changes communicated	44 days	Tue 7/29/14	Fri 9/26/14
2031	All necessary applications and shortcuts loaded and working on PC's	44 days	Tue 7/29/14	Fri 9/26/14
2032	All users have id's	44 days	Tue 7/29/14	Fri 9/26/14
2033	EUC	44 days	Tue 7/29/14	Fri 9/26/14
2034	User PC's Tested for connectivity	44 days	Tue 7/29/14	Fri 9/26/14
2035	User PC's Hardware/Software Updated as necessary	44 days	Tue 7/29/14	Fri 9/26/14
2036	User ID & Password	44 days	Tue 7/29/14	Fri 9/26/14
2037	CUTOVER/CONVERSION	97.35 days	Tue 7/29/14	Thu 12/11/14
2038	Initial Configuration/Master Data	4 days	Fri 8/8/14	Thu 8/14/14
2039	Configuration in Prod Complete	1 day	Fri 8/8/14	Mon 8/11/14
2040	Master Data in Prod Complete	3 days	Mon 8/11/14	Thu 8/14/14
2041	Mock 1	14 days	Fri 8/8/14	Thu 8/28/14
2042	General	9 days	Fri 8/8/14	Thu 8/21/14
2043	Data Gathering	5 days	Fri 8/8/14	Fri 8/15/14
2044	Identify DOT Employees & SME	1 day	Thu 8/14/14	Fri 8/15/14
2045	Pull data for set up elements	1 day	Fri 8/8/14	Mon 8/11/14
2046	Deliverable: 4.3.4.5 Data mapping (DOT)	1 day	Fri 8/8/14	Mon 8/11/14
2047	Create mapping table from SAP to EmpCenter	1 day	Fri 8/8/14	Mon 8/11/14
2048	Populate mapping table for each Agency if necessary	1 day	Fri 8/8/14	Mon 8/11/14
2049	Data Conversion	2 days	Fri 8/15/14	Tue 8/19/14
2050	Prepare load sheet	2 days	Fri 8/15/14	Tue 8/19/14
2051	Initial load into EmpCenter	1 day	Fri 8/15/14	Mon 8/18/14
2052	Financial Preparation	2 days	Tue 8/19/14	Thu 8/21/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2053	Perform Financial Steps	2 days	Tue 8/19/14	Thu 8/21/14
2054	Verify & Sign Off Employee conversion successful	0 days	Thu 8/21/14	Thu 8/21/14
2055	EmpCenter	5 days	Thu 8/21/14	Thu 8/28/14
2056	Employee master data requirements identified	1 day	Thu 8/21/14	Fri 8/22/14
2057	Extract data from SAP	1 day	Thu 8/21/14	Fri 8/22/14
2058	Map SAP data elements & identify missing info	1 day	Fri 8/22/14	Mon 8/25/14
2059	SME's to capture missing data	1 day	Fri 8/22/14	Mon 8/25/14
2060	Populate EmpCenter spreadsheet & upload	1 day	Mon 8/25/14	Tue 8/26/14
2061	Verify Employee Mater Data	1 day	Mon 8/25/14	Tue 8/26/14
2062	HCM master data gathering	2 days	Tue 8/26/14	Thu 8/28/14
2063	Load HCM Master data	1 day	Tue 8/26/14	Wed 8/27/14
2064	Verify & Sign Off Employee Master data conversion	1 day	Wed 8/27/14	Thu 8/28/14
2065	Deliverable: 7.4.10 Practice Cutover (DOT HQ)	0 days	Thu 8/28/14	Thu 8/28/14
2066	Production Cutover Schedule	80 days	Tue 7/29/14	Mon 11/17/14
2067	Project Cutover Preparation Activities	80 days	Tue 7/29/14	Mon 11/17/14
2068	7.4.1 Cutover Plan	26 days	Tue 7/29/14	Tue 9/2/14
2069	Develop Cutover Plan	10 days	Tue 7/29/14	Mon 8/11/14
2070	Review Cutover Plan	16 days	Tue 8/12/14	Tue 9/2/14
2071	Deliverable: 7.4.11 Cutover Plan (DOT HQ)	0 days	Tue 9/2/14	Tue 9/2/14
2072	7.4.2 Command Center Set-up Template	10 days	Wed 9/3/14	Tue 9/16/14
2073	Develop Command Center Set-up Template	5 days	Wed 9/3/14	Tue 9/9/14
2074	Review Command Center Set-up Template	5 days	Wed 9/10/14	Tue 9/16/14
2075	Deliverable: 7.4.2 Command Center Set-up Template (DOT HQ)	0 days	Tue 9/16/14	Tue 9/16/14
2076	7.4.3 Command Center Set-Up Plan	44 days	Wed 9/17/14	Mon 11/17/14
2077	Develop Command Center Set-Up Plan	25 days	Wed 9/17/14	Tue 10/21/14
2078	Physical location setup	10 days	Wed 9/17/14	Tue 9/30/14
2079	Network connectivity	10 days	Wed 9/17/14	Tue 9/30/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2080	Telephones (non Cell)*6	10 days	Wed 9/17/14	Tue 9/30/14
2081	Seating and workspace for 10	10 days	Wed 9/17/14	Tue 9/30/14
2082	White boards	10 days	Wed 9/17/14	Tue 9/30/14
2083	Identify Personnel	5 days	Wed 10/1/14	Tue 10/7/14
2084	DOT	5 days	Wed 10/1/14	Tue 10/7/14
2085	DES	5 days	Wed 10/1/14	Tue 10/7/14
2086	WFS	5 days	Wed 10/1/14	Tue 10/7/14
2087	Develop issue/ defect reporting and resolution process	5 days	Wed 10/8/14	Tue 10/14/14
2088	How are issue/ defect reported to CC	5 days	Wed 10/8/14	Tue 10/14/14
2089	How are issue/ defect recorded	5 days	Wed 10/8/14	Tue 10/14/14
2090	How are issue/ defect assigned to personnel	5 days	Wed 10/8/14	Tue 10/14/14
2091	How are issue/ defect closed	5 days	Wed 10/8/14	Tue 10/14/14
2092	Identify hours of operation	5 days	Wed 10/15/14	Tue 10/21/14
2093	How many months from Go-Live	5 days	Wed 10/15/14	Tue 10/21/14
2094	Hours of operation during Monday to Friday	5 days	Wed 10/15/14	Tue 10/21/14
2095	Weekend Support ?	5 days	Wed 10/15/14	Tue 10/21/14
2096	Review Command Center Set-Up Plan	19 days	Wed 10/22/14	Mon 11/17/14
2097	Deliverable: 7.4.3 Command Center Set-Up Plan (DOT HQ)	0 days	Mon 11/17/14	Mon 11/17/14
2098	7.4.4 Cutover Readiness Assessment	5 days	Wed 9/3/14	Tue 9/9/14
2099	Perform Cutover Readiness Assessment	5 days	Wed 9/3/14	Tue 9/9/14
2100	Review Cutover Readiness Assessment	0 days	Tue 9/9/14	Tue 9/9/14
2101	Deliverable: 7.4.4 Cutover Readiness Assessment	0 days	Tue 9/9/14	Tue 9/9/14
2102	7.4.5 Command Center Communication Plan	6 days	Wed 9/10/14	Wed 9/17/14
2103	Develop Command Center Communication Plan	1 day	Wed 9/10/14	Wed 9/10/14
2104	Review Command Center Communication Plan	5 days	Thu 9/11/14	Wed 9/17/14
2105	Deliverable: 7.4.5 Command Center Communication Plan (DOT HQ)	0 days	Wed 9/17/14	Wed 9/17/14
2106	7.4.7 Show-Stopper Report	6.1 days	Wed 9/3/14	Thu 9/11/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2107	Develop Show-Stopper Report	1 day	Wed 9/3/14	Wed 9/3/14
2108	Review Show-Stopper Report	5 days	Thu 9/4/14	Wed 9/10/14
2109	Deliverable: 7.4.7 Show-Stopper Report (DOT HQ)	0.1 days	Thu 9/11/14	Thu 9/11/14
2110	7.4.8 Pre-Cutover DES Executive Review	5 days	Thu 9/11/14	Thu 9/18/14
2111	Develop Pre-Cutover DES Executive Review	2 days	Thu 9/11/14	Mon 9/15/14
2112	Review Pre-Cutover DES Executive Paper	5 days	Thu 9/11/14	Thu 9/18/14
2113	Deliverable: 7.4.8 Pre-Cutover DES Executive Review (DOT HQ)	0 days	Thu 9/18/14	Thu 9/18/14
2114	DOT Security role testing (positive and negative) in TEST	11 days	Thu 8/21/14	Fri 9/5/14
2115	DES extracts employee data for WFS to use for INITIAL employee load.	2 days	Fri 9/5/14	Tue 9/9/14
2116	Keep a list of all deleted users and new users in Legacy systems from th	1 day	Tue 9/9/14	Wed 9/10/14
2117	Production Readiness Confirmation	7 days	Wed 9/10/14	Thu 9/18/14
2118	Prepare Production Readiness Confirmation	2 days	Wed 9/10/14	Thu 9/11/14
2119	Review Production Readiness Confirmation	5 days	Fri 9/12/14	Thu 9/18/14
2120	Deliverable: 7.4.9 Production Readiness Confirmation (DOT HQ)	0 days	Thu 9/18/14	Thu 9/18/14
2121	Comprehensive Strategy and Plan to Transition Operational Support to DE	6 days	Wed 9/17/14	Wed 9/24/14
2122	Develop Comprehensive Strategy and Plan to Transition Operational Su	1 day	Wed 9/17/14	Wed 9/17/14
2123	Review Comprehensive Strategy and Plan to Transition Operational Sup	5 days	Thu 9/18/14	Wed 9/24/14
2124	Deliverable: 7.4.12 Comprehensive Strategy and Plan to Transition Ope	0 days	Wed 9/24/14	Wed 9/24/14
2125	Transition Plan to Prime Vendor's Support Organization	11 days	Thu 9/25/14	Thu 10/9/14
2126	Develop Transition Plan to Prime Vendor's Support Organization	1 day	Thu 9/25/14	Thu 9/25/14
2127	Develop Transition Plan to Prime Vendor's Support Organization	10 days	Fri 9/26/14	Thu 10/9/14
2128	Deliverable: 7.4.13 Transition Plan to Prime Vendor's Support Organiza	0 days	Thu 10/9/14	Thu 10/9/14
2129	Transition Plan to Prime Vendor's Hosting Organization	11 days	Thu 9/25/14	Thu 10/9/14
2130	Develop Transition Plan to Prime Vendor's Hosting Organization	1 day	Thu 9/25/14	Thu 9/25/14
2131	Review Transition Plan to Prime Vendor's Hosting Organization	10 days	Fri 9/26/14	Thu 10/9/14
2132	Deliverable: 7.4.14 Transition Plan to Prime Vendor's Hosting Organiza	0 days	Thu 10/9/14	Thu 10/9/14
2133	Transition to Support	2 days	Fri 10/10/14	Mon 10/13/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2134	Meet for introductions to Transition to Support	2 days	Fri 10/10/14	Mon 10/13/14
2135	Participate in introductions to Transition to Support Vendor	2 days	Fri 10/10/14	Mon 10/13/14
2136	Deliverable: 7.4.16 Transition to Support (DOT HQ)	0 days	Mon 10/13/14	Mon 10/13/14
2137	Transition to Hosting	2 days	Fri 10/10/14	Mon 10/13/14
2138	Meet for introductions to Transition to Hosting	2 days	Fri 10/10/14	Mon 10/13/14
2139	Participate in introductions to Transition to Hosting	2 days	Fri 10/10/14	Mon 10/13/14
2140	Deliverable: 7.4.17 Transition to Hosting (DOT HQ)	0 days	Mon 10/13/14	Mon 10/13/14
2141	Updated Project Documents	10 days	Fri 10/3/14	Thu 10/16/14
2142	Update Project Documents	5 days	Fri 10/3/14	Thu 10/9/14
2143	Review Updated Project Documents	5 days	Fri 10/10/14	Thu 10/16/14
2144	Deliverable: 7.4.18 Updated Project Documents (DOT HQ)	0 days	Thu 10/16/14	Thu 10/16/14
2145	Deliverable: 7.4.19 Certification Form - Production (DOT HQ)	0 days	Thu 10/16/14	Thu 10/16/14
2146	Project Cutover Activities	23 days	Wed 9/10/14	Mon 10/13/14
2147	Cutover team roles must be loaded in PRD	1 day	Wed 9/10/14	Thu 9/11/14
2148	Validate & Verify Employee Data/Converted Data	1 day	Wed 9/10/14	Thu 9/11/14
2149	Banks have approved AP checks	1 day	Wed 9/10/14	Thu 9/11/14
2150	Banks have approved Payroll checks and ACH file	1 day	Thu 9/11/14	Fri 9/12/14
2151	DES verification of data loads and direct employee maintenance using curr	1 day	Fri 9/12/14	Mon 9/15/14
2152	DES extracts NEW HIRE employee data to be loaded to EmpCenter	1 day	Mon 9/15/14	Tue 9/16/14
2153	DES begins saving legacy system employee data maintenance to enter into	1 day	Tue 9/16/14	Wed 9/17/14
2154	Go/No Decision Gate 1	1 day	Wed 9/17/14	Thu 9/18/14
2155	Perform full production backup	1 day	Thu 9/18/14	Fri 9/19/14
2156	Security will delete users as needed and add users with appropriate roles fi	1 day	Fri 9/19/14	Mon 9/22/14
2157	Last Legacy Time Entry	1 day	Mon 9/22/14	Tue 9/23/14
2158	Set Up and configure Help Launchpad	1 day	Tue 9/23/14	Wed 9/24/14
2159	WFS loads hours to carry forward for sick time and vacation time. IT2006 a	1 day	Wed 9/24/14	Thu 9/25/14
2160	Unlock all users from PRD	1 day	Thu 9/25/14	Fri 9/26/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2161	Mass generation of all roles	1 day	Fri 9/26/14	Mon 9/29/14
2162	Check forms and connectivity with SAP.	1 day	Mon 9/29/14	Tue 9/30/14
2163	DES to extract carry over hours for vacation/sick time	1 day	Tue 9/30/14	Wed 10/1/14
2164	Monitor Transactions Accuracy	7 days	Wed 10/1/14	Fri 10/10/14
2165	Deliverable: 7.4.11 Cutover (DOT HQ)	1 day	Fri 10/10/14	Mon 10/13/14
2166	Critical Milestone: Production (WSDOT HQ)	0 days	Mon 10/13/14	Mon 10/13/14
2167	Post Go-Live Activities	43 days	Mon 10/13/14	Thu 12/11/14
2168	Approve and transfer time records for first payroll	1 day	Mon 10/13/14	Tue 10/14/14
2169	Communicate successful completion of conversion	1 day	Mon 10/13/14	Tue 10/14/14
2170	Confirm Live Environment	1 day	Mon 10/13/14	Tue 10/14/14
2171	First payroll - Trades	1 day	Wed 10/15/14	Thu 10/16/14
2172	First payroll - Non Trades	1 day	Wed 10/22/14	Thu 10/23/14
2173	First Payroll checks	1 day	Thu 10/16/14	Fri 10/17/14
2174	Rerun validation reports to make sure data still ties out	5 days	Thu 10/23/14	Thu 10/30/14
2175	Security for Cutover team changed to the roles they will fulfill post project	1 day	Thu 10/23/14	Fri 10/24/14
2176	Lessons Learned	33 days	Mon 10/27/14	Thu 12/11/14
2177	Lessons Learned	33 days	Mon 10/27/14	Thu 12/11/14
2178	9.9.4.1 Lessons Learned Report	16 days	Mon 10/27/14	Tue 11/18/14
2179	Conduct Lessons Learned and Prepare Report	5 days	Mon 10/27/14	Mon 11/3/14
2180	Review Lessons Learned Report	11 days	Mon 11/3/14	Tue 11/18/14
2181	Deliverable: 9.9.4.1 Lessons Learned Report	0 days	Tue 11/18/14	Tue 11/18/14
2182	9.9.4.2 Implement Improvements – Prime Vendor	6 days	Tue 11/18/14	Wed 11/26/14
2183	Implement Improvements - Prime Vendor	5 days	Tue 11/18/14	Tue 11/25/14
2184	Review Implemented Improvements - Prime Vendor	6 days	Tue 11/18/14	Wed 11/26/14
2185	Deliverable: 9.9.4.2 Implement Improvements – Prime Vendor	0 days	Wed 11/26/14	Wed 11/26/14
2186	9.9.4.3 Implement Improvements - DES	12 days	Tue 11/18/14	Thu 12/4/14
2187	Implement Improvements - DES	12 days	Tue 11/18/14	Thu 12/4/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2188	Review Implemented Improvements - DES	12 days	Tue 11/18/14	Thu 12/4/14
2189	Deliverable: 9.9.4.3 Implement Improvements - DES	0 days	Thu 12/4/14	Thu 12/4/14
2190	9.9.4.4 Updated Project Documents	11 days	Wed 11/26/14	Thu 12/11/14
2191	Update Project Documents	5 days	Wed 11/26/14	Wed 12/3/14
2192	Review Updated Project Documents	6 days	Wed 12/3/14	Thu 12/11/14
2193	Deliverable: 9.9.4.4 Updated Project Documents	0 days	Thu 12/11/14	Thu 12/11/14
2194	Deliverable: 9.9.4.5 Certification Form – Lessons Learned	0 days	Thu 12/11/14	Thu 12/11/14
2195	Configure-Test-Deploy DOT EAST	217 days	Mon 9/1/14	Tue 6/30/15
2196	Configure/Integrate: DOT EAST Unique	217 days	Mon 9/1/14	Tue 6/30/15
2197	Test: DOT EAST	217 days	Mon 9/1/14	Tue 6/30/15
2198	DOT EAST Go/No Decision Gate 2	1 day	Wed 6/3/15	Wed 6/3/15
2199	Deploy: DOT EAST	217 days	Mon 9/1/14	Tue 6/30/15
2200	Critical Milestone: Production (WSDOT 2)	0 days	Tue 6/30/15	Tue 6/30/15
2201	Configure-Test-Deploy DOT WEST	217 days	Mon 9/1/14	Tue 6/30/15
2202	Configure/Integrate: DOT WEST Unique	217 days	Mon 9/1/14	Tue 6/30/15
2203	Test: DOT WEST	217 days	Mon 9/1/14	Tue 6/30/15
2204	DOT WEST Go/No Decision Gate 3	1 day	Wed 6/3/15	Wed 6/3/15
2205	Deploy: DOT WEST	217 days	Mon 9/1/14	Tue 6/30/15
2206	Critical Milestone: Production (WSDOT 3)	0 days	Tue 6/30/15	Tue 6/30/15
2207	Configure-Test-Deploy DOT MAINTENANCE	217 days	Mon 9/1/14	Tue 6/30/15
2208	Configure/Integrate: DOT MAINTENANCE Unique	217 days	Mon 9/1/14	Tue 6/30/15
2209	Test: DOT MAINTENANCE	217 days	Mon 9/1/14	Tue 6/30/15
2210	DOT MAINT Go/No Decision Gate 4	1 day	Wed 6/3/15	Wed 6/3/15
2211	Deploy: DOT MAINTENANCE	217 days	Mon 9/1/14	Tue 6/30/15
2212	Design/Configure/Unit Test/System Test ADV Scheduler	431 days	Mon 11/4/13	Wed 7/1/15
2213	Design/Configure/Unit Test/System Test ADV Scheduler	301 days	Mon 11/4/13	Wed 12/31/14
2214	Configure-Test-Deploy DOT TERMINAL	218 days	Mon 9/1/14	Wed 7/1/15

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2215	Configure/Integrate: DOT TERMINAL Unique	217 days	Mon 9/1/14	Tue 6/30/15
2216	Test: DOT TERMINAL	217 days	Mon 9/1/14	Tue 6/30/15
2217	DOT MAINT Go/No Decision Gate 5	1 day	Wed 6/3/15	Wed 6/3/15
2218	Deploy: DOT TERMINAL	217 days	Tue 9/2/14	Wed 7/1/15
2219	Configure-Test-Deploy DOT FLEET	217 days	Mon 9/1/14	Tue 6/30/15
2220	Configure/Integrate: DOT FLEET Unique	217 days	Mon 9/1/14	Tue 6/30/15
2221	Test: DOT FLEET	217 days	Mon 9/1/14	Tue 6/30/15
2222	DOT MAINT Go/No Decision Gate 6	1 day	Wed 6/3/15	Wed 6/3/15
2223	Deploy: DOT FLEET	217 days	Mon 9/1/14	Tue 6/30/15
2224	Critical Milestone: Production (WSDOT Final)	0 days	Tue 6/30/15	Tue 6/30/15
2225	Stabilize DOT	250.65 days	Mon 10/13/14	Mon 9/28/15
2226	8.1 Stabilization Period	250.65 days	Mon 10/13/14	Mon 9/28/15
2227	8.1.4.1 Production Use Monitoring	64 days	Wed 7/1/15	Mon 9/28/15
2228	Monitor Production Use of the TLA Solution	64 days	Wed 7/1/15	Mon 9/28/15
2229	Participate in the Monitoring of the Production Use of the TLA Solution	64 days	Wed 7/1/15	Mon 9/28/15
2230	Deliverable: 8.1.4.1 Production Use Monitoring (DOT)	0 days	Mon 9/28/15	Mon 9/28/15
2231	8.1.4.2 Defects and Issues Log	10 days	Mon 10/13/14	Mon 10/27/14
2232	Create and perfect items on Defects and Issues Log	5 days	Mon 10/13/14	Mon 10/20/14
2233	Review Defects and Issues Log	5 days	Mon 10/20/14	Mon 10/27/14
2234	Deliverable: 8.1.4.2 Defects and Issues Log (DOT)	0 days	Mon 10/27/14	Mon 10/27/14
2235	8.1.4.3 Updated Project Documents	10 days	Mon 10/13/14	Mon 10/27/14
2236	Update Project Documents	5 days	Mon 10/13/14	Mon 10/20/14
2237	Review Updated Project Documents	5 days	Mon 10/20/14	Mon 10/27/14
2238	Deliverable: 8.1.4.3 Updated Project Documents (DOT)	0 days	Mon 10/27/14	Mon 10/27/14
2239	Deliverable: 8.1.4.4 Certification Form – Stabilization Period Complete (DOT)	0 days	Mon 9/28/15	Mon 9/28/15
2240	Critical Milestone: Complete Stabilization – WSDOT – Final Phase	0 days	Mon 9/28/15	Mon 9/28/15
2241	8.2 Transition to Support and Hosting Services DOT HQ	37 days	Mon 10/13/14	Wed 12/3/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2242	8.2.4.1 Transition to Operational Support Strategy and Plan	10 days	Mon 10/13/14	Mon 10/27/14
2243	Develop Transition to Operational Support Strategy and Plan	5 days	Mon 10/13/14	Mon 10/20/14
2244	Review Transition to Operational Support Strategy and Plan	5 days	Mon 10/20/14	Mon 10/27/14
2245	Deliverable: 8.2.4.1 Transition to Operational Support Strategy and Plan (DOT)	0 days	Mon 10/27/14	Mon 10/27/14
2246	8.2.4.2 Transition to Support and Maintenance Services Plan	25 days	Mon 10/20/14	Mon 11/24/14
2247	Develop Transition to Support and Maintenance Services Plan	5 days	Mon 10/20/14	Mon 10/27/14
2248	Review Transition to Support and Maintenance Services Plan	20 days	Mon 10/27/14	Mon 11/24/14
2249	Deliverable: 8.2.4.2 Transition to Support and Maintenance Services Plan (DOT)	0 days	Mon 11/24/14	Mon 11/24/14
2250	8.2.4.3 Transition to Hosting Services Organization Plan	25 days	Mon 10/20/14	Mon 11/24/14
2251	Develop Transition to Hosting Services Organization Plan	5 days	Mon 10/20/14	Mon 10/27/14
2252	Review Transition to Hosting Services Organization Plan	20 days	Mon 10/27/14	Mon 11/24/14
2253	Deliverable: 8.2.4.3 Transition to Hosting Services Organization Plan (DOT)	0 days	Mon 11/24/14	Mon 11/24/14
2254	8.2.4.4 Transition to DES and State Support	25 days	Mon 10/20/14	Mon 11/24/14
2255	Develop Transition to DES and State Support Plan	5 days	Mon 10/20/14	Mon 10/27/14
2256	Review Transition to DES and State Support Plan	20 days	Mon 10/27/14	Mon 11/24/14
2257	Deliverable: 8.2.4.4 Transition to DES and State Support Plan (DOT)	0 days	Mon 11/24/14	Mon 11/24/14
2258	8.2.4.5 Updated Project Documents	12 days	Mon 11/17/14	Wed 12/3/14
2259	Update Project Documents	5 days	Mon 11/17/14	Mon 11/24/14
2260	Review Updated Project Documents	7 days	Mon 11/24/14	Wed 12/3/14
2261	Deliverable: 8.2.4.5 Updated Project Documents (DOT)	0 days	Wed 12/3/14	Wed 12/3/14
2262	Deliverable: 8.2.4.6 Certification Form - Transitions (DOT)	5 days	Wed 12/3/14	Wed 12/10/14
2263	Optimize DOT - OPTIONAL SERVICE OFFERING	110 days	Mon 9/28/15	Mon 2/29/16
2264	8.3 Optimization Period - OPTIONAL	110 days	Tue 9/29/15	Mon 2/29/16
2265	8.3.4.1 Cutover Assessment Report	7 days	Tue 9/29/15	Wed 10/7/15
2266	Develop Cutover Assessment Report	7 days	Tue 9/29/15	Wed 10/7/15
2267	Deliverable: 8.3.4.1 Cutover Assessment Report (DOT)	0 days	Wed 10/7/15	Wed 10/7/15
2268	8.3.4.2 Post cutover Production assessment	5 days	Thu 10/8/15	Wed 10/14/15

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
2269 Review and provide feedback on the Post cutover Production assessment	5 days	Thu 10/8/15	Wed 10/14/15
2270 Deliverable: 8.3.4.2 Post cutover Production assessment (DOT)	0 days	Wed 10/14/15	Wed 10/14/15
2271 8.3.4.3 Optimization Reviews	35 days	Thu 10/15/15	Wed 12/2/15
2272 Engage in optimization reviews of business units selected by DES	28 days	Thu 10/15/15	Mon 11/23/15
2273 Participate in optimization reviews of business units	7 days	Tue 11/24/15	Wed 12/2/15
2274 Deliverable: 8.3.4.3 Optimization Reviews (DOT)	0 days	Wed 12/2/15	Wed 12/2/15
2275 8.3.4.4 Optimization Recommendations Plan	5 days	Thu 12/3/15	Wed 12/9/15
2276 Deliver Optimization Recommendation Plan	5 days	Thu 12/3/15	Wed 12/9/15
2277 Deliverable: 8.3.4.4 Optimization Recommendations Plan (DOT)	0 days	Wed 12/9/15	Wed 12/9/15
2278 8.3.4.5 Review Optimization Recommendations	5 days	Thu 12/10/15	Wed 12/16/15
2279 Review and prioritize optimization recommendations	5 days	Thu 12/10/15	Wed 12/16/15
2280 Deliverable: 8.3.4.5 Review Optimization Recommendations (DOT)	0 days	Wed 12/16/15	Wed 12/16/15
2281 8.3.4.6 Implement Selected Optimization Improvements	53 days	Thu 12/17/15	Mon 2/29/16
2282 Implement Selected Optimization Improvements	53 days	Thu 12/17/15	Mon 2/29/16
2283 Deliverable: 8.3.4.6 Implement Selected Optimization Improvements (DOT)	0 days	Mon 2/29/16	Mon 2/29/16
2284 8.3.4.7 Updated Project Documents	12 days	Tue 12/1/15	Wed 12/16/15
2285 Update Project Documents	7 days	Tue 12/1/15	Wed 12/9/15
2286 Review Updated Project Documents	5 days	Thu 12/10/15	Wed 12/16/15
2287 Deliverable: 8.3.4.7 Updated Project Documents (DOT)	0 days	Wed 12/16/15	Wed 12/16/15
2288 Deliverable: 8.3.4.8 Certification Form - Optimization Period Complete (DOT)	5 days	Thu 12/17/15	Wed 12/23/15
2289 Critical Milestone: Project Completion	0 days	Mon 9/28/15	Mon 9/28/15
2290 Program Activities	524 days	Mon 10/7/13	Mon 10/12/15
2291 Business Intelligence	158 days	Mon 11/25/13	Fri 7/4/14
2292 4.5 Business Intelligence	158 days	Mon 11/25/13	Fri 7/4/14
2293 4.5.4.1 Interim Business Intelligence Strategy	34 days	Mon 11/25/13	Mon 1/13/14
2294 Prepare Interim Reporting Strategy	10 days	Mon 11/25/13	Mon 12/9/13
2295 Review Interim Reporting Strategy	24 days	Tue 12/10/13	Mon 1/13/14

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
2296 Deliverable: 4.5.4.1 Interim Reporting Strategy	0 days	Mon 1/13/14	Mon 1/13/14
2297 4.5.4.2 TLA Solution Report Inventory	20 days	Tue 1/14/14	Mon 2/10/14
2298 Prepare TLA Solution Report Inventory	10 days	Tue 1/14/14	Mon 1/27/14
2299 Review TLA Solution Report Inventory	10 days	Tue 1/28/14	Mon 2/10/14
2300 Deliverable: 4.5.4.2 TLA Solution Report Inventory	0 days	Mon 2/10/14	Mon 2/10/14
2301 4.5.4.3 TLA Solution Report Request Log	10 days	Tue 2/11/14	Mon 2/24/14
2302 Prepare TLA Solution Report Request Log	5 days	Tue 2/11/14	Mon 2/17/14
2303 Review TLA Solution Report Request Log	5 days	Tue 2/18/14	Mon 2/24/14
2304 Deliverable: 4.5.4.3 TLA Solution Report Request Log	0 days	Mon 2/24/14	Mon 2/24/14
2305 4.5.4.4 Resource / Cost Estimate	10 days	Tue 2/25/14	Mon 3/10/14
2306 Prepare Resource / Cost Estimate	5 days	Tue 2/25/14	Mon 3/3/14
2307 Review Resource / Cost Estimate	5 days	Tue 3/4/14	Mon 3/10/14
2308 Deliverable: 4.5.4.4 Resource / Cost Estimate	0 days	Mon 3/10/14	Mon 3/10/14
2309 4.5.4.5 Report Design	30 days	Tue 3/11/14	Mon 4/21/14
2310 Prepare Report Design	15 days	Tue 3/11/14	Mon 3/31/14
2311 Review Report Design	15 days	Tue 4/1/14	Mon 4/21/14
2312 Deliverable: 4.5.4.5 Report Design	0 days	Mon 4/21/14	Mon 4/21/14
2313 4.5.4.6 Development Plan	10 days	Tue 4/22/14	Mon 5/5/14
2314 Prepare Development Plan	5 days	Tue 4/22/14	Mon 4/28/14
2315 Review Development Plan	5 days	Tue 4/29/14	Mon 5/5/14
2316 Deliverable: 4.5.4.6 Development Plan	0 days	Mon 5/5/14	Mon 5/5/14
2317 4.5.4.7 Report Validation	30 days	Tue 5/6/14	Mon 6/16/14
2318 Perform Report Validation	15 days	Tue 5/6/14	Mon 5/26/14
2319 Review Report Validation	15 days	Tue 5/27/14	Mon 6/16/14
2320 Deliverable: 4.5.4.7 Report Validation	0 days	Mon 6/16/14	Mon 6/16/14
2321 4.5.4.8 Data Mapping Document	9 days	Tue 6/17/14	Fri 6/27/14
2322 Prepare Data Mapping Document	5 days	Tue 6/17/14	Mon 6/23/14

TLA Program Management Schedule 8_13_2013_v3_try1

	Task Name	Duration	Start	Finish
2323	Review Data Mapping Document	4 days	Tue 6/24/14	Fri 6/27/14
2324	Deliverable: 4.5.4.8 Data Mapping Document	0 days	Fri 6/27/14	Fri 6/27/14
2325	4.5.4.9 Updated Project Documents	10 days	Tue 5/6/14	Mon 5/19/14
2326	Update Project Documents	5 days	Tue 5/6/14	Mon 5/12/14
2327	Review Updated Project Documents	5 days	Tue 5/13/14	Mon 5/19/14
2328	Deliverable: 4.5.4.9 Updated Project Documents	0 days	Mon 5/19/14	Mon 5/19/14
2329	Deliverable: 4.5.4.10 Certification Form - Reports	5 days	Mon 6/30/14	Fri 7/4/14
2330	Meetings	519 days	Thu 10/10/13	Thu 10/8/15
2963	Monthly Executive Status Report	503 days	Tue 11/5/13	Mon 10/12/15
3190	AS NECESSARY	15 days	Mon 10/7/13	Fri 10/25/13
3191	9.3 Scope Control	15 days	Mon 10/7/13	Fri 10/25/13
3192	9.3.4.1 Updated Statement of Work	15 days	Mon 10/7/13	Fri 10/25/13
3193	Update Statement of Work	2 wks	Mon 10/7/13	Fri 10/18/13
3194	Review Updated Statement of Work	5 days	Mon 10/21/13	Fri 10/25/13
3195	Deliverable: 9.3.4.1 Updated Statement of Work	0 days	Fri 10/25/13	Fri 10/25/13
3196	9.3.4.2 Updated Project Documents	15 days	Mon 10/7/13	Fri 10/25/13
3197	Update Project Documents	5 days	Mon 10/7/13	Fri 10/11/13
3198	Review Updated Project Documents	5 days	Mon 10/14/13	Fri 10/18/13
3199	Deliverable: 9.3.4.2 Updated Project Documents	5 days	Mon 10/21/13	Fri 10/25/13
3200	Contract Compliance Meetings	15 days	Mon 10/7/13	Fri 10/25/13
3201	Provide Quality Assurance (QA) Plan	5 days	Mon 10/7/13	Fri 10/11/13
3202	Review Quality Assurance (QA) Plan	10 days	Mon 10/14/13	Fri 10/25/13
3203	Deliverable: 9.8.4.1 Quality Assurance (QA) Plan	0 days	Fri 10/25/13	Fri 10/25/13
3204	OCM	6 days	Mon 10/7/13	Mon 10/14/13
3205	OCM (Separate OCM Plan Should Be Maintained by OCM Lead-Need Key Deliverable)	6 days	Mon 10/7/13	Mon 10/14/13
3206	OCM Strategy & Plan	5 days	Mon 10/7/13	Fri 10/11/13
3207	Communication Strategy	5 days	Mon 10/7/13	Fri 10/11/13

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
3208 Training Strategy	5 days	Mon 10/7/13	Fri 10/11/13
3209 Business Case for Change	6 days	Mon 10/7/13	Mon 10/14/13
3210 Consolidate versions	1 day	Mon 10/14/13	Mon 10/14/13
3211 Draft business case for change	1 day	Mon 10/7/13	Mon 10/7/13
3212 Gain Approval	1 day	Mon 10/7/13	Mon 10/7/13
3213 Organizational Readiness Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3214 Provide Template	1 day	Mon 10/7/13	Mon 10/7/13
3215 Plan Assessments	1 day	Mon 10/7/13	Mon 10/7/13
3216 Conduct Interviews	1 day	Mon 10/7/13	Mon 10/7/13
3217 Write Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3218 Leadership Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3219 Provide Template	1 day	Mon 10/7/13	Mon 10/7/13
3220 Plan Assessments	1 day	Mon 10/7/13	Mon 10/7/13
3221 Conduct Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3222 Stakeholders Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3223 Provide Template	1 day	Mon 10/7/13	Mon 10/7/13
3224 Plan Assessments	1 day	Mon 10/7/13	Mon 10/7/13
3225 Conduct Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3226 Validate Assessment	1 day	Mon 10/7/13	Mon 10/7/13
3227 Macro Work Impact Analysis	1 day	Mon 10/7/13	Mon 10/7/13
3228 Gather Impacts during Blueprint Sessions	1 day	Mon 10/7/13	Mon 10/7/13
3229 Interviews with Team Members	1 day	Mon 10/7/13	Mon 10/7/13
3230 Validate Against Blueprint Document Draft	1 day	Mon 10/7/13	Mon 10/7/13
3231 Final Draft	1 day	Mon 10/7/13	Mon 10/7/13
3232 Communications	1 day	Mon 10/7/13	Mon 10/7/13
3233 Communication Plan	1 day	Mon 10/7/13	Mon 10/7/13
3234 Project Launch Message	1 day	Mon 10/7/13	Mon 10/7/13

TLA Program Management Schedule 8_13_2013_v3_try1

Task Name	Duration	Start	Finish
3235 Draft Message	1 day	Mon 10/7/13	Mon 10/7/13
3236 Gain Approval & Schedule Delivery	1 day	Mon 10/7/13	Mon 10/7/13
3237 Awareness Campaign	1 day	Mon 10/7/13	Mon 10/7/13
3238 Prepare Campaign	1 day	Mon 10/7/13	Mon 10/7/13
3239 Gather Source Content	1 day	Mon 10/7/13	Mon 10/7/13
3240 Write Campaign	1 day	Mon 10/7/13	Mon 10/7/13
3241 Leadership Alignment	1 day	Mon 10/7/13	Mon 10/7/13
3242 Plan Alignment	1 day	Mon 10/7/13	Mon 10/7/13
3243 Write Initial Content	1 day	Mon 10/7/13	Mon 10/7/13
3244 Write Additional Content from Org Readiness	1 day	Mon 10/7/13	Mon 10/7/13
3245 Deliver Alignment Plans	1 day	Mon 10/7/13	Mon 10/7/13

SCHEDULE 6.4
JOINT RESOURCE PLAN

(SEE ATTACHED)



WFS WA State Joint
Resource Plan Incl De

Anticipated PV Staffing (FTEs Per Month)

Resource	FTE Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Program Team																											
Program Manager	22.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	16.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.25	0.25	0.25				
Functional Lead	12.00	Moved below to each of the workstreams																									
Technical Lead	22.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Quality Assurance Lead	2.50	0.50																									
Navigator Specialist	3.75	0.25	1.00	1.00	0.50	0.50	0.50						0.50				0.50										0.50
Testing Lead	15.00	0.25																									
Integration/Interface Developer	11.50	0.50	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25			
Report Developer	9.25	0.50																									
Training Lead	6.50	1.00																									
Knowledge Transfer Lead	4.75	0.25																									
Core Workstream		Prep	Requirements			Design, Build, Test													UAT		Deploy						
Impl. Consultant / Tester 1	4.50	1.00	1.00	1.00	1.00	0.50																					
Functional Lead	4.00	1.00	1.00	1.00	1.00																						
Application Consultant	3.00	1.00																									
Application Consultant	3.00	1.00																									
Test Script Creation/Execution	2.00	0.50																									
ECY Workstream		Prep	Requirements			Design, Build, Test			UAT				Deploy														
Impl. Consultant / Tester 2	12.25	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50									
Functional Lead	2.00	1.00																									
Application Consultant	6.75	1.00																									
Application Consultant	4.00	1.00																									
Test Script Creation/Execution	7.00	0.75																									
WSDOT Workstream		Prep	Requirements			Design, Build, Test			UAT/Deploy				Deploy		Stabilize		Optimize (Optional)										
Impl. Consultant / Tester 1	16.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Functional Lead	3.00	0.50																									
Application Consultant	12.00	1.00																									
Application Consultant	6.00	1.00																									
Test Script Creation/Execution	9.00	0.75																									
Resource Total	221.00	5.25	6.50	7.00	9.00	12.50	13.00	13.75	14.00	14.25	15.50	16.00	15.00	13.25	11.50	10.50	9.50	7.25	7.25	6.50	5.50	5.00	3.00	0.00	0.00	0.00	0.00

Hours	34,255
Rate	169.75
Extended (\$)	\$ 5,814,786
Contingency	5138
Total Hours	39,393
Extended (\$)	\$ 6,687,004

15%

Anticipated DES Staffing (FTEs per Month)

Resource	FTE Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Project Team																											
Sponsors/Steering Committee	6	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Project Coordinator/PMO	60	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Business Intelligence	23	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Auditing/Quality Management	6	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Change Management	22	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	0.50	0.50	0.50
IT/Security	6	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Integration and Technical Lead	23	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Core Workstream		Prep	Requirements			Design, Build, Test													UAT		Deploy						
Other Agency SME	17	2.50	5.00	5.00	1.00	1.00	1.00	1.00																			
ECY Workstream		Prep	Requirements			Design, Build, Test			UAT				Deploy														
Ecology Project Lead	14	0.50																									
Ecology Time and Leave SME	16	1.00																									
Ecology Payroll SME	13	0.50																									
Ecology HR SME	11	0.50																									

Technical Lead Deliverables	
Requirements Reference	Activity
N/A	Configuration change control management
N/A	Advanced configuration work
N/A	Configuration oversight throughout the project
4.2.4.1	Lead iterative creation of system design document (SDD)
4.2.4.3	Assessment of changes required for State enterprise data integration requirements
4.3.4.5 / 4.4.2 A	Data mapping/dictionary/management
4.3.4.11	Data integrity testing
4.3.4.13	Assist with setup for application demonstration
4.4.2 B	Logical data models
4.4.2 C	State transition model description/workflow
4.4.2 D	Data exchange protocols oversight
4.4.2 E	Logical data extraction standards compliance
4.4.2 F	Schema definition for integration with State data mart
4.4.4.1	List of proposed tools and utilities for State data integration
4.4.4.2	Test of proposed tools and utilities
4.4.4.4	Data mapping document
4.4.4.5	Temporary data structures and reports document
4.4.4.7	Updating project documents
5.6	Configuration code review for performance issues (prior to each release)
5.6.3	End to end response/throughput testing and transaction time testing
6.3.7	Oversight of security testing (ethical hacking)
6.3.9	Oversee two occurrences of stress testing
7.4.10, 7.4.11	Plan technical elements of all occurrences of practice and production cut-overs
Technology Agreement, 9.1.2 (c)	508 compliance due diligence/assistance to State
5.4.3.1	Disaster Recovery and Business Continuity Elements
5.4.3.2	Disaster Recovery and Business Continuity Operational Best Practices
5.4.3.3	Updated Disaster Recovery and Business Continuity Plan
5.4.3.4	Disaster recovery and business continuity strategies and policies
5.4.3.5	Disaster Recovery and Business Continuity Plan Tools and Systems
5.4.3.6	Disaster Recovery and Business Continuity Plan Testing
5.7.4.1	Define the solution environments
5.7.4.2	Review State-based, prime vendor environments
Total	

Reporting Deliverables	
DES ID No.	Deliverable
Per SOW	Demonstrate Phase Reports
Per SOW	Cooperate Phase Reports
Per SOW	Mentor Phase Reports
4.5.4.1	Interim Reporting Strategy
4.5.4.2	TLA Solution Report Inventory
4.5.4.3	TLA Solution Report Request Log
4.5.4.4	Resource/Cost Estimate
N/A	Analytics Universe
4.5.4.5	Report Design Documentation
4.5.4.6	Development Plan
4.5.4.7	Report Validation
4.5.4.8	Data mapping Document
4.5.4.9	Updated Project Documents
4.5.4.10	Certification Forms

State Requirements Detail

Demonstrate Phase: A period during which Prime Vendor will produce DES-selected high priority, custom reports (e.g., compliance reports), with DES staff as active, participant-observers (i.e., an 80% - 20% distribution of responsibility). DES expects these to be complex reports. Twenty (20) reports are in-scope during the demonstrate phase.

Cooperate Phase: A period during which Prime Vendor will take the primary lead on and DES will support the re-responsibility for DES-selected custom report development (e.g., a 60% - 40% distribution of responsibility). During this stage, Prime Vendor will assign consultants who helped develop the reports in the Demonstrate Phase stage to coach and support the DES developers during this phase. Twenty (20) reports are in-scope during the cooperate phase.

Mentor Phase: A period during which DES staff will take the lead in custom report development, with Prime Vendor monitoring this process and mentoring DES staff as needed (e.g., a 25% - 75% distribution of responsibility). Twenty (20) reports are in-scope during the mentor phase.

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.5.4.1	Interim Reporting Strategy	Interim reporting strategy document that describes the approach for meeting State reporting requirements during the pendency of the TLA Solution Project.	PV	DES	Interim reporting strategy document with complete details on the approach for meeting State reporting requirements during the pendency of the TLA Solution Project, including the dependencies with respect to the phased timeline, responsibilities and dates assigned.	10 days
4.5.4.2	TLA Solution Report Inventory	TLA Solution Report Inventory – Spreadsheet detailing all reports included in the TLA Solution (i.e., reports that are available or easily configurable within the TLA Solution), detailing report format, data elements included and report characteristics (e.g., intended audience, frequency of production).	PV	DES	The report inventory clearly details the reports available within the TLA Solution and includes report format, a list of all data elements within each report and characteristics of the report.	10 days
4.5.4.3	TLA Solution Report Request Log	TLA Solution Report Request Log – Spreadsheet listing the report gaps between the DES Business and Technical Requirements and TLA Solution reporting functionality.	PV	DES	The TLA Solution Report Request Log, clearly identifies reporting gaps between the DES Business and Technical Requirements and the TLA Solution reporting capability.	5 days
4.5.4.4	Resource / Cost Estimate	Resource/Cost Estimate – A separate resource / cost estimate will be produced for each report beyond the number of reports allocated within the scope of the TLA Solution Project.	PV	DES	The resource / cost estimate clearly identifies time, people and tool resources required for the development of each report beyond those allocated within scope.	5 days (for each report)

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.5.4.5	Report Design	Report Design – Report design document outlining report format, data elements included, security controls applied and report characteristics (e.g., intended audience, frequency of production). Included in the design will be Test Scenarios, Test Scripts, a data definition and glossary of defined fields and calculations to support the data represented in the report.	PV	DES	The Report design document clearly outlines report format, data elements included and report characteristics for all reports.	15 days
4.5.4.6	Development Plan	Development Plan – The development plan will describe the stages to support analysis, design, configuration and testing, and migration into Production of the report.	PV	DES	Completed development plan for each report.	5 days
4.5.4.7	Report Validation	Report(s) – Prime Vendor will provide DES with the completed reports including any source code, scripts, stored procedure or any other application artifact required to execute the report. Along with the deliver, Prime Vendor will certify compliance with the applicable security controls as required in the design of such reports.	PV	DES	Validation report indicating that the reports have been developed and provide the correct data.	15 days
4.5.4.8	Data Mapping Document	Data mapping document that maps the source data in the State's existing legacy system(s) to the target fields in the TLA Solution to enable DES to develop interfaces to its existing reporting solutions.	PV	DES	Complete data mapping document detailing the mapping of the source data in the State's existing legacy system(s) to the target fields in the TLA Solution.	5 days
4.5.4.9	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.5.4.10	Certification Form - Reports	Certification Form – Reports.	PV	DES	All reports are complete and Knowledge transfer has occurred.	5 days

Interface Lead Deliverables	
DES ID No.	Deliverable
5.1.2.1	Data Extraction Interface
5.1.2.2	Org Structure Data
5.1.2.3	Employee Data
5.1.2.4	Leave Balances
5.1.2.5	Employee Schedules
5.1.2.6	Payroll-related Activity Codes
5.1.2.7	Non-PR-Related Activity Codes
5.1.2.8	Chart of Account Codes
5.1.2.9	T&L Activity Requires Req. by HRMS
5.1.2.10	Leave Activity Records
5.1.2.11	Non-Payroll Activity Records
5.1.2.12	Cost Allocation (Inbound A/B)
5.1.2.13	Agency Labor Cost Allocation Codes
5.1.2.14	Position Codes
5.1.2.15	Additional Agency Codes
5.1.2.16	Master Schedules
5.1.2.17	Business Rules
5.1.2.18	Workflow
5.1.2.19	Reporting
5.1.4.1	Interface Functional Spec
5.1.4.2	Interface Technical Spec
5.1.4.3	Interface Development
5.1.4.4	Test Plan
5.1.4.5	Testing
5.1.4.6	Testing Defect and Issues Log
5.1.4.7	Interim Interfaces
5.1.4.9	OWASP Certification
5.1.4.10	Updated Project Docs
5.1.4.11	Certification Form

State Requirements Detail

#	Interfaces	Description	Interface Agent	Input (I) Output (O) Bi-directional (I/O)	Complexity L/M/H
1	Data Extraction Interface	Ability to retrieve virtually any business data transacted in the TLA Solution filtered by any number of criteria which will reflect a unique moment in time.	HRMS	I / O	H
2	Organizational Structure Data	Ability to retrieve organization objects from HRMS.	HRMS	I / O	H
3	Employee Data	Ability to retrieve necessary employee data.	HRMS	I / O	H
4	Leave Balances	Ability to retrieve leave activity and/or balances.	HRMS	I / O	H
5	Employee Schedules	Ability to retrieve employee schedules.	HRMS	I	M
6	Payroll-related Activity Codes	Ability to retrieve payroll activity codes related.	HRMS/	I / O	H
7	Non-Payroll-related Activity Codes	Ability to retrieve non-payroll informational codes.	Other	I	M
8	Chart of Accounts Codes	Ability to retrieve labor cost allocation codes.	AFRS	O	*VH

#	Interfaces	Description	Interface Agent	Input (I) Output (O) Bi-directional (I/O)	Complexity L/M/H
9	Time & Leave Activity Records Required by HRMS	Outbound time and leave data from the TLA Solution to HRMS.	TLA	O	M
10	Leave Activity Records	Ability to send leave balances HRMS or Agencies.	TLA	O	M
11	Non-Payroll Activity Records	Ability to send non-payroll related activity to Agencies.	TLA	O	H
12	Cost Allocation (Inbound A/B)	Ability to send labor cost allocation data.	TLA	I	H
13	Agency Labor Cost Allocation Codes	Ability to retrieve labor cost allocation codes.	HRMS	I	M
14	Position Codes	Ability to retrieve position codes.	Agencies	I / O	M
15	Additional Agency Codes	TBD	HRMS	I	M
16	Master Schedules	TBD	Agencies	I	H
17	Business Rules	TBD	HRMS	TBD	TBD
18	Workflow	TBD	TBD	TBD	TBD
19	Reporting	TBD	TBD	TBD	TBD

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.1.4.1	Interface Functional Specification	Develop detailed functional specifications for each interface.	PV	DES	The functional specifications for both inbound and outbound feeds for all connections to and from the TLA Solution are documented.	Low - 5 days Medium - 10 days High - 15 days Very High - 20 days
5.1.4.2	Interface Technical Specifications	Develop detailed technical specifications for each interface.	PV	DES	The technical specifications for both inbound and outbound feeds for all connections to and from the TLA Solution are documented.	Low - 5 days Medium - 10 days High - 15 days Very High - 20 days
5.1.4.3	Interface Development	Interface development.	PV	N/A	N/A	N/A
5.1.4.4	Interface Test Plan	Develop Interface Test Plan.	PV	DES	Test Plan, including Test Scripts, is developed and is complete.	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
5.1.4.5	Interface Testing	Execute Interface Test Plan.	PV	DES	N/A	N/A
5.1.4.6	Interface Testing Defect and Issues Log	Interface Testing Defect and Issues Log prepared and updated Defects and other issues are worked off.	PV	DES	Defects and other issues are logged and reported.	5 days
5.1.4.7	Interim Interfaces	Develop interim Interfaces.	PV	DES	As needed or advisable, Prime Vendor has developed such Interim Interfaces, and the Interfaces work properly without Defect.	Low - 5 days Medium - 10 days High - 15 days Very High - 20 days
5.1.4.8	Downstream Impacts	Address downstream impacts on the State's legacy systems and business processes.	DES	PV	N/A	N/A
5.1.4.9	OWASP Certification	Certify interface development compliance with Open Web Application Security Project (OWASP) secure coding and testing guidelines.	PV	N/A	Prime Vendor certifies its interface development in accordance with OWASP secure coding and testing guidelines.	5 days
5.1.4.10	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.1.4.11	Certification Form - Interfaces	Certification Form - Interfaces.	PV	DES	All activities in this Section have been completed.	5 days

Training Lead Responsibilities

Requirements Reference	Activity
Attachment C, 4.2.3 Training Requirements	Delivery of up to six occurrences of end user training courses (includes prep time)
2.1.3.2	Creation of training plan
2.1.3.3	Management of data within training environment
2.1.3.4	Creation of Web-based training (PowerPoint deck or training video)
2.1.3.5	Creation of custom training materials (job aids and end user training guides)

Knowledge Transfer Lead Responsibilities

Requirements Reference	Activity
N/A	Knowledge transfer assessment
Attachment C, 4.9 Operating Procedures	Produce the Procedures Manual deliverable
2.2.4.1	KT portion of the training plan
2.2.4.2	KT: Data collection devices
2.2.4.2	KT: Solution architecture
2.2.4.2	KT: Regression testing tool
2.2.4.2	KT: Data dictionary
2.2.4.2	KT: Other system administration topics

<u>Program Team</u>	<u>Months</u>
Program Mgr	26
Project Mgr	17

- Program Manager / Project Manager
 - 1 PM – 26 Months
 - 2nd – 17 Months during multiple work streams
 - Work with the States PMs (ECY, WSDOT, OFM) to alignment overall program as well as project delivery
 - Required Deliverables : Traditional Project Documents
 - 3 Separate onsite work streams with offsite configuration activities
 -
- Drives QA Deliverables (Except 3rd party required)

<u>QA Lead</u>	<u>Months</u>
QA Lead	3

Drive Periodic Quality Audits as required by the SOW (8 X's during 26 Months)

Requirements Reference	Additional Service Description	WFS Assessment of Requirement	Estimated Effort	Removed
8.1.4.4 and 8.3.2	5 FTEs for 6 months of post-deployment stabilization/optimization (reduce by 2 months)	Stabilization/optimization is longer than necessary	1920	1920
6.3.2.3.1	Accessibility Test Plan	This is part of the product and does not need to be repeated as part of the SOW	120	
6.3.2.4.2	Accessibility Testing	This is part of the product and does not need to be repeated as part of the SOW	80	80
4.2.4.3	Assessment of changes required for State enterprise data integration requirements	Should be a DES responsibility / Unknown to WorkForce.	160	80
6.2	Disaster Recovery Drills and Tests	This is part of the hosting service and does not need to be repeated as part of the SOW	160	160
5.1.4.8	Downstream Impacts (interfaces)	Unknown to WorkForce	384	384
6.3.7.3.3	Ethical Hacking	This is part of the hosting service and does not need to be repeated as part of the SOW	100	100
Attachment C, 4.3.4 Operating Procedures	Incorporate to-be-process information in standard course materials	Unknown volume or complexity of DES' existing materials	520	0
5.1.4.7	Interim Interfaces	Requirement is not specific, is vague	536	536
4.5.4.1	Interim Reporting	Requirement is not specific, is vague	116	116
6.2	Performance / Stress Testing	This is part of the hosting service and does not need to be repeated as part of the SOW	150	150
5.5.3.5	User rights audits	This can be performed by the State without WFS	160	160
2.2.4.1 / 2.2.4.2 / 2.2.4.3 / 2.2.4.4 / 2.2.4.5 / 2.2.4.6	Knowledge transfer component of the Training Plan / Technical Personnel Survey / Deficiencies Report / Handover Report /	See our response to item 2.0 in this table. If the standard WFS client configuration training model is used, then these deliverables will be unnecessary, and the associated cost may be removed.	100	60
3.2.4.6	Project Preparation Session Agenda and Presentation (to include Project Kickoff Guide)	This material is covered under the 3.3.3.1 Project Kickoff Agenda and Materials	24	0
3.2.4.7 & 3.1.2.1 & 3.1.2.2 & 3.1.2.3 & 3.2.4.8	3.2.4.7 Project Preparation and Demonstration Session (Primary Engagement Team Training), 3.1.2.1 Organize Facilities for Executive and State Leadership Sessions, 3.1.2.2 Executive and State Leadership Session Materials, 3.1.2.3 Executive and State Leadership Sessions, 3.2.4.8 Open House Demonstration for various State business units	These sessions are all to educate various individuals on EmpCenter. WFS proposes holding a week of sessions with mixed audiences (being the message will be same) and to record it so folks can watch	120	0
9.4.4.1 & 9.4.4.2 & 9.4.4.3	Change Order Form	It should not take 3 weeks to agree to a change order form. Our PCO form can be modified on the spot to include what DES needs.	24	0
2.0	Knowledge transfer will involve not only information current to the implementation tasks themselves but also information and techniques to enable technical personnel, without Prime Vendor or Third Party assistance, to be able to maintain and support the TLA Solution post-Production (go-live) and for DES personnel to be able to implement and roll-out the TLA Solution at other State organizations (i.e., organizations other than the Departments of Transportation and Ecology)	Our effort assumes a very high level of training - almost the same as we provide to a new WFS employee specializing in configuration and interface building. As an alternative to on-site, hands-on training of state resources, we suggest having state resources attend standard WFS classes in Michigan to reduce this effort. In addition, we will provide access to training videos to reduce the effort needed.	290	0
9.9.4.1 & 9.9.4.2 & 9.9.4.3 & 9.9.4.4	Lessons Learned for Project Kickoff	The lessons learned are incorporated into our approach and methodology, so having a discussion about lessons learned with the kickoff only benefits if we didn't include them in our planning, which we did	100	100
4.4.4.1 & 4.4.4.2	List of proposed tools and utilities for State enterprise data integration & Test of proposed tools and Utilities	The interface types we support have all been discussed as part of the RFP response and agreements, so additional activities should be unnecessary.	48	40
3.2.4.3	On-Line PMP	Being we are doing the PMP under 3.2.4.2, and will be putting it on SharePoint, so this may be unnecessary.	40	32
9.1.4.7	Project Tools & Utilities	If not already discussed, these will be introduced if necessary when necessary, but it wont take two weeks to introduce.	24	26
4.4.4.5 & 4.4.4.6	Temporary data structures and reports document, Develop, test and implement temporary data structures and reports	Our standard implementation approach is to not create temporary items that are thrown away, but instead develop a long term solution.	120	120

Items in this section previously presented on 8/13

New items identified for 8/19 presentation.

Total	5296	4064
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SCHEDULE 6.5
PROJECT CHARTER

(SEE ATTACHED)



State of WA Project
Charter Rev0 91.doc

A. General Information

Project Title:	State of Washington Department of Enterprise Services Time, Leave, and Attendance Solution (TLA)		
Brief Project Description:	Delivery of an enterprise time, leave, and attendance solution to be implemented at the department of Ecology and Department of Transportation, and shared by other agencies.		
Prepared By:	Doug Taillard		
Date:	07/02 <u>31</u> /2013	Version:	0.91

B. Project Objective:^[A1]

Explain the specific objectives of the project. For example: What value does this project add to the organization? How does this project align with the strategic priorities of the organization? What results are expected? What are the deliverables? What benefits will be realized? What problems will be resolved?

This project will provide a solution that will accomplish the following objectives:

- Achieve the business and technical requirements of the State and provides the flexibility to make timely changes to the TLA solution
- Effectively manages business policies, processes, practices, and functions within the TLA solution
- Keeps current with technology innovations and is improved over time

Specific business goals for the TLA solution include the ability to:

- Improve access to complete and accurate data
- Improve implementation, tracking, and enforcement of the State's Collective Bargaining Agreements
- Comply with the federal Fair Labor Standards Act and other required federal, state, and local laws, rules, and regulations
- Automate and streamline manual processes, where possible, reducing the risk of errors and eliminating duplication of effort
- Adopt standardized processes, procedures, and internal controls
- Support DES specific business and technical requirements through efficient and effective system configuration

C. Assumptions^[A2]

List and describe the assumptions made in the decision to charter this project. Please note that all assumptions must be validated to ensure that the project stays on schedule and on budget.

1. Requirements documents and other written deliverables are based on WorkForce's templates and standards and will not be materially different or more detailed than these.
2. The State will deploy adequate staff to perform and complete their assigned activities within the timeframes specified in the project plan, including, but not limited to signing off on requirements, providing accurate test files, preparing a UAT Test Plan, performing user acceptance testing, and deploying EmpCenter to its staff.
3. The State is responsible for identifying a Project Manager responsible for coordinating customer activities and resources as required to deliver this project. In addition, a weekly status meeting will be held with the State Project Manager to review issues, risks, and overall status of the project. From time to time, actions will be required of the State Project Manager to ensure the project remains on time and on budget.
4. WorkForce will provide technical assistance to the State for initial software installation in one Production, one

Test environment, and two additional non-Production environments. Extended technical assistance for activities such as additional installations of EmpCenter in other environments, upgrades to new releases, or troubleshooting for environmental issues are not included in this SOW.

5. The State internal systems which interface with EmpCenter shall operate in a reliable manner and WorkForce shall be provided accurate test data. The State is not planning to perform any stress testing, load testing, or security audits which will require WorkForce's technical staff assistance or diagnosis. WorkForce can provide assistance in any of these tasks through the Project Change Management Process.
6. The State has reviewed the Configuration Scope and understands that it does not include every feature of EmpCenter nor everything discussed or presented in prior meetings and demonstrations.
7. The State shall provide WorkForce timely access to detailed and accurate requirements and test files as specified within the phases identified in the Approach Section.
8. Training courses are limited to the maximum number of attendees identified in the Training Plan in order to maintain a quality learning experience. The State shall notify WorkForce if it desires additional attendees, in which case additional fees shall be required for WorkForce to facilitate the attendees.
9. All documentation will be created using Microsoft Office 2007 compatible products.
10. WorkForce personnel will use their WorkForce laptop to connect to State networks and systems (in order to perform the tasks associated with this SOW).
11. WorkForce personnel will use their WorkForce email addresses to communicate with the State for all project-related communications.
12. The State will provide and manage a common document repository that WorkForce and State team members can access (with full rights to create, read, update, delete) and that can be accessed remotely.
13. When working off site from the State, WorkForce personnel will connect to State networks and systems via connectivity products and credentials provided by the State. WorkForce laptops have Open VPN clients installed on them.
14. Project delays due to unavailability of State systems, data, personnel or other resources may affect the time line and cause project time and cost overages. WorkForce will not be held responsible for delays in the timetable due to unavailability of these resources.
15. Upon project commencement, the State will provide assigned WorkForce personnel a suitable work environment within State facilities to perform the work defined within the SOW.
16. The State will provide timely access to State project resources during the engagement. The State and WorkForce will make every reasonable effort to respond and comment to all inquiries within two business days.
17. The State is responsible for any required data scrubbing or cleansing of the data during data conversions, imports, and/or manipulations.
18. The State will make available the test environments of State owned internal systems required to complete UAT.
19. The State is responsible for providing current materials such as organizational charts, process flows, contact lists, etc. for each agency as required prior to project kickoff.

D. Project Scope^[A3]

Describe the scope of the project. The project scope establishes the boundaries of the project. It identifies the limits of the project and defines the deliverables.

More detailed project scope to be completed after SOW discovery and planning session

- Time and Attendance Base Module
- Multiple Assignments
- Accruals
- Interface Connect
- Employee Self-Service
- Activity-Based Costing
- Data Collection Terminal Server

Project Charter



EmpCenter Advanced Scheduler
 EmpCenter Absence Compliance Tracker
 EmpCenter Compliance Portal
 EmpCenter Mobile

List any requirements that are specifically excluded from the scope:

E. Project Milestones [A4]

List the major milestones and deliverables of the project.

Milestones	Deliverables	Date
Start of Project	Project kick-off meeting presentation Core Concepts training course Status reports (ongoing) PM log (ongoing) Project schedule	August 5, 2013 TBD
Completion of Requirements Analysis Phase	Requirements document (draft and final versions) Gap/cost mitigation analysis	November 22, 2013
Completion of Configuration and Build Phase	Mid-configuration deliveries EmpCenter configuration package Test Plan	April 11, 2014
Completion of User Acceptance Testing	Issues log Go-live checklist	June 20, 2014
Deploy TLA Solution to Ecology Department	Issues log Go-live checklist	July 7, 2014
Deploy TLA Solution to WS DOT Group 1	Issues log Go-live checklist	July 7, 2014
Deploy TLA Solution to WS DOT Group 2	Issues log Go-live checklist	September 1, 2014
Deploy TLA Solution to WS DOT Group 3	Issues log Go-live checklist	October 27, 2014
Deploy TLA Solution to WS DOT Group 4	Issues log Go-live checklist	January 19, 2015
Deploy TLA Solution to WS DOT Group 5	Issues log Go-live checklist	February 15, 2015
Deploy TLA Solution to WS DOT Group 6	Issues log Go-live checklist	April 13, 2015
Complete all Stabilization and Optimization Activities	Issues log Go-live checklist	November 20, 2015

F. Impact Statement

List the impact this project may have on existing systems or units.

Systems / Units Impacted	Potential Impact
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SAP Payroll	An import script for SAP payroll may need to be written or modified to accept payroll data from EmpCenter
SAP HR	An export script from SAP HR may need to be written or modified to send HR data to EmpCenter
TBD – Data warehouse	An import script for the State of WA data warehouse may need to be written or modified to accept data from EmpCenter
TBD – SAP GL/Accounting system	An import script for the SAP GL/Accounting system may need to be written or modified to accept data from EmpCenter
TBD	TBD

G. Roles and Responsibilities

Describe the roles and responsibilities of project team members followed by the names and contact information for those filling the roles. The table below gives some generic descriptions. Modify, overwrite, and add to these examples to accurately describe the roles and responsibilities for this project.

Sponsor: Provides overall direction on the project. Responsibilities include: approve the project charter and plan; secure resources for the project; confirm the project's goals and objectives; keep abreast of major project activities; make decisions on escalated issues; and assist in the resolution of roadblocks.

Name	Email / Phone
Mark Kurowski	mkurowski@workforcesoftware.com 248-415-7471

Project Manager: Leads in the planning and development of the project; manages the project to scope. Responsibilities include: develop and maintain the project plan; identify project deliverables; identify risks and develop risk management plan; direct the project resources (team members); scope control and change management; oversee quality assurance of the project management process; maintain all documentation including the project plan; report and forecast project status; resolve conflicts within the project or between cross-functional teams; ensure that the project's product meets the business objectives; and communicate project status to stakeholders.

Name	Email / Phone
Mark Maxin	mmaxin@workforcesoftware.com 734-742-3678
John Willis	jwillis@workforcesoftware.com (734-)308-2696

Team Members: Works toward the deliverables of the project. Responsibilities include: understand the work to be completed; complete research, data gathering, analysis, and documentation as outlined in the project plan; inform the project manager of issues, scope changes, and risk and quality concerns; proactively communicate status; and manage expectations.

Name	Email / Phone
Functional Lead – Paul Peterson	ppetersen@workforcesoftware.com 734-742-2599
Prime Vendor Information Security Officer* – Mike Knister	mknister@workforcesoftware.com 775-636-8014
Prime Vendor Executive Sponsor – Mark Kurowski, Kevin Choksi, CEO	mkurowski@workforcesoftware.com 248-415-7471/734-542-4100
Project Manager – Mark Maxin	mmaxin@workforcesoftware.com 734-743-6660
Project Manager – John Willis	jwillis@workforcesoftware.com 734-308-2696
Quality Assurance Lead – Chris Chineme	Chris.chineme@workforceinsight.com 678-414-3538
Security Lead – Mike Muha	mmuha@workforcesoftware.com 734-742-2581
Hosting Services Lead – Mike Muha	mmuha@workforcesoftware.com 734-742-2581
Integration/Interface Lead – David Poe	dpoe@workforcesoftware.com 734-742-3625
Reports and Reporting Lead – Michael Lauritsen	mlauritsen@workforcesoftware.com 734-742-2573
Technical Lead – David Poe	dpoe@workforcesoftware.com 734-742-3625
Training Lead – Karen LeGault	karen.legault@workforceinsight.com 315-530-2991
Knowledge Transfer Lead – Ann	ahellow@workforcesoftware.com 248-415-7474

Project Charter



Hellow		
Migration/Conversion Lead – David Poe	dpoe@workforcesoftware.com	734-742-3625
Testing Lead – Paul Peterson	ppetersen@workforcesoftware.com	734-742-2599
Performance Standards Management Lead – Chris Chineme	Chris.chineme@workforceinsight.com	678-414-3538
Lead Architect – Mujtaba Hussein	mhussain@workforcesoftware.com	734-742-2551
Project Director – Doug Taillard	dtailard@workforcesoftware.com	734-742-3634
<p>Customer: The person or department requesting the deliverable. Responsibilities include: partner with the sponsor or project manager to create the Project Charter; partner with the project manager to manage the project including the timeline, work plan, testing, resources, training, and documentation of procedures; work with the project team to identify the technical approach to be used and the deliverables to be furnished at the completion of the project; provide a clear definition of the business objective; sign-off on project deliverables; take ownership of the developed process and software.</p>		
Name	Email / Phone	
To be completed by DES		
<p>Subject Matter Expert: Provides expertise on a specific subject. Responsibilities include: maintain up-to-date experience and knowledge on the subject matter; and provide advice on what is critical to the performance of a project task and what is nice-to-know.</p>		
Name	Email / Phone	
To be completed by DES		
<p>Other: Insert description here</p>		
Name	Email / Phone	

H. Resources

Identify the initial funding, personnel, and other resources committed to this project by the project sponsor.

Resource	Constraints
Project Budget	\$ TBD pending discovery

I. Project Risks^[A5]

Identify the high-level project risks and the strategies to mitigate them.

Risk	Mitigation Strategy
Lack of State commitment and/or participation in the workshops, interviews, or other project activities will adversely impact the project schedule	The State Project Sponsor must gain commitment from all State agencies to fully participate in project activities as well as immediately escalate to respective management the lack of participation or commitment on account of any individual member
Availability of test data prior to start-up of unit testing.	Early and continuous communication regarding the need for test data.
Signoff of requirements documentation (RD) within required timeframe.	Conducting three workshops to clearly communicate the RDs to the SMEs to enable rapid review and approval by the State.
Changes to the collective bargaining agreements during the implementation cycles causing impacts and/or rework to requirements specifications, system configuration, and test materials.	The State Project Sponsor must notify the WorkForce Project Manager of any potential changes in requirements especially with respect to collective bargaining agreements.
Changes to internal core business systems such as HR and payroll.	The State Project Sponsor must notify the WorkForce Project Manager of any potential changes in internal system requirements early in the requirements phase of the project.

J. Success Measurements^[A6]

Identify metric and target you are trying to achieve as a result of this project. For example, overall cost savings of \$50M or reduce processing issues by 25 percent.

- 1) 100% compliance with state and federal laws
- 2) 1-3% reduction in payroll expenditures
- 3) Completed deployment to Dept. of Ecology by July 7, 2014
- 3)4) First Phase of DOT by September 1, 2014

K. Signatures

The signatures of the people below document approval of the formal Project Charter. The project manager is empowered by this charter to proceed with the project as outlined in the charter.

Customer:		
Name	Signature	Date
Project Sponsors:		
Name	Signature	Date
Project Manager:		
Name	Signature	Date

SCHEDULE 6.10

DEVELOPMENT OPPORTUNITIES

1. Up to One Million Five Hundred Thousand Dollars (\$1,500,000) ("**Development Fund**") may be allocated by DES to develop Enhancements to the TLA Solution that are mutually agreed to and negotiated by the parties, all in accordance with the terms and conditions of this Schedule.
2. During the course of the TLA Project, DES or Prime Vendor may identify TLA Solution capabilities to meet DES requirements which are not present in the then-currently available release of the Software (a "**Desired Feature**").
3. For each Desired Feature that may be a candidate to be added to the TLA Solution, as mutually agreed upon by the parties, a Desired Feature Change Order will be created. The Desired Feature Change Order may be on a Fixed Fee or time and materials basis, as agreed to by the parties, and such Change Order may set out other terms and conditions which will be agreed to by the parties, including whether additional hardware is required to use the new capability, whether additional hosting fees apply, or any other special circumstance not contemplated herein. DES acknowledges that any Desired Feature must be mutually agreed by the parties as suitable for inclusion into the TLA Solution, and that Prime Vendor may, in its sole discretion opt not to pursue a Desired Feature Change Order.
4. Each Desired Feature Change Order shall go through the following steps:
 - a. Step 1: DES shall prepare a project outline of 1-2 pages which shall identify the key capabilities of the Desired Feature and how the Desired Feature is related to a DES requirement.
 - b. Step 2: Prime Vendor will analyze the Desired Feature project outline and determine the estimated effort and timeline to develop the Desired Feature along with a more detailed description of how the Desired Feature will operate.
 - c. Step 3: The parties may mutually refine the way the Desired Feature will operate and Prime Vendor will present the revised effort estimate, timeline and detailed description of the Desired Feature. In connection with the development of the Desired Feature Change Order, the parties will agree to either a Fixed Fee or time and materials based arrangement along with a targeted release date ("**Targeted Release Date**").
 - d. Step 4: Prime Vendor will develop, test, and document the Desired Feature into an upcoming generally available release of the TLA Solution. Prime Vendor may change the actual design or functionality as reasonably needed to integrate it properly into the TLA Solution based on information it uncovers during the actual development process, provided that Prime Vendor shall obtain the prior written consent of DES if such change alters the manner in which the Desired Feature will function for DES.
 - e. Step 5: Prime Vendor may make pre-release versions of the Desired Feature available to DES via a sandbox environment with sample data, which environment will

be provided at no additional cost to the DES. The sandbox environment created for purposes of testing the Desired Feature shall not have any Performance Standards associated with such environment and Prime Vendor may manage such environment in its sole and absolute discretion.

f. Step 6: DES shall test the Desired Feature and submit its findings to Prime Vendor. Prime Vendor shall undertake corrections until Desired Feature meets the original specifications.

g. Step 7: Prime Vendor shall provide DES with a monthly report on the progress of the Desired Feature Change Order and, for time and materials based arrangements, the amount of time incurred in the development effort, as well as whether Prime Vendor is experiencing any development difficulties that may jeopardize meeting the Targeted Release Date.

5. Certain Desired Feature Change Orders may, in Prime Vendor's sole discretion, be designated as a "**Marketable Feature**". A Marketable Feature is one that Prime Vendor intends to market as a separately identified cost item to other clients of Prime Vendor. Prime Vendor retains the right to subsume the Marketable Feature into other applications or modules twelve (12) months after the release of the Marketable Feature, if in its reasoned judgment the competitive environment does not support the marketing of such item on a standalone basis. Prime Vendor retains the right to set any fee schedule it desires for such Marketable Feature.
6. Prime Vendor will use commercially reasonable efforts to market and license such Marketable Feature, but makes no commitments to DES of its ability to do so.
7. For a period of five (5) years commencing on the general availability date of the Marketable Feature, Prime Vendor will provide to DES a royalty payment (cumulatively, the "**Royalties**") when it separately licenses such Marketable Feature to its customers. The Royalties are calculated as: (a) 10% x License Fee for such Marketable Feature, in situations where a perpetual license is provided to the Prime Vendor client; or (b) 5% x the first thirty-six (36) months of the applicable SaaS Fees for the Marketable Feature, for a situations where the Marketable Feature is provided to a Prime Vendor client through a SaaS or subscription arrangement.
8. The maximum aggregate Royalties will be capped at one hundred twenty-five percent (125%) of expended sums of the Development Fund.
9. All work product produced under a Desired Feature Change Order will be owned exclusively by Prime Vendor (and will not be considered a work for hire), and DES will have no rights in such software except that DES shall have, in addition to its license rights under **Section 3.1.1** of the Agreement, a fully-paid, unlimited user, perpetual license to such Desired Feature.
10. Unless the Desired Feature Change Order includes implementation Services of the Desired Feature (or the parties separately agree pursuant to a Contract Supplement or otherwise), Prime Vendor's responsibility under a Desired Feature Change Order shall only extend to the delivery of the Desired Feature and not to the installation, configuration or deployment to DES.

SCHEDULE 7

PRIME VENDOR TOOLS AND UTILITIES

Tool	Type	Description
WorkForce Insight Navigator	Software as a Service*	Requirements tracking tool.

WorkForce Insight Navigator – This Third Party Prime Vendor Tool and Utility gathers and manages business requirements, and is provided to DES as an online website service to DES at no additional charge for as long as DES operates the TLA Solution, provided Prime Vendor continues to have access to such tool by its Third Party supplier, Workforce Insight. Prime Vendor makes no representations or warranties regarding the WorkForce Insight Navigator tool whatsoever, and the terms and conditions of the TLA Solution Project Agreement (other than the obligation to provide such service) and the Technology Agreement shall not apply.

SCHEDULE 8

DATA COLLECTION DEVICES AND SUPPORT AND MAINTENANCE SERVICES, AND TECHNICAL, SITE SURVEY AND INSTALLATION SERVICES OPTIONS

DCD Purchase Model			
Model Name	Model Number	Hardware (\$)	Support (\$)
EmpCenter 1000	EC1000	\$786.00	\$102.00
EmpCenter 2200	EC2200	\$1,354.00	\$176.00
EmpCenter Engage	EC-Engage	\$1,989.00	\$259.00

Pricing is unit cost for each DCD, Support and Maintenance Services is an annual fee for each DCD.

DCD Service Model		
Model Name	Model Number	Fully-Bundled Monthly Fee (\$)
EmpCenter 1000	EC1000	\$30.86
EmpCenter 2200	EC2200	\$52.48
EmpCenter Engage	EC-Engage	\$77.10

Pricing assumes monthly unit cost for each.

DCD Additional Fees		
Description	Recurring (\$)	One Time (\$)
Biometric Reader	\$20.67	\$159.00
HID Reader	\$41.47	\$319.00
Power over Ethernet	\$25.87	\$199.00
Mag Strip Reader	\$15.47	\$119.00
Biometric Reader	\$62.27	\$479.00

Recurring \$ assumes annual Support and Maintenance Services cost.

Data Collection Terminal Site Surveys and Installation

Prime Vendor offers Services to survey DES' and its Agencies' DCD installation sites and install the DCDs. Two types of site surveys are required for each location prior to DCD installation:

Functional site survey: Determining the optimal locations for DCDs at a given site based on the business and operational needs of the location. This includes considerations of: Employees' points of entry to a location; distance between the DCD and employees' workstations; the condi-

tions under which the device must operate; employee use volume; operations required at each DCD such as time-off requests, activity-based costing, and lunch and break entry; *etc.*

Functional site surveys require involvement from a subject matter expert who can share the business and workflow needs of each location with the Prime Vendor consultants. Oversight from a centralized client-side project team to validate Prime Vendor's findings is recommended.

Technical site survey: Determining the availability of network infrastructure for the DCD and effort required to supply the DCD with network connectivity and power at a given site. This includes considerations of: Network port availability; distance between the DCD site and the power and network sources; determining the effort required to run A/C wiring and Ethernet cable to the device (including any obstacles or barriers between the source and the DCD); *etc.* No proprietary knowledge of Prime Vendor's DCDs is required for the technical site surveys; a DES or Agency experienced electrician or IT infrastructure staff member is capable of completing this effort.

Technical site surveying requires involvement from an IT expert at each location who is familiar with the IT infrastructure at each location, and can guide surveyors to communications closets, conduits, obstacles, *etc.*

DCD installation: Upon completion of the site surveys, a DES or Agency experienced electrician or IT infrastructure staff member will be able to complete the wiring and mounting required for the DCD installation process. No proprietary knowledge is required as Prime Vendor's data collection terminals come pre-configured and use industry standard technology for networking, power, and mounting.

Important note: Prime Vendor Software's DCDs will be shipped to the DES or each DCD's installation site pre-configured and tested by Prime Vendor and ready to install. The installer must simply unpack, mount, and plug in the DCD once the network and power sources are in place. The pre-configured terminal will automatically connect to the EmpCenter data collection terminal controller via HTTPS using an IP address assigned by DES' DHCP server.

Prime Vendor's Recommended Approach for the State of Washington

Functional site surveys: To complete the functional site surveys, Prime Vendor recommends one of the following two options:

- 1) Prime Vendor may jointly develop an Agency's site survey form and train the Agency to complete the functional site survey effort. With this option, the Agency's resource would lead the functional site survey effort with minimal involvement and resource effort from Prime Vendor.
- 2) Prime Vendor to lead the entire functional survey effort as described in the typical Prime Vendor Functional Site Survey Process section of this document. This will require less effort from the Agency's resources.

Technical surveys and installation: Based on our experience in working with other public entities and to mitigate budget impact, Prime Vendor strongly recommends that Agency resources complete the technical site survey and DCD installation work. This effort can be completed by any experienced electrician or IT infrastructure resource within the Agency.

Typical Prime Vendor Functional Site Survey Process

Prime Vendor's functional site survey methodology includes the following steps:

- 1) Prepare the site survey materials, including creation of evaluation form to be completed by each location's responsible subject matter expert, in conjunction with DES and Agency project team members.
- 2) Prime Vendor will send the site surveys evaluation form to each of the sites' responsible SMEs and remotely walk them through it.
- 3) Prime Vendor will perform a site visit and meet with each site's responsible subject matter experts during regular business hours to specify a location for each DCD.
- 4) Prime Vendor will document the findings and review them with the site contact and other Agency leaders to confirm.

Estimated Services

Based on the process above and the information available to Prime Vendor at this time, Prime Vendor has provided the following estimate break-down. Prime Vendor currently has minimal knowledge about each site as information has not been provided regarding the locations at which the DCDs will be installed. Prime Vendor will work closely with DES and Agencies to refine the budgetary estimate as more information becomes available.

Prime Vendor will provide Services in accordance with the Services Rates.

EXHIBIT 2
HOSTING SERVICES

**WASHINGTON STATE DEPARTMENT OF
ENTERPRISE SERVICES**

AND

WORKFORCE SOFTWARE, LLC

TABLE OF CONTENTS

	<u>Page</u>
1. Description and Scope of Services	1
1.1 Hosting Facility Management.....	3
1.2 Hardware and Operating System Management	3
1.3 Network Management	5
1.3.1 Prime Vendor Obligations	5
1.3.2 DES Responsibilities	6
1.4 Storage Management	6
1.5 Backup/Restore and Disaster Recovery	6
1.5.1 Back-Up Operations and Retention.....	6
1.5.2 Online Availability of State Data and Storage of Back-Ups	7
1.5.3 Incident Data Restoration	8
1.5.4 Disaster Recovery and Business Continuity Plan	8
1.5.5 Disaster Recovery and Business Continuity Services	9
1.5.6 Disaster Recovery Rehearsals.....	9
1.6 Desktop Management	10
1.6.1 DES Responsibilities – Desktop Management	10
1.7 Data Administration	10
1.7.1 Prime Vendor Obligations	10
1.7.2 DES Responsibilities	13
1.8 Solutions Management.....	13
1.8.1 Prime Vendor Obligations	13
1.8.2 DES Responsibilities	13
1.9 Release Management	14
1.9.1 Prime Vendor Obligations	14
1.9.2 DES Responsibilities	15
1.10 Monitoring.....	15
1.10.1 Prime Vendor Obligations	15
1.10.2 Tools and Utilities	16
1.11 Security	17
1.11.1 Prime Vendor Obligations	17
1.11.2 DES Responsibilities	21
1.12 Performance Management	21
1.12.1 Prime Vendor Obligations	21
1.12.2 DES Responsibilities	22
1.13 Prime Vendor Hosting Support Center.....	22
1.13.1 Prime Vendor Obligations – Hosting Support Center	22
1.13.2 Prime Vendor Obligations – Service Request Process.....	23
1.13.3 DES Responsibilities	23
1.14 Communications Management	24
1.14.1 Prime Vendor and DES Joint Communications Management Responsibilities.....	24
1.14.2 Service Delivery Management	24
1.14.3 DES Responsibilities – Service Scheduling	25
1.14.4 DES Responsibilities – Production Assessments.....	25

	<u>Page</u>
2.0 Additional Terms	26
2.1 Use of Services	26
2.2 Term of Hosting Services	26
2.3 Special Termination Terms	27
2.4 Purchase Orders	27
2.5 Event of Default and Termination for Chronic Performance Standards Failures	27
2.6 Hosting Systems Decommission	28
2.7 Transition of Hosting Facilities	29
2.8 Controls over Financial Reporting and Operations.....	29
2.8.1 Audits	29
2.8.1.1 General	29
2.8.1.2 SOC 1 Type 2 Reports and SOC 2 Type 2 Reports	30
2.8.2 Maintenance of Records	31
2.8.3 Results of Inquiries and Remedial Plan	32
2.8.4 Subcontractors	32
2.8.5 Costs	32
2.9 Procedures Manual	32
2.9.1 Development and Ongoing Maintenance of Procedures Manual.....	32
2.9.2 Contents	33
2.10 Prime Vendor Environment Documentation and Transition to In-House Solution.....	33
2.11 Monitoring of Data Collection Devices	33
3.0 Hosting Definitions and Terms.....	35
Attachment A – Solution Listing	39
Attachment B – Prime Vendor Environment and Technical Design and Architecture	40
1.0 Summary of Environment Instances	40
2.0 Technical Design and Architecture	40
3.0 ITIL and Best Practices.....	41
4.0 Workstation Equipment Configuration.....	41
Attachment C – Service Level Agreements.....	43
1.0 Performance Standard Reporting	43
1.1 Prime Vendor Portal and General Reporting.....	43
1.2 Performance Standard Measurement and Reporting	43
2.0 Performance Credits.....	44
2.1 Overview of Performance Credit Process for Performance Standard Failures	44
2.2 Invoicing Related to Performance Standard Failures	44
2.3 Performance Credit At Risk Amount Cap; Increases in Performance Credits	44
2.4 Commencement of Performance Standards Obligations.....	45
2.5 Excused Performance Standards Failures	45
2.6 Root-Cause Analysis	46
3.0 Additions and Deletions of Performance Standards.....	46
3.1 Additional Performance Standards.....	46
3.2 Deletion of Performance Standards	47

	<u>Page</u>	
3.3	Baseline Period for Proposed New Performance Standards	47
4.0	Performance Standards and Performance Credits During Hosting Stabilization Periods	47
4.1	Stabilization Periods	47
4.2	Performance Standards During Stabilization Periods.....	48
4.3	Performance Credits During Stabilization Periods.....	48
5.0	Performance Standards.....	48
5.1	Performance Standard – Production Application Availability	49
5.2	Performance Standard – Non-Production Infrastructure Availability.....	49
5.3	Performance Standard – Application Response Time	50
5.3.1	Application Response Times	50
5.3.1.1	Method A – Selected Transactions	51
5.3.1.1.1	Measurement – Method A	52
5.3.1.1.2	Calculation – Method A	52
5.3.1.2	Method B – Page Load Transactions	52
5.3.1.2.1	Measurement – Method B	53
5.3.1.2.2	Calculation – Method B	53
5.4	Performance Standard – Disaster Recovery Restoration	54
5.5	Performance Standard – Service Request Response and Resolution Time.....	54
5.5.1	Incident Level Definitions	54
5.5.1.1	Service Request Response and Resolution Time Performance Calculation.....	55
5.5.2	Determining Service Request Incident Level	56
5.5.2.1	Initial Incident Level	56
5.5.2.2	Downgrades of Incident Levels	56
5.5.2.3	Upgrade of Incident Levels	56
5.5.2.4	Adherence to Incident Level Definitions	56
5.5.3	Service Request Escalations.....	56
5.5.3.1	DES Escalation.....	56
5.5.4	Hours of Operations for Prime Vendor's Hosting Support Center.....	57
5.6	Performance Standard – Security Management.....	57
Attachment D – Fees and Charges		58
1.0	Monthly Hosting Fees During the Initial Hosting Term	58
2.0	Monthly Hosting Fees and Additional Resource Charges During the Hosting Renewal Term.....	59
3.0	Additional Resource Charges and Reduced Resource Charges.....	59
3.1	Additional Non-Production Environments.....	60
3.2	Additional Refreshes and Extracts	60
3.3	Additional Solution Modules.....	60
3.4	End-to-End Online Transaction Processing Measurements	60
3.5	Additional VPN Connections	61
3.6	Physical Separation of Application and Database Servers.....	61
4.0	Improvements and Gain Sharing Opportunities	61
Attachment E – Disaster Recovery and Business Continuity Plan.....		62

Page

Attachment F – Summary of Prime Vendor's Monitoring Activities 63

HOSTING SERVICES

This Hosting Services Exhibit describes the Hosting Services to be performed by Prime Vendor for DES under the TA and other terms and conditions relating to such Hosting Services.

1. DESCRIPTION AND SCOPE OF SERVICES

This **Section 1** describes the Hosting Services to be performed by Prime Vendor and related responsibilities of DES under this Hosting Services Exhibit.

A. Scope Relative to Meeting the DES Business and Technical Requirements. The software-based items included in the scope of the Hosting Services as of the Effective Date is: (1) the TLA Solution; (2) to the extent the TLA Solution does not meet the DES Business and Technical Requirements, all such Solution Modules and/or other software that is required to meet the DES Business and Technical Requirements; (3) any software (including all Solution Modules) added to the scope of Hosting Services as described in **Section 1(D)**; (4) all other software required for Prime Vendor to perform the Hosting Services (*i.e.*, to support, operate, test, monitor and maintain the TLA Solution in its data center); and (5) all Interfaces and reports that are part of or made in connection with the TLA Solution Project whether: (i) prepared by Prime Vendor; or (ii) prepared by DES or its Third Party consultants provided DES or its Third Parties adheres to the design and other standards and protocols developed by the parties to certify such customer-prepared item. Any Interfaces and/or reports made after Project Completion of the TLA Solution Project shall be subject to **Section 1(C)**.

B. Normal and Routine Services Included. Acknowledging that there are many activities and tasks typically undertaken in a data center to operate, administer and maintain software-based solutions, and further acknowledging that each and every activity and task may not be set forth in this Hosting Services Exhibit, in addition to the tasks specifically listed in this Section, Prime Vendor shall perform, as part of the Hosting Services, the following-described services, functions, responsibilities and tasks shall be deemed to be implied by and included within the scope of the Hosting Services to the same extent and in the same manner as if specifically described in this Hosting Services Exhibit, unless specifically identified in this Hosting Services Exhibit as being excluded from the Hosting Services or identified as a DES Responsibility, that: (a) Services, functions, responsibilities and/or tasks that relate to information technology services or functions required to deliver the Solution to DES; and/or (b) are a natural extension of, or relate to, a major Service category generally identified or described in this Hosting Services Exhibit; and/or (c) are required for the proper performance of the Hosting Services and are an inherent part of, or a necessary sub-part included within, the Hosting Services.

C. Scope Relative to DES Changes Post Project Completion of the TLA Solution Project. The parties acknowledge that changes will be made to business requirements of DES (DES Business and Technical Requirements and otherwise) after Project Completion of the TLA Solution Project, including additional Solution Modules, Interfaces and/or Reports (whether developed by Prime Vendor, DES or DES' Third Parties). The parties further recognize that such changes may or may not involve costs to

Prime Vendor to accommodate such changes. To the extent a change involves a cost that is reflected as an ARC in **Attachment D**, DES shall pay the rates described therein. To the extent a change involves a cost not reflected as an ARC in **Attachment D** and Prime Vendor incurs a cost to implement the change, DES shall pay the amounts agreed to by the parties pursuant to a Change Order. To the extent there are no actual incremental costs to Prime Vendor to accommodate a change, or such costs are *de minimis*, there shall not be any increase to the Monthly Hosting Fees or other fee to be paid by DES for such change.

D. Solution Components. If there is any software (including Solution components) outside the scope of Hosting Services as described in **Section 1(A)** for which DES wants Prime Vendor to provide Hosting Services, DES shall license (or shall have licensed) such software (including Solution components) from Prime Vendor or from a Third Party, as applicable, and such expansion of Hosting Services shall be subject to the Change Order procedures.

E. DES Responsibilities. The ability of Prime Vendor to deliver Hosting Services at the performance levels specified in this Hosting Services Exhibit and within the Monthly Hosting Fees may be dependent on DES fulfilling the applicable DES Responsibilities described in this **Section 1**. A failure of DES to discharge a DES Responsibility shall not result or be construed as a breach of the TA or this Hosting Services Exhibit by DES. If Prime Vendor believes that DES is not fulfilling one or more DES Responsibilities and that such failure has or may impact Prime Vendor's ability to deliver the Hosting Services in accordance with the terms and conditions of this Hosting Services Exhibit and within the Monthly Hosting Fees, or impedes Prime Vendor's ability to achieve higher levels of performance, Prime Vendor shall provide timely written notice of such failure to DES. DES is responsible for maintaining, during the Hosting Term, licenses for the Solution and for any software licensed by DES for which Prime Vendor provides Hosting Services (beyond any software required for Prime Vendor to perform the Hosting Services), as well as Support and Maintenance Services.

F. Information Technology Infrastructure Library. In addition to Prime Vendor's representations and warranties under **Section 9.2** of the TA, Prime Vendor uses the IT Service Management Best Practice guidance standards promulgated by ITIL in the delivery of the Hosting Services.

G. Hosting Services to Include All Maintenance of the Solution. The following activities shall be included in the Hosting Services for the Monthly Hosting Fees: The loading, configuring of the Prime Vendor Environment, compiling, and migrating and movement from test and other Instances to the production environment of Enhancements, and any other corrections, fixes or modifications to other software included in the scope of Hosting Services as described in **Section 1(A)** made or provided by Prime Vendor (and, if necessary, restoration of the environment from a back-up made of such environment prior to the application of any such Functionality Release, Maintenance Code Release, and any other correction, fix or modification to the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** made or provided by Prime Vendor) (collectively, "**Included Maintenance**"). If Prime Vendor omits the loading, configuring of the Prime Vendor Environment, compiling and migrating, of Interfaces and/or reports within the Prime Vendor Environment from a future Project Agreement, Contract Supplement, Statement of Work or Change Order pertaining to software-based solution hosted by Prime Vendor, such loading, configuring of the Prime

Vendor Environment, compiling and migrating shall be deemed included in the Hosting Services at no additional cost.

H. Scope of Excluded Activities and Tasks From Hosting Services. The following activities and tasks represent the only activities and tasks excluded from the scope of Hosting Services for the Monthly Hosting Fees referenced in **Attachment D** and, subject to **Section 1(C)** and as described below, any such activities or tasks may be subject to a Change Order:

1. Data conversion or custom coding;
2. New design work;
3. Software coding;
4. Services for any Non-Prime Vendor Provided Solution applications; or
5. Implementation, consulting and similar professional services.

References to any "production" environment in this Hosting Services Exhibit means those Instances within the Prime Vendor Environment in which DES Authorized Users process live business data as part of DES' business transactions.

1.1 Hosting Facility Management

Prime Vendor shall:

- A. Provide the physical primary data center in the United States for the Hosting Services.
- B. From and after December 31, 2014, provide a physical secondary data center in the United States at least 250 miles away from the physical primary data center for use in recovery operations and/or during disaster recovery Services in accordance with **Section 1.5.4**.
- C. Manage all aspects of the data centers.
- D. Maintain physical security of the data centers, interconnecting networks and any location where State Data is present.
- E. Maintain an inventory of assets.
- F. Ensure the data center can satisfy the terms and conditions of the Hosting Services.

1.2 Hardware and Operating System Management

Prime Vendor shall, with respect to the Prime Vendor Environment:

- A. Manage host, workstation and network device operating system security in accordance with **Section 1.11** to this Hosting Services Exhibit.
- B. Perform maintenance for operating systems.
- C. Provide DES with advance written notice and general information about changes to be made to the Prime Vendor Environment during routine maintenance, provided that any security related changes shall be directed only to DES' security personnel.

- D. Monitor performance.
- E. Isolate performance Issues.
- F. Implement and test fixes to performance Issues regarding the hardware and operating system.
- G. Plan, implement and manage capacity based on the scope and use of the Hosting Services and the Performance Standards.
- H. Identify need for, and analyze impact of, infrastructure patches.
- I. Except as provided below, from and after the Effective Date, apply security and other patches to all: (i) operating systems, database systems, interfaces, firmware and other infrastructure components comprising or within the Prime Vendor Environment and all Software and other software hosted by Prime Vendor, including all security patches, version updates, and service packs provided by Third Party vendors; (ii) equipment and hardware used to provide the Hosting Services and support the Solution, including the Prime Vendor Environment, including hosts, servers, workstations and network devices; and (iii) all software, equipment and hardware used by the Solution or personnel who support the Solution. Patch management shall include regular monthly patch vulnerability scanning to verify that no security patches are missing from any component of the Solution or Prime Vendor Environment. Primary Vendor shall proactively monitor all Third Party vendors who provide components of the Solution and the Prime Vendor Environment for patch alerts and update notices. With respect to Prime Vendor's use of its Linux operating systems, Prime Vendor shall be obligated to patch manage such operating systems on the earlier of the TLA Solution Production date or July 1, 2014.

The patch management policy used by Prime Vendor is as follows:



Patch Management
Policy.pdf

- J. Test patches and the interaction of such patches to the components to which they are applied.
- K. Provide DES with evidence on a periodic basis (which evidence may constitute a SOC 2 report) that patch management in accordance with the patch management schedule set forth above was accomplished, including providing vulnerability assessments of any devices that were not patched.
- L. Review hardware maintenance plans.
- M. Schedule and execute hardware maintenance.
- N. Execute preventative maintenance plans.
- O. Test components that have received maintenance.
- P. Monitor maintenance plan for its effectiveness.
- Q. Perform standard reboots and any other regular maintenance of the hardware as recommended by the applicable hardware manufacturers.

- R. As new hardware is added to the configuration, design and perform tests to ensure the hardware performs in accordance with the equipment manufacturer specifications.
- S. Implement and operate an End Point Protection Platform to ensure that all components of the Prime Vendor Environment secure State Data. The End Point Protection Platform must operate full spectrum capability for defending servers and workstations running the operating systems used by the Solutions, be centrally controlled and integrated into an overall layered defensive strategy for protecting State Data and all Prime Vendor Environment components, and have network perimeter capability to detect common viruses, malware, and malicious traffic at the network perimeter to prevent malicious content from entering the Prime Vendor Environment. With respect to Prime Vendor's obligation to implement and operate an End Point Protection Platform for Prime Vendor's Linux operating systems, Prime Vendor shall be obligated to implement and operate an End Point Protection Platform for such operating systems the earlier of the TLA Solution Production date or July 1, 2014.

1.3 Network Management

1.3.1 Prime Vendor Obligations

As part of the management of equipment and connectivity for the different parts of the network (LAN and WAN) from the Hosting Services data center to the Point of Demarcation, Prime Vendor shall:

- A. Maintain and monitor all network LANs within the data center.
- B. Configure changes to all network LANs within the data center.
- C. Perform internal IP address management, router table management, NAT administration, switch administration and firewall administration at the data centers.
- D. Enable the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** to be accessible on the public Internet by Authorized Users in a manner that maintains data security pursuant to **Section 1.11** and the requirements set forth in the TA.
- E. Plan, implement and manage capacity based on the scope of Hosting Services, in coordination with DES.
- F. Provide connection to the Internet through redundant routers with multiple high-bandwidth circuits on physically diverse paths and points of entry into each data center, with circuits provisioned for each data center over separate Internet Service Providers to ensure high availability.
- G. At DES' election, Prime Vendor shall provide performance data identifying network performance from the Point of Demarcation to DES' site.
- H. Provide and manage up to the Points of Demarcation two (2) secure VPN connections to the DES State Governmental Network

(SGN) and Intergovernmental Network (IGN) points of presence, as depicted in the Technical Design and Architecture schematic set forth in **Attachment B**.

The summary of Prime Vendor's monitoring activities is set forth in **Attachment F**.

1.3.2 DES Responsibilities

DES will:

- A. Provide external DNS management for DES address space.
- B. Provide internal DNS management within the DES network.
- C. Manage DES' internal network.
- D. Unless purchased by DES from Prime Vendor pursuant to **Section 3.8 of Attachment D**, procure connectivity from the connectivity provider.
- E. Unless purchased by DES from Prime Vendor pursuant to **Section 3.8 of Attachment D**, manage the connectivity provider, including management of network segments from the Point of Demarcation to DES.
- F. Specify any required network connectivity (port, addresses, etc.) for any software originating from DES' network.

1.4 Storage Management

Prime Vendor shall:

- A. Monitor and maintain file systems.
- B. Provide offsite media storage.
- C. Monitor and maintain storage for database Instances.
- D. Plan capacity based on the scope and use of Hosting Services and the Performance Standards.
- E. Utilize industry standard technology for hot swappable, high availability storage devices and media.
- F. Maintain physical and logical security of all storage including file systems, decommissioned storage devices and media, all in accordance with **Section 1.11**.

1.5 Backup/Restore and Disaster Recovery

1.5.1 Back-Up Operations and Retention

Prime Vendor shall perform the following back-up operations for all production and non-production components of the Prime Vendor Environment, the Solution and all State Data, and shall retain and maintain such backups for the periods specified below:

Frequency	Data Retention
Daily	2 weeks

Frequency	Data Retention
Weekly	2 months
Monthly	1 year
Annual	During the Hosting Term

Prime Vendor shall make two (2) full disk-based backups and all State Data shall be retained online. All backed up State Data shall be encrypted, and upon request, Prime Vendor shall provide DES with the names of the individuals who are authorized to recover and decrypt backup data files.

As part of its backup procedures, Prime Vendor shall perform automated verification of each backup to confirm via tape-read after tape-write that complete data, software and other files have been successfully backed up. In addition, Prime Vendor each quarter shall perform manual checks to verify that the backup procedures are working properly and the then-current set (at the time of manual verification) of backups have all the required data, software and other files properly backed up. If there are Issues with respect to the backups or backup procedures, Prime Vendor shall provide DES with written notice of the Issue as soon as practical, not to exceed one (1) business day, and shall submit to DES a written notice a corrective action plan to be implemented no later than five (5) business days of the backup Issue. At the end of the five (5) day period, Prime Vendor shall report to DES whether it has corrected the Issue. A failure of Prime Vendor to report the correction or to correct an Issue within the five (5) day period shall constitute a failure of the Disaster Recovery Performance Standard. DES shall have the right to require Prime Vendor to conduct additional automated or manual verifications until any Issues have been corrected.

DES shall be entitled to have Prime Vendor deliver to DES extracts of State Data in an industry standard form and format as mutually agreed to by the parties as part of the Monthly Hosting Fees as follows:

Extracts of State Data including employee data – Once a month for backup and/or analytics purposes

Extracts of State Data limited to policies (configurations) with no migrations of employee data - Whenever there are new rules that are entered into the production Prime Vendor Environment.

Extracts of State Data beyond those provided above shall be at the ARC rate set forth in **Section 3.2 of Attachment D**.

1.5.2 On-Line Availability of State Data and Storage of Back-Ups

All State Data shall be available on-line and retrievable during the Hosting Term. From December 31, 2014, and thereafter during the Hosting Term, Prime Vendor shall transfer to, maintain and retain the backup copies at a physically secure designated offsite location in the United States at least 250 miles from the primary data center. Prime Vendor shall disclose the location of the offsite storage location to DES. Prime Vendor shall ensure that there is limited access to the backup media whether at Prime Vendor's primary data center facility, secondary

data center facility or off-site storage facility. If Prime Vendor uses a Third Party to transport and/or store backup media, Prime Vendor shall have a written agreement with such Third Party incorporating appropriate handling of media safeguards, consistent with industry practices, and limiting the number of Third Party personnel having access to such media. Prime Vendor shall be responsible for any and all damages relating to the use, misuse and/or loss of media, whether caused by Prime Vendor or a Third Party handler or off-site storage provider.

During the Hosting Term and thereafter during any Transition Period, Prime Vendor shall retain and maintain the versions of software, tools and utilities required to retrieve and restore the backups. If Prime Vendor fails to maintain the software, tools and utilities to retrieve and restore the backups, Prime Vendor shall be responsible for converting such data, at its expense, to an industry standard format selected by DES.

During the Hosting Term and thereafter during any Transition Period, Prime Vendor shall provide electronic copies of State Data from any of the retained backups, as specified by DES, in a mutually agreed to industry standard format, subject to the parties executing a Change Order for the reasonable (and substantiated) costs, any out-of-pocket materials expenses, and Services at the Service Rates.

DES may request back-up copies of DES' data and other files from Prime Vendor in an industry-standard format designated by DES, and if Prime Vendor does not support the designated format, in a format mutually agreed to by the parties. The fee for additional back-ups is listed as an ARC in **Attachment D**.

1.5.3 Incident Data Restoration

For Incidents not involving a Disaster, Prime Vendor shall perform data restoration Services to recover lost or corrupted data from production data as soon as possible from DES' request, but in no event commencing greater than two (2) hours from DES' request. For the Disaster recovery time objective and recovery point objective, see **Section 5.4 of Exhibit C**.

1.5.4 Disaster Recovery and Business Continuity Plan

The preliminary Disaster Recovery and Business Continuity Plan is set forth in **Attachment E**. Within ninety (90) days from the Effective Date, Prime Vendor will provide DES with a detailed, updated plan for DES' review. The Disaster Recovery and Business Continuity Plan is a Deliverable and its delivery is a Critical Milestone event subject to the terms of the TA. After delivery of the updated plan, the parties shall meet to finalize the plan, and once agreed to by DES shall supersede the preliminary plan and become the new **Attachment E**. If Prime Vendor fails to deliver the updated plan within the 90 day period, or fails to finalize the plan with DES within 180 days from the Effective Date, DES shall have the right to suspend payment of all amounts due or to be due and owing under the TA until the plan is finalized and agreed to by DES. Once the Disaster Recovery and Business Continuity Plan is finalized, the plan shall be updated by Prime Vendor on an annual basis as part of the Procedures Manual update pro-

cess described in **Section 2.9**. Subsequently approved Disaster Recovery and Business Continuity Plans shall replace the then-existing plan and become the new **Attachment E**.

1.5.5 Disaster Recovery and Business Continuity Services

A "**Disaster**" is an unplanned event that causes a complete loss of access to and use of the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)**, where such loss of access and use is likely to continue for a period greater than twelve (12) hours. DES and Prime Vendor agree, within two (2) hours after an event that may qualify as a Disaster, to determine the nature and cause of the event and whether the event should be declared a Disaster for purposes of commencing disaster recovery Services.

Upon the reasonable determination by DES that an Incident qualifies as a Disaster, Prime Vendor shall follow the procedures set forth in the Disaster Recovery and Business Continuity Plan set forth in **Attachment E** to restore the production Prime Vendor Environment, at the primary data center or a secondary data center, in accordance with the timeframes set forth in **Section 5.4** of **Attachment C**. The back-up production Prime Vendor Environment at the secondary data center may have reduced capacity, but will not fall below a level at which the Solution is able to function as intended and will have the same application setup, as compared to the production environment at the primary data center.

1.5.6 Disaster Recovery Rehearsals

Section 5.4 of the TLA Project Statement of Work sets forth Prime Vendor's obligation to conduct a disaster recovery rehearsal prior to Production of the TLA Solution. After Production of the TLA Solution, Prime Vendor shall conduct annual disaster recovery rehearsals in accordance with its standard rehearsal procedures, provided that such rehearsals shall include testing and confirming the redirection of Hosting Services from Prime Vendor's secondary data center to DES' IP address(es). DES will have the right to observe such rehearsals. Regardless of whether DES observes the rehearsal, Prime Vendor shall provide the rehearsal test results to DES as soon as practical, not to exceed ten (10) business days after the completion of the rehearsal. If a disaster recovery rehearsal reveals that there are deficiencies that may or will affect Prime Vendor's obligations to deliver the Hosting Services in accordance with the terms of this Hosting Services Exhibit, including meeting the Disaster Recovery Restoration Performance Standards set forth in **Section 5.4** of **Attachment D**, Prime Vendor shall develop a corrective plan of action as soon as possible, not to exceed fifteen (15) days, and implement such plan within forty five (45) days, all at no additional cost to DES. Upon completion of the corrections, DES shall have the right to require a partial or full rehearsal to confirm that the corrections have been implemented successfully.

Prime Vendor shall perform the disaster recovery rehearsals described in this Section as part of the Monthly Hosting Fees.

1.6 Desktop Management

1.6.1 DES Responsibilities – Desktop Management

DES will:

- A. Manage and administer all DES-issued end-user equipment; and
- B. Provide support for DES-issued end-user equipment.

1.7 Data Administration

1.7.1 Prime Vendor Obligations

Prime Vendor shall:

- A. Administer data files and database Instances including configuration, sizing, ongoing storage management, stopping, starting, connectivity setup and configuration, problem diagnosis, tuning, patching and backups.
- B. Manage and maintain all database software associated with the Software and otherwise included in the scope of Hosting Services as described in **Section 1(A)**.
- C. Administer the database environments identified in **Attachment B**.
- D. Pursuant to a Service Request from DES, provide change (read + change only) access to non-production data and databases on an as-needed/restricted basis for developer access, and promptly (but no later than two (2) hours from the request) provide read only access to the production database for DES developer Authorized Users.
- E. Provide routine start-ups and shutdowns for the Prime Vendor managed database environments.
- F. Provide database security management in accordance with then-current industry standards and best practices and DES Policies, including ensuring that data at rest is encrypted.
- G. Maintain custom database User IDs.
- H. Monitor database performance.
- I. Isolate database performance Issues, if necessary, to the physical database level.
- J. Install and test fixes to database performance Issues as reported by DES.
- K. Plan database capacity based on the Hosting Services as described in **Section 1**.
- L. Provide copies of application data configuration files. DES may review the configuration files for troubleshooting purposes only, and will not have access to change these files.
- M. In addition to the database actions that Prime Vendor may be required to implement in support of the Hosting Services as described in **Section 1**, DES may require additional database actions (including actions to write to the database for the purpose of

- correcting erroneous data or otherwise), as it reasonably determines are needed, as part of the Hosting Services. Such DES requested database actions are defined as DES requests for Prime Vendor to execute specific database commands on DES' behalf.
- N. To facilitate system efficiency, Prime Vendor shall manage the movement and location of all data and database files, including managing the relocation of data files, online redo log files, and database control files. To the extent the movement of data and/or database files will or is likely to impact DES' operations, Prime Vendor shall provide written notice to DES at least ten (10) days in advance of all data and/or database movement and/or file relocations. DES is responsible for all data within DES application-specific schema.
 - O. Prime Vendor shall reload image copies of DES' production data files for environment Instances in the Prime Vendor Environment and make appropriate configuration changes to facilitate use of such files (a "**Refresh**"), all upon the terms set forth below.

Terms Relating to Refreshes

Refreshes shall be performed by Prime Vendor, at DES' request and schedule, either on a full basis to include all Instances within the Prime Vendor Environment, or on a partial basis to include those Instances within the Prime Vendor Environment as selected by DES, including those Instances which pertain to one or more Agencies. All Refreshes will be performed during scheduled time periods to be mutually agreed to between DES and Prime Vendor.

The number and frequency of Refreshes included within the scope of the Hosting Services includes: (1) up to the date on which all Solution Modules have achieved Solution Component Certification, up to four (4) times per month or as necessary; and (2) from and after Solution Component Certification, once per pay cycle (as of the Effective Date, two (2) per month), plus two (2) additional Refreshes annually at a time specified by DES.

Prime Vendor shall keep up-to-date and accurate configuration logs identifying each Instance and the currency of each relative to the Refresh.

Upon DES' request and at no additional cost to DES, Prime Vendor shall encrypt all personal data in connection with the migration to test.

Other than Prime Vendor-initiated Refreshes, Prime Vendor shall provide additional database Refreshes at the ARC rate. DES-requested Refreshes will require one (1) business day advance written notice. If the requested Refresh would coincide with a scheduled maintenance period, the parties will schedule the Refresh as soon as practicable after such maintenance period. Refreshes from an existing environment (and not an archive) to a new environment shall not take more than forty eight (48) hours to complete.

Prime Vendor may elect to perform database Refreshes to facilitate Prime Vendor's compliance with Performance Standards set forth in **Attachment C**. Prime Vendor shall notify DES regarding the performance of any such Refresh.

For the purpose of performing a Refresh from an existing environment to a new environment, Prime Vendor shall use one of DES' existing available environments described in **Attachment B** as the new environment or a new environment that DES purchases as an ARC.

Access to New Data and Database Schemas and Infrastructure Changes

Prior to implementing any planned Enhancements that involve new data and/or database schemas or other infrastructure changes affecting State Data that will or are likely to impact DES operations, Prime Vendor shall provide DES with as much advance notice of the changes as possible, and not less than sixty (60) days before any such change is made. Environment migration shall be performed in accordance with the terms of **Section 1.9.1**, Replication of the Non-Production Prime Vendor Environments to Support Enhancement Testing.

Bad Data Loads / Correction Process

The TLA Solution data-loads from other systems are in most cases self-correcting, *i.e.*, running the same import again with a corrected file will automatically fix the data, and the TLA Solution automates this function. If there are remaining bad records, clean-up is usually performed by a custom script prepared by Prime Vendor. Upon the request of DES, Custom Scripts will be prepared by Prime Vendor and executed (and re-executed as needed or necessary) by Prime Vendor until the data is fully corrected. For scripts involving two (2) hours or less to prepare, there will be no charge to DES. For scripts involving more than two (2) hours to prepare, Prime Vendor will prepare the scripts at the Service Rates and will provide DES with the estimate prior developing the script.

Set forth below are a few examples of bad data loads and how they would be corrected:

Employee Imports

If HR import is run with incorrect employee data, simply running the import again with corrected data should correct the problem assuming both files had the same set of employees in them. In cases where the files do not contain the same set of employees, a script would need to be developed by Prime Vendor to de-activate the previously imported employee records and running the import again with the corrected file. Also, depending on how long the bad data was in the system, if there were any timesheets created for the incorrect employees, the timesheets would also need to be de-activated.

Labor Distribution Data

Labor Distribution data can be fixed by simply re-running the import with the corrected file.

1.7.2 DES Responsibilities

DES will assist with the testing of database performance Issues as reasonably requested by Prime Vendor provided DES has the technical skill level to provide such assistance.

1.8 Solutions Management

1.8.1 Prime Vendor Obligations

Prime Vendor shall manage the application architecture, such as the application servers, web servers, database servers, and batch servers, as follows:

- A. Configure and maintain server environments.
- B. Provide reboots of server components according to an agreed to maintenance schedule.
- C. Isolate application performance Issues.
- D. Monitor application software server components.
- E. Assist DES in the assessment of failed jobs, and take corrective action to the extent the failed job(s) was caused by the Solution.
- F. For the patches referenced in **Section 1.2(I)**, test such patches in accordance with the patch maintenance schedule set forth in **Section 1.2(I)**.

Prime Vendor shall make a real-time log of the foregoing actions (including when an action is scheduled to occur and when an action was successfully completed) available to DES online, and shall provide DES with a monthly summary recapping the foregoing actions taken in the previous month.

1.8.2 DES Responsibilities

DES will:

- A. Assist in isolating performance Issues as requested by Prime Vendor.
- B. Manage and deploy any needed DES client software, such as browsers, remote access software and mobile software.
- C. Configure and manage the physical hardware and software associated with DES' printers.
- D. Maintain production and non-production job schedules.
- E. Assess impact of failed jobs.
- F. If needed, provide its authorized personnel with 2-Tier access to the development Instance of the Prime Vendor Environment during the pre-production phase of the Hosting Services, for the purpose of implementation support and/or configuration of the application.
- G. Provide, maintain and update as needed, a schedule identifying the frequency, time and any other scheduling requirements for DES' receipt of interfaces, reports or other output from and relating to the Solution.

- H. Execute production and non-production jobs as required for processing the Solution's internal processes, reports and Interfaces.
- I. Schedule all batch processes, job runs, interfaces, or other processes to be run in the Prime Vendor Environment according to the job schedule provided by DES.
- J. Monitor and notify Prime Vendor of the failure of pre-defined batch jobs, and work with Prime Vendor in determining the root cause of the failed jobs.
- K. Assess failed jobs and proper resolution including potential rerun or skip run.

1.9 Release Management

1.9.1 Prime Vendor Obligations

Prime Vendor shall, with respect to each of the Prime Vendor Environments, as applicable:

- A. Build, apply, and migrate Enhancements as such Enhancements are made available.
- B. Identify Interfaces and reports that could be overwritten, made inoperable or unable to function in its intended manner as a result of the Enhancements, and retrofit such Interfaces and reports so that they maintain their compatibility with the Enhancements, and such identification and retrofitting shall be completed by Prime Vendor no later than the general release date of the Enhancement.
- C. Migrate software objects to the production Prime Vendor Environment on a weekly scheduled basis, if needed.
- D. Coordinate and apply Regulatory Modifications.
- E. Proactively review Enhancements and provide recommendations on upgrading to Enhancements.
- F. Coordinate with DES to determine which Enhancements should be applied and provide overall management of the update process in accordance with an agreed to schedule.
- G. Verify the installation of patches per the install instructions.
- H. Migrate objects between the Prime Vendor Environments.
- I. During the pendency of the TLA Project, replicate the data in the test environment by Refreshing the test environment from the production environment up to four (4) times per month, and such other times as may be necessary in connection with implementation of the TLA Solution as determined by Prime Vendor, and after Project Completion of the TLA Project, up to ten (10) time per year at such times as requested by DES.
- J. Track all patches applied to the Solution.
- K. Install security patches in accordance with **Section 1.11**.
- L. Identify any Enhancements that Prime Vendor determines is advisable to perform the Hosting Services in accordance with the Performance Standards, and prioritize the installation of such Enhancements so that Performance Standards can be met.
- M. Install all Enhancements.

Release Management Schedule

As of the Effective Date, Prime Vendor issues a major Release of the TLA Software every two (2) years, and issues a minor Release 3 to 4 times per year, and occasional patch Releases. Prime Vendor performs all patches and upgrades.

Replication of the Non-Production Prime Vendor Environments to Support Enhancement Testing

Prior to implementing any Enhancements, Prime Vendor shall provide DES with as much advance written notice of the release of the Enhancement as possible, and not less than sixty (60) days before any such Enhancement is made generally available to Prime Vendor's customers. At no additional cost to DES, Prime Vendor shall install into the sandbox environment an initial test environment upon which to test the Enhancement. After successful completion of the test environment (no Level 1 or Level 2 Defects) as agreed to by DES, Prime Vendor shall deploy the Enhancement to DES' production and other non-production environments. The non-production environments shall be on discrete networks with a firewall layer that will not allow data to egress the environment, except upon code promotion.

1.9.2 DES Responsibilities

DES will:

- A. Work with Prime Vendor to identify and analyze the impact of Enhancements.
- B. Initiate requests to migrate software objects.
- C. Provide approval to install Enhancements.
- D. Plan and execute testing of Enhancements, including performing configuration testing.
- E. Develop and coordinate implementation/upgrade strategy for Enhancements.
- F. Perform integration testing prior to application of patches to the production Prime Vendor Environment.
- G. Perform acceptance testing of all patches.
- H. Provide post-installation functional testing of all patches.

1.10 Monitoring

1.10.1 Prime Vendor Obligations

Prime Vendor shall monitor the performance, security and availability of the Prime Vendor Environment by use of the tools and utilities sufficient to accurately and reliably report on the Performance Standards. Prime Vendor represents and warrants that the tools and utilities it uses to report on the Performance Standards are sufficient to meet the Performance Standards.

As part of its monitoring activities under this **Section 1.10**, Prime Vendor shall:

- A. Perform operational and security monitoring of hardware, infrastructure, OS, LAN, database, and the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)**. With respect to security monitoring, Prime Vendor shall: provide a logging and monitoring strategy that outlines how the Prime Vendor will meet requirements outlined in the Security Policies and Procedures.
- B. Collect information about the capacity, performance, configuration and operational state of the Prime Vendor Environment, and compile such information in a Prime Vendor controlled repository.
- C. Perform initial event notification and escalation.
- D. Respond to events according to event notification and escalation procedures.
- E. Monitor capacity of application servers, web servers, database servers, batch servers and storage devices.
- F. Monitor availability of critical components, such as the Prime Vendor Internet architecture.
- G. Install a Prime Vendor tool set that enables monitoring and management capabilities for the Prime Vendor Environment.
- H. Facilitate appropriate configuration of events.
- I. Perform vulnerability scanning using a DES-approved scanning tool at least monthly to identify vulnerabilities and track progress in remediation of identified vulnerabilities on all host, workstation, and network devices that support the Solution. Provide DES with a quarterly electronic summary of this activity (which summary may be provided by a Third Party), and, upon request, details for any given device. As of the Effective Date, Prime Vendor uses Nessus, which is a DES-approved scanning tool.

In the event of a security breach or suspected security breach or a change in the monitoring tools or use thereof that will or may impact DES' use or operation of the Solution, Prime Vendor shall make a real-time log of the foregoing actions (including when an action is scheduled to occur and when an action was successfully completed) available to DES and provide a monthly report of the foregoing actions taken in the previous month.

1.10.2 Tools and Utilities.

Without limiting Prime Vendor's obligations under **Section 1.10.1** above, the following are tools and utilities are intended to be used by Prime Vendor as of the Effective Date to monitor the Hosting Services (which tools and utilities may be changed from time-to-time by Prime Vendor):

- CheckMK/Nagios
- CATI
- Dell SAN HQ

Prior to Production of the TLA Solution, Prime Vendor will configure its tools and utilities monitoring Hosting Services availability to generate an automatic email to DES' Remedy system identifying any disruption to the Hosting Services provided to DES.

1.11 Security

The terms and conditions set forth in this Section are in addition to, and not in lieu of, Prime Vendor's obligations to comply with the Security Policies and Procedures and other security and confidentiality obligations as set forth in the TA. State Data is classified up to "Category 3 data" under the Security Policies and Procedures, and as such, Prime Vendor shall implement and deploy the security and confidentiality obligations identified in such Security Policies and Procedures. Prime Vendor shall limit administrative access to hosts and workstations that host or access State Data to the least number of personnel required to meet Prime Vendor's obligations under this Hosting Services Exhibit. Prime Vendor shall employ management, operational and technical controls within the security framework of the ISO Standards, and Prime Vendor acknowledges that it will be audited to this standard.

The security related controls employed by Prime Vendor are described in this **Section 1.11** and may be further described in the Procedures Manual.

1.11.1 Prime Vendor Obligations

Prime Vendor shall:

- A. Perform security-related changes to the Prime Vendor Environment.
- B. Create and change Prime Vendor administrative User IDs, de-provision Prime Vendor administrative users and reset administrative passwords. Prime Vendor shall maintain and secure audit logs of all actions of users who have administrative privileges with respect to the Prime Vendor Environment, and shall make such logs available to DES in electronic form upon request. Audit log data shall be retained by Prime Vendor for a period of two (2) years from date of data capture.
- C. Provide the following physical security of the primary and secondary data centers and to the DES-designated locations in which the Prime Vendor Environment is housed:
 - 1. Restrict Access – Data Centers – Prime Vendor shall limit access to the primary and secondary data centers to personnel requiring access to perform their assigned duties and to authorized visitors. Visitors are to be checked in and escorted by data center personnel.
 - 2. Restrict Access – Prime Vendor Environment – Prime Vendor shall limit access to the area in which the Prime Vendor Environment is housed only for such periods as specified personnel are actively engaged in DES-related duties. Blanket or unlimited duration for Prime Vendor personnel is prohibited.
 - 3. Secure Media Storage – Prime Vendor shall secure access to portable back-up media at all times while stored on premise, while in transit to off-premise storage facilities, and while in off-premise storage facilities.

4. Review Access – Prime Vendor shall periodically (no less than once a year) review its practices regarding restrictions to physical access to the primary and secondary data centers.
- D. Provide the following logical security of the primary data center:
1. Solution and Database Access – Access by Prime Vendor Personnel to the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)**, database programs, utilities of any form, State Data and all other components of the Prime Vendor Environment and communications will be limited to those personnel providing Hosting Services and Support and Maintenance Services as well as tasks incidental to Hosting Services and Support and Maintenance Services. Access to operating systems, network applications and/or State Data by Prime Vendor and its subcontractors and/or data center facility(ies) (collectively, for purposes of this Section, "**Prime Vendor Personnel**") shall only be through Prime Vendor-assigned individual User IDs, and individual User IDs issued to Prime Vendor Personnel shall not be shared. Access shall be provided only for such periods as specified Prime Vendor personnel are actively engaged in DES-related duties. Blanket or unlimited duration access for Prime Vendor personnel is prohibited. Prime Vendor shall maintain records that will permit Prime Vendor to identify, at any given day and time, any Prime Vendor Personnel who used a User ID to access and/or change any operating system, network application and/or State Data, and if there is any unauthorized access and/or change by any Prime Vendor Personnel by use of a User ID to operating systems, network applications and/or State Data. Prime Vendor shall be responsible and liable for the actions and/or omissions of any individual assigned a User ID or otherwise given access by Prime Vendor.
 2. Co-Mingled Data – Prime Vendor shall either: (a) locate State Data on data storage devices separate and apart from Prime Vendor's other customers; or (b) if State Data resides on data storage devices that contain other Prime Vendor customer data, then Prime Vendor shall create logical partitions and implement such access and security controls to prohibit State Data from being accessible by any Third Party or Prime Vendor personnel not otherwise authorized to access State Data.
 3. Operating System Access – Access by Prime Vendor Personnel to the operating system of the Prime Vendor Environment will be limited to those personnel providing Hosting Services and Support and Maintenance Services as well as tasks incidental to Hosting Services and Support and Maintenance Services.
 4. Security Patches – Security patches shall be applied in accordance with the schedule set forth in **Section 1.2(l)**.

5. Antivirus protection will be maintained at up to date levels at all times on all servers used in the data center to deliver Hosting Services, and such antivirus protection shall not impede or hinder DES' ability to access the Prime Vendor Environment.
 6. Review Access – Prime Vendor shall periodically (no less than once a year) review its practices regarding restrictions to logical access to the Prime Vendor Environment.
- E. Provide the following network security applicable to the Prime Vendor Environment:
1. Control Network Edge (Firewalls) and Remote Access –Prime Vendor shall maintain industry standard firewall configurations with current firmware and rule sets and other security and technologies to control access to the network within the primary and secondary data centers that support the Prime Vendor Environment (including the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** and State Data within the Prime Vendor Environment) from external sources.
 2. Intrusion Detection / Prevention – Prime Vendor shall maintain industry standard security technology to proactively monitor for unauthorized intrusion attempts to access to the network within the primary and secondary data centers that support the Prime Vendor Environment (including the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** and State Data within the Prime Vendor Environment) from internal and external sources.
 3. Monitor for Vulnerabilities and Remediate – Prime Vendor shall maintain industry standard security technologies to continually monitor for software and configuration vulnerabilities on the network within the primary and secondary data centers that support the Prime Vendor Environment (including the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** and State Data within the Prime Vendor Environment).
 4. Patch Management – See **Section 1.2(I)**.
 5. Control Web Application Vulnerabilities. Prime Vendor shall evaluate and implement, as needed, industry standard web application firewall and pattern recognition software to block access to the Solution from exploits that seek to take advantage of known web application vulnerabilities.
- F. Security Breaches and Compromises – Prime Vendor shall:
1. Notification and Isolate – Immediately notify DES of and create a Service Request and assign a Level 1 Incident relating to any of the following: A security breach, a failure of any security control, any sustained attack on Prime Vendor's systems which significantly increases the likelihood of a security breach or a suspected breach of the Prime Vendor Environment (pro-

duction or non-production environments), or any part thereof, and whether in the primary or secondary data center. Prime Vendor shall respond and resolve such Service Requests in accordance with **Section 5.5 of Attachment D**, provided that Prime Vendor shall commence isolating and containing the spread of any Incident within thirty (30) minutes once detected or reported, and shall use its continuous and dedicated efforts on a 24 x 7 basis to remediate such Incident. The Prime Vendor Information Security Officer shall be the primary liaison between Prime Vendor and DES during any such security breach.

2. Investigative Reporting; Root Cause Determination and Reporting – Prime Vendor shall undertake an investigation and perform a root cause analysis of any security Incident that involves a security or suspected security breach of and/or failure of a security control relating to the Prime Vendor Environment. The results of the analysis will be documented and any remaining high risk open Issues will be addressed and/or corrected, if applicable, by Prime Vendor within five (5) days from the completion of such investigation and root cause analysis. The Prime Vendor Information Security Officer shall be the primary liaison between Prime Vendor and DES during any such investigation and root cause analysis.
 3. Prime Vendor shall cooperate fully with DES at any time DES needs to investigate a potential misuse or threat to the Solution or the operation of its systems that interact with the Solution. At the request of DES, the Prime Vendor Information Security Officer shall be available to be the primary liaison between Prime Vendor and DES during any such investigation.
- G. e-Discovery – Prime Vendor shall respond on a timely basis and at DES' expense at the Service Rates to requests by the DES Office of General Counsel or its designee to comply with DES records hold and electronic records discovery requirements.
- H. Media Disposal – All media (portable or stationary/hard drives on desktop computers) containing DES applications and State Data will be wiped/erased according to Media Sanitization Procedures standards defined by the National Institute of Standards and Technology (NIST), currently found at http://csrc.nist.gov/publications/nist_pubs/800-88/NISTSP800-88_rev1.pdf.
- I. Commencing on January 1, 2015 and on an annual basis, Prime Vendor shall retain an independent Third Party to perform security penetration testing ("**Ethical Hacking**") against the Solution. The Third Party and DES shall discuss the scope of the Ethical Hacking tests using industry best practices as the Third Party and DES agree, including references to practices, methodologies and techniques set forth in the NIST Special Publications 800 Series, OWASP, and OSSTMM (Open Source Security Testing Methodology Manual). Ethical Hacking testing will be conducted during periods other than test period exclusions time periods agreed to between the Third Party and DES and communicated to Prime Ven-

dor, which exclusion time periods will generally relate to high-volume production period. If Prime Vendor has a concern over the exclusion time period, Prime Vendor and DES will meet to address Prime Vendor's concerns. Testing shall take place during times other than the agreed to exclusion windows and without Prime Vendor's knowledge of the specific date and time of the test. Upon the completion of the Ethical Hacking testing, Prime Vendor shall provide the written results of the test to DES along with any remediation plan to address any gaps in security.

- J. DCD Connection – Prime Vendor shall ensure that any DCDs (including mobile DCDs) that connect to the Solution comply with DES Policies, including all security-related DES Policies.
- H. Internal Security Policies – Prime Vendor shall provide DES with copies of its internal security policies governing data center operations, including physical security, operating system security and network security. If Prime Vendor uses any subcontractor to provide Hosting Services, Prime Vendor shall provide DES with copies of the internal security policies of such subcontractor governing data center operations, including physical security, operating system security and network security.

1.11.2 DES Responsibilities

DES will:

- A. Be responsible for maintaining access control lists for Authorized Users requiring access to the Prime Vendor Environment.
- B. Add, modify and delete State end-user accounts as needed.
- C. Perform periodic audits of the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** for unusual DES access.
- D. Maintain application security configurations needed, roles, permission lists and Authorized User profiles.
- E. DES will communicate to its Authorized Users that their computers accessing the Prime Vendor Environment should run an up to date level of anti-virus software at all times and have the latest security patches and service packs applied.

1.12 Performance Management

1.12.1 Prime Vendor Obligations

Prime Vendor shall:

- A. Monitor Performance Standards against the requirements set forth in this Hosting Services Exhibit.
- B. Identify or determine Issues affecting Solution performance.
- C. Facilitate the analysis of application related Issues with Prime Vendor operational support services (OSS).

- D. Assist in troubleshooting application performance Issues with OSS.
- E. Identify and isolate Issues to a specific Interface and/or reports.
- F. Perform stress testing of the Solution whenever there is a new Release or Version of the Solution.
- G. Resolve any performance Issues that cause performance to fall below agreed upon Performance Standards in accordance with and as defined in **Attachment C**.

Subject to the terms of **Section 1.2 of Attachment C**, Prime Vendor shall provide a monthly report detailing the foregoing activities for the previous month.

1.12.2 DES Responsibilities

DES will:

- A. Submit Service Requests in connection with application performance Issues upon discovery of such Issues.

1.13 Prime Vendor Hosting Support Center

Prime Vendor's Hosting Support Center will provide support and assistance for incoming Service Request receipt and routing during the Primary Hours of Operation and will track progress to resolution as described below. Prime Vendor shall coordinate Issue handling, resolution and escalation for any call within Prime Vendor's areas of responsibility. DES may contact the Hosting Support Center via telephone and/or via the Prime Vendor Portal.

1.13.1 Prime Vendor Obligations – Hosting Support Center

As part of the Hosting Support Center Services, Prime Vendor shall:

- A. Address Issues arising from the Hosting Services, including the computing server environment, database, remote access software, components of the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** (e.g., web server, app server, process scheduler), Prime Vendor LAN, hardware and operating system.
- B. Train the applicable DES personnel on the protocol for communicating Issues and provide training materials for use by DES personnel.
- C. Conduct status meetings on a monthly basis, or as needed, documenting discussions and agreements with DES, provided that with respect to Solution Modules placed into Production, the meetings shall be held weekly.
- D. Resolve submitted Service Requests according to priority.
- E. Coordinate Support and Maintenance Services Issues with DES and DES' Third Parties, when needed.
- F. For all software other than Solution components and for any hardware outside Point of Demarcation, Prime Vendor shall log

the call and refer DES to the appropriate vendor or supplier for resolution.

1.13.2 Prime Vendor Obligations – Service Request Process

The Service Request process provides for diagnosis and resolution of problems reported in connection with the Solution. As part of this process, for each Service Request, Prime Vendor shall:

- A. Receive the Service Request from DES' Help Desk submitted either through the Prime Vendor Portal or by telephone via the Prime Vendor Hosting Support Center.
- B. Generate Service Requests via events detected by Prime Vendor's monitoring tools.
- C. Validate the Service Request that is generated by DES' Help Desk for identity and authorization.
- D. Acknowledge receipt of the Service Request received from DES' Help Desk.
- E. Perform initial problem determination so that the Service Request can be assigned to the correct Prime Vendor resource.
- F. Record an initial Incident Level as defined in **Section 5.5 of Attachment C**.
- G. Gather required information to facilitate determination of the cause of the Issue that is the subject of the Service Request.
- H. Track the Service Request for analysis and reporting.
- I. Provide DES a Service Request reference number.
- J. Perform problem diagnosis of the cause of the Issue.
- K. Determine potential resolution options.
- L. Determine the applicable resolution in conjunction with DES' support team.
- M. Escalate and resolve Service Requests in accordance with **Section 5.5 of Attachment C**.
- N. Proactively communicate with DES regarding all Issues and other Defects, including providing updates every at least every two (2) hours regarding the status of any Level 1 Defects and other Level 1 Incidents.

1.13.3 DES Responsibilities

DES will:

- A. Submit DES Service Requests via DES Super Users.
- B. Submit each Service Request after the occurrence of the underlying Incident of which DES becomes aware.
- C. Submit support calls to the Prime Vendor Hosting Support Center or submit tickets via the Prime Vendor Portal.
- D. Participate with and assist Prime Vendor in resolving the Service Request.
- E. For Service Requests for Level 1 and 2 Incidents, provide an operational contact that will be available to Prime Vendor by tele-

- phone or pager on a 24 x 7 basis while Prime Vendor works towards closure of such Service Requests.
- F. Assist Prime Vendor in connection with fault isolation of Issues.
 - G. Address Issues and questions related to DES' business processes and the functionality of the Solution and other software included in the scope of Hosting Services as described in **Section 1(A)** (such as how-to, feature/function questions).
 - H. Assign an appropriate number of individuals to provide first level support to the Authorized Users.
 - I. Manage DES' internal communications.

1.14 Communications Management

The parties agree to establish a formal management framework that would enhance communication between the parties, identify weaknesses and strengths in the performance of Prime Vendor's obligations herein and DES Responsibilities, and coordinate ongoing operations and requirements with respect to the Hosting Services ("**Communications Management**"). The framework described herein is in support of ITIL procedures and industry best practices.

1.14.1 Prime Vendor and DES Joint Communications Management Responsibilities:

Communications Management Committee

The parties will jointly:

- A. Appoint senior management representatives to participate in the Communications Management Committee.
- B. Hold formal Communications Management Committee meetings on a quarterly basis.
- C. Develop executive relationships between the parties.
- D. Develop and update strategies for ongoing Hosting Services.
- E. Approve strategies for introducing new and updated technology into the Hosting Services.
- F. Work to resolve escalated Service related Issues.
- G. Review operational performance of the Hosting Services.

1.14.2 Service Delivery Management

Prime Vendor shall:

- A. Assign a service delivery management team to deliver Hosting Services described in this **Section 1.14**.
- B. Facilitate completion of each phase of the Hosting Services.
- C. Advise DES regarding Enhancements applied to the Solution within the Prime Vendor Environment and as to training for DES personnel.
- D. Conduct status meetings on a monthly basis, or as needed, and record discussions taking place during such meetings, provided that

with respect to Solution Modules placed into Production, the meetings shall be held weekly.

- E. Coordinate Prime Vendor visits to DES locations.
- F. Coordinate DES visits to Prime Vendor locations.
- G. Notify DES when a change to the Prime Vendor Environment, technology, best practices or other factors occurs that requires an update to plans and documents that underlie the Hosting Services, such as the Disaster Recovery and Business Continuity Plan, Technical Design and Architecture, escalation procedures, runbook(s) and the Procedures Manual.
- H. Create and update (as appropriate as a result of changes in the Prime Vendor Environment, technology, best practices or other factors) plans and documents referenced above.
- I. Facilitate a kickoff and planning meeting with DES to review the applicable Project Agreement and/or Contract Supplement and this Hosting Services Exhibit. The kickoff meeting shall include the following topics:
 - 1. Review of Hosting Services to be provided.
 - 2. Define of the respective roles and responsibilities of each party.
 - 3. Establish Hosting Services related implementation and production timelines.

1.14.3 DES Responsibilities – Service Scheduling

DES will:

- A. Notify Prime Vendor when DES is ready to begin use of the Prime Vendor Environment to process production data for DES business transactions.
- B. Notify Prime Vendor when there is a change to DES' services schedule, including its application rollout schedule.
- C. Notify Prime Vendor when DES would like to visit Prime Vendor's data center or when DES would like Prime Vendor to visit DES.
- D. Notify Prime Vendor when DES identifies a change to the Prime Vendor Environment, technology, best practices or other factors that require an update to plans and documents that underlie the Hosting Services, as referenced above.

1.14.4 DES Responsibilities – Cutover Assessments

DES will assist in the preparation of, and provide updates to, cutover assessments to confirm the production readiness of the Prime Vendor Environment, and correct discrepancies identified by Prime Vendor.

2.0 ADDITIONAL TERMS

2.1 Use of Services

- A. **Access and Security** – DES is responsible for issuing User IDs for DES-designated Authorized Users, and for administering and maintaining such User IDs. The parties agree to work together during the implementation of a project on a collaborative and cooperative basis with respect to implementing DES' security procedures and practices, including the commitment of Prime Vendor Hosting personnel to work with Prime Vendor Consulting personnel in the design and configuration of DES' security procedures or practices.

Prime Vendor shall not permit non-read infrastructure level access, or information on how to obtain such access, that in Prime Vendor's sole judgment would potentially jeopardize the security or integrity of the Prime Vendor Environment. Prime Vendor shall permit DES with read-only access to the infrastructure level. The type of access that Prime Vendor shall grant on a read-only basis shall include, at DES' written election:

- Read only access to the database as described in **Section 1.7.1(D)**
- Read/write access to the file transfer area
- Other access as agreed to by the parties

Prime Vendor shall implement and transfer all data to DES, and any access shall be permitted only via an encrypted network connection.

- B. **Responsibility for the Quality of Inputted State Data** – Except as may otherwise be expressly set forth in TA or the TLA Statement of Work, DES acknowledges it is responsible for the quality and content of State Data and information supplied to Prime Vendor.

2.2 Term of Hosting Services

Subject to DES' earlier termination rights as set forth in the TA and in **Section 2.3** below, the initial term of Hosting Services will commence on the Effective Date and will end two (2) years after the first component of the TLA Solution is placed into Production, provided that if Production is delayed by DES, as documented with a Change Order adjusting the Production date of the first component of the TLA Solution, then the term shall be fixed at the date Production for the first component of the TLA Solution would have taken place but for DES' delays and not due to any Prime Vendor delays (the "**Initial Hosting Term**"). Following the Initial Hosting Term, Prime Vendor shall continue to provide Hosting Services until: (a) DES terminates the Hosting Services in accordance with the terms set forth in **Section 2.3** below; or (b) subject to Prime Vendor's obligation to providing Hosting Services during the Transition Period, Prime Vendor terminates Hosting Services as set forth in the TA (collectively, the "**Hosting Renewal Term**").

If the Hosting Renewal Term does not involve any change to the then-current Prime Vendor Environment or to the scope of the Hosting Services, then the Monthly Hosting Fees for the Hosting Renewal Term as set forth in the Change Order will be calculated in accordance **Section 2.0 of Attachment D**. If the Hosting Renewal Term involves change to the then-current Prime Vendor Environment or to the scope of the Hosting Services, the Change Order for the Hosting Renewal Term period shall contain applicable adjustments to the scope, Prime Vendor Environment and pricing (based on the ARCs, and if the ARCs are not applicable, from Prime Vendor's then current list rates, subject to any discounts mutually agreed to by the parties) of the Hosting Services for that Hosting Renewal Term.

The Initial Hosting Term and the Hosting Renewal Term are collectively referred to as the "**Hosting Term**."

2.3 Special Termination Terms

In addition to the terms set forth in the TA, DES may terminate the Hosting Services based on an Event of Default as set forth in this Hosting Services Exhibit or for convenience. If DES terminates this Hosting Services Exhibit for convenience during the Initial Hosting Term, DES shall: (a) provide one (1) year written notice to Prime Vendor of such termination for convenience, and in such case, DES' obligation to pay for Hosting Services shall terminate upon the expiration of such one (1) year period (unless Hosting Services are extended by written agreement of the parties); and (b) be obligated to pay Prime Vendor the net present value of the remaining Monthly Hosting Fees from the date that Hosting Services are no longer being provided by Prime Vendor through the end of the Initial Hosting Term. If DES terminates this Hosting Services Exhibit for convenience following the Initial Hosting Term, DES shall provide one (1) year written notice to Prime Vendor of such termination for convenience, and in such case, DES' obligation to pay for Hosting Services shall terminate upon expiration of such one (1) year period (unless Hosting Services are extended by written agreement of the parties), and no termination or similar fees shall be due or owing to Prime Vendor. If DES terminates based on a Prime Vendor Event of Default during (or following) the Initial Hosting Term, DES shall not be liable for such net present value of the remaining Monthly Hosting Fees or any other fees in connection with the Hosting Services for any time in which DES is not receiving Hosting Services.

2.4 Purchase Orders

Any exercise of DES' termination rights shall be contingent on the issuance of a purchase order to cover any applicable fees set forth in **Section 2.3** that may be due and owing.

2.5 Event of Default and Termination for Chronic Performance Standards Failures

A Prime Vendor Event of Default shall be deemed to occur and this Hosting Services Exhibit may be terminated by DES if:

- A. Prime Vendor fails for two (2) consecutive months or for any four (4) months during any twelve (12) month period to meet any of the following performance levels for a particular month:
- (i) Production Application Availability: Achievement of less than ninety-nine and one half percent (99.5%) Production Application Availability;
 - (ii) Application Response Time: Achievement of less than eighty five percent (85%) of all Transactions executed within a twenty percent (20%) deviation of the Performance Standard; and/or
 - (iii) Service Request Response and Resolution Time for all Service Requests for Level 1 Incidents: Achievement of less than ninety five percent (95%) of Service Requests within the Performance Standard;
- B. Security Management: Any failure by Prime Vendor to conform to the security terms and conditions set forth in **Section 1.11**;
- C. Disaster Recovery: Recovery time is greater than twelve (12) hours; and/or
- D. DES is entitled to one hundred percent (100%) of the At Risk Amount in Performance Credits during any two (2) months during any twelve (12) month period (**subsections (A) through (D)** are individually referred to as a "**Chronic Performance Standards Failure**" and collectively referred to as "**Chronic Performance Standards Failure(s)**").

DES shall provide written notice of termination, and the date for termination, to Prime Vendor within ninety (90) days following the end of the month in which DES is eligible to exercise its right to terminate under this Section, provided, that a subsequent cure of the performance shall not diminish DES' right to terminate.

2.6 Hosting Systems Decommission

During the Hosting Term at any time and upon the expiration of the Hosting Term or the earlier termination of the Hosting Services, at no additional cost or fee to DES, Prime Vendor shall provide DES with: (A) two (2) complete copies of each of the Prime Vendor Environments, including all databases, in an industry standard format selected by DES, provided that if Prime Vendor does not use such format, then on an industry standard format mutually agreed to by the parties; and (B) the following Knowledge transfer:

- Release levels and patch levels for each Solution Module and the Solution and associated databases and operating systems
- Documentation of technology stack
- The then-current Procedures Manual
- Information regarding the following topics:
 - ✓ Installation
 - ✓ Logins for environment-specific accounts
 - ✓ Operations procedures
- Keys used to encrypt and decrypt State Data to disk, database or media

If DES elects to have Prime Vendor maintain the Prime Vendor Environment after Prime Vendor complies with its transition Services obligations under the TA, provided DES agrees to pay Prime Vendor for the Monthly Hosting Fees for such month or months, as applicable, Prime Vendor shall maintain as fully operational (in accordance with the terms of this Hosting Services Exhibit) the then-current Prime Vendor Environment on a month-to-month basis.

2.7 Transition of Hosting Facilities

If Prime Vendor wants to change a hosting facility(ies) or change hosting subcontractor(s), Prime Vendor shall provide written notice to DES at least one hundred twenty (120) days prior to the Prime Vendor-requested transition date, and the detailed written transition plan at least sixty (60) days prior to the change ("**Hosting Transition Plan**"). The Hosting Transition Plan must demonstrate a transition to the hosting facility or change in hosting subcontractor at Hosting Service performance levels in accordance with this Hosting Services Exhibit. Any replacement subcontractor of a data center facility must meet the other requirements set forth in the Agreement and this Hosting Services Exhibit, including the terms and conditions set forth in **Section 15.4** of the Agreement and **Section 2.8.4** of this Hosting Services Exhibit. If Prime Vendor wants to change its hosting facility(ies) to a facility(ies) that is not at the level of Prime Vendor's data center provider as of the Effective Date (Level 3 Communications), as reflected in the document entitled "EmpCenter SaaS: Level 3 Colocation Facilities, Rev 006, Eff 8/1/2012", a copy of which was provided to DES, DES' prior written approval shall be required to move the Prime Vendor Environment or any processing of State Data to the replacement hosting facility.

With respect to the Hosting Transition Plan, the parties shall meet to discuss any concerns that DES may have, and Prime Vendor shall address to DES' reasonable satisfaction any such concerns.

2.8 Controls Over Financial Reporting and Operations

2.8.1 Audits. The terms and conditions set forth in this **Section 2.8.1** (and Prime Vendor's obligations under this **Section 2.8.1**) shall apply to Prime Vendor and to each Prime Vendor subcontractor in accordance with the terms of **Section 15.4** of the Agreement providing any component of the Hosting Services (and, where appropriate, each reference to Prime Vendor in this **Section 2.8.1** shall be read to mean and include any such subcontractors). Prime Vendor shall cause each subcontractor providing any component of the Hosting Services to comply with the terms set forth in, and Prime Vendor's obligations under, this **Section 2.8.1**. Without limiting the generality of the foregoing, Prime Vendor's data center provider (if an entity other than Prime Vendor) shall constitute a subcontractor for purposes of the TA.

2.8.1.1 General.

In connection with providing the Hosting Services, Prime Vendor shall comply with SOC 1 financial and operational control objectives and SOC 2 criteria for complying with the trust services principles (collectively, the "**Controls**"). Prime Vendor shall provide to DES for its review no later than sixty (60) days prior to the commencement of Prime Vendor audits undertaken in this **Section 2.8.1** an

electronic or written copy of the scope of audit (including the services and classes of transactions, procedures, accounting records, control environment and customer reporting) and Controls used or to be used in the audits described below in this **Section 2.8.1**. Controls shall include the audit of policies, practices and procedures involving the delivery of the Solution via mobile devices and platforms. If DES determines as a result of any such review that Prime Vendor must comply with additional and/or different controls or expand the scope of its audit, DES shall so notify Prime Vendor in writing and such controls and/or expanded scope of audit thereafter shall constitute the scope of audit and/or Controls for purposes of this Hosting Services Exhibit. The parties shall discuss whether the expanded Controls are unique to DES and whether such additional work shall be chargeable to DES. If it is determined that the expanded Controls should be charged to DES, a Change Order or amendment (at the discretion of DES) shall be required. If Prime Vendor wants to change the control environment, reduce the scope of audit or any of the Controls subsequent to the delivery of the last SOC 1 Type 2 Report or SOC 2 Type 2 Report, Prime Vendor shall so notify DES in writing at least sixty (60) days prior to the proposed change, including identifying the planned effective date of such change, and such proposed changed control environment, scope of audit and/or Control(s) shall be subject to the DES review process described above in this Section. Prime Vendor shall cooperate with DES and its auditors (including DES' internal, independent Third Party, and/or State, auditors) in connection with the terms, obligations and rights set forth in this **Section 2.8**.

2.8.1.2 SOC 1 Type 2 Reports and SOC 2 Type 2 Reports.

- A. By Prime Vendor.** In accordance with the requirements set forth in this Section, Prime Vendor shall cause a nationally-recognized independent certified public accounting firm to conduct audits with respect to the Controls at least once annually and to promptly prepare, no later than March 31 of each year, SOC 1 Type 2 Reports and SOC 2 Type 2 Reports following each such audit. No later than April 15 of each year, Prime Vendor shall deliver to DES a full and complete electronic copy of each such SOC 1 Type 2 Report and SOC 2 Type 2 Report, each of which must cover the calendar year. Within forty-five (45) days following DES' written request for a letter updating the most recently issued SOC 1 Type 2 Report or SOC 2 Type 2 Report, an authorized senior executive officer of Prime Vendor shall deliver to DES a letter that contains a written description of any material changes to the control environment that would adversely affect the prior delivered SOC 1 Type 2 Report or SOC 2 Type 2 Report to cover the time period not covered under the scope of such most recently issued audit report from the date of such report until the date requested in DES' written request, or if there have not been any such changes, a letter stating that there have not been any changes since the date of the most recently issued report.
- B. By DES.** At DES' sole cost and expense, DES shall have the right (either through its own audit staff, an independent Third Party auditor or an Agency of the State) to conduct reviews and audits of

the type covered by SOC 1 Type 2 Reports and SOC 2 Type 2 Reports or other reviews and audits to ensure compliance with the Controls and Prime Vendor's other obligations under the TA. Such reviews or audits will be conducted during regular business hours, will be subject to Prime Vendor's reasonable security policies (which will not apply to the extent they prevent or interfere with DES' right to conduct a review or audit as described in this Section) and will not unreasonably interfere with Prime Vendor's business activities. Further, within the scope of each such review or audit, such reviewers and/or auditors shall have the right to examine and audit the Records and question and interview any personnel with knowledge about the Controls and other financial, operational, security, physical or other aspects of the Hosting Services. If the report identifies Deficiencies requiring remediation, DES shall deliver to Prime Vendor a full and complete copy of the report.

- C. Auditor Independence.** As of the Effective Date, Prime Vendor uses Plante & Moran as its SOC 1 Type 2 Report and SOC 2 Type 2 Report auditor, which SOC 1 and SOC 2 reports exclude Prime Vendor's data center operator (Level 3 Communications) as a subservice organization and do not include, for the SOC 2 Type 2 Reports, the Processing Integrity and Privacy Trust Principles. From and after December 31, 2014, Prime Vendor shall have all of its data center operations (primary and secondary data centers) covered under its SOC 1 (if applicable) and SOC 2 reports, or have its subcontractor issue to DES directly SOC 1 (if applicable) and SOC 2 reports which comply with and are otherwise subject to the terms and conditions of this **Section 2.8**, and shall include as part of the SOC 2 reports, the Privacy Trust Principle. With respect to the Processing Integrity Trust Principle: (i) Prime Vendor represents and warrants to DES that, as of the Effective Date, it complies with the Trust Principle and that it will continue to comply with such Trust Principle; (ii) DES has the right to audit against such Trust Principle, and if there are deficiencies resulting from the audit, Prime Vendor shall remedy such deficiencies; and (iii) to the extent other technology providers begin to include the Trust Principle in their SOC 2 audits, Prime Vendor shall expand its SOC 2 audit to include such Trust Principle.

In order to assure auditor independence, Prime Vendor shall provide DES at least ninety (90) days prior written notice if Prime Vendor intends to use an auditing firm other than Plante & Moran to conduct such audits, and shall discuss with DES, and address any concerns that DES may have regarding such change of auditors.

2.8.2 Maintenance of Records.

Prime Vendor shall develop and maintain appropriate books and records documenting the Controls, and such records shall include the auditor's work papers

(collectively, "**Records**"). Prime Vendor shall cause its auditors to facilitate a review of such Records in Thurston County. To the extent Prime Vendor's auditors are requested to produce Records on-site in Thurston County more than one time during a five (5) year period, DES shall be obligated to reimburse Prime Vendor for such auditor's actual fees and expenses, subject to the travel and expense provisions under the TA.

2.8.3 Results of Inquiries and Remedial Plan.

If any SOC 1 Type 2 Report, SOC 2 Type 2 Report or other audit report (whether conducted under **Section 2.8.1.2(A)** or **Section 2.8.1.2(B)**) reveals any deficiencies and/or exceptions with respect to the Controls or otherwise (the "**Deficiencies**"), Prime Vendor shall prepare and deliver to DES a detailed plan for remedying all such Deficiencies (each such plan, a "**Remedial Plan**"). Prime Vendor shall deliver such Remedial Plan to DES within a reasonable period of time following identification of any Deficiencies based on the nature and complexity of the Deficiencies to be remedied, not to exceed thirty (30) days following DES' written request for same. Prime Vendor shall bear all costs and expenses associated with correcting all Deficiencies.

2.8.4 Subcontractors.

Without limiting the other terms and requirements set forth in **Section 15.4** of the TA (including the requirement to identify DES as a direct and intended third-party beneficiary in any subcontractor agreement), any agreement between Prime Vendor and a subcontractor that will be providing any component of the Hosting Services must include substantially the same terms as those set forth in this **Section 2.8** (modified as appropriate since the agreement will be one between Prime Vendor and the applicable subcontractor). Prime Vendor shall provide a copy of the unexecuted final version of any proposed agreement to be entered into between Prime Vendor and a subcontractor that will be providing any component of the Hosting Services so that DES may independently verify that Prime Vendor's obligations in relation to the Hosting Services are appropriately addressed in such agreement. DES shall have the right to withhold its consent to any such proposed subcontractor until DES is satisfied that such obligations have been appropriately addressed in the proposed subcontract agreement.

2.8.5 Costs.

Except as otherwise expressly provided otherwise in this **Section 2.8** to the contrary, each party shall bear its own costs and expenses incurred in connection with performing its obligations and/or exercising its rights under this **Section 2.8**, including costs and expenses charged by its own independent auditors.

2.9 Procedures Manual

2.9.1 Development and Ongoing Maintenance of Procedures Manual.

Prime Vendor shall provide DES with its standard procedures manual. If DES determines to host the Solution itself, Prime Vendor shall develop and regularly

update a detailed, DES-specific procedures manual that minimally includes the contents described in **Section 2.9.2** below (the "**Procedures Manual**"). The Procedures Manual shall be made available online in a downloadable, editable format or delivered to DES in an editable electronic format (such as Microsoft Word).

2.9.2 Contents.

The DES-specific Procedures Manual shall include and/or describe the following items and such other items as are appropriate or necessary to have a full and complete understanding of the Prime Vendor Environment:

- A. Copies of the then-current Technical Design and Architecture (which Prime Vendor shall update, if changes have occurred, each time the Procedures Manual is updated), and the then-current Disaster Recovery and Business Continuity Plan (which Prime Vendor shall update, if changes have occurred, each time the Procedures Manual is updated).
- B. Back-up, data recovery, data aging and data archiving procedures.
- C. Listing of, and procedures for using, tools used to monitor and maintain the Prime Vendor Environment.
- D. Listing of, and procedures for executing, batch programs and other scripts developed to run processes on the system.
- E. Listing of all Third Party software required to run the system, including manufacturer and release and version levels.
- F. System configuration layout.
- G. Description and copies of all policies and access permissions configured into the application(s).
- H. Description and copies of all security-related policies and procedures.
- I. List of custom and other integration code, including templates.
- J. Run books and related instructions.
- K. Installation and configuration guides for the as-built environment.

2.10 Prime Vendor Environment Documentation and Transition to In-House Solution

Upon request, Prime Vendor shall provide DES with full and complete Documentation on the Prime Vendor Environment sufficient to enable DES to replicated the operating environment used by Prime Vendor to DES, including, the complete technical architecture, operating procedure manuals, runbook(s), and release and version levels of all operating system software, middleware and other software used as part of the Prime Vendor Environment.

2.11 Monitoring of Data Collection Devices

Prime Vendor shall make available to DES all necessary and required credentials to enable DES to access the communications controller for purposes of monitoring the online status of DES' installed DCDs. Prime Vendor shall configure the controller to send to DES automatically email notifications when the DCDs are off-line or are experiencing other communication or hardware failures that can be detected by the controller. DCD terminals have been proven and field tested with excellent reliability over many years.

For example, less than 1% of the EmpCenter 2200 terminals (most commonly deployed DCD) shipped to customers have been returned to Prime Vendor for hardware repair.

3.0 HOSTING DEFINITIONS AND TERMS

The following definitions and terms apply to this Hosting Services Exhibit and will supersede any conflicting terms in the TA.

"Additional Resource Charges" or **"ARCs"** means charges, in addition to the Monthly Hosting Fees, for items identified in **Attachment D**, and purchased by DES through a purchase order or, as applicable, authorized pursuant to a Change Order.

"Application Response Time" is described in **Section 5.3 of Attachment C**.

"At Risk Amount" is defined in **Section 2.3 of Attachment C**.

"Chronic Performance Standards Failure" or **"Chronic Performance Standards Failure(s)"** is defined in **Section 2.5**.

"Communications Management" is defined in **Section 1.14**.

"Controls" is defined in **Section 2.8.1.1**.

"DCD" means a data collection device, including any Device.

"Deficiencies" is defined in **Section 2.8.3**.

"Device" means a desktop, laptop, smart phone or other mobile electronic device.

"Disaster" is defined in **Section 1.5.5**.

"Disaster Recovery Restoration" is described in **Section 5.4 of Attachment C**.

"End Point Protection Platform" means a solution that converges endpoint device security functionality into a single product that delivers antivirus, anti-spyware, personal firewall, application control and other styles of host intrusion prevention (for example, behavioral blocking) capabilities into a single and cohesive solution, including integrated vulnerability, patch and configuration management capabilities for proactive protection, data protection features, such as disk and file encryption, data loss prevention, and device control, and device endpoints, including the management and tracking of mobile devices, such as tablets and smartphones.

"Enhancements" has the meaning set forth in the TA, and includes, for purposes of this Hosting Services Exhibit, all Functionality Releases and Maintenance Code Releases.

"Ethical Hacking" is defined in **Section 1.11.1(I)**.

"Functionality Releases" means software code releases provided by Prime Vendor, such as tool upgrades to the Solution or service packs, and any release containing new functionality, that are designed to change the functionality or intended results of processing data where such change represents a departure from the originally designed functionality.

"Gain Sharing/Improvement Opportunity" is defined in **Section 4.0** of **Attachment D**.

"Hosting Stabilization Period" is defined in **Section 4.1** of **Attachment C**.

"Hosting Renewal Term" is defined in **Section 2.2**.

"Hosting Term" is defined in **Section 2.2**.

"Hosting Transition Plan" is defined in **Section 2.7**.

"Included Maintenance" is defined in **Section 1(G)**.

"Initial Hosting Term" is defined in **Section 2.2**.

"Instance" means a copy of a Software program running in a computer environment or the computer environment itself, as applicable.

"Maintenance Code Release" means any software code release provided by Prime Vendor designed to address the manner of processing data or operating the Solution (e.g., any software patch, fix, tools update, tax update, bug fix, maintenance packs, etc.).

"Monthly Hosting Fees" means Prime Vendor's regularly recurring fees payable in connection with its performance of Hosting Services for a single calendar month, as set forth in **Attachment D** and as adjusted in accordance with the terms and conditions of this Hosting Services Exhibit. The Monthly Hosting Fees do not include Additional Resource Charges or one-time fees or costs agreed to by the parties via the Change Order procedures.

"Monthly Performance Report" is defined in **Section 1.2** of **Attachment C**.

"Non-Prime Vendor Provided Solution" means any software not provided by Prime Vendor.

"Non-Production Infrastructure Availability" means the availability of non-production Instances in the Prime Vendor Environment and is referenced in **Section 5.2** of **Attachment C**.

"Page Load Data Point(s)" is defined in **Section 5.3.1.2.2** of **Attachment C**.

"Performance Credit" means a credit deducted from the Monthly Hosting Fees in connection with one or more Performance Standard Failures, as described in **Section 2.0** of **Attachment C**.

"Performance Standards" means the level of performance, as stated in **Section 5.0** of **Attachment C**, at which Prime Vendor is required to perform a particular function, Service or subset of the Hosting Services.

"Performance Standard(s) Failure(s)" means the failure of Prime Vendor to perform a function, Service or subset of the Hosting Services at a level equal to or greater than the applicable Performance Standard during a month of the Hosting Term. As of the Effec-

tive Date, Performance Standards that are subject to Performance Standard Failures includes the following: Production Application Availability; Non-Production Infrastructure Availability; Application Response Time; Disaster Recovery; Service Request Response and Resolution Time; and Security Management.

"Point(s) of Demarcation" means and includes the router(s) and/or device(s) where the public Internet access lines and/or T1 leased line(s) used to access DES' systems terminate.

"Primary Hours of Operation" or **"PHO"** means the hours in which the Prime Vendor Hosting Support Center is staffed. These hours are from Sunday at 1900 US Pacific Time through to the following Saturday at 1700 Pacific Time, excluding Holidays.

"Prime Vendor Environment" means the environments identified in **Attachment B** or otherwise needed, necessary or required to operate the Solution in accordance with and to meet the Performance Standards and the other terms and conditions of this Hosting Services Exhibit.

"Prime Vendor Personnel" is defined in **Section 1.11.1(D)(1)** for purposes of the Hosting Services Exhibit.

"Prime Vendor Portal" means the Internet-based portal provided by Prime Vendor as part of the Hosting Services as described in **Section 1.1** of **Attachment C**.

"Procedures Manual" is defined in **Section 2.9.1**.

"Production Application Availability" is described in **Section 5.1** of **Attachment C**.

"Production Baseline Period" is defined in **Section 3.3** of **Attachment C**.

"Records" is defined in **Section 2.8.2**.

"Reduced Resource Charges" or **"RRCs"** means the reduced charge for eliminating an ARC and shall be equal in value to the ARC rate.

"Refresh" is defined in **Section 1.7.1(O)**.

"Remedial Plan" is defined in **Section 2.8.3**.

"Scheduled Downtime" means the period of time that one (1) or more components of a Solution, whether in the production or non-production Prime Vendor Environment, is unavailable due to scheduled system maintenance. Scheduled Downtime may affect Prime Vendor customers individually or as a group. Scheduled Downtime may include proactive software maintenance, DES-specific infrastructure upgrades, or relocation or reconfiguration of the production Prime Vendor Environment. Prime Vendor will work with DES to define Scheduled Downtime windows for maintenance each month for one (1) year in advance. For any Scheduled Downtime outside the planned schedule, seven (7) days prior written notice to, and agreement with, DES will be required. The Prime Vendor Environment will have a maximum of six (6) hours of Scheduled Downtime per month. The parties can increase such Scheduled Downtime due to circumstances presented by DES and/or Prime Vendor; subject to the Change Order procedures.

The system maintenance window shall be between 0000 and 0130 Pacific Time on Sundays.. If a portion or all of the maintenance period is not required, the Prime Vendor Environment will be available to DES. If emergency maintenance is required, Prime Vendor shall provide reasonable advance notification of the maintenance, and such downtime shall be added to the permitted Scheduled Downtime timeframe.

"Security Management" is described in **Section 5.6 of Attachment C**.

"Service Level Objective" or **"SLO"** is defined in **Section 5.3.1 of Attachment C**.

"Service Request" means any request related to the Hosting Services that is submitted to the Prime Vendor Hosting Support Center by telephone, via Internet, or by Prime Vendor through a Prime Vendor monitoring tool or otherwise to the Hosting Support Center.

"Service Request Response and Resolution Time" is described in **Section 5.5 of Attachment C**.

"SOC 1 Type 2 Report" means a report, issued pursuant to the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements (SSAE) No. 16, Reporting on Controls at a Service Organization (as the same may be modified from time-to-time, including any replacement or successor standard), on the operational effectiveness of a service organization's controls over a stated period of time (which must be at least six (6) months in duration).

"SOC 2 Type 2 Report" means a report, issued pursuant to the Public Company Accounting Oversight Board's AT Section 101, Attest Engagements (as the same may be modified from time-to-time, including any replacement or successor standard), on a service organization's controls over the security, availability and processing integrity of the service organization's system, the confidentiality of the information that the service organization's system processes or maintains for user entities, and the privacy of personal information that the service organization collects, uses, retains, discloses and disposes of for user entities.

"Super Users" means those individuals provided by DES who assist DES' Authorized Users and act as the liaison to such Authorized Users, DES' help desk and Prime Vendor.

"Technical Design and Architecture" is defined in **Section 2.0 of Attachment B**.

"TLA Solution" means: (a) the software and/or service that is required to meet the DES Business and Technical Requirements; and (b) the tools and utilities to be provided by Prime Vendor in accordance with **Section 3.5** of the TA).

"TLA Statement of Work" means the TLA Statement of Work attached as **Schedule 6.1** to the TLA Solution Project Agreement) of the TA, as the same may be amended by the parties from time-to-time.

"Unscheduled Downtime" means the total time, other than Scheduled Downtime, during which DES is unable to access a Solution Module.

ATTACHMENT A
SOLUTION LISTING

(Informational Purposes Only)

See Schedule 5.1 of the TLA Solution Project Agreement

ATTACHMENT B

PRIME VENDOR ENVIRONMENT AND TECHNICAL DESIGN AND ARCHITECTURE

This **Attachment B** describes the Prime Vendor Environment and the technical design and architecture that will be provided and used by Prime Vendor to provide the Hosting Services as of the Effective Date. Except as provided below, references to the environments, technical design and architecture, number of software Instances, databases, computer resources and the like are provided on an information basis only and shall not operate to limit or diminish Prime Vendor's obligations to provide the Hosting Services in accordance with the Performance Standards and other terms and conditions set forth in this Hosting Services Exhibit.

1.0 Summary of Environment Instances

The Prime Vendor Environment will consist of the environment Instances listed below. To the extent additional environment Instances are required or needed to meet the DES Business and Technical Requirements, such additional environment Instances will be provided by Prime Vendor at no additional cost to DES. Without limiting the generality of the foregoing, any environment Instances implemented prior to Project Completion of the TLA Solution Project shall be provided at no additional cost to DES.

Environments: One (1) x Production and four (4) x non-production environments, which non-production environments may be purposed and re-purposed at DES' discretion for any non-production uses.

2.0 Technical Design and Architecture

The technical design and architecture of the Prime Vendor Environment existing as of the Effective Date is set forth below (the "**Technical Design and Architecture**"). In accordance with the terms and conditions set forth below, Prime Vendor shall further define and update, with the assistance of DES, as needed, a more detailed, DES-specific Technical Design and Architecture that is in the form, format and in such detail as required by DES, and minimally including the following contents, as necessary to fulfill its purposes:

- Overview
 - ✓ Objectives and Approach
 - ✓ System Requirements
 - ✓ Key Technical Assumptions
 - ✓ Sizing Inputs
- Hardware Recommendation Summary
- Web Server Sizing
- Integration Approach and Tools
- Report Repository
- Reverse Proxy Servers
- Application Server Sizing

- Windows Batch (Report) Server Sizing
- Load Testing Servers
- Database Server Sizing
- Storage Sizing
- Load Balancers
- Failover Process
- Switches and Network
- Instance Plan

Prime Vendor shall deliver the updated Technical Design and Architecture to DES within sixty (60) days after the Effective Date, and a further updated version prior to Phase 1 - Production, scheduled on July 1, 2014. If Prime Vendor fails to deliver the updated version of the Technical Design and Architecture to DES on or before Phase 1 - Production, DES shall have the right to suspend any and all Monthly Hosting Fees then due or to become due and owing to Prime Vendor until Prime Vendor complies with the terms of this Section. From and after Phase 1 - Production, Prime Vendor shall continuously update the Technical Design and Architecture to reflect the then current technical architecture, provided that any changes to the Technical Design and Architecture that relates to the connectivity to DES' network shall be subject to the prior written consent of DES.

Prime Vendor shall provide prior written notice to DES at least ten (10) days prior to any Prime Vendor change to the Prime Vendor Environment that will have an impact on DES' operation of the Solution and other software included in the scope of Hosting Services, and for any major changes, such as a change in the data transmission protocols, at least one (1) year advance notice. In addition, Prime Vendor shall not, without the prior written consent of DES, which consent may be withheld in DES' sole discretion, alter or revise any components of the Technical Design and Architecture that would cause a disruption to the connectivity between Prime Vendor and DES.



Hosting Architecture
Diagrams - State of VPlanned Design and A



WorkForce DES

3.0 ITIL and Best Practices.

Prime Vendor shall implement best practices, using ITIL and other standards as a reference, for implementing changes to the Prime Vendor Environment. Any reduction in capabilities in the End Point Protection Platform, security or disaster recovery components of the Prime Vendor Environment shall require the prior written approval of DES.

4.0 Workstation Equipment Configuration.

The workstation equipment configuration as of the Effective Date is attached. In addition, as of the Effective Date, with respect to Java, the TLA Solution uses standard Oracle Java Web Start technology to launch the 'Administrative Client'. Java Web Start allows applications managed by it to specify the Java version that should be used to launch them and can support different Java versions for each application.

Java Web Start downloads the requested Java version for an application if it is not already installed on the machine. As of the Effective Date, EmpCenter Administrative Cli-

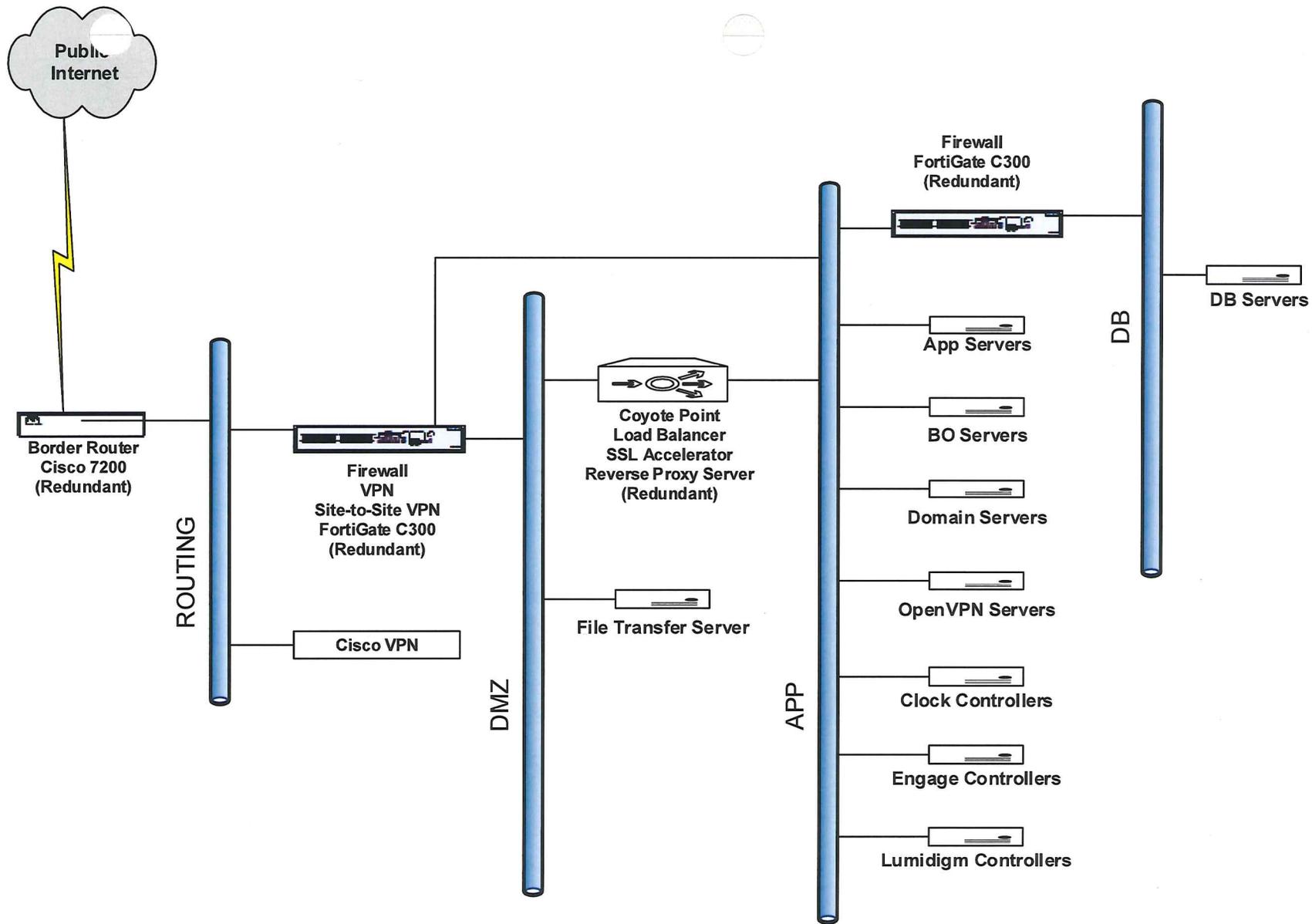
ent deployed under Java Web Start specifies the Java version it needs and Java Web Start launches EmpCenter with that version.

Following the Effective Date, Prime Vendor will remove the need for the TLA Solution to use Java Web Start within the general timeframes below, provided that the times set forth below are estimated, and not firm, date: Within the first half of 2014, Prime Vendor will remove the need for the TLA Solution to use Java Web Start for payroll administrators. By the second half of 2014, Prime Vendor will remove the need for the TLA Solution to use Java Web Start for IT administrators. Following removal of the need for the TLA Solution to use Java Web Start for IT administrators, Prime Vendor will remove the need for the TLA Solution to use Java Web Start for policy editors and otherwise.



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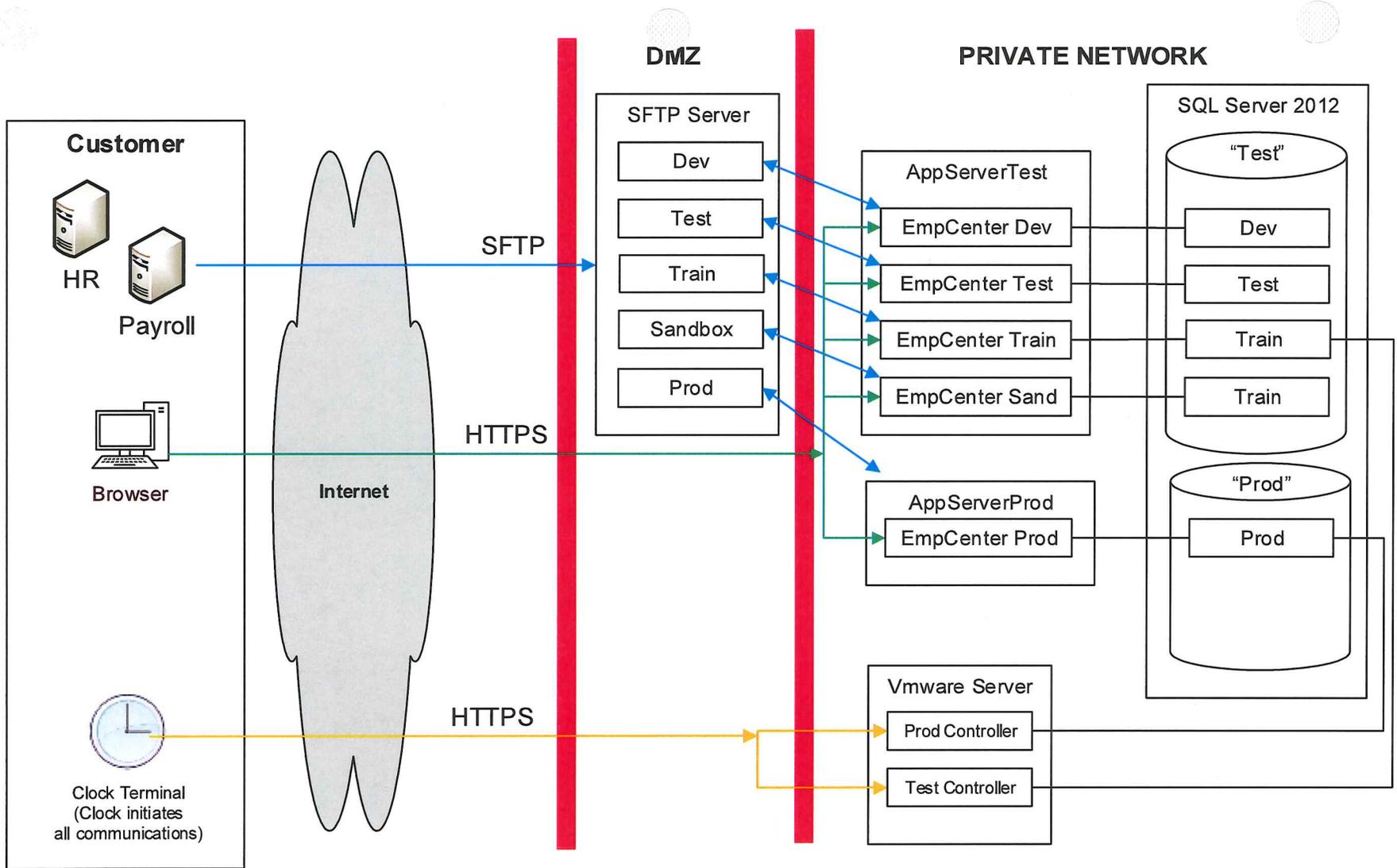
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Legend

Notes:

Filename	State of Washington Hosting Architecture Diagrams	Page 1	Prepared by	Michael J. Muha	Date	6/18/20	
Title	Systems that directly support the customer			Approved by		Date	6/18/20

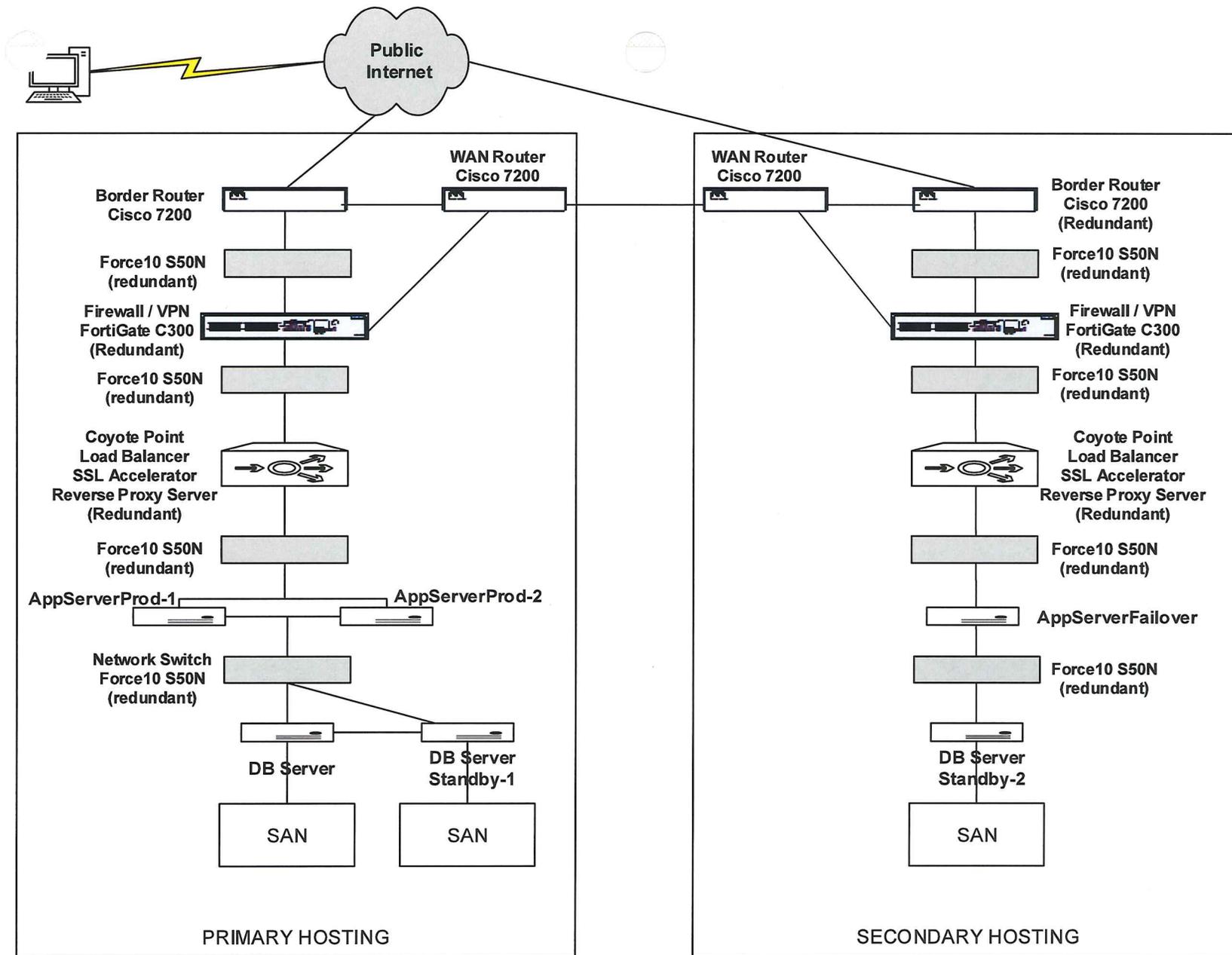


Legend



Notes: In the shared environment, the SFTP, Application, and Database servers will contain/process data from other customers as well as from the State of Washington

Filename	Hosting Architecture Diagrams	Page 2	Prepared by Michael J. Muha	Date 6/18/2013
Title	State of Washington Architecture View		Approved by	Date 6/18/2013



Legend

Notes:			
File name	Enterprise Architecture Diagrams WorkForce Software	State of Washington Page 3	Prepared by Michael J. Muha
Date			6/18/2013
Title	State of Washington User View		Approved by
Date			6/18/2013

Planned Design and Architecture for State of Washington DES

Overview

This document describes the hosting environment offered by WorkForce Software in which customers operate the EmpCenter solution. In particular, it provides details about the proposed configuration for the State of Washington DES using the normal shared environment, and a proposed configuration using dedicated application and database servers.

EmpCenter Hosting Facilities

WorkForce Software maintains both Primary and Secondary (Failover) Hosting Facility. Each hosting facility has its own Internet connection from different Internet providers. The facilities are linked by a 200MB connection.

The border network is designed so that if one Internet connection or router fails, traffic will automatically be routed over the other Internet connection. At current capacity, either Internet link can easily handle all customer traffic.

Primary and Secondary Hosting have similar architectures. They use the same database and application server hardware, the same model Storage Area networks, the same firewalls, load balancers and network switches.

Failover from the Primary to Secondary Hosting Facilities is tested at least annually.

EmpCenter Infrastructure

Browser-based traffic

Browser-based traffic from the State passes through a border router, firewall, load balancer/reverse proxy/SSL accelerator before reach the application server. The application server talks to a SQL Server database server. All data across the Internet is encrypted.

EmpCenter Data Collection Devices

EmpCenter clock traffic is initiated by the data collection devices. EmpCenter clock terminals talk over a HTTPS connection across the Internet to a Clock Terminal Controller. The Clock Terminal Controller sends data to EmpCenter. If the clock terminals cannot communicate with the Clock Terminal Controller, the terminals will store swipes, periodically attempt communication with the Clock Terminal Controller, and when they succeed, automatically upload the stored data.

File Transfer Traffic

To transfer text-file data to and from EmpCenter, the State will initiate a SCP or SFTP connection, or encrypt the file using PGP then use FTP, SCP or SFTP, to a file transfer server in the EmpCenter

Planned Design and Architecture for State of Washington DES

Overview

This document describes the hosting environment offered by WorkForce Software in which customers operate the EmpCenter solution. In particular, it provides details about the proposed configuration for the State of Washington DES using the normal shared environment, and a proposed configuration using dedicated application and database servers.

EmpCenter Hosting Facilities

WorkForce Software maintains both Primary and Secondary (Failover) Hosting Facility. Each hosting facility has its own Internet connection from different Internet providers. The facilities are linked by a 200MB connection.

The border network is designed so that if one Internet connection or router fails, traffic will automatically be routed over the other Internet connection. At current capacity, either Internet link can easily handle all customer traffic.

Primary and Secondary Hosting have similar architectures. They use the same database and application server hardware, the same model Storage Area networks, the same firewalls, load balancers and network switches.

Failover from the Primary to Secondary Hosting Facilities is tested at least annually.

EmpCenter Infrastructure

Browser-based traffic

Browser-based traffic from the State passes through a border router, firewall, load balancer/reverse proxy/SSL accelerator before reach the application server. The application server talks to a SQL Server database server. All data across the Internet is encrypted.

EmpCenter Data Collection Devices

EmpCenter clock traffic is initiated by the data collection devices. EmpCenter clock terminals talk over a HTTPS connection across the Internet to a Clock Terminal Controller. The Clock Terminal Controller sends data to EmpCenter. If the clock terminals cannot communicate with the Clock Terminal Controller, the terminals will store swipes, periodically attempt communication with the Clock Terminal Controller, and when they succeed, automatically upload the stored data.

File Transfer Traffic

To transfer text-file data to and from EmpCenter, the State will initiate a SCP or SFTP connection, or encrypt the file using PGP then use FTP, SCP or SFTP, to a file transfer server in the EmpCenter

Environment. Uploaded files, once received, are automatically transferred to the correct EmpCenter instance for processing.

Application Instances

Each State environment (e.g., Production, Test, Dev, Training, and Sandbox) is a separate install of the EmpCenter application software into separate folders with unique security on the application servers. Each instance is independent of each other and of any other customers and may be upgraded separately. The instances may be installed on one application server or spread across different application servers. The Production instance will be installed on a least two application servers for redundancy purposes. Additional instances of the proposed environments will be installed and load balanced as necessary to provide the necessary performance or capacity, if needed.

Because the EmpCenter environment is shared, other customers will also have application instances installed on the same application servers hosting State instances. Each instance is assigned a certain amount a Java Virtual Memory based on the number of employees in the instance, complexity of work rules, and transaction load (e.g., the Sandbox instance will perform far fewer transactions than the Production instances). The assignment of memory may change over time as necessary to maintain performance levels.

Database instances

Each State application instance (e.g., Production, Test, Dev, Training, and Sandbox) connects to a separate SQL Server 2012 database. Data is never intermingled between instances or between customers. Production databases are stored in a "production" database instance of SQL Server; non-production databases are stored in a "non-production" database instance. The production and non-production database instances may be on the same database server or may be on different database servers.

Again, because the EmpCenter environment is shared, other customers will have data in the same database instances used by the State.

Data is encrypted using Transparent Database Encryption.

Server Hardware

Application servers, database servers, and VMware host servers run on physical boxes, with redundant power supplies connected to redundant PDUs. They also have redundant network interface cards and redundant SAN interface cards connected to redundant network and SAN switches.

Virtual servers are used for second-tier servers such as domain controllers, file transfer servers, and Business Objects servers.

Disaster Recovery

SQL Server is configured using AlwaysOn availability groups, replicating synchronously to a standby database server at the Primary Hosting facility and asynchronously to a standby server at the Secondary Hosting Facility.

Application servers are replicated to Secondary Hosting once a day. No data exist on application servers; changes are limited to occasional application upgrades and occasional changes to a configuration file (e.g., to increase or decrease allocate Java Virtual Memory).

Some second-tier virtual servers (e.g., Business Objects servers) are replicated to Secondary Hosting.

Pairs of domain controllers, DNS servers, NTP servers, and mail servers are installed at both Primary and Secondary Hosting Facilities.

Option: Dedicated Physical Servers

WorkForce Software, as an option, can provide dedicated physical application servers and database servers to the state. The servers would be configured, maintained, and operated exactly as other application and database servers, but would contain only State application instances and State databases.

Software, Platform and Hardware Requirements

Overview

This document details the technical requirement for using EmpCenter Release 9.4 on client computers. WorkForce Software periodically changes the list of supported platforms as systems age and newer releases are made available. Contact WorkForce Software for information on planned changes.

EmpCenter requirements are classified as either *supported*, *compatible* or *not supported*.

- **Supported**
Systems listed as *supported* are the environments and components for which WorkForce Software will address interoperability issues. Customers must use the systems and versions identified in this document to receive support for these systems. In addition, customers may be required to (a) configure these systems in specific ways to function properly with EmpCenter, and (b) install or use specific patches or releases, as instructed by WorkForce Software.
- **Compatible**
Systems listed as *compatible* have either been tested successfully with certain versions of our software or used in production by customers. These systems may work successfully in your environment; however, there may be minor functional issues because they are not officially supported. WorkForce Software may, at its discretion, choose to resolve interoperability issues with these systems. Please be advised that any support for issues that result from the use of systems or versions of systems listed as compatible will qualify as billable.
- **Not Supported**
Systems listed as *not supported* are not recommended for deployments of EmpCenter at any time. WorkForce Software will not address interoperability issues with these systems.

Client Requirements

EmpCenter Application Web Browser

Client web browser support for the complete EmpCenter application is indicated in the following table:

Web Browser	Client O/S	Status
Internet Explorer 9, 10	Windows Vista, 7, 8	Supported
Internet Explorer 8	Windows Vista, XP, 7	Supported
Internet Explorer 7	Windows XP	Compatible <i>Note: EmpCenter will likely experience performance issues when accessed with IE 7.</i>
Internet Explorer 6	Windows XP	Not Supported
Firefox ESR	Windows Vista, XP, 7, 8	Supported
Firefox	Windows Vista, XP, 7, 8	Supported
Firefox	OS X 10.x	Compatible
Chrome	Windows Vista, XP, 7, 8 OS X 10.x	Supported
Safari 6	OS X 10.8	Supported
Safari 5.1	OS X 10.5, 10.6, 10.7	Supported
Safari 4.1	OS X 10.4	Compatible
Tablets		
Firefox 3.0, 4.0	Android Tablet 4.0.3 and up	Compatible
Android Default browser	Android Tablet 4.0.3 and up	Compatible

Note: EmpCenter requires browser cookies to be enabled.

Internet Explorer Users

If using Internet Explorer to access EmpCenter, consider the following:

- Use no or a limited number of plug-ins and third-party toolbars to prevent any compatibility issues between EmpCenter and the third-party applications.
- Set the security levels to either internet or intranet.
- Turn compatibility view off (Internet Explorer v8 and higher)

Additionally, some configuration errors are only detectable through a JavaScript error message. Internet Explorer users should turn on JavaScript error notifications in Internet Explorer when configuring and testing. To do this:

1. On the Internet Explorer menu bar, select Tools > Internet Options.
2. Click the Advanced tab.
3. Place a checkmark next to *Display a notification about every script error.*
4. Click OK.

Screen Reader Software

EmpCenter Mobile supports the following devices:

Screen Reader Software	Status
JAWS 14 on a computer using Chrome	Supported
VoiceOver on iPhone, iPad, and iPod Touch devices running iOS 6.1 and higher	Compatible

VoiceOver Users Only: For the best user experience managers should avoid using the group clock functionality. Also, in rare cases a date selector may fail to work properly with VoiceOver. Future versions of EmpCenter will provide additional VoiceOver support in addition to the currently-supported JAWS screen reader.

EmpCenter Mobile

EmpCenter Mobile supports the following devices:

Device	O/S	Status
Android phone with at least 1 GHz processor speed and 384MB of RAM	2.3.2 to 2.3.x, 4.0.4 to 4.0.x, 4.1, 4.2	Supported
Android tablet	4.0.3 to 4.0.x, 4.1, 4.2	Supported
iPad, iPhone	iOS 6.1	Supported
iPad, iPhone	iOS 5	Compatible
iPad, iPhone	iOS 6.0.x	Not Supported

EmpCenter To Go

EmpCenter To Go supports the following devices:

Device	O/S
Blackberry 83xx, 85xx, 87xx, 88xx, 89xx, 90xx, 93xx, 95xx, 96xx, 97xx, 9800, 9810, 99xx	4.5 and higher

Client Hardware

Recommended client hardware requirements include Intel 2.0+ GHz Core CPU, 1 GB RAM, running on Windows XP/7 or OS X and a minimum screen resolution of 1024 x 768.

Note: For optimal performance, the Administrative Module requires 2 GB of RAM.

Administrative Module Operating System

Operating system support for the Administrative Module is indicated in the following table:

Client O/S	Status
Windows XP, 7, 8	Supported
OS X	Not Supported

Note: The support for operating systems running the Administrative Module is different than that for running the web interface.

Java (JRE) Requirements

JRE requirements for the Administrative Module are as follows:

System	Status
JRE 7 update 24*	Supported (Recommended)
JRE 6 update 10 or later	Supported

* Due to a known issue, JDK-8017776, in update 25, WorkForce Software recommends using JRE 7 update 24 or JRE 6 update 10 or later until the bug is resolved in a future JRE 7 update.

JRE requirements for EmpCenter Analytics are as follows:

System	Status
JRE 6 update 10 to 18	Supported

If Java is not available, EmpCenter Analytics offers an HTML-based option. The Java-based option provides more flexibility when working with report layout, formulas, and variables.

USB Biometric Devices/Readers

EmpCenter supports the integration of Lumidigm and Silex biometric devices, plugged in to a USB port on a computer for biometric verification of logins to EmpCenter. Each client computer attached to a biometric device requires the installation of BioWeb Link software. In addition, use of these devices on client computers requires a biometric authentication server, which must run on Windows Server. The installation procedure is detailed in *Appendix E: Configuring EmpCenter for Biometric Logins* in the **EmpCenter Installation and Administration Guide**.

- Lumidigm devices/readers are compatible with 32-bit and 64-bit Windows client computers, except for 64-bit Windows XP. The devices function on all standard, supported browsers; however, WorkForce Software strongly recommends applying all hotfixes for Windows and Internet Explorer, particularly when using Internet Explorer 8.
- Silex Biometric devices/readers are compatible only on 32-bit Windows client computers, for use with only Internet Explorer. Additionally, you will need to install the biometric login ActiveX control to any computer attached to a Silex biometric device.

ATTACHMENT C

SERVICE LEVEL AGREEMENT

1.0 Performance Standard Reporting

1.1 Prime Vendor Portal and General Reporting

Prime Vendor shall provide DES with access to a DES-specific Prime Vendor Portal for Hosting Services. The Prime Vendor Portal will allow DES to enter Service Requests related to Hosting Services and view all Scheduled Downtime, Unscheduled Downtime, Monthly Performance Reports and Service Requests. In addition to the Prime Vendor Portal, Prime Vendor shall provide regular and periodic reports and updates to DES as such notifications are required in this Hosting Services Exhibit, and at any time upon request by DES.

1.2 Performance Standard Measurement and Reporting

Except as provided below, on a monthly basis during the Hosting Term, Prime Vendor shall assess its performance with respect to each component of the Hosting Services for which a Performance Standard has been established in accordance with **Section 5.0 of Attachment C**. Within five (5) business days after the end of each month, Prime Vendor shall provide to DES a performance report that will, with respect to the immediately preceding month: (a) identify and describe any Performance Standard Failure that occurred; (b) notify DES of any Performance Credit to which DES is entitled; and (c) show how such Performance Credits were calculated (collectively, a "**Monthly Performance Report**"). The failure to report the Performance Standards during any two (2) hour period in any given month where DES users report performance degradation in the production and/or non-production systems, regardless of cause, shall be deemed a Performance Standard Failure for all Performance Standards, resulting in the maximum amount of Performance Credits allowable under this Hosting Services Exhibit. As of the Effective Date, Prime Vendor does not have automated tools or utilities to monitor the Application Response Time Performance Standards, and, as a consequence, Application Response Time will be performed manually by DES on an exception basis (*i.e.*, to the extent DES determines there is or may be a performance Issue with respect to processing transactions, a manual process will be implemented to collect performance data). When Prime Vendor implements an automated tool or utility to collect performance data for Application Response Times, the terms of this Section as they relate to reporting performance data shall apply to the Application Response Time Performance Standard shall apply.

2.0 Performance Credits

2.1 Overview of Performance Credit Process for Performance Standard Failures

- A. **Single Performance Standard Failures.** If a Performance Standard Failure occurs in any calendar month during the Hosting Term, then Prime Vendor shall provide a Performance Credit to DES equal to the amount of Monthly Hosting Fees times the percentage referenced in the applicable Performance Standard, subject to the further limitations herein. By way of example, if Prime Vendor fails to meet the Application Response Time Performance Standard, and the applicable percentage referenced for failing to meet the Application Response Time is 25%, then the Performance Credit for the month would be equal to the Monthly Hosting Fees x 25%. The parties agree that Performance Credits represent a lower net Hosting Services fee for Prime Vendor not providing the Hosting Services as set forth herein, and is not to be construed as a penalty or an exclusive remedy.
- B. **Multiple Performance Standard Failures.** If more than one Performance Standard Failure occurs in a single month, the sum of the corresponding Performance Credits will be credited to DES, subject to the limitations set forth in **Section 2.3** below.

2.2 Invoicing Related to Performance Standard Failures

Prime Vendor shall apply the total amount of all Performance Credits for which DES is eligible due to Performance Standard Failures that occurred in an applicable month to the invoice generated by Prime Vendor in the following month. If DES is eligible to receive a Performance Credit in the final month of the Hosting Term, Prime Vendor shall pay to DES the amount of such Performance Credit within thirty (30) days after the final day of such month.

2.3 Performance Credit At Risk Amount Cap; Increases in Performance Credits

The aggregate maximum amount of Performance Credits that DES may receive for all failures by Prime Vendor to meet Performance Standards in any single calendar month shall not exceed one hundred twenty five percent (125%) of the Monthly Hosting Fees for such calendar month (prior to deduction of any Performance Credits), and the maximum amount of Performance Credits that DES may receive during any calendar year shall not exceed one hundred percent (100%) of the amount of Monthly Hosting Fees during such calendar year (prior to deduction of any Performance Credits) (as applicable, the "**At Risk Amount**").

If Performance Credits are incurred during any two (2) months during any twelve (12) month period (or within the initial 12 months after the initial Production event for the TLA Solution), the amount of each of the Performance Credits under **Section 5** shall be doubled (commencing in the month following the month during which the second Performance Credit in the twelve (12) month period occurs), and such increase shall be in effect until there is a six (6) month period in which Performance Credits are not incurred.

By way of example, if there is a Performance Standard Failure of the Production Application Availability Performance Standard two times (2X) in a twelve (12) month period, then Performance Credits under **Section 5** will increase by a factor of 2, such that if Performance Credits are incurred the following month (e.g., Production Application Availability at 99.65%), the % of Monthly Hosting Fees Performance Credit will be increased by a factor of 2 (e.g., from 25% to 50% for the Production Application Availability metric of 99.65%). The increased Performance Credits will revert back to the amounts set forth in **Section 5** when no Performance Credits have been incurred during a six (6) month period, i.e., the Performance Credits are "re-set" to the original amount.

2.4 Commencement of Performance Standards Obligations

DES' right to receive, and Prime Vendor's obligation to pay, any Performance Credits shall commence upon the Production Use of the Solution (or any component of the Solution)

2.5 Excused Performance Standards Failures

Prime Vendor will be excused from meeting the Performance Standards for the Hosting Services that are actually and adversely affected by any of the conditions or events described below, but only for the duration of the time period that any such conditions or events are in effect. Excused Performance Standards Failures are:

- A. those caused by DES' failures to meet the DES Responsibilities set forth in **Sections 2.1(A)**, provided that Prime Vendor provides timely written notice of such failure upon Prime Vendor's knowledge that such failure directly will affect Prime Vendor's inability to meet the applicable Performance Standard under this Hosting Services Exhibit.
- B. with respect to a Performance Standard Failure of Application Response Time under **Section 5.3.1 of Attachment C**, those caused by any deterioration or impact that is attributable to batch processes or reports executed by DES that are abnormal, not identified in the production batch schedule, or executed outside the production batch schedule.
- C. those caused by network changes or failures beyond the Point(s) of Demarcation or DES equipment infrastructure changes or failures for which Prime Vendor is not responsible.
- D. those caused by failures or fluctuations in electrical or telecommunications equipment or lines or other equipment beyond the Point(s) of Demarcation, including any network issue that results in a latency of 150 milliseconds or greater.
- E. those caused by a Force Majeure Event (other than as set forth in **Section 5.4 of Attachment C**), provided that no single point of failure of a communications line between the Prime Vendor Environment and the Points of Demarcation or at the Point of Demarcation itself (i.e., the failure of a single router) shall constitute a Force Majeure Event.
- F. those caused by a declared Disaster (other than as set forth in **Section 5.4 of Attachment C**).
- G. those caused by the use of the Prime Vendor Environment by more than the number of licensed users of the Solution.

- H. for Level 2 and Level 3 Incidents, those relating to DES' submission of a Service Request (via either the Prime Vendor Portal or by telephone through the Prime Vendor Hosting Support Center) outside the Primary Hours of Operation, but only until the Primary Hours of Operation recommence.

2.6 Root-Cause Analysis.

Prime Vendor shall commence performing a root-cause analysis to identify the cause of a Performance Standard Failure within one (1) business day of the occurrence of such failure involving a Service Request for a Level 1 Incident, and within three (3) business days of the occurrence of all other Performance Standard Failures. If the cause of such failure is within Prime Vendor's control, Prime Vendor shall take such corrective action to cure the Performance Standard Failure. If the cause of such failure is not within Prime Vendor's control, Prime Vendor shall meet with DES to discuss a corrective plan of action mutually acceptable to the parties. Notwithstanding any root cause analysis or efforts undertaken by Prime Vendor herein, additional Performance Standard Failures of the same or similar type shall continue to generate Performance Credits under the terms herein.

3.0 Additions and Deletions of Performance Standards

3.1 Additional Performance Standards

DES shall have the right to add one (1) or more Performance Standards by written notice to Prime Vendor not more than twice a year throughout the Hosting Term. Prime Vendor reserves the right to adjust the Monthly Hosting Fees based on inclusion of such additional Performance Standards provided Prime Vendor can provide adequate substantiation that additional resources will be required to meet the additional Performance Standards. The new Performance Standards will be established in one of the following ways:

- A. Where Prime Vendor has measured and reported to DES, in accordance with **Section 1.2 of Attachment C**, verifiable performance measurements for a particular component of the Hosting Services for a period of at least three (3) months immediately preceding DES' request for a new Performance Standard, DES can elect to establish a new Performance Standard at the data point equal to the average monthly performance achieved during that three (3) month period, or such other level of performance as may be as mutually agreed to by the parties; or
- B. Where Prime Vendor has not measured and reported to DES, in accordance with **Section 1.2 of Attachment C**, verifiable performance measurements for a particular component of the Hosting Services for a period of at least three (3) months immediately preceding DES' request for a new Performance Standard, the parties will follow the procedures defined in **Section 3.3 of Attachment C** for production baselining to establish a new Performance Standard.

DES will be responsible for any actual, substantiated incremental costs incurred by Prime Vendor to measure proposed new Performance Standards that are not then measured by Prime Vendor. The commencement date on which the new Performance Standard shall become eligible for Performance Credits shall be jointly determined by the parties.

3.2 Deletion of Performance Standards.

DES may request the deletion of any Performance Standard upon written notice to Prime Vendor, which notice shall be delivered at least thirty (30) days prior to the date on which such deletions to the Performance Standard is to be effective. The parties will mutually agree, pursuant to the Change Order procedures, upon the deletion of such Performance Standard. If DES previously requested the addition of a Performance Standard in which Prime Vendor required an increase in Monthly Hosting Fees, the Monthly Hosting Fees will be reduced to reflect such removed Performance Standard (excluding amounts of any un-capitalized costs of equipment and other components of the Prime Vendor Environment that are not able to be recouped by Prime Vendor as a consequence of the removal of such Performance Standard).

3.3 Baseline Period for Proposed New Performance Standards

For any new Performance Standard proposed by DES to which **Section 3.1(b) of Attachment C** applies (*i.e.*, three (3) months of performance data does not exist for the proposed new Performance Standard), Prime Vendor shall measure and report (as described in **Section 1.2 of Attachment C**) the actual performance of the Hosting Services in production against the new proposed Performance Standard for a period of six (6) consecutive months for the purpose of establishing such Performance Standard (the "**Production Baseline Period**"). Any Production Baseline Period shall commence only after the Production Use of the applicable Solution Module.

The new Performance Standard established at the end of such Production Baseline Period will be equal to the average of the documented monthly performance measured during the Production Baseline Period. DES is not entitled to receive, and Prime Vendor is not obligated to pay, Performance Credits for the applicable new Performance Standard until the conclusion of the Production Baseline Period and the commencement date for such Performance Standard as set forth in **Section 2.5 of Attachment C**.

4.0 Performance Standards and Performance Credits During Stabilization Periods

4.1 Stabilization Periods

The stabilization periods resulting from the changes described below made to the Prime Vendor Environment (each, a "**Hosting Stabilization Period**") shall be as follows:

- A. Ten (10) days for each new Solution Module migrated into the Prime Vendor Environment; and
- B. Five (5) days for previously migrated Solution Modules.

4.2 Performance Standards During Stabilization Periods

During each Stabilization Period, the following Performance Standards shall apply:

- A. The Production Application Availability Performance Standard for the applicable production Solution Module will be at least ninety eight and one half percent (98.50%);
- B. At least eighty five percent (85%) of all Transactions for the applicable production Solution Module will be executed within a twenty percent (20%) deviation of the Application Response Time Performance Standard; and
- C. At least ninety five percent (95%) of all Severity Service Requests will meet the Service Request Resolution Time Performance Standard.

4.3 Performance Credits During Stabilization Period

If performance falls below the Performance Standards described in **Section 4.2** for a Stabilization Period the amount of Performance Credit shall equal the Performance Credit otherwise due multiplied by fifty percent (50%).

5.0 Performance Standards

This Section describes the Performance Standards applicable to the Hosting Services. Prime Vendor represents and warrants to DES that the hosted Solution shall meet or exceed the Performance Standards set forth in this **Section 5**.

Unless otherwise indicated, all of the Performance Standards shall be measured and reported as an average on a monthly basis as set forth in **Section 1.2** of **Attachment C**. Prime Vendor represents and warrants that it has undertaken such due diligence as necessary to confirm that the Prime Vendor Environment is sufficient and based on the DES Business and Technical Requirements to operate the Solutions and other items included in the scope of Hosting Services as described in **Section 1(A)** in accordance with the Performance Standards, given the transaction volumes specified in **Attachment B**, if any, and the anticipated growth in transactions volumes stated therein through the Initial Term. If the Prime Vendor Environment is not sufficient to meet any of the Performance Standards, Prime Vendor shall, in addition to granting Performance Credits to DES, promptly correct such Prime Vendor Environment and incorporate such additional hardware, software and services into the Prime Vendor Environment at no additional cost to DES to bring the Hosting Services within the Performance Standards. In addition, if Prime Vendor fails to achieve any single Performance Standard in: (a) any two (2) or more consecutive measurement intervals; or (b) any three (3) or more measurement intervals (non-consecutive or consecutive) during any twelve (12) consecutive measurement intervals, then, upon DES' request, Prime Vendor's Chief Technology Officer shall meet with DES to discuss Prime Vendor's proposed solution to the problem. Further, upon DES' request, within one (1) week after each subsequent failure of Prime Vendor to comply with a Performance Standard, Prime Vendor's Chief Technology Officer and Chief Executive Officer shall meet with DES to discuss Prime Vendor's proposed solution to the problem.

5.1 Performance Standard – Production Application Availability

Prime Vendor shall measure Production Application Availability of the production Instance every five (5) minutes by accessing the Instance to determine whether it is functioning.

Production Application Availability will be calculated using the following formula:

Total minutes in a calendar month,

minus

The aggregate amount of Unscheduled Downtime and Scheduled Downtime in such month,

divided by

Total minutes in such calendar month, minus aggregated Scheduled Downtime.

The Production Application Availability Performance Standard is 99.9%. The Performance Credit applicable to Production Application Availability calculated with the above formula shall be determined in accordance with the following Table:

Production	
Production Application Availability	Performance Credit - % of Monthly Hosting Fees
≥ 99.9% - 100%	No Credit
< 99.9% and ≥ 99.7%	12.5%
< 99.7% and ≥ 99.6%	25%
< 99.6% and ≥ 99.5%	37.5%
< 99.5%	50%

5.2 Performance Standard – Non-Production Infrastructure Availability

Prime Vendor shall measure Non-Production Infrastructure Availability for each non-production Instance in the Prime Vendor Environment, and will be measured on a non-production Instance-by-non-production Instance basis. If the monitored infrastructure does not respond to the monitoring tool or utility, the non-production Instance in the Prime Vendor Environment will be deemed "unavailable."

Non-Production Infrastructure Availability will be calculated on a non-production Instance-by-non-production Instance basis in accordance with the following formula:

Total minutes in a calendar month

minus

Unscheduled Downtime and Scheduled Downtime measured for the applicable non-production Instance in such month

divided by

Total minutes in such calendar month minus Scheduled Downtime.

The Performance Credit applicable to the Non-Production Infrastructure Availability calculated with the above formula shall be determined in accordance with the following Table:

Non-Production	
Non-Production Infrastructure Availability for Each Non-Production Instance failing to meet the Performance Standard	Performance Credit - % of Monthly Hosting Fees
$\geq 99.8\%$	No Credit
$< 99.8\%$ but $\geq 99.5\%$	2.5%
$< 99.5\%$ but $\geq 99.0\%$	12.5%
$< 99.0\%$	25%

5.3 Performance Standard – Application Response Time

5.3.1 Application Response Times.

Response times will be measured using two separate measurement methodologies – the first being measurements based on selected transactions, as described in **Section 5.3.1.1 (Method A)**, and the second using page loads, as described in **Section 5.3.1.2 (Method B)**. On or before the Production Use date for a Solution Module, DES shall select one of the methods as the method to be used to calculate compliance with the Application Response Time Performance Standard, and the method not selected will be deemed a "**Service Level Objective**" or "**SLO**", and Prime Vendor shall continue to measure and report on the response times using the method for the SLO, however, no Performance Credits shall accrue related to failures to meet an SLO. Upon thirty (30) days written notice to Prime Vendor, DES shall have the right to alternate the method of measuring and calculating the Application Response Time Performance Standard, *i.e.*, from Method A to Method B or vice-versa, and upon such change, the Method that was previously a SLO shall become the Performance Standard against which such applicable Performance Credits shall apply. DES shall be permitted to alternate methods once in any given twelve (12)-month period.

5.3.1.1 Method A – Selected Transactions

Performance Standards and Performance Credits

Type of Transaction	Response Time	Performance Credit - % of Monthly Hosting Fees
Standard Transactions	98% of the time, the average response time will be two (2) seconds or less and for the remaining 2% of the time, the average response time will be five (5) seconds or less.	<u>% Deviation from Either Metric*:</u> > 0% and < 2% - 5% ≥ 2% and < 15% - 10% ≥ 15% and < 25% - 15% ≥ 25% and < 35% - 25% ≥ 35% and < 45% - 37.5% ≥ 45% - 50%
Time Intensive Transactions**	98% of the time, the average response time will be five (5) seconds or less, and for the remaining 2% of the time, the average response time will be eight (8) seconds or less.	<u>% Deviation from Either Metric*:</u> > 0% and < 2% - 5% ≥ 2% and < 15% - 10% ≥ 15% and < 25% - 15% ≥ 25% and < 35% - 25% ≥ 35% and < 45% - 37.5% ≥ 45% - 50%

Standard Transactions shall include the following transactions:

- Submit timesheet
- Amend timesheet
- Insert row on timesheet
- Delete row on timesheet
- Copy a row on timesheet
- Paste a row on timesheet
- Change work date for row on timesheet
- Save timesheet
- Save schedule
- Bank balance tab on timesheet
- Pay preview tab on timesheet
- Create a favorite on timesheet
- Switch between List/Table/Day timesheet views
- Change password
- Labor Distribution lookups on timesheet
- Labor Distribution lookups in manager time entry
- Labor Distribution window on group time edit

* % Deviation will be determined by the formula: $x-y/y$, where "x" represents the actual average response time and "y" represents the performance standard response time. Example for the Standard Transactions, assume the actual average response time for 98% of the Standard Transactions is 2.4 seconds. Then

the % Deviation would be 20% (2.4-2.0)/2.0, resulting in a Performance Credit of 30%.

** In accordance with **Section 5.6** of the TLA Statement of Work, the parties will determine what transactions constitute Time Intensive Transactions. From and after Project Completion of the TLA Solution Project, the parties shall continue to use the terms contained in **Section 5.6** of the TLA Statement of Work with respect to any new or additional Solution Modules added to the Hosting Services.

5.3.1.1.1 Measurement – Method A

Prime Vendor shall measure the performance of each Transaction 24 x 7. Response and throughput times for each Transaction will be measured internally between the firewall and the Point of Demarcation in five (5)-minute intervals.

5.3.1.1.2 Calculation – Method A

Application Response Time will be calculated in accordance with the following formula:

Total number of all executed Transactions that meet the applicable Application Response Time Performance Standard within any one (1) hour period of time selected by DES, other than during Scheduled Downtime,

divided by

Total number of all executed Transactions in such one (1) hour period of time.

5.3.1.2 Method B – Page Load Transactions

The Application Response Time each month shall be the value of the ninety eighth percentile (98%) of all Page Load Data Points. The Performance Credit applicable to the Application Response Time Performance Standard shall be determined in accordance with the following Table:

Application Response Time Performance Standard and Performance Credit Calculation

Based on 98th Percentile*	Application Response Time Ranges (in seconds)		Performance Credit
	Greater Than	Less Than/ Equal To	Performance Credit – % of Monthly Hosting Fees
1	N/A	5.20	No Credit
2	5.20	5.30	5%
3	5.30	6.00	10%

Based on 98th Percentile*	Application Response Time Ranges (in seconds)		Performance Credit
	Greater Than	Less Than/ Equal To	Performance Credit – % of Monthly Hosting Fees
4	6.00	6.50	15%
5	6.50	7.00	25%
6	7.00	7.50	37.5%
	7.50	N/A	50%

*The 98th Percentile means the data point representing the 98th part of the statistical distribution of Page Load Time data (not the average of such data points). For example, if there are 100 Page Load Time data points, and there are 95 data points at 5.1 seconds and the remaining 5% of data points are at 6.00 seconds, then the 98th percentile of Page Load Time data points will be 6.00 seconds.

5.3.1.2.1 Measurement – Method B

Page Load Data Points will be collected and reported for all DES user transactions 24x7, other than during Scheduled Downtime. Prime Vendor shall report to DES on all the Page Load Data Points measured for such month. If Prime Vendor's measurement tool or utility is unavailable for any reason, other than for an excused performance under **Section 2.5 of Exhibit C** for the time period(s) referenced therein, or experiences a problem with measuring or reporting Page Load Data Points in accordance with the Application Response Time Performance Standard, then such failure shall be deemed a Performance Standard Failure for the Application Response Time Performance Standard. Prime Vendor shall provision and maintain, at its cost and expense, any measurement tools and utilities required to capture the Page Load Data Points.

5.3.1.2.2 Calculation – Method B

The term "**Page Load Data Point(s)**" shall mean the collection and averaging of the time in which users depress the ENTER, SUBMIT or similar action key on the keyboard (or mouse or voice activation) to the time it takes to refresh the user's Device screen with updated or new data plus the time it takes for the acknowledgement to reach the measurement tool or utility from the users' Device. Page Load Data Points will be measured only on workstations that are compliant with the workstation equipment configuration set forth on **Section 4.0 of Attachment B**. The time interval will be calculated in seconds (to the tenth position, however, averaging data will be calculated to the hundredth position), for each five (5)-minute interval within each such month (excluding those five (5)-minute intervals within such month during which there is no end user use of the Prime Vendor Environment of the load time for each production page of all components of the Solution.

5.4 Performance Standard – Disaster Recovery Restoration

A Performance Standard Failure of the Disaster Recovery Performance Standard occurs any time when there is a failure by Prime Vendor to conform to the requirements set forth in the Disaster Recovery Plan during a declared Disaster or during any rehearsal of the Disaster Recovery Plan and, as a consequence:

- A. the recovery time achieved is greater than eight (8) hours from the declaration of a Disaster, the failure of which to achieve shall result in a Performance Credit of two and one-half percent (2.5%) of the Monthly Hosting Fees for each one (1) hour increment (or part thereof) beyond eight (8) hours; or
- B. the recovery point achieved is greater than fifteen (15) minutes, the failure of which to achieve shall result in a Performance Credit of two and one-half percent (2.5%) of the Monthly Hosting Fees for each fifteen (15) minute increment (or part thereof) beyond fifteen (15) minutes; or
- C. Prime Vendor fails to correct the Issues within the time frame set forth in **Section 1.5.1** which shall result in a Performance Credit of two and one-half percent (2.5%) of the Monthly Hosting Fees for each calendar day in which the Issues are not corrected and certified as corrected by Prime Vendor.

In connection with the recovery time and recovery point achieved by Prime Vendor, in order to meet the Disaster Recovery Performance Standard and for purposes of determining whether a Performance Credit is due to DES, DES must have one hundred percent (100%) of the functionality, but at seventy five percent (75%) of standard production capacity.

5.5 Performance Standard – Service Request Response and Resolution Time

5.5.1 Incident Level Definitions

Each Service Request will be assigned one of the Incident Levels listed in the Table below. Each of the Service Requests will be measured from the time of submission of the Service Request via the Prime Vendor Portal, by telephone via the Prime Vendor Hosting Support Center, or when Prime Vendor detects the problem and logs the problem as an Issue or a trouble or similar ticket in the Prime Vendor Portal or otherwise to the Hosting Support Center. For Level 1 Incidents, Prime Vendor shall provide DES with updates at least every two (2) hours regarding the status of such Incidents until the Incident is closed or downgraded.

Level of Service Request	Monthly Average Time to Respond to Service Requests	Monthly Average Time to Close or Downgrade Service Requests
Level 1 Incident.	15 Minutes	4 Hours
Level 2 Incident.	30 Minutes	8 Hours
Level 3 Incidents and General Requests not involving an Incident	8 Hours	As agreed to by the parties, not to exceed one (1) week

5.5.1.1 Service Request Response and Resolution Time Performance Calculation

Service Requests for Level 1 Incidents, Level 2 Incidents and Level 3 Incidents will be used to calculate Prime Vendor's monthly performance against Service Request Response and Resolution Time set forth in the Table in **Section 5.5.1** above. Prime Vendor shall measure the time it takes, during the applicable month and during the Primary Hours of Operation only (hours that fall outside the PHO are not counted as part of such measurement): (a) to respond to each such Service Request; (b) to close each such Service Request; and (c) to implement automated or manual workarounds that result in a downgrade of the Incident Level of the Service Request as described in **Section 5.5.2.2** below. The measurement excludes Service Requests: (d) relating to problems other than Service Requests for Level 1 Incidents, Level 2 Incidents or Level 3 Incidents; (e) relating to Non-Prime Vendor Provided Solution Incidents; or (f) resulting from the failure of infrastructure that DES provides.

The Service Request Response and Resolution Time Performance Standard will be calculated in accordance with the following formula:

Total number of all Service Requests for all Incident Levels which meet both the times to respond and the close or downgrade such Service Requests (*i.e.*, the same Service Request must meet both the applicable time to respond and the applicable time to close or downgrade) as set forth in the Table in **Section 5.5.1** above in a calendar month,

divided by

Total number of all Service Requests for all Incident Levels in such calendar month.

To the extent DES involvement is required to address a remedy of a failure of the Performance Standards, any delays on the part of DES in working with Prime Vendor during the Service Request process will not be counted in the elapsed time for remedying and conforming to the applicable Performance Standard.

DES shall receive a Performance Credit for the Performance Standard Failure of Service Request Response and Resolution Time. Prime Ven-

dor shall issue a Performance Credit of one percent (1%) of the Monthly Hosting Fees for each one percent (1%) that the Service Request Response and Resolution Time for all Service Requests of all Incident Levels is below ninety eight percent (98%) in the applicable month.

5.5.2 Determining Service Request Incident Level

5.5.2.1 Initial Incident Level

DES will designate in accordance with the Incident designations set forth in **Section 5.5.1** above and Prime Vendor shall record the initial Incident Level of a Service Request at the time the Service Request is made. The Incident Level of a Service Request may be adjusted by mutual agreement of the parties as set forth in **Sections 5.5.2.2** and **5.5.2.3** below.

5.5.2.2 Downgrades of Incident Levels

If, during the Service Request process, the Issue no longer warrants the Incident Level currently assigned based on its current impact on DES' business operations within the Prime Vendor Environment, then the parties may mutually agree to downgrade the Incident Level to the Incident Level that most appropriately reflects its current impact.

5.5.2.3 Upgrade of Incident Levels

If, during the Service Request process, the Issue warrants the assignment of a higher Incident Level than that currently assigned based on the current impact on DES' business operations, then the Incident Level shall be upgraded to the Incident Level that most appropriately reflects its current impact.

5.5.2.4 Adherence to Incident Level Definitions

Prime Vendor and DES shall work in good faith to develop a process to assure that the assignment and adjustment of any Incident Level designation is accurate based on the current impact on DES' business operations.

5.5.3 Service Request Escalations

5.5.3.1 DES Escalation

At any time, DES may escalate the handling of an unresolved Service Request from the initial analyst to which the Service Request was routed to a Prime Vendor duty manager. The duty manager will document the open business or technical Issues and will work with DES to define an action plan to address the Issue. If the action plan fails to resolve the Service Request, DES may escalate the Service Request to a Prime Vendor senior manager for resolution. If the Service Request remains unresolved, DES may successively escalate the Issue to: (a) the director of the applicable product group within Prime Vendor Support and Maintenance.

nance Services; (b) the Prime Vendor Service Delivery Manager for Hosting Services; (c) the Service Delivery Director for Hosting Services; and (d) the Communications Committee as described in **Section 2.14.1(A)**, until such Issue is resolved.

5.5.4 Hours of Operations for Prime Vendor's Hosting Support Center

Except where otherwise stated or required as part of Prime Vendor's obligations, Prime Vendor's Hosting Support Center will be staffed during the Primary Hours of Operation. During such time, Prime Vendor shall respond to inquiries from DES about any outstanding Service Request.

5.6 Performance Standard – Security Management

If Prime Vendor fails to provide Hosting Services in accordance with **Section 1.11** and/or fails to comply with the Security Policies and Procedures: (a) DES shall receive a Performance Credit of 100% of the Monthly Hosting Fees; (b) an Event of Default shall be deemed to have occurred under the TA; and (c) DES shall be entitled to any other rights and remedies provided for in the TA.

ATTACHMENT D

FEES AND CHARGES

This **Attachment D** sets forth the Monthly Hosting Fees and Additional Resource Charges to be paid by DES in connection with the Hosting Services.

1.0 Monthly Hosting Fees During the Initial Hosting Term

Prime Vendor will invoice DES for the Hosting Services on a monthly basis, with each invoice being issued during the first week of each month for the Monthly Hosting Fees to be incurred during that month. The Monthly Hosting Fees for the Initial Hosting Term are based on increments of 1,000 Active Employees and are as follows:

<u># of Active Employees</u>	<u>Monthly Fee in \$s Per 1,000 Active Employees</u>	<u>Annual Fee in \$s (at max)</u>
10,000	1,580	189,600
11,000 - 15,000	1,500	279,600
16,000 - 20,000	1,375	362,100
21,000 - 25,000	1,250	437,100
26,000 - 30,000	1,125	504,600
31,000 - 35,000	1,000	564,600
36,000 - 40,000	900	618,600
41,000 - 45,000	775	665,100
46,000 - unlimited	650	704,100

Monthly Hosting Fees shall commence on the Effective Date at the initial tier level of 10,000 Active Employees, but shall be charged for the first year at 90% of the fee, or \$14,220/month. Thereafter, through the third anniversary of the Effective Date (September 2016), Prime Vendor may increase the Monthly Hosting Fees in the following amounts:

- 2% per year for each of the 2 years subsequent to the third anniversary date from the Effective Date; and then
- CPI less one percent (1%) (CPI – 1%), subject to a cap of 4% during any given 12 month period.

The foregoing increases, as applicable, are referred to as the "**Applicable Permitted Escalator.**"

The Monthly Hosting Fees set forth above are current as of the Effective Date, and are subject to adjustment during the Hosting Term pursuant to the Change Order procedures and by inclusion of Additional Resource Charges that recur continuously on a monthly basis and become part of the Monthly Hosting Fees.

2.0 Monthly Hosting Fees and Additional Resource Charges During the Hosting Renewal Term

- A. Monthly Hosting Fees.** During the Hosting Renewal Term set forth in **Section 2.2**, the Monthly Hosting Fee will be calculated as follows:

The Applicable Permitted Escalator X (the Monthly Hosting Fee applicable in the last month of the expiring annual period (*i.e.*, the last month of the Initial Hosting Term or the last month prior to each anniversary of the Hosting Renewal Term, as applicable))

In addition, if the then-current Prime Vendor Environment or the then-current scope of the Hosting Services will be expanded during the Hosting Renewal Term, appropriate adjustments to the Monthly Hosting Fee will be implemented through the Change Order procedures.

- B. Additional Resource Charges.** During the Hosting Renewal Term set forth in **Section 2.2**, unless other pricing is then agreed to by the parties (and documented through the Change Order procedures or an amendment to this Hosting Services Exhibit), the Additional Resource Charges for such Hosting Renewal Term will be calculated as follows:

The Applicable Permitted Escalator X (the ARCs applicable in the last month of the expiring annual period (*i.e.*, the last month of the Initial Hosting Term or the last month prior to each anniversary of the Hosting Renewal Term, as applicable))

3.0 Additional Resource Charges and Reduced Resource Charges

In addition to the Monthly Hosting Fees, DES is entitled to order pursuant to a purchase order (or, if there are terms that must be discussed by the parties in connection with an ARC (see, *e.g.*, **Section 3.6** below), a Change Order) setting forth the relevant details of the applicable product or service being ordered, and Prime Vendor will deliver and invoice DES for, the products and services that are subject to Additional Resource Charges as described below in this Section. Notwithstanding anything that may be contained herein to the contrary, Additional Resource Charges shall not apply to the extent Prime Vendor is required to provide the applicable product or service under **Section 1** or in order to meet the DES Business and Technical Requirements, the Performance Standards, **Section 1(A)** and the first paragraph of **Section 5.0**.

ARCs that do not recur continuously on a monthly basis and become part of the Monthly Hosting Fees will be separately invoiced by Prime Vendor. The Additional Resource Charges include related labor costs, except as otherwise specifically noted.

DES can eliminate an ARC by providing Prime Vendor with ten (10) days prior written notice that it is issuing a RRC against such ARC, and upon such effective date of such elimination, Prime Vendor shall reduce the Monthly Hosting Fees if such ARC was added to the baseline charges or otherwise not invoice DES for such ARC if separately invoiced.

3.1 Additional Non-Production Environments

DES is entitled to order, and Prime Vendor shall provide, additional non-production environments at the monthly ARC rate set forth in the Table below.

Description	ARC
Additional Non-Production Environment	Setup Fee per Environment - \$ 1,500 Monthly Fee (or partial Monthly fee) per 1,000 Active Employees - \$250

3.2 Additional Refreshes and Extracts

DES is entitled to order, and Prime Vendor shall provide, additional Refreshes and/or extracts beyond the amount set forth in **Section 1.7.1(O)** at the one-time ARC rate for each such Refresh or extract that is set forth in the Table below.

Description	ARC
Additional Refreshes or Extracts to DES - Involving employee data	\$ 1,500 per Refresh
Additional Refreshes or Extracts to DES - Limited to policies (configuration) with no migrations of employee data	\$ 250 per Refresh

3.3 Additional Solution Modules

DES is entitled to add additional Solution Modules to the Prime Vendor Environment at the monthly ARC associated with each such module set forth in the Table below. Such monthly ARC includes the hardware required by Prime Vendor to perform Hosting Services for each such additional Solution Module; however, such monthly ARC does not include, and DES must separately order and pay for, the following as applicable: (a) additional disk storage; (b) software licenses for the additional Solution Module; (c) Support and Maintenance Services for the additional Solution Module; and (d) services associated with setup and implementation of the additional Solution Module.

The following Table will be updated from time-to-time when and if Prime Vendor introduces new products:

Solution Module	Monthly ARC
EmpCenter Analytics	No additional cost

3.4 End-to-End Online Transaction Processing Measurements

At such time as Prime Vendor implements end-to-end online transaction processing measurement capability, pricing for such Service shall be subject to a Change Order

3.5 Additional VPN Connections

The ARC rate for Prime Vendor to establish and manage additional VPN connections is as follows:

Description	ARC
Establish a VPN connection, includes testing and remediation of any problems with the connection	\$ 0 per setup
Managing the VPN connection	\$ 0 per month

3.6 Physical Separation of Application and Database Servers

The ARC rate for Prime Vendor to establish a physically separate environment for DES' applications and database servers is: \$0.75 per Active Employee per month for the initial 10,000 Active Employees, and \$0.25 per Active Employee per month for each Active Employee beyond such initial amount.

4.0 Improvements and Gain Sharing Opportunities

Each party may identify potential savings, enhanced quality in delivering the Hosting Services and/or enhanced Performance Standards opportunities (each, a "**Gain Sharing/Improvement Opportunity**"). If either party identifies a Gain Sharing/Improvement Opportunity, the parties shall discuss such Gain Sharing/Improvement Opportunity, including the likelihood that such Gain Sharing/Improvement Opportunity will result in savings to DES and/or improved quality as to the Hosting Services and/or enhanced Performance Standards and, if approved by DES, Prime Vendor shall further research the Gain Sharing/Improvement Opportunity and present a written proposal to DES within a mutually agreed time frame. Prime Vendor's proposal shall include, as applicable, the estimated current costs, the recommended changes, the anticipated savings and/or improvements in the Performance Standards and/or Hosting Services that will be achieved by DES and a proposed Change Request (including a project schedule) or Contract Supplement setting forth each party's responsibilities if the Gain Sharing/Improvement Opportunity is to be realized. In the case of improved quality of Hosting Services or enhanced Performance Standards, a mutually agreed value shall be ascribed to such improved Hosting Services or enhanced Performance Standards and used as the basis for any gain sharing as hereinafter described. If DES agrees with Prime Vendor's proposal, the parties shall execute the Change Order or Contract Supplement, and the parties thereafter shall proceed to implement the Gain Sharing/Improvement Opportunity based on the terms and conditions specified therein. The parties shall specify in the Change Order or Contract Supplement the gain sharing formula (if any) that will be applicable in order to compensate Prime Vendor with respect to the Gain Sharing/Improvement Opportunity; however, the parties anticipate that such gain sharing formula shall provide, at a minimum, that Prime Vendor will be reimbursed by DES for Prime Vendor's actual cost of implementing such Gain Sharing/Improvement Opportunity and thereafter Prime Vendor will be entitled to fifty percent (50%) of the savings or value in improved Hosting Services or enhanced Performance Standards for a period of two (2) years and DES will be entitled to the remaining fifty percent (50%) of the savings for value in improved Hosting Services or enhanced Performance Standards for a period of two (2) years, after which DES will be entitled to all further savings or enhanced value.

ATTACHMENT E

DISASTER RECOVERY AND BUSINESS CONTINUITY PLAN

**(SEE ATTACHED PRELIMINARY DISASTER RECOVERY AND BUSINESS CONTINUITY PLAN
– TO BE REPLACED IN ACCORDANCE WITH THE TERMS OF THIS EXHIBIT)**



EmpCenter Hosting
Delivered - Disaster R

Hosting Overview for State of Washington DES

To guard against a catastrophic failure at the Primary Hosting Facility, WorkForce Software maintains a Secondary Hosting Facility or failover site. The Secondary Hosting Facility contains duplicates of the same equipment installed at the Primary Hosting Facility. In the event of a failover, customers should expect the same performance from the Secondary Hosting Facility as from the Primary Hosting Facility.

The failover environment is designed with specific goals:

RTO: The recovery time objective to failover to the Secondary Hosting Facility and restore services to customers is 5 hours after the declaration of a disaster.

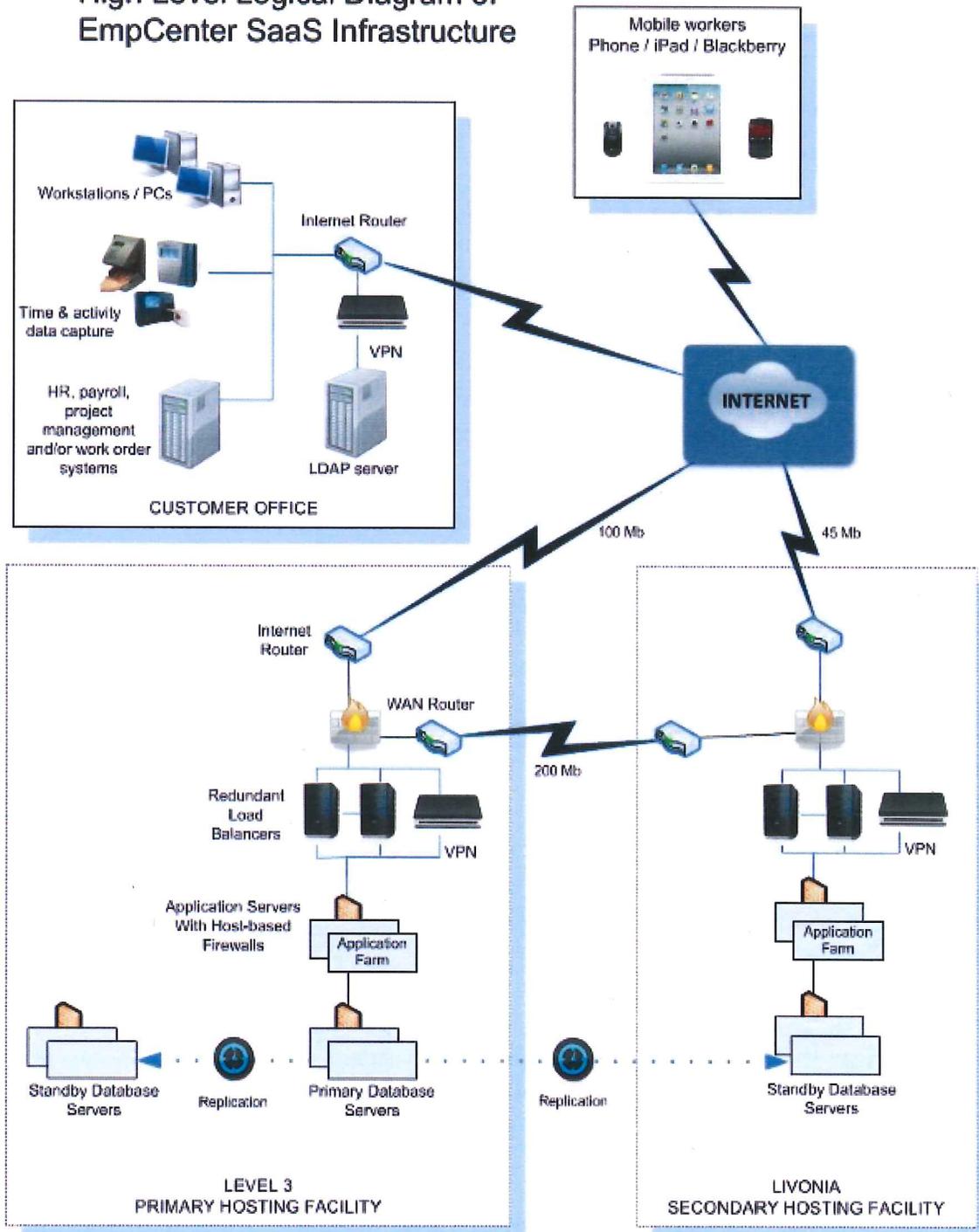
RPO: The recovery point objective, or the maximum amount of customer data that may be lost because of the disaster, is 15 minutes (SQL Server customers) or 1.5 hours (Oracle customers)

This document provides:

- A disaster recovery list of roles and responsibilities,
- A technical overview of the EmpCenter Hosting environment,
- The methods used to keep the Secondary Hosting Facility synchronized with the Primary Hosting Facility,
- A description of the test failover environment, and
- A high-level overview of the process of failing over from the Primary Hosting Facility to the Secondary Hosting Facility.

The EmpCenter Hosting Environment

High Level Logical Diagram of
EmpCenter SaaS Infrastructure



Network infrastructure

Bandwidth Between

100MB	Primary Hosting Facility and Internet
45MB	Secondary Hosting Facility and Internet
200MB	Primary Hosting Facility and Secondary Hosting Facility
1GB - 10GB	All servers and network switches

All servers are connected to redundant Force10 switches, with one GigE connection going to each switch in a redundant pair.

All routers except to the Internet are Cisco routers. WebVPN and Site-to-site VPN concentrators are redundant FortiGate equipment. A small number of customers are using OpenVPN, running on CentOS. Load Balancers/Proxy Servers/SSL accelerators are Coyote Point.

Servers

All servers run CentOS Linux with the following exceptions:

- Active Directory and Kerberos Servers run Windows Server.
- VMware servers running vSphere 5

All physical servers have redundant power supplies and RAID 10 storage.

Storage Area Network

There are three physically separate Storage Area Networks:

Primary Hosting Facility

- SAN1: All customer databases, some application servers, and primary infrastructure servers (DNS, Mail, authentication, etc).
- SAN2: Standby databases servers, some application servers, and secondary infrastructure servers.

Secondary Hosting Facility

- SAN3: Standby databases servers, standby application servers, and secondary infrastructure servers.

All SANs are connected to the redundant SAN switches with multiple GigE connections.

Facility Synchronization

This section provides an overview of the methods used to keep the Secondary Hosting Facility synchronized with the Primary Hosting Facility.

Database servers

All customer database and business rules are stored in SQL Server Enterprise (new customers) or Oracle databases (older customers).

WorkForce Software uses “rows” of database servers: For each primary database server containing customer data, there are two standby database servers, one at the Primary Hosting Facility and one at the Secondary Hosting Facility.

In addition, a full backup of every database is taken nightly. Copies are kept on disk in both the Primary and Secondary Hosting Facilities, and copied (encrypted) to tape daily. Weekly, monthly and annual tape backups are taken offsite once a week to Iron Mountain.

Application servers

Application server files rarely change. Changes occur only when an application upgrade occurs or when a change is made to a configuration file to optimize an application.

Each application server in the Secondary Hosting Facility is synchronized daily with its partner application server in the Primary Hosting Facility to capture any changes.

Each application server notifies the Hosting Operations Team upon completion of its daily synchronization.

In the event of a failover, the URL used by the customer remains the same.

External DNS

Four DNS servers, two at the Primary Hosting Facility and two at the Secondary Hosting Facility, provide DNS services for the environment. The servers synchronize changes in real time.

Internal DNS, Authentication

Internal DNS and Active Directory authentication services (used to authenticate users to WebVPN and OpenVPN as well as to authenticate members of the Hosting Operations Team to servers in the environment) are synchronized between four Windows servers, two in the Primary Hosting Facility and two in the Secondary Hosting Facility.

Firewalls

Firewalls are backed up daily, with copies of the back stored on disk at both Primary and Secondary Hosting Facilities, and copied to tape daily.

The firewalls in both facilities are the same, but the configurations are different because the IP address ranges used in each facility are different. In a failover scenario, the backup of the Primary Hosting Facility firewall is edited to reflect Secondary Hosting Facility IP address ranges. The two environments are configured so updated the address ranges can be done quickly and easily by simply replacing the third octet in a range of IP addresses. Example:

Primary Hosting Facility address: xxx.xxx.yyy.xxx
Secondary Hosting Facility address: xxx.xxx.zzz.xxx
Simply replace yyy with zzz.

Routers and Switches

Routers and switches do not need to be synchronized between facilities: all are live. All configurations are backed up nightly, however.

OpenVPN servers

Configuration changes made to the primary OpenVPN server are replicated to a second, load-balanced OpenVPN server at the Primary Hosting Facility and to two load balanced OpenVPN servers in the Secondary Hosting Facility in realtime.

WebVPN servers

The primary WebVPN Cisco concentrator at the Primary Hosting Facility is backed up nightly, with backup files kept on disk in both the Primary Hosting Facility and Secondary Hosting Facility and copied to tape nightly. To failover to the Secondary Hosting Facility, the backup must be manually restored to the Secondary Hosting Facility WebVPN Cisco Concentrator.

Site-to-Site VPN Concentrators

The primary Site-Site VPN Cisco concentrator at the Primary Hosting Facility is backed up nightly, with backup files kept on disk in both the Primary Hosting Facility and Secondary Hosting Facility and copied to tape nightly. To failover to the Secondary Hosting Facility, the backup must be edited for IP address ranges (automated using a script) and restored to the Secondary Hosting Facility WebVPN Cisco Concentrator. Additional static LAN to LAN NAT rules are then added for each customer.

The customer will need to change their Site-to-Site VPN configuration to point to the Secondary Hosting Site-to-Site VPN Concentrator.

File Transfer Server

The configuration of the file transfer server is replicated nightly to the Secondary Hosting Facility. A script then runs to update the configuration to work if failover should occur.

During a real failover, customers still on the old transfer server will be sent instructions on what they need to change to use the new file transfer server. Customers already using the new file transfer server will not need to make any changes.

Business Objects Reports

Business objects reports are manually synchronized between the Primary Hosting Facility and the Secondary Hosting Facility. As part of our operational procedures, if a report is added in the Primary Hosting Facility, it is also added to the Secondary Hosting Facility.

EmpCenter Clock Controllers and Clocks

EmpCenter Clock Controllers are replicated daily from the Primary to the Secondary Hosting Facility using SAN-to-SAN replication. In a failover situation, the volumes containing the Controllers are brought online and the controllers brought up.

Legacy clocks on the customer site

The WorkForce application polls the clock with swipes, no changes will need to be made to the customer clocks.

LDAP and SSO

Customers using LDAP for authentication should not need to change anything on their end. Once the Site-to-Site VPN connection is up, LDAP will start working.

SSO should not be impacted by the failover to the Secondary Hosting Facility assuming the customer's SSO configuration uses DNS rather than IP address for access. If the customer's SSO configuration uses an IP address, the address will need to be updated to reflect the IP address in Secondary Hosting.

Failover Test Environment

To test failover to the Secondary Hosting Facility, a “test” customer called “demo” has been setup in the hosting environment. Demo is configured exactly like a regular hosted customer:

- PROD and TEST instances of the application
- Business Objects reports
- Site-to-Site VPN for clocks
- EmpCenter Clock Controller
- WebVPN and OpenVPN for admin client access
- File transfer configuration
- EmpCenter Clocks
- LDAP authentication

The environment is currently missing:

- Legacy Clocks

During failover testing, we emulate clock communication by telneting to the clock port from the application server to the clock, or from the clock to the clock controller. Long term, plans are to procure equipment dedicated to clock testing.

Demo’s environment is replicated exactly like any other customer’s environment.

Failover to the Secondary Hosting Facility

This section describes the process used to failover from the Primary Hosting Facility to the Secondary Hosting Facility. There are some differences between doing a full failover of all customers versus a failover of our test customer, "demo". Those differences are described below as well.

An actual failover event is declared by the Hosting Operations Manager in conjunction with senior management. Customer Support notifies hosting customers that a failover is in progress.

Although the failover steps below are numbered, many of the steps can be done simultaneously.

1. Update network environment

1. Restore Primary Hosting firewall rules from backups, edit for IP address ranges, and then update the main firewall in Secondary Hosting.
2. Update external DNS to point to point customers to servers in Secondary Hosting.
3. Update internal DNS to use Secondary Hosting servers for key components.

NOTE: To test failover, only DNS addresses required by the test customer are updated.

RECOVERY POINT:

- OpenVPN access is restored.
- Business Objects reports available as soon as the customer applications are brought up in step 2.

2. Failover databases and applications

1. Promote standby databases from standby to live status.
2. For each customer on each application server, update application configuration to point to the Secondary Hosting Business Objects server and start instance.

NOTE: To test failover, only the database used by the test customer is promoted to live status, and only the test customer's application is brought online.

RECOVERY POINT:

- Customers may now log into the application from their browser using their pre-failover URL. EXCEPTION: LDAP authentication will not work until site-to-site VPNs are up.
- Admin Client may be accessed by V8 customers.
- Admin Client may be accessed by OpenVPN customers.
- Business Object reports available.

3. Failover site-to-site VPNs

1. Notify all hosting customers with Site-to-site VPNs of the new VPN endpoint IP address: 74.122.251.230.
2. Restore site-to-site VPN configuration file, update using failover script, restore to Secondary Hosting site-to-site VPN concentrator. Add LAN-to-LAN NAT rules for each customer.
3. Work with customers to resolve any site-to-site VPN issues

RECOVERY POINT:

- LDAP authentication available.
- Legacy clocks can talk to application servers.

4. Failover WebVPNs

1. Restore site-to-site VPN configuration file, update using failover script, restore to Secondary Hosting WebVPN concentrator.

RECOVERY POINT:

- Admin Client may be accessed by V4, V6, and V7 customers using WebVPN.

5. Failover EmpCenter Clock Controllers and clocks

1. Promote clock controller replica on Secondary Hosting SAN to volume
2. Add clock controllers to VMware inventory
3. Power on clock controllers without networking.
4. Update IP address to Secondary Hosting address and reboot.

RECOVERY POINT:

- EmpCenter clock swipes may be processed.

6. Failover file transfer server

1. Verify file transfer server has mounted application server shares.
2. For legacy file transfer customers, send email with changes that must be made to their file transfer configuration. Assist with any problems.

RECOVERY POINT:

- Customers may now import and export files.

Roles and Responsibilities

The Operations Recover Director manages the overall recovery effort, in conjunction with the Senior Management Team. If the Primary Hosting Facility should fail, the Operations Recover Director activates teams required for recovery:

- Information Technology
- Customer Support
- Damage Assessment and Salvage
- Marketing
- Senior Management Team

Operations Recover Director

PRE-DISASTER	
<input type="checkbox"/>	Approve the final disaster recovery plan
<input type="checkbox"/>	Enact the disaster recovery plan maintenance
<input type="checkbox"/>	Ensure disaster recovery training conduction
<input type="checkbox"/>	Authorize periodic disaster recovery plan testing

POST-DISASTER	
<input type="checkbox"/>	Declare the disaster
<input type="checkbox"/>	Determine the plan strategy to be implemented, if more than one strategy exists
<input type="checkbox"/>	Conduct briefing with all Recovery Teams
<input type="checkbox"/>	Manage and monitor the overall recovery process
<input type="checkbox"/>	Advise senior and user management on the status of disaster recovery efforts
<input type="checkbox"/>	Coordinate all Recovery Teams <ul style="list-style-type: none"> <input type="checkbox"/> Damage Assessment and Salvage <input type="checkbox"/> Customer Support <input type="checkbox"/> Information Technology (IT) Team <input type="checkbox"/> Senior Management Team <input type="checkbox"/> Marketing Team
<input type="checkbox"/>	Coordinate media and press releases with Marketing

Information Technology

PRE-DISASTER	
<input type="checkbox"/>	Ensure replication and backup processes complete as scheduled.
<input type="checkbox"/>	Develop, maintain and update the plan as scheduled.
<input type="checkbox"/>	Appoint Recovery Team members and alternates as required.
<input type="checkbox"/>	Distribute the disaster recovery plan to Recovery Teams and their members.
<input type="checkbox"/>	Coordinate plan testing.
<input type="checkbox"/>	Train Disaster Recovery Team members on plan implementation.

POST-DISASTER	
<input type="checkbox"/>	Obtain approval to activate the Disaster Recovery Plan and the Recovery Teams.
<input type="checkbox"/>	Notify all Recovery Teams leaders or alternates about disaster declaration.
<input type="checkbox"/>	Obtain an overview of the degree of outage resulting from the disaster.
<input type="checkbox"/>	Coordinate and summarize damage reports from all teams.
<input type="checkbox"/>	Notify the organization's Senior Management about the severity of the disaster.
<input type="checkbox"/>	Notify the IT Team so they can request off-site system backups, manuals, equipment, and documentation as necessary.
<input type="checkbox"/>	Notify Customer Support Team to contact affected customers.
<input type="checkbox"/>	Authorize purchases and required disbursements for equipment, equipment repairs, software, applications, and network systems acquisitions.
<input type="checkbox"/>	Report to the Operations Recovery Management Director on the status of the recovery effort.
<input type="checkbox"/>	Coordinate media press releases with the Marketing Team

Support Team

PRE-DISASTER	
<input type="checkbox"/>	Ensure disaster recovery training conduction

POST-DISASTER	
<input type="checkbox"/>	Notify affected customer of the outage
<input type="checkbox"/>	Updated affected customers on the status of recovery
<input type="checkbox"/>	Provide resources to test customer functions as they are recovered

Damage Assessment and Salvage

PRE-DISASTER	
<input type="checkbox"/>	Participate in disaster recovery plan testing as required

POST-DISASTER	
<input type="checkbox"/>	Determine extent of damage and accessibility to the Primary Hosting Facility
<input type="checkbox"/>	Assess the need for physical security. (e.g., security guards)
<input type="checkbox"/>	Estimate recovery time based upon the damage assessment.
<input type="checkbox"/>	Identify salvageable hardware and communication equipment.
<input type="checkbox"/>	Apprise the Management Team on the extent of damages, estimated recovery time, required physical security, and salvageable or repairable equipment.
<input type="checkbox"/>	Maintain salvageable hardware and equipment log.
<input type="checkbox"/>	Coordinate with vendors and suppliers in restoring, repairing, or replacing salvageable hardware and equipment.
<input type="checkbox"/>	Coordinate transportation of salvaged equipment to recovery site, if necessary.

Marketing

PRE-DISASTER	
<input type="checkbox"/>	None

POST-DISASTER	
<input type="checkbox"/>	Coordinate media press releases as needed

Administration

PRE-DISASTER	
<input type="checkbox"/>	Understand disaster recovery roles and responsibilities.
<input type="checkbox"/>	Ensure sufficient comprehensive and business interruption insurance is maintained.
<input type="checkbox"/>	Ensure sufficient emergency funds will be available during the recovery process.
<input type="checkbox"/>	Participate in disaster recovery plan testing as required.

POST-DISASTER	
<input type="checkbox"/>	Arrange for travel and lodging as required by the Recovery Teams.
<input type="checkbox"/>	Perform temporary secretarial, filing, and other administrative duties as required by the Recovery Teams.

ATTACHMENT F

SUMMARY OF PRIME VENDOR'S MONITORING ACTIVITIES

Layer	Monitoring	Tools	Environments
Infrastructure	Servers	Check_MK / Nagios	All
	Storage	Dell SAN HQ	All
	Network	CATI SiteUpTime.com	All All
	Database	Native SQL Server & Windows tools	All
Technology Stack	Application	Check_MK / Nagios	All
Service Desk	Service tickets	OTRS	All

EXHIBIT 3

SUBCONTRACTOR CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

This Subcontractor Confidentiality and Non-Disclosure Agreement ("**Subcontractor NDA Agreement**") is executed this ____ day of _____, 20__, by _____ ("**Subcontractor**").

WITNESSETH:

WHEREAS, WorkForce Software, LLC, a Delaware limited liability corporation with a place of business at 38705 Seven Mile Road, Suite 300, Livonia, Michigan 48152 ("**Prime Vendor**"), and the Washington State Department of Enterprise Services, an agency of the state of Washington, with a principal place of business at 1500 Jefferson Street SE, Olympia, Washington 98501 ("**DES**"), entered into that certain Technology Agreement, dated September 23, 2013 ("**Technology Agreement**");

WHEREAS, with DES' prior written consent, Prime Vendor and Subcontractor entered into an agreement ("**Subcontract Agreement**") under which, among other things, Subcontractor will provide certain of the services and/or deliverables that Prime Vendor is obligated to provide to DES under the Technology Agreement; and

WHEREAS, Subcontractor may have access to certain confidential and proprietary information of DES, and Prime Vendor and DES want to protect the confidentiality of any such confidential and proprietary information that may be disclosed by Prime Vendor or DES to Subcontractor.

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual covenants contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Subcontractor agrees to the foregoing and as follows:

1. CONFIDENTIAL INFORMATION

The following terms shall have the meaning as described in the Technology Agreement: Law(s), OWASP and DES Confidential Information.

2. NON-DISCLOSURE AND RESTRICTED USE OF CONFIDENTIAL INFORMATION

2.1 Nondisclosure and Restricted Use. At all times during and after Subcontractor's access to the Confidential Information, Subcontractor will hold the Confidential Information in confidence and, except as is required in connection with Subcontractor's performance of its obligations to Prime Vendor, Subcontractor: (a) shall not use, copy, disclose or otherwise make the Confidential Information available to any other person or entity without the prior written consent of DES; and (b) shall not remove or permit to be removed from the Confidential Information any notice placed thereon by Prime Vendor or DES indicating the confidential nature of, or the proprietary right of DES in, the Confidential Information.

2.2 Data Security. Subcontractor shall comply with DES' security policies and procedures, currently located at <http://ofm.wa.gov/ocio/policies/documents/141.10.pdf>, as may be updated from time-to-time by DES.

2.3 Notification Obligation. If Subcontractor becomes aware of any unauthorized use or disclosure of the Confidential Information by any person or entity, Subcontractor promptly and fully shall advise Prime Vendor and DES of all facts known to Subcontractor concerning such unauthorized use or disclosure.

2.4 Return of Confidential Information. Upon the termination of Subcontractor's obligations to Prime Vendor, or at any time upon Prime Vendor's or DES' request, Subcontractor shall promptly return to DES (or destroy provided a written certification of such destruction is provided to DES) all of the Confidential Information in Subcontractor's possession, custody or control. In connection with any such return, upon Prime Vendor's or DES' request, Subcontractor shall provide DES with an affidavit stating that: (a) Subcontractor has returned to DES all Confidential Information to which Subcontractor had access; (b) Subcontractor does not have any Confidential Information, or copies thereof, in Subcontractor's possession, custody or control; and (c) Subcontractor has not made the Confidential Information, or any part thereof, available to any other person or entity without the prior written consent of Prime Vendor and DES. If Subcontractor has made the Confidential Information available to another person or entity without the prior written consent of Prime Vendor and DES, Subcontractor agrees to promptly document the extent and nature of such dissemination, including, without limitation, identifying: (d) what Confidential Information was disclosed; (e) to whom the Confidential Information was disclosed; (f) the manner and means by which the Confidential Information was disclosed; and (g) the date(s) on which such disclosure occurred.

3. GENERAL PROVISIONS

3.1 Injunctive Relief. Because of the unique and highly confidential nature of the Confidential Information, Subcontractor acknowledges and agrees that DES may suffer irreparable harm if Subcontractor breaches any of Subcontractor's obligations under this Subcontractor NDA Agreement and that monetary damages may be inadequate to compensate for such breach. Accordingly, in addition to any other rights and remedies that may be available to Prime Vendor and DES at law and in equity, Prime Vendor and/or DES shall be entitled to seek enforcement of the provisions of this Subcontractor NDA Agreement by seeking injunctive relief.

3.2 Severability. If any provision of this Subcontractor NDA Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, such determination shall not affect the validity or enforceability of any other part or provision of this Subcontractor NDA Agreement.

3.3 Waiver. No delay or omission by Prime Vendor or DES to exercise any right occurring upon Subcontractor's non-compliance or default with respect to any of the terms of this Subcontractor NDA Agreement shall impair any such right or power or be construed to be a waiver thereof. A waiver by Prime Vendor or DES of any of the covenants, conditions or agreements to be performed by Subcontractor shall not be construed to be a waiver of any succeeding breach thereof or of any other covenant, condition or agreement herein contained.

3.4 Public Disclosures. Without the prior written consent of DES, which consent may be withheld in DES' sole discretion, Subcontractor shall not make or publish, directly or indirectly, any statements, articles, public or private announcements (including, without limitation, any announcement made via e-mail or any posting on the Internet or any Prime Vendor website), media releases, press conferences, advertising or similar publicity in any form relating to the fact that the parties have entered into this Subcontractor NDA Agreement or that DES and

Prime Vendor have a contractual relationship, the name, image or logo of DES or any department of the State (or any variation or combination of such name, image or logo), as well as the name or image of any DES employee or contractor of DES. Without limiting the generality of the foregoing, Subcontractor shall not, without DES' prior written approval: (a) make any references to third parties that DES is a customer of Subcontractor or Prime Vendor; (b) include or make any reference to DES or DES' name in any proposals to third parties; or (c) provide DES contact information to existing or prospective customers of Subcontractor or Prime Vendor.

3.5 Governing Law; Jurisdiction. The Subcontractor NDA Agreement, and all the rights and duties of Subcontractor arising from or relating in any way to the subject matter of the Subcontractor NDA Agreement or the transaction(s) contemplated by it, shall be governed by, construed and enforced only in accordance with the laws of the state of Washington (excluding any conflict of laws provisions that would refer to and apply the substantive laws of another jurisdiction). **SUBCONTRACTOR AGREES AND CONSENTS TO THE SOLE AND EXCLUSIVE PERSONAL JURISDICTION AND VENUE OF THE STATE COURTS OF WASHINGTON LOCATED IN THURSTON COUNTY.**

3.6 Third Party Beneficiary. DES and the Agencies of the State which DES serves are direct and intended third-party beneficiaries of the terms of this Subcontractor NDA Agreement. If Subcontractor receives conflicting requests and/or instructions from Prime Vendor and DES with respect to the terms of this Subcontractor NDA Agreement, Subcontractor shall comply with DES' requests and/or instructions.

3.7 Assignment; Subcontracting. Subcontractor shall not assign the Subcontract Agreement or this Subcontractor NDA Agreement, nor subcontract or delegate any of its obligations under the Subcontract Agreement or this Subcontractor NDA Agreement, without the prior written consent of Prime Vendor and DES.

3.8 Conflicts of Interpretation. In the event of any conflicts between the terms of this Subcontractor NDA Agreement and the terms of the Subcontract Agreement, the terms of this Subcontractor NDA Agreement shall control.

3.9 Scope of Agreement. The terms and conditions of this Subcontractor NDA Agreement shall apply to DES and the Agencies of the State which DES serves, but only as to Confidential Information that is disclosed under the Technology Agreement to Subcontractor hereunder.

3.10 Exclusive Agreement; Modifications. This Subcontractor NDA Agreement constitutes the complete and exclusive statement of the agreement of the parties with respect to the subject matter of this Subcontractor NDA Agreement and supersedes all prior oral and written proposals, negotiations, representations, promises, agreements, warranties or understandings concerning such subject matter. All provisions that by their nature require survival shall survive after any termination of this Subcontractor NDA Agreement or Subcontractor's access to the Confidential Information. This Subcontractor NDA Agreement may be modified only pursuant to a writing executed by DES, Prime Vendor and Subcontractor.

IN WITNESS WHEREOF, this Subcontractor Confidentiality and Non-Disclosure Agreement has been executed on the date and year first above written.

[SUBCONTRACTOR]

By: _____

Printed Name: _____

Title: _____

EXHIBIT 4

THIRD PARTY CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

This Third Party Confidentiality and Non-Disclosure Agreement ("**Third Party NDA Agreement**") is executed this _____ day of _____, 20____, by _____ ("**Third Party**").

WITNESSETH:

WHEREAS, WorkForce Software, LLC, a Delaware limited liability corporation with a place of business at 38705 Seven Mile Road, Suite 300, Livonia, Michigan 48152 ("**Prime Vendor**"), and the Washington State Department of Enterprise Services, an agency of the state of Washington, with a principal place of business at 1500 Jefferson Street SE, Olympia, Washington 98501 ("**DES**"), entered into that certain Technology Agreement, dated September 23, 2013 ("**Technology Agreement**");

WHEREAS, Third Party has obligations to DES that will require Third Party to be granted access to the TLA Solution, as such term is defined in the Technology Agreement and such user will be exposed to and has a need to know certain confidential and proprietary information of Prime Vendor; and

WHEREAS, DES and Prime Vendor want to protect the confidentiality of any such confidential and proprietary information that may be disclosed by Prime Vendor or DES to Third Party.

NOW, THEREFORE, in consideration of the foregoing recitals and the mutual covenants contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Third Party agrees to the foregoing and as follows:

1. CONFIDENTIAL INFORMATION

Prime Vendor Confidential Information shall have the meaning as described in the Technology Agreement.

2. NON-DISCLOSURE AND RESTRICTED USE OF CONFIDENTIAL INFORMATION

2.1 *Nondisclosure and Restricted Use.* Third Party acknowledges and agrees that Prime Vendor owns all right, title and interest in and to the Prime Vendor Confidential Information, and in and to all copies thereof, and in and to all of the related trade secrets, copyrights, patents and other proprietary rights. Accordingly, at all times during and after Third Party's access to the Prime Vendor Confidential Information, Third Party will hold the Prime Vendor Confidential Information in confidence and, except as is required in connection with Third Party's performance of its obligations to DES, Third Party: (a) shall not use, copy, disclose or otherwise make the Prime Vendor Confidential Information available to any other person or entity without the prior written consent of DES and Prime Vendor; and (b) shall not remove or permit to be removed from the Prime Vendor Confidential Information any notice placed thereon by DES or Prime Vendor indicating the confidential nature of, or the proprietary right of Prime Vendor in, the Prime Vendor Confidential Information. The furnishing of the Prime Vendor Confidential In-

formation for the limited purposes set forth herein does not constitute the grant, option, license, sublicense, assignment, or other form of transfer to Third Party of any rights, title or interest in or to such Prime Vendor Confidential Information. Third Party shall not copy, translate, disassemble or decompile, nor create or attempt to create the source code from the object code of the TLA Solution licensed hereunder or use it to create a derivative work, unless authorized in writing by Prime Vendor.

2.2 Notification Obligation. If Third Party becomes aware of any unauthorized use or disclosure of the Prime Vendor Confidential Information by any person or entity, Third Party promptly and fully shall advise DES and Prime Vendor of all facts known to Third Party concerning such unauthorized use or disclosure.

2.3 Return of Proprietary Information. Upon the termination of Third Party's access to the TLA Solution, or at any time upon Prime Vendor's or DES' request, Third Party shall return to Prime Vendor all of the Prime Vendor Confidential Information in Third Party's possession, custody or control. In connection with any such return, upon Prime Vendor's or DES' request, Third Party shall provide Prime Vendor with an affidavit stating that: (a) Third Party has returned to Prime Vendor all Prime Vendor Confidential Information to which Third Party had access; (b) Third Party does not have any Prime Vendor Confidential Information, or copies thereof, in Third Party's possession, custody or control; and (c) Third Party has not made the Prime Vendor Confidential Information, or any part thereof, available to any other person or entity without the prior written consent of Prime Vendor and DES. If Third Party has made the Prime Vendor Confidential Information available to another person or entity without the prior written consent of Prime Vendor and DES, Third Party agrees to promptly document the extent and nature of such dissemination, including, without limitation, identifying: (d) what Prime Vendor Confidential Information was disclosed; (e) to whom the Prime Vendor Confidential Information was disclosed; (f) the manner and means by which the Prime Vendor Confidential Information was disclosed; and (g) the date(s) on which such disclosure occurred.

3. GENERAL PROVISIONS

3.1 Injunctive Relief. Because of the unique and highly confidential nature of the Prime Vendor Confidential Information, Third Party acknowledges and agrees that Prime Vendor may suffer irreparable harm if Third Party breaches any of Third Party's obligations under this Third Party NDA Agreement and that monetary damages may be inadequate to compensate for such breach. Accordingly, in addition to any other rights and remedies that may be available to Prime Vendor and DES at law and in equity, Prime Vendor and/or DES shall be entitled to seek enforcement of the provisions of this Third Party NDA Agreement by seeking injunctive relief.

3.2 Severability. If any provision of this Third Party NDA Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable, such determination shall not affect the validity or enforceability of any other part or provision of this Third Party NDA Agreement.

3.3 Waiver. No delay or omission by Prime Vendor or DES to exercise any right occurring upon Third Party's non-compliance or default with respect to any of the terms of this Third Party NDA Agreement shall impair any such right or power or be construed to be a waiver thereof. A waiver by Prime Vendor or DES of any of the covenants, conditions or agreements to be performed by Third Party shall not be construed to be a waiver of any succeeding breach thereof or of any other covenant, condition or agreement herein contained.

3.4 Governing Law; Jurisdiction. The Third Party NDA Agreement, and all the rights and duties of Third Party arising from or relating in any way to the subject matter of the Third Party NDA Agreement or the transaction(s) contemplated by it, shall be governed by, construed and enforced only in accordance with the laws of the state of Washington (excluding any conflict of laws provisions that would refer to and apply the substantive laws of another jurisdiction). **THIRD PARTY AGREES AND CONSENTS TO THE SOLE AND EXCLUSIVE PERSONAL JURISDICTION AND VENUE OF THE STATE COURTS OF WASHINGTON LOCATED IN THURSTON COUNTY.**

3.5 Third Party Beneficiary. Prime Vendor is a direct and intended third-party beneficiary of the terms of this Third Party NDA Agreement. If Third Party receives conflicting requests and/or instructions from Prime Vendor and DES with respect to the terms of this Third Party NDA Agreement, Third Party shall comply with Prime Vendor's requests and/or instructions.

3.6 Assignment; Subcontracting. Third Party shall not assign, subcontract or delegate any of its obligations under the Third Party NDA Agreement, without the prior written consent of Prime Vendor and DES.

3.7 Exclusive Agreement; Modifications. This Third Party NDA Agreement constitutes the complete and exclusive statement of the agreement of the parties with respect to the subject matter of this Third Party NDA Agreement and supersedes all prior oral and written proposals, negotiations, representations, promises, agreements, warranties or understandings concerning such subject matter. All provisions that by their nature require survival shall survive after any termination of this Third Party NDA Agreement or Third Party's access to the Prime Vendor Confidential Information. This Third Party NDA Agreement may be modified only pursuant to a writing executed by DES, Prime Vendor and Third Party.

IN WITNESS WHEREOF, this Third Party Confidentiality and Non-Disclosure Agreement has been executed on the date and year first above written.

[THIRD PARTY]

By: _____

Printed Name: _____

Title: _____

ESCROWTECH
SINGLE BENEFICIARY ESCROW AGREEMENT

This Single Beneficiary Escrow Agreement ("**Escrow Agreement**"), is made and entered into on this 23rd day of September, 2013 ("**Effective Date**") by and among the Washington State Department of Enterprise Services, an agency of the state of Washington, with a principal place of business at 1500 Jefferson Street SE, Olympia, Washington 98504-1408 ("**Beneficiary**"), WorkForce Software, LLC, a Delaware limited liability corporation, with a principal place of business at 38705 Seven Mile Road, Suite 300, Livonia, Michigan 48152 ("**Owner**"), and Escrow-Tech International, Inc., with a principal place of business at 3290 W. Mayflower Way, Lehi, Utah 84043 ("**EscrowTech**").

WHEREAS, Owner and Beneficiary have entered into that certain Technology Agreement (Contract Number K2336), including that certain TLA Solution Project Agreement, dated as of September 23, 2013 (the "**License Agreement**") which, among other things, provides for the license by Owner to Beneficiary of certain Software in accordance with the terms and provisions thereof; and

WHEREAS, the availability and maintenance of the Software will be critical to Beneficiary in the continued conduct of its business if a Release Event occurs, and Owner therefore has agreed to deposit with EscrowTech the Deposit Materials; and

WHEREAS, the Deposit Materials are to be held by EscrowTech in accordance with the terms and conditions of this Escrow Agreement.

NOW, THEREFORE, in consideration of the promises and the mutual covenants contained herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and intending to be legally bound, the parties agree to the foregoing and as follows:

1. Software and Establishment of the Escrow. Owner owns or has rights to the Software identified in **Exhibit A** and has licensed such Software to Beneficiary pursuant to the License Agreement. By this Escrow Agreement, Owner establishes an escrow of Deposit Materials (see **Exhibit A**) for the Software (the "**Escrow**").

2. Deposit Materials. Within thirty (30) days of the Effective Date, Owner shall deposit the then-current release of the materials set forth on Exhibit A (collectively, the "**Deposit Materials**") with EscrowTech into the Escrow by delivering them to EscrowTech. Owner certifies to EscrowTech that Owner has the right to provide the Deposit Materials to EscrowTech for the purposes of this Escrow Agreement and that a release, if

ever, of such Deposit Materials to Beneficiary in accordance with this Escrow Agreement will not violate third party rights or U.S. export laws or regulations. Owner shall indemnify EscrowTech against, and hold it harmless from, any claim to the contrary.

3. Encryption and Reproduction. Owner warrants that no Deposit Materials will be encrypted or password protected and that all Deposit Materials will be in a readable and useable form (for purposes of the Permitted Use - see **Section 12**) and will be readily reproducible by EscrowTech for copying as needed under this Escrow Agreement (see, e.g., **Section 11**). Exception: If Deposit Materials are transmitted

electronically to EscrowTech via FTP or other electronic transmission method accepted by EscrowTech, then such Deposit Materials may be in an encrypted format that is acceptable to EscrowTech and that can be decrypted by EscrowTech and stored in an unencrypted format on physical media (e.g., a CD ROM). It is Owner's responsibility to provide any decryption tools/keys, passwords, and information needed for decryption. It is not EscrowTech's responsibility to discover if any of the Deposit Materials are encrypted or password protected or to provide de-encryption tools/keys, passwords or information needed for decryption.

4. Updates. Owner shall update the Escrow by delivering to EscrowTech Updated Deposit Materials as described in **Exhibit A**. Updates shall be part of the Deposit Materials.

5. Deposit Procedure. Deposit Materials shall be delivered by Owner to EscrowTech in accordance with EscrowTech's then-current deposit procedures. Duplicate copies (i.e., two sets) of all Deposit Materials in reliable storage media shall be delivered by Owner, but EscrowTech is not responsible if Owner fails to comply with this.

(a) Deposit Inventory Form. Owner will submit with the Deposit Materials, and all Updates, a completed Deposit Inventory Form. Such Deposit Inventory Form shall be a representation by Owner to Beneficiary and EscrowTech that the Deposit Materials conform to the descriptions and identifications in the Deposit Inventory Form.

(b) Confirmation. To confirm receipt of the Deposit Materials, EscrowTech will mail or otherwise deliver a copy of the Deposit Inventory Form to Owner and Beneficiary.

(c) Deficiency. If Beneficiary believes that the Deposit Materials, as identified in the Deposit Inventory Form, are deficient (e.g., incomplete or inadequate) or if there is

some other problem, then Beneficiary shall notify Owner and resolve the matter with Owner. It is Owner's responsibility to deposit all required Deposit Materials.

(d) Verification. EscrowTech is not responsible for verifying the completeness, accuracy, suitability, state, format, safety, quality, or content of the Deposit Materials. However, at the request of Beneficiary: (a) EscrowTech shall conduct technical verifications of Deposit Materials for Beneficiary in accordance with a Technical Verification Addendum; or (b) Beneficiary and Owner shall conduct the Beneficiary Verification in accordance with the Beneficiary Verification procedures set forth on **Exhibit H**. Other than EscrowTech's obligation to provide the Deposit Materials to Owner to enable the Technical Verification process to commence, EscrowTech will have no obligation or liability relating to **Exhibit H**. Beneficiary must pay EscrowTech's then-current fees plus expenses which will be set forth in the Technical Verification Addendum for technical verifications conducted by EscrowTech.

(e) File Name Listings. At the option of Beneficiary, EscrowTech may generate a list of file names from the Deposit Materials and provide a copy of the list to Beneficiary. This only applies to Deposit Materials in an electronic form from which EscrowTech can generate the list on a PC running Windows. The copy of the list will be provided with the Confirmation of Receipt of Deposit Materials or separately. If Beneficiary exercises this option, the "**File Listing Fee**" will be paid to EscrowTech in accordance with the Fee Schedule attached hereto.

6. Replacement of Obsolete Deposit Materials. Owner and Beneficiary may jointly identify for EscrowTech any Deposit Materials which become obsolete, outdated or redundant and jointly instruct EscrowTech to destroy or return the identified Deposit Materials. Such identification shall be made jointly by Beneficiary and Owner in

writing and must be consistent with the labeling and identification used by Owner when the Deposit Materials were deposited with EscrowTech or be otherwise understandable to EscrowTech. The "Deposit Materials" shall cease to include any Deposit Materials that are destroyed or returned after joint written instructions by Beneficiary and Owner.

7. License Agreement. Owner and Beneficiary have entered into the License Agreement pursuant to which Owner has licensed or provided the Software to the Beneficiary. This Escrow Agreement is intended by the parties to be "supplementary" to the License Agreement within the meaning of Section 365(n) of the U.S. Bankruptcy Code (11 U.S.C. 365(n)). If this Escrow Agreement and/or the License Agreement is (are) rejected by Owner as a debtor in possession or a trustee or by any other person or entity under the U.S. Bankruptcy Code, then Beneficiary may elect to retain its rights as provided in Section 365(n). The parties intend that no bankruptcy or bankruptcy proceeding, petition, law or regulation (and no other proceeding, petition, law or regulation of a similar nature in any state or foreign jurisdiction) will impede, delay or prevent the release of Deposit Materials to Beneficiary in accordance with the provisions of this Escrow Agreement, and Owner hereby conveys and licenses to EscrowTech such rights (including intellectual property rights) as are necessary to allow EscrowTech to lawfully make such release and perform this Escrow Agreement. This license is granted as of the date of this Escrow Agreement and shall predate any bankruptcy petition subsequent to such date.

8. Embodiment of Intellectual Property. The Deposit Materials are an "embodiment" of "intellectual property" as those terms are used in Section 365(n) of the U.S. Bankruptcy Code (11 U.S.C. 365(n)). The tangible Deposit Materials and any copies thereof made by EscrowTech in accordance

with this Escrow Agreement are owned by EscrowTech, but such ownership does not include ownership of any copyrights or other intellectual property in or to the Deposit Materials.

9. Release of Deposit Materials - Request of Beneficiary. Beneficiary shall be entitled to receive the Deposit Materials if any Release Condition described in **Exhibit B** occurs. The following release procedure shall apply:

(a) Notice. If Beneficiary believes that a Release Condition has occurred, Beneficiary shall provide written notice of such Release Condition to Owner. Within seven (7) days after receiving such notice, Owner shall either: (1) cure the Release Condition; (2) provide a written explanation to Beneficiary that is satisfactory to Beneficiary in its sole discretion explaining why the Release Condition has not occurred; or (3) provide to Beneficiary a plan to cure the Release Condition that is satisfactory to Beneficiary in its sole discretion. If Owner fails to: (4) cure the Release Condition; (5) provide an explanation to Beneficiary as provided in **subsection (2)**; or (6) provide a corrective plan to Beneficiary as provided in **subsection (3)**; then by written notice to EscrowTech (the "**Release Notice**"), Beneficiary shall have the right to demand that the Deposit Materials be delivered to Beneficiary by EscrowTech. Such Release Notice shall be accompanied by an affidavit signed by an authorized representative of Beneficiary attesting to a full description of the Release Condition. The affidavit must be dated and sworn to within the ten (10) business day period prior to EscrowTech's receipt of the Release Notice. Beneficiary shall send Owner a copy of the Release Notice and EscrowTech shall send Owner a copy of the Release Notice and any related materials received from the Beneficiary (including the affidavit) within three (3) business days following its receipt of such Release Notice and related materials. EscrowTech may rely on the Release Notice and has no obli-

gation to verify the items set forth in **sub-sections (1) through (6)** above.

(b) Release. Unless EscrowTech receives an Order as described in **Section 9(c)** of this Escrow Agreement restraining EscrowTech from releasing the Deposit Materials to Beneficiary, then EscrowTech shall release the Deposit Materials to Beneficiary on the first business day after the twenty-first (21st) day after the date on which it received the Release Notice from Beneficiary. Beneficiary shall pay EscrowTech the Release Fee upon any release of the Deposit Materials to Beneficiary. EscrowTech will have no liability for making the release of the Deposit Materials.

(c) Dispute. Owner's exclusive and only right to challenge Beneficiary's demand for release of the Deposit Materials shall be through: (1) instituting an appropriate action in a court of competent jurisdiction; and (2) within the twenty-one (21)-day period after EscrowTech received the Release Notice, causing the delivery to and receipt by EscrowTech of an order of such court restraining EscrowTech from releasing the Deposit Materials to Beneficiary (an "**Order**"). The sole basis for the entry of an Order shall be the absence of a Release Condition. If Owner obtains an Order, any right Beneficiary may have to receive the Deposit Materials that are the subject of such Order shall be determined by the court. EscrowTech will have no liability for complying with the Order.

(d) Limit on EscrowTech's Obligations. EscrowTech shall have no duty to investigate or verify the facts set forth in Beneficiary's Release Notice or accompanying affidavit including, without limitation, whether a Release Condition exists and, absent an Order restraining release of the Deposit Materials, shall act in accordance with the reasonable provisions of such Release Notice and properly executed affidavit, provided that any services required as a result of the Release Notice or affidavit,

other than the release of the Deposit Materials, shall be paid for by Beneficiary at EscrowTech's then-current rates for such services plus expenses. The "Release of Deposit Materials" fee set forth in **Exhibit C** covers the EscrowTech services related to EscrowTech's release of the Deposit Materials to Beneficiary as set forth in **Exhibit C**. There will be no requirement under this Section for EscrowTech to perform any technical verification of the Deposit Materials.

10. Release of Deposit Materials - Owner's Instruction. In addition to the release described in **Section 9**, upon receipt of notice and instruction from Owner and the receipt of the Release Fee, EscrowTech shall release the Deposit Materials to Beneficiary.

11. Copies. Any Deposit Materials released to Beneficiary under this Escrow Agreement may be in the form of a copy of the Deposit Materials. EscrowTech may copy the Deposit Materials for the purposes of this Escrow Agreement. Such copies shall be considered Deposit Materials for the purposes of this Escrow Agreement.

12. Use of Released Deposit Materials. Deposit Materials released to Beneficiary under this Escrow Agreement may be used by Beneficiary as permitted in the License Agreement ("**Permitted Use**"). Owner hereby licenses Beneficiary to practice the Permitted Use. Although Beneficiary is not entitled to receive any Deposit Materials until after a release under this Escrow Agreement, this Permitted Use license is granted as of the date of this Escrow Agreement and shall predate any bankruptcy petition subsequent to such date. If this Escrow Agreement and/or the License Agreement are/is rejected by Owner as a debtor in possession or by a trustee or by any other person or entity under the U.S. Bankruptcy Code, then Beneficiary may elect to retain this Permitted Use license as part of the rights it may retain in accordance

with Section 365(n) of the U.S. Bankruptcy Code. This shall not negate, prejudice or limit any other rights which Beneficiary may have.

13. Fees. EscrowTech shall receive the following fees and payments:

(a) Annual Fee. Beginning on the date of this Escrow Agreement and on each anniversary thereafter until termination of the Escrow, the Annual Fee shall be paid by Beneficiary to EscrowTech in accordance with the Fee Schedule (**Exhibit C**). The Annual Fee is payable at the beginning of the contract year to which it is applicable.

(b) Excess Update Fee. Four Updates to the Escrow per contract year are included at no extra charge. If more than four Updates are made in a contract year, the Excess Update Fee shall be paid to EscrowTech for each extra Update in accordance with the Fee Schedule (**Exhibit C**).

(c) Release Fees. If Beneficiary requests a release of the Deposit Materials under **Section 9**, Beneficiary shall pay the Release Fee (**Exhibit C**) to EscrowTech prior to the release. If the Deposit Materials are released at the instruction of Owner under **Section 10**, Owner shall pay the Release Fee to EscrowTech prior to the release.

(d) Excess Storage Charges. If the storage requirement for the Deposit Materials exceeds two cubic feet, then the Excess Storage Charge shall be paid to EscrowTech in accordance with the Fee Schedule (**Exhibit C**).

(e) Increases. The fees set forth in **Exhibit C** are fixed for three (3) years from the Effective Date. Thereafter, fees are subject to reasonable increase by EscrowTech upon advance written notice to Beneficiary, provided such fees will not exceed the fees charged generally to EscrowTech's other customers.

(f) Costs. Beneficiary shall pay EscrowTech for reasonable out-of-pocket costs incurred by EscrowTech in releasing and delivering the Deposit Materials to Beneficiary if the release is requested by Beneficiary. Owner shall be responsible for such costs if the release is requested by Owner. Owner and Beneficiary shall share equally in the cost and pay EscrowTech for all other costs reasonably incurred by EscrowTech in connection with this Escrow Agreement or the Escrow. Costs are not included in the above fees and are payable in addition to the above fees.

14. Termination of Escrow by Beneficiary or Termination Condition. The Escrow and Beneficiary's rights under this Escrow Agreement will terminate if any of the following occurs:

(a) Beneficiary and Owner jointly give written notice of Escrow termination to EscrowTech, including upon the termination of Beneficiary's right to the Software as set forth in **Section 10.3** of the License Agreement.

(b) A release to Beneficiary of all Deposit Materials for all Software in accordance with the terms set forth herein.

(c) Beneficiary breaches this Escrow Agreement and does not cure such breach within 30 days of written notice of such breach, and EscrowTech gives notice of termination.

(d) EscrowTech is not paid the fees and expenses owed to it under this Escrow Agreement and such failure to pay is not cured within forty five (45) days of written notice to Beneficiary of the failure to pay.

(e) The Escrow terminates under **Section 15**.

EscrowTech will have no obligation or liability to Beneficiary after termination of the Escrow as set forth herein.

15. Termination of Escrow by Owner or EscrowTech. Subject to the terms of **Section 16**, this Escrow may be terminated by either Owner or EscrowTech upon the establishment of a substitute escrow upon 90 days advance written notice of termination to the other parties. Such termination will not be effective until the end of the 90 day period (and any extension pursuant to **Section 16**). If Beneficiary has provided EscrowTech with a Release Notice prior to the date of termination of this Escrow Agreement, then the Escrow will not terminate without the written consent of Beneficiary. Upon termination of the Escrow the following shall apply:

(a) EscrowTech shall either return the Deposit Materials to Owner or destroy the Deposit Materials, whichever Owner requests. If destruction is requested, EscrowTech will certify in writing to Owner that such destruction has occurred.

(b) EscrowTech shall have no obligation or liability to Owner or Beneficiary after termination.

(c) Termination of the Escrow shall not affect any rights or licenses granted to EscrowTech or Beneficiary with respect to Deposit Materials released to (or which should be released to) Beneficiary because of a Release Condition occurring prior to the date of termination.

16. Establishment of Substitute Escrow. During the 90 day period under **Section 15**, Owner shall establish a substitute escrow with a third party escrow agent for the benefit of Beneficiary and deliver the Deposit Materials to such substitute escrow. The substitute escrow must be substantially on the same terms and conditions set forth in this Escrow Agreement and be approved by Beneficiary prior to the termination of this Escrow Agreement or Escrow, with such approval not to be unreasonably withheld or delayed. If more than 90 days is needed to establish the substitute escrow and deliver

the Deposit Materials to the substitute escrow and if EscrowTech receives written notice from Owner or Beneficiary of such need prior to the end of such 90 days, then the 90 day period under **Section 15** shall be automatically extended as reasonably necessary and the Escrow shall not terminate until EscrowTech receives written notice from Owner and Beneficiary that the substitute escrow has been established and approved by the parties and the Deposit Materials have been delivered to the substitute escrow agent. In no event will EscrowTech be required to extend the Escrow more than one (1) year after the date that it elects to terminate the Escrow.

17. Protection of Deposit Materials. EscrowTech shall keep the Deposit Materials delivered to it in secure storage and shall keep the contents thereof confidential. If any of the Deposit Materials are damaged, destroyed or lost by fire, theft, accident, or other mishap or cause, Owner shall promptly submit to EscrowTech such Updates and replacements as are necessary to replace the damaged, destroyed or lost Deposit Materials. There shall be no Excess Update Fees charged to Owner for such Updates or replacements.

18. Indemnification. In the event that EscrowTech takes any action or inaction at the request or demand of Owner or Beneficiary, then the Owner or Beneficiary making such request or demand shall indemnify and hold harmless EscrowTech and its directors, officers, employees, shareholders, and representatives from and against any and all liabilities, claims, judgments, damages, losses and expenses, including attorneys' fees, arising out of or relating to such action or inaction.

19. Depository Only. EscrowTech acts hereunder as a depository only and is not responsible or liable for the completeness, accuracy, suitability, state, format, safety, quality, content, sufficiency, correctness, genuineness or validity of the Deposit Mate-

rials or any document submitted to EscrowTech or the execution of the same or the identity, authority, or rights of any person executing or depositing the same. EscrowTech is not responsible for any loss of Deposit Materials due to defective, outdated, or unreliable storage media (e.g., CD ROMs, magnetic tape, disks, etc.) or for the degradation of storage media.

20. Reliance. EscrowTech shall not incur any liability in acting upon any notice, request, waiver, consent, receipt or other paper or document believed by EscrowTech to be genuine and to be signed by the proper party or parties, or in acting upon any resolution under any court order. Notwithstanding any provision contained in this Escrow Agreement to the contrary, other than EscrowTech's obligations under **Section 9**, if EscrowTech is uncertain as to any duty, obligation, demand or right, EscrowTech may hold the Deposit Materials and refrain from taking any action and wait for a court order.

21. Extraordinary Services. In addition to the Fees and Charges for the usual services of EscrowTech under this Escrow Agreement (see **Section 13** and **Exhibit C**), EscrowTech shall be entitled to additional reasonable compensation should EscrowTech be requested or required to perform any additional or extraordinary service; and EscrowTech shall be reimbursed for any out-of-pocket expenses (including, without limitation, travel expenses and fees of counsel) reasonably incurred in connection with such additional or extraordinary services. Extraordinary services include, but are not limited to, any involvement of EscrowTech, at the request or demand of Owner or Beneficiary, in any meeting, mediation, arbitration or litigation between Owner and Beneficiary.

22. Disclaimer. **ESCROWTECH MAKES NO WARRANTY NOT EXPRESSLY SET FORTH HEREIN. ANY IMPLIED**

WARRANTIES ARE DISCLAIMED AND EXCLUDED BY ESCROWTECH.

23. Limitation on Liability. FOR ANY AND ALL CLAIMS AND CAUSES OF ACTION (INCLUDING WITHOUT LIMITATION BREACH OF CONTRACT, TORT, MALPRACTICE, ETC.), ESCROWTECH'S AGGREGATE LIABILITY TO OWNER AND BENEFICIARY SHALL NOT EXCEED THE TOTAL FEES PAID TO ESCROWTECH UNDER THIS AGREEMENT. IN NO EVENT SHALL ESCROWTECH BE LIABLE FOR ANY CONSEQUENTIAL, INCIDENTAL, EXEMPLARY, SPECIAL, OR PUNITIVE DAMAGES OR LOSS OF PROFITS, REVENUES OR BUSINESS, EVEN IF ADVISED OF THE POSSIBILITY THEREOF.

24. Interpretation. The wording used in this Escrow Agreement is the wording chosen by the parties to express their mutual intent, and no rule of strict construction shall be applied against or in favor of any party. Section headings are for convenience only, and do not limit or affect the provisions of this Escrow Agreement or their interpretation.

25. Entire Agreement. This Escrow Agreement constitutes the entire agreement of the parties relating to the Escrow. This Escrow Agreement sets forth all the duties and obligations of EscrowTech with respect to any and all matters relating to this Escrow Agreement, the Escrow or the Deposit Materials. EscrowTech has no implied duties or obligations. No prior, contemporaneous, or subsequent purchase order that contains conflicting or additional terms or conditions will be binding on parties even if such purchase order is acknowledged or accepted.

26. Force Majeure. Except for obligations to make payment, no party shall be liable for any failure to perform arising from causes beyond its control, including, but not limited to, fire, storm, flood, earthquake, explosion, accident, theft, terrorism, acts of

public enemies, war, insurrection, sabotage, illness, labor disputes or shortages, product shortages, failure or delays in transportation, inability to secure materials, parts or equipment, acts of God, or acts of any governmental authority or agency thereof.

27. Governing Law; Exclusive Jurisdiction. This Escrow Agreement, and all the rights and duties of the parties arising from or relating in any way to the subject matter of this Escrow Agreement or the transaction(s) contemplated by it, shall be governed by, construed and enforced only in accordance with the laws of the state of Washington (excluding any conflict of laws provisions that would refer to and apply the substantive laws of another jurisdiction). Any suit or proceeding relating to this Escrow Agreement shall be brought only in the State courts located in Thurston County, Washington. **THE PARTIES EACH CONSENT TO THE SOLE AND EXCLUSIVE PERSONAL JURISDICTION AND VENUE OF THE STATE COURTS LOCATED IN THURSTON COUNTY, WASHINGTON.**

28. Notices. All notices under this Escrow Agreement shall be in writing and shall be delivered to the address indicated for the intended party at the beginning of this Escrow Agreement and to the additional contacts set forth on **Exhibits D and E**, or to such substitute address as any party may designate for itself by proper notice to the other parties. Failure to provide notices to the individuals on **Exhibits D and E** shall be deemed a failure to provide proper notice under this Escrow Agreement, but this does not apply to status reports, confirmations of receipt of Deposit Materials, and other communications delivered by EscrowTech

in the ordinary course of the Escrow. It is the responsibility of each party to keep the other parties informed of its then-current address and telephone and fax numbers.

29. Modification. This Escrow Agreement may only be modified, amended or rescinded by a writing signed by all parties.

30. Assignment. Subject to the remaining provisions of this Section, none of Beneficiary, Owner or EscrowTech shall assign or otherwise transfer this Escrow Agreement, in whole or in part (whether by operation of law or otherwise), to any third party without the prior written consent of the other parties. This Escrow Agreement may be assigned by a party to a successor who acquires substantially all of such party's business assets relevant to the subject matter of this Escrow Agreement. In such case, the assigning party must give notice thereof to the other affected parties and must deliver to such other affected parties a copy of the successor's written agreement to accept this Escrow Agreement and to assume the assigning party's rights, duties and obligations under this Escrow Agreement.

31. Execution. This Escrow Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument. The persons signing below represent that they are duly authorized to execute this Escrow Agreement for and on behalf of the Party for whom they are signing. The signature of a signing party may be in the form of an electronic signature.

Agreed to and accepted by:

WorkForce Software, LLC
Owner Company Name


Authorized Signature

Kevin Choksi
Name

Chief Executive Officer
Title

EscrowTech International, Inc.


Authorized Signature

Jose Sagastume
Name

Vice President
Title

Washington State Department of
Enterprise Services
Beneficiary Company Name


Authorized Signature

Lynne A McGuck
Name

Deputy Director 10/8/13
Title

Approved as to Form:
State of Washington, Office of Attorney
General


Suzanne Shaw, Assistant Attorney General

10/8/13
Date

EXHIBIT A

1. License Agreement

Owner and Beneficiary have entered into That certain Technology Agreement (Contract Number K2336), including that certain TLA Solution Project Agreement, dated as of September 23, 2013.

Such agreements, including Attachments, Exhibits and/or amendments thereto, if any), are referred to in this Escrow Agreement as the "**License Agreement**."

2. Software

The following software is licensed or provided by Owner to Beneficiary under the License Agreement: All Owner-owned or developed software licensed or provided to Beneficiary, including all Enhancements (as defined in the License Agreement) thereto (collectively, the "**Software**").

3. Deposit Materials

The Deposit Materials include the following items (all of which shall be provided in human-readable, electronic and machine-readable form, unless stated otherwise below):

A. All source code for the Software licensed to Beneficiary under the License Agreement, and all customizations, extensions and modifications to such Software made by Owner for Beneficiary, including all source code listings (collectively, "**Source Code**").

B. All sub-programs, routines, program files, data files, file and data definitions and relationships, data definition specifications, data models, program and system logic, algorithms, program architecture, design concepts, system designs, program structure, and sequence and organization relating to, interacting with, or a part of, the Software (collectively, "**Additional Programs**").

C. All initial program load, start-up and data integration instructions, directions, information and materials that will enable a reasonably skilled programmer to load and execute (including compiling if necessary), the Source Code and enable the Source Code to use Beneficiary data without the assistance of Owner or any other person or reference to any other materials (collectively, "**Load Instructions**").

D. A list of all commercially available versions and releases, and copies of all non-commercially available versions and releases, of all third party software programs, tools, utilities, diagnostic programs and support programs used by Owner that will enable a reasonably skilled programmer to compile, load and execute the Source Code without the assistance of Owner or any other person (collectively, "**Escrowed Third Party Software**"). Unmodified open source software used by Owner shall be considered commercially available software for purposes of this subsection.

E. Copies of all Owner-developed or owned maintenance and support tools, utilities, diagnostic programs and supporting programs used by Owner internally in the support or maintenance of the Software, or externally in connection with supporting other Beneficiary locations, whether or not such items are made available to customers generally or at an additional fee (collectively, "**Owner Support Tools**").

F. A list of all commercially available versions and releases, and copies of all non-commercially available versions and releases, of all third party-developed or owned maintenance and support tools, utilities, diagnostic programs and supporting programs used by Owner internally in the support or maintenance of the Software, or externally in connection with supporting other Beneficiary locations, whether or not such items are made available to customers generally or for an additional fee (collectively "**Third Party Support Tools**"). Unmodified open source software used by Owner shall be considered commercially available software for purposes of this subsection.

G. For the Software, all documentation, interface documentation and Source Code specifications including, without limitation, all available reference manuals, user and operating guides and manuals, design specifications, functional specifications, flow charts, internal use listings or manuals relating to error corrections, fixes and workarounds, file and program cross-reference information (collectively, "**Specifications**").

H. Any documentation or other materials relating to security requirements, methodologies and tools that prevent or detect unauthorized access to the Software (collectively, "**Security Requirements**").

I. Any documentation or other materials relating to methodologies that address traffic management, workload balancing, segmentation, capacity planning, routing and overall performance analysis of the Software (collectively, "**Traffic Management Methodologies**").

J. Copies of all Owner-owned or developed tools used by Owner to support performance analysis of the Software, whether or not such items are made available to licensees generally or for an additional fee (collectively, "**Performance Analysis Tools**").

K. A list of all commercially available versions and releases, and copies of all non-commercially available versions and releases, of all third-party-developed or owned tools used by Owner to support performance analysis of the Software, whether or not such items are made available to licensees generally or for an additional fee (collectively, "**Third Party Performance Analysis Tools**").

L. All encryption keys or passwords required to access or use any of the Deposit Materials (collectively, "**Encryption Keys**").

M. A list of the names, business addresses and business telephone numbers of all key programmers and authors of any portion of the Software and/or the other materials referenced in **Sections A** through **K** above, which list shall be updated upon the written request of Beneficiary. The list is to include any current and previously employed key programmers and authors of Owner and shall clearly denote such on the list.

N. Any other information and technical materials in Owner's possession that are reasonably necessary for a reasonably skilled computer programmer to maintain, modify or

enhance the Software without the aid of Owner or any other person and without reference to any other materials (collectively, "**Other Information**").

4. Updates

Provided that Beneficiary is current in its obligation to pay Owner for Support and Maintenance Services per the terms of the Technology Agreement, with respect to all Software licensed by Beneficiary from Owner, Owner shall update the Escrow by delivering to EscrowTech current copies of the items described in **Section 3** of this Exhibit ("**Updated Deposit Materials**" or "**Updates**"): within thirty (30) days following the date on which Owner issues a major release of the Software, but not less frequently than once every six (6) months. To the extent that Owner believes that Beneficiary is not current in its obligation to pay Owner for Support and Maintenance Services per the terms of the Technology Agreement, Owner shall promptly send a written notice to Beneficiary indicating the basis for its belief and, if applicable, notifying the Beneficiary that the Owner intends to withhold making Updates in accordance with this Section. Owner shall keep the Deposit Materials current with the Software licensed or provided to Beneficiary under the License Agreement.

EXHIBIT B
RELEASE CONDITIONS

A "**Release Condition**" shall be deemed to have occurred in the event of any of the following:

1. The institution of bankruptcy, receivership, reorganization or other similar proceedings by or against Owner under the United States bankruptcy code, if: (a) such proceedings have not been dismissed or discharged within thirty (30) days after they are instituted; (b) Owner or a trustee has failed to accept the License Agreement within fifteen (15) days after such proceedings are instituted; or (c) Owner or a trustee elects or files pleadings to reject the License Agreement at any time after such proceedings are instituted.
2. Owner makes an assignment for the benefit of creditors.
3. Owner (or its successor) materially defaults in its obligation to provide support and maintenance services as required by **Article 7** and **Schedule 7.1** of the License Agreement ("**Support and Maintenance Services**") in accordance with the terms of the License Agreement (including the applicable time frame for effectuating a cure, but in no event less than a two (2) week cure period).
4. Owner's election to discontinue making any material part of the Support and Maintenance Services available to Beneficiary on commercially reasonable terms for any reason other than Beneficiary's uncured material breach of its obligation to pay Owner for Support and Maintenance Services, provided Beneficiary would like to continue receiving Support and Maintenance Services from Owner. For purposes of this subsection, the terms set forth in **Sections 1.1** through **1.3** of **Schedule 7.1** of the License Agreement are each deemed to be material parts of the Support and Maintenance Services.
5. Owner's failure to comply with its obligations under **Sections 2, 3** and **4** of this Escrow Agreement, provided that such failure remains uncured for a period of thirty (30) days following Owner's receipt of written notice thereof.
6. Owner's material breach of its obligations under **Section 5** of this Escrow Agreement (including, without limitation, Owner's failure to provide additional, corrective and/or replacement Deposit Materials in accordance with **Exhibit H** which causes the Beneficiary Verification process to exceed a thirty (30)-day period), provided that such material breach remains uncured for a period of thirty (30) days following Owner's receipt of written notice thereof.
7. Owner makes an assignment in violation of **Section 30** of this Escrow Agreement or the assignment provisions set forth in the License Agreement.
8. Beneficiary becomes entitled to a release of the Deposit Materials pursuant to the terms of the License Agreement.

EXHIBIT C
FEE SCHEDULE¹

Services	Description of Services	Fee	Payor
<input checked="" type="checkbox"/> Escrow	<p>EscrowTech will setup a standard escrow account governed by the standard escrow agreement. RealTime Escrow access will be provided for online-management of account which includes access to all executed documents, Status Reports, ability to view and pay invoices, view all Confirmation of Receipt of Deposit, and submit Deposit Materials. For added retention security, EscrowTech will provide dual site storage for deposits.</p> <p>Customization of this agreement may be subject to an increase in the annual fee.</p>	\$995 USD per year	<input checked="" type="checkbox"/> Beneficiary
<input checked="" type="checkbox"/> Confirmation of Receipt of Deposit and Standard Inspection of Deposit Materials	<p>Each time Owner submits Deposit Materials to EscrowTech, Owner provides a Deposit Inventory Form with the Deposit Materials. The Deposit Inventory Form is signed by a representative of Owner and is Owner's representation to Beneficiary and EscrowTech that the tangible media (e.g., CD ROMs, magnetic tapes, etc.) containing the Deposit Materials do in fact contain the Deposit Materials described or identified on the Deposit Inventory Form.</p> <p>EscrowTech will send to Owner and Beneficiary a written confirmation and email confirmation that the Deposit Materials have been received. This confirmation will be accompanied by a copy of the Deposit Inventory Form.</p>	Included	N/A
<input type="checkbox"/> Level 1 File Listing Verification Report	<p>In addition to the Confirmation Receipt of Deposit and Standard Inspection of Deposit Materials, EscrowTech will send to Beneficiary a File Listing Verification Report. The File Listing Verification Report includes a file listing, a file classification table, Cryptographic hash function (MD5) for each file, a virus scan outputs, and an Expanded Deposit Inventory Form which includes the Verification Questionnaire. Additionally,</p>	\$595 USD per year	<input type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary

¹ These Fees are fixed for the first three years of the Escrow Agreement, commencing on the Effective Date. Thereafter, all Fees are subject to increase by EscrowTech upon written notice. In addition, payments not made within 45 days of the date of the invoice are subject to a 5% late fee plus interest at the rate of 1.5% per month (but not exceeding any rate or amount prohibited by applicable law) until paid in full. In the event that a fee or payment under this Agreement is owed by a party to EscrowTech, but not paid, the other party may pay such fee or payment to EscrowTech.

Services	Description of Services	Fee	Payor
	<p>EscrowTech will verify the existence of build instructions.</p> <p>The annual fee includes this service to be performed on up to four Deposits per year. A fee of \$100 USD will be charged to perform this service on each Deposit to the escrow in excess of four. This service can only be performed on Deposit Materials that are readable on a PC running Windows.</p>		
<input type="checkbox"/> Level 2 Technical Verification – Deposit Analysis	<p>In addition to the File Listing Verification Report, EscrowTech will perform an analysis of the Build Instructions included with the Deposit Materials. The report will identify the hardware, operating system, programming languages, third party software, and library dependencies.</p>	\$1095 USD per Analysis	<input type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Level 3 Technical Verification – Build and Compile	<p>EscrowTech will perform a Technical Verification on deposit and any subsequent deposits upon request, which includes the outputs of the Technical Verification – Deposit Analysis as described above. EscrowTech will compile the source code in Deposit Materials and will build an executable program following build instructions and configuration information from the Owner (with respect to programs that are not compiled into executable programs in normal operations, EscrowTech will then test that the interpreted code operates). The development environment included in the Deposit Materials will be used by EscrowTech for this purpose. Owner must provide the programming documentation, build and compile instructions, and any other materials, resources, equipment, or tools needed by EscrowTech to enable or facilitate the technical verification.</p> <p>The Parties and EscrowTech will agree on a custom Technical Verification Addendum prior to start of fulfillment.</p>	Starting at \$2995 USD per verification or based on Technical Verification Addendum	<input type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Level 4 Technical Verification – Binary Comparison	<p>Per the Technical Verification Addendum, EscrowTech will compare and analyze the files and executables against those being used by the Beneficiary. The comparison will include a file size match and an md5/sha1 checksum.</p>	Based on Technical Verification Addendum	<input type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Level 5 Technical Verification – Test Plan	<p>Per the Technical Verification Addendum, EscrowTech will install the executables on a target computer and will test the program for functionality following the steps agreed upon by the Owner and Beneficiary.</p>	Based on Technical Verification Addendum	<input type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary
Excess Update Fee	<p>Four Updates per contract year are included at no charge. The Excess Update Fee is for Updates in excess of four per contract year. Unused Updates are not credited to and may not be used in subse-</p>	\$95 USD per additional Update	<input checked="" type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary

Services	Description of Services	Fee	Payor
	quent years.		
Excess Storage Fee	Two cubic feet of space is dedicated to each account. If more than two cubic feet of space is required to hold the Deposit Materials, the Excess Storage Fee may be assessed.	\$70 USD per extra cubic foot per year	<input checked="" type="checkbox"/> Owner, or <input type="checkbox"/> Beneficiary
Release of Deposit Materials	A Release Fee will be charged each time a release of the Deposit Materials is requested and fulfilled, payable by the requesting party.	\$250 USD per release	Requesting Party

EXHIBIT D
ADDITIONAL CONTACTS FOR OWNER

1. General Counsel Contact

WorkForce Software, LLC
Attorney Company Name
38705 Seven Mile Road, Suite 300
Address Line 1
Address Line 2
Livonia, Michigan 48152
City, State, Zip Code
USA
Country

Christopher Herter
Counsel Contact
Telephone
(734) 542-0635
Facsimile
cherter@workforcesoftware.com
e-mail Address

2. Billing Contact

WorkForce Software, LLC
Owner Company Name
38705 Seven Mile Road, Suite 300
Address Line 1
Address Line 2
Livonia, Michigan 48152
City, State, Zip Code
USA
Country

Patricia Kimberlin
Billing Contact
734-742-3618
Telephone
248-415-7500
Facsimile
AR@Workforcesoftware.com
e-mail Address

EXHIBIT E
ADDITIONAL CONTACTS FOR BENEFICIARY

3. Primary Contact

Washington State Department of
Enterprise Services

Company Name

1500 Jefferson Street SE

Address Line 1

Address Line 2

Olympia, Washington 98501

City, State, Zip Code

USA

Country

Rebecca Riley, Contracts
Manager

Counsel Contact

Telephone

(360) 407-9174

Facsimile

becci.riley@des.wa.gov

e-mail Address

4. Billing Contact

Beneficiary Company Name

Address Line 1

Address Line 2

City, State, Zip Code

Country

Billing Contact

Telephone

Facsimile

e-mail Address

EXHIBIT F
SPECIAL CONDITIONS

None

EXHIBIT G
SATISFACTION GUARANTEE

During the first year of this Escrow Agreement, if Beneficiary is dissatisfied for any reason with EscrowTech's services, then Beneficiary may terminate the Escrow (in accordance with **Section 14**) and receive a full refund of all escrow fees paid by Beneficiary to EscrowTech during the first year for this Escrow. To be eligible for the refund, Beneficiary must terminate the Escrow prior to the end of the first year of this Escrow Agreement and must tell EscrowTech why Beneficiary is not satisfied (so that EscrowTech will know how to improve its services). This refund does not include verification fees or out-of-pocket expenses.

EXHIBIT H

BENEFICIARY VERIFICATION PROCEDURES

1. General. Beneficiary shall have the right from time-to-time, but no more frequently than once during any consecutive twelve (12) month period, to request Owner to perform for Beneficiary's observation a verification of the Deposit Materials to ensure that the Deposit Materials are accurate, complete and sufficient in accordance with this Escrow Agreement ("**Beneficiary Verification**"). Beneficiary Verification may include, without limitation, Owner's performance and Beneficiary's observance of the following activities: (a) compiling the Source Code; (b) building a full working version of the Software; (c) testing the functionality of the Software, as applicable; and (d) assembling and packaging the Deposit Materials for delivery to EscrowTech.

2. Verification Location. Owner shall conduct Beneficiary Verification at Owner's United States-based facility (the location of Beneficiary Verification hereinafter referred to as the "**Verification Location**"). Beneficiary Verification shall commence not later than thirty (30) days following Beneficiary's written request for the same to Owner and EscrowTech (the "**Verification Request**"). Promptly following its receipt of a Verification Request, EscrowTech shall make available a copy of the Deposit Materials at, or deliver a copy of the Deposit Materials to, the Verification Location. The package containing the Deposit Materials shall be opened only in the presence of Beneficiary and Owner representatives at such time as Beneficiary Verification has begun. Owner shall permit representatives of Beneficiary and/or a Beneficiary-designated third party(s) to be present during Owner's verification of the Deposit Materials. Immediately following such Beneficiary Verification, the package containing the Deposit Materials shall be sealed and deposited with an overnight courier for delivery to EscrowTech.

3. Inaccurate, Incomplete or Insufficient Deposit Materials. If it is discovered during Beneficiary Verification that the Deposit Materials are inaccurate, incomplete or insufficient in a manner that prevents Beneficiary to successfully complete the verification, Beneficiary and Owner shall jointly create a detailed written list of deficiencies ("**List of Deficiencies**"). Within ten (10) days thereafter, Owner will provide to EscrowTech additional, corrective and/or replacement Deposit Materials, as applicable, to correct the deficiencies identified in the List of Deficiencies. Upon receipt or notice of receipt of any additional, corrective and/or replacement Deposit Materials, the Beneficiary and Owner shall work together on a continuous basis to complete the Beneficiary Verification. Beneficiary Verification shall continue until the Deposit Materials are accurate, complete and sufficient in accordance with the requirements set forth in this Escrow Agreement.

4. Personnel. During Beneficiary Verification, Owner shall permit members of Beneficiary's internal audit staff and/or a third party contractor(s) retained by Beneficiary (provided the contractor is not a competitor of Owner and has signed a confidentiality and non-disclosure agreement with Beneficiary), to be present at the Verification Location and to verify, audit and inspect the Deposit Materials pursuant to this Exhibit. Additionally, at Beneficiary's request, Owner shall make available at the Verification Location one (1) or more persons who are knowledgeable about the Deposit Materials including, without limitation, the operation of the Source Code, to answer any questions as part of Beneficiary Verification.

5. Commercially-Available Third Party Software. To the extent they are not included in the Deposit Materials, at no cost or expense to Beneficiary, Owner shall make available for use by Beneficiary and its representatives at the Verification Location copies of all applicable versions and releases of the third party software, Third Party Support Tools and/or any other products or

information (if not included in the Deposit Materials) that may be necessary for Beneficiary to verify the Deposit Materials in accordance with this Exhibit.

6. Costs and Expenses. As between Beneficiary and Owner, Beneficiary shall pay all charges, costs and/or fees charged or incurred by Beneficiary-retained third parties in connection with each Beneficiary Verification. Notwithstanding the foregoing, if Beneficiary and Owner develop a List of Deficiencies, Beneficiary and Owner will share equally in the charges, costs and/or fees including all reasonable travel costs and expenses incurred by Beneficiary with respect to the applicable Beneficiary Verification.