
STATEMENT OF WORK
FOR THE
TLA SOLUTION PROJECT

BETWEEN

WASHINGTON STATE DEPARTMENT OF ENTERPRISE SERVICES

AND

[PRIME VENDOR]

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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 Washington State Departments of Ecology (ECY) and Transportation (WSDOT).

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.

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, Extensions 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. 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** – 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.

Phases

[DISCUSS – INCLUDE AGREED TO PHASING STRATEGY DESCRIPTION DURING IPS]

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.

[DISCUSS - INSERT OVERALL TIMELINE GRAPHIC (BY MONTH) DURING IPS]

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 Implementation to Accommodate 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. The scope of implementation of the TLA Solution for the Fixed Fee includes all of the changes to the State Pay Practices occurring through Project Completion, provided that such changes are consistent with the level and type of changes previously experienced by the State, and Prime Vendor has factored into the Fixed Fee for the TLA Solution Project contingencies relating to such changes. Accordingly, any changes to the DES Business and Technical Requirements resulting from changes in the State Pay Practices will not be chargeable to DES (but will nonetheless require a non-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 State Pay Practices and the provision and 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 im-

plementation, 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, Extension, 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 and Extensions that are to be undertaken and the DES Business and Technical Requirements that these Interfaces and Extensions 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 environment. 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, 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 Extensions, 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 and DES elects not to implement such Enhancement during the pendency of TLA Solution Project, *e.g.*, because the TLA Solution configuration is frozen, the Project Schedule would be disrupted or otherwise, Prime Vendor shall nonetheless be obligated to install and implement such Enhancement at the next mutually agreeable time, even if Project Completion has already occurred. To the extent new Enhancements made available during the pendency of the TLA Solution Project are not installed and implemented prior to Project Completion, the terms of this Section shall survive such Project Completion. Notwithstanding any description of testing activities that may be set forth in the **Exhibit 2** (Hosting Services) and/or in **Schedule 7.1** (Support and Maintenance Services) of the Agreement, the testing activities set forth in **Section 6** of this Statement of Work shall apply to all Enhancements implemented during the pendency of the TLA Solution Project.

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 **Appendix E**.

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 Program and 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 which will be defined 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
2.1.4.6	Quick reference guides (QRG)	Provide Quick Reference Guides (QRG) for the State to post on internal websites to	PV	DES	The quick reference guides have been completed and are fit for purpose.	5 days per QRG

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		support end users when using the TLA Solution after they have received end user training.			pose.	
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
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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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.

- 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 technical personnel on the architecture, troubleshooting and Issue management and other technical aspects of the TLA Solution, as requested by the State, in order to enable the State's technical 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

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 technical personnel. The component must provide and include for the transfer of Knowledge of the TLA Solution to ensure that State technical personnel will be able to maintain and support technical functions of the TLA Solution on a going forward basis.
2.2.3.2	Conduct Knowledge transfer activities and provide Knowledge transfer to technical personnel	Conduct education and training for and provide Knowledge transfer to State technical personnel.
2.2.3.3	Knowledge transfer Assessment	DES will assess the effectiveness of the Knowledge transfer to State technical personnel.
2.2.3.4	Deficiencies Addressed	If there are deficiencies identified, DES and Prime Vendor will supplement the Knowledge transfer program for technical 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 technical Knowledge needs.	10 days
2.2.4.2	Conduct Knowledge Transfer	Conduct Knowledge transfer to State technical personnel	PV	DES	N/A	N/A
2.2.4.3	Technical Personnel Survey	DES survey technical personnel on the adequacy of the education, training and Knowledge transfer.	DES	PV	N/A	N/A
2.2.4.4	Deficiencies Report	Follow-up to address any deficiencies in the knowledge transfer to technical personnel.	PV	DES	All deficiencies have been resolved by Prime Vendor.	5 days
2.2.4.5	Knowledge transfer Handover Report	Prepare Knowledge transfer report to confirm Knowledge transfer to State technical personnel is complete.	PV	DES	The Knowledge transfer report has been completed confirming that technical personnel are properly trained and Knowledge transfer has occurred.	10 days
2.2.4.6	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
2.2.4.7	Certification Form – Technical Personnel Knowledge Transfer	Certification Form – Technical 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>i.e.</i> , 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 PMP reference materials.	PV	DES	PMP reference materials have been translated into on-line 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 Extensions, 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, Extensions 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 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. Subject to Prime Vendor's obligations under **Section 1.4** to develop Extensions and Interfaces with respect to changes in the State Pay Practices as part of the Fixed Fee and the further terms of this Section, 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 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). In all cases, implementation of the DES Business and Technical Requirements, whether identified as a gap prior to the start of the TLA Solution Project or discov-

ered during the implementation, are included within the scope of this TLA Statement of Work and within the fixed fee for the TLA Solution Project.

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. See **Section 1.4** for addressing changes and additions to State Pay Practices and new requirements that arise during the pendency of the TLA Solution Project.

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, Extensions 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.	
Review sources of data for purposes of data migration and conversion.	Identify all data elements needed for data conversion and migration identified.
Participate in the performance standards management process described in Section 5.6 .	Lead the performance standards management activities set forth 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 Measurement Process Document	Develop and document a process for identifying and managing performance of the TLA Solution and engage in the other activities as required under Section 5.6 .	PV	DES	The process documented addresses each of the components of performance standards management activities as set forth in Section 5.6 .	10 days
4.1.4.3	Organize Requirements Repository for DES staff	Organize Requirements Repository for DES staff.	DES	PV	N/A	N/A
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	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
					Requirements Repository and Fit/Gap Document. RTM must 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 Extensions	Extension requirements are documented.	PV	DES	The list of Extensions required to close identified gaps are documented.	10 days
4.1.4.16	Complete list of Reports	Report requirements are documented.	PV	DES	The list of reports required to close identified gaps are documented.	10 days
4.1.4.17	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	10 days
4.1.4.18	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, Extensions 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, Extensions 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, Extensions and reports, Prime Vendor will prepare a technical specification (see **Section 5.2**) that will provide a roadmap to develop the Interfaces, Extensions and reports. Copies of all materials and Documentation related to all Interfaces, Extensions 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 Solution 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, Extensions, 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, Extensions 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, Extensions 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

DES	Prime Vendor
	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, Extensions 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	Assessment of changes required for State enterprise data integration requirements	Document the changes required in DES systems and 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 DES systems and addresses the State enterprise data integration requirements in a manner acceptable to DES. SDD is updated and is complete.	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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
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, Extensions and reports	Finalize list of Interfaces, Extensions and reports.	PV	DES	Interfaces, Extension 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, Extensions 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, Extensions 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, Extensions and reports are processed through Prime Vendor's quality assurance group for functionality, 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, Extensions and reports pass the quality assurance stage, the Interfaces, Extensions 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, Extensions 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, Extensions or reports pass the implementation team quality stage, the Interfaces, Extensions 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;
- 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 functional, 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, Extensions 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, Extension 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 functional, unit, system and integration testing of the configured system, including Interfaces, Extensions and reports.
	Provide a demonstration of the applications using DES' build domain.

DES	Prime Vendor
	Update test materials as required.
	Transfer Knowledge to State staff on configuration methods, and management of the Interfaces, Extensions 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, Extension 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, Extensions 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	Functional, Unit, System and Integration Testing of the Configured System	Functional, unit, system and integration testing of the configured system, including Interfaces, Extensions and reports.	PV	DES	Functional, unit, system and integration testing of the configured system including Interfaces, Extensions and reports is complete, and there are no Defects.	5 days
4.3.4.13	Application Demonstration	Provide a demonstration of the applications using DES' build domain.	PV	DES	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
4.3.4.14	Updated Test Materials	Update test materials as required.	PV	DES	All test materials are updated.	5 days
4.3.4.15	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 manage the Interfaces, Extensions and reports and for DES personnel to be able to implement and roll-out the TLA Solution at other Agencies.	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 complete understanding of these implementation and configuration attributes.	10 days
4.3.4.16	Validated Configuration	Validate the build and configuration against the SDD and RTM, including the Interfaces, Extensions and reports.	PV	DES	Configuration is validated against the SDD, and RTM, including any Interfaces, Extensions and reports, and no Defects exist.	10 days
4.3.4.17	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
4.3.4.18	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.3.4.19	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) create, as needed, temporary data structures and/or reports to ensure systems that need to remain operational during the pendency of the TLA Solution Project, stay operational and are uninterrupted, and non-replaced systems remain operational both during and after the implementation of the TLA Solution;
- (d) 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
- (e) 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.
	Identify, develop and implement interim Interfaces and data structures and/or reports needed to support DES systems and processes data needs during the implementation.
	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.

DES	Prime Vendor
	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	10 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
					the local applications.	
4.4.4.5	Temporary data structures and reports document	Identify and document temporary data structures and reports needed to bridge DES systems during the implementation of the TLA Solution Project.	PV	DES	Temporary data structures and reports are complete, comprehensive and accurate.	10 days
4.4.4.6	Develop, test and implement temporary data structures and reports	Develop, test and implement temporary data structures and reports to support DES systems and processes data needs during the TLA Solution Project. Prime Vendor to provide detailed test results to DES.	PV	DES	Tests of temporary data structures and reports are successfully completed and detailed test results were provided to DES.	10 days
4.4.4.7	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
4.4.4.8	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 responsible 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 Interfaces and/or Extensions.

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.	Develop interim reporting strategy - Prime Vendor will be responsible for developing an interim reporting strategy for the TLA Solution Project.
Provide data warehousing information to assist Prime Vendor in their advisement on data extraction from the TLA Solution.	Provide standard report and reporting capabilities.
	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	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

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; provide and maintain 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. 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 addition, Prime Vendor will develop and maintain as many interim Interfaces as may be necessary or advisable to avoid disrupting data flows required for DES' legacy systems.

#	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:

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	Interim Interfaces	Prime Vendor to develop and maintain any interim Interfaces needed or advisable to bridge any data gaps created during the TLA Solution Project.
5.1.3.3	Interfaces to TLA Solution	DES to address downstream impacts on its legacy systems and business processes.

Responsibilities:

DES	Prime Vendor
Identify potential downstream impacts on legacy systems, data warehousing needs and business processes resulting from TLA Solution that can be addressed via interim Interfaces.	Develop and maintain interim Interfaces, as required by DES based on DES' impact analysis.
	Develop, test and implement Interfaces set forth in Section 5.1.2 .

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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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 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

5.2 Extensions

5.2.1 Objective

Close any functionality gaps between the standard TLA Solution and the DES Business and Technical Requirements.

5.2.2 Approach

The known Extensions as of the Effective Date are set forth below.

[DRAFTING NOTE: POPULATE CHART WITH PROPOSED EXTENSIONS INCLUDING EXTENSIONS IN THE RFP RESPONSE]

Extension Name	Description

If additional Extensions are needed to meet the DES Business and Technical Requirements, Prime Vendor will develop and implement such additional Extensions at no additional cost to DES.

5.2.3 Requirements

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

Requirement #	Requirement Title	Requirement Statement
5.2.3.1	Extension Development	Prime Vendor will be responsible for developing, configuring and implementing the Extensions listed above and any other Extensions required to meet the DES Business and Technical Requirements.

5.2.4 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 (designated by complexity)
5.2.4.1	Extension Functional Specification	Develop detailed functional specifications for each Extension.	PV	DES	The functional specifications for all Extensions are documented.	Low – 5 days Medium - 10 days High – 15 days Very High – 20 days
5.2.4.2	Extension Technical Specifications	Develop detailed technical specifications for each Extension.	PV	DES	The technical specifications for all Extensions are documented.	Low – 5 days Medium - 10 days High – 15 days Very High – 20 days
5.2.4.3	Extensions Developed	Extension development.	PV	N/A	N/A	N/A
5.2.4.4	Extension Test Plan	Develop Extension Test Plan.	PV	DES	Test Plan, including scripts, is developed, and the Test Plan is exercised.	Low – 5 days Medium - 10 days High – 15 days Very High – 20 days
5.2.4.5	Extension Testing	Execute Extension Test Plan.	PV	DES	N/A	N/A
5.2.4.6	Extension Testing Issue and Defect Log	Extension Testing Issue and Defect Log prepared and updated as Defects and other Issues are worked off.	PV	DES	Defects and other Issues are logged and reported.	5 days
5.2.4.7	OWASP Certification	Certify Extension development compliance with Open Web Application Security Project (OWASP) standards.	PV	N/A	Prime Vendor certifies its Extension development in accordance with OWASP secure coding and testing guidelines.	5 days
5.2.4.8	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
5.2.4.9	Certification Form - Extensions	Certification Form - Extensions.	PV	DES	All activities in this Section have been completed.	5 days

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. **[PRIME VENDOR TO IDENTIFY MINIMUM, MANDATORY DATA REQUIRED TO SUPPORT THE IMPLEMENTATION]**

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	Prime Vendor will be responsible for developing a data conversion plan that will: • 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. DES will be responsible for providing data specifics and volumes, selecting the data conversion method (automated/manual) and defining appropriate existing data to convert.
5.3.3.3	Perform data mapping for converted data - Prime Vendor will be responsible for: • 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, specific value). 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.
5.3.3.4	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. DES will be responsible for assisting in defining the data cleansing rules and performing data cleansing as required.
5.3.3.5	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.
5.3.3.6	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.
5.3.3.7	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. 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). DES will verify that the converted data is accurate, and Prime Vendor will permit access to such data to enable DES to undertake

Requirement #	Requirement Statement
	such verification. Prime Vendor will be responsible for verifying data is extracted in the correct format.

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: • 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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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: • 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
5.3.4.4	Data Mapping Document for Legacy Systems	Data mapping document for DES legacy systems that contains the following: • 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	PV	DES	Complete automated data conversion programs developed according to the technical design document that load DES' system data	15 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
		the integrity of the data converted in accordance with Requirement 5.3.3.7 .			into the appropriate Prime Vendor TLA Solution Modules. Results of the unit tests of the conversion programs.	
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
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.

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 policies 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 policies 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	Policies 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 policies 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 Recovery and Business Continuity Plan.	DES	PV	N/A	N/A

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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	Audit of access rights	Scheduled audits will be conducted on all users to view who has access to what areas of the TLA Solution. This will be performed to ensure that the user has the correct access and will contribute to good housekeeping as it will highlight accounts that not been accessed for a period of time.
5.5.3.6	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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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
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, Extensions 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.

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 and Extensions 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 and Issues 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

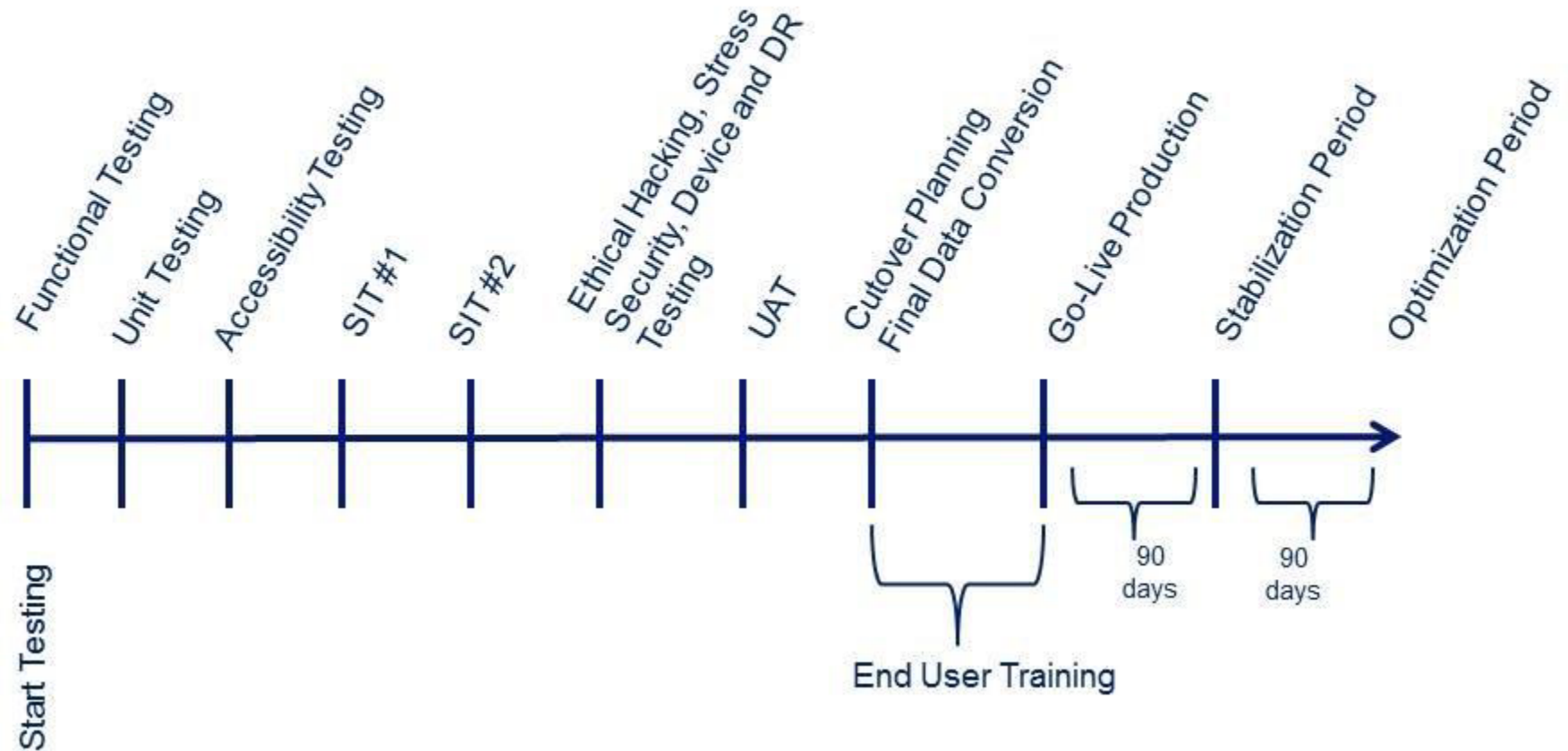
Test the quality of all the elements of the TLA Solution and validate that the TLA Solution is ready for Production. The objectives of the testing and validation include ensuring that the following objectives are met without Level 1 or Level 2 Defects:

- 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;
- All interim Interfaces to ensure business continuity during the multi-phased deployment 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
Functional testing	Components of the TLA Solution are tested to ensure the components function and operate in accordance with the DES Business and Technical Requirements.
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 and Extensions 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, Extensions 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 and Issues Log to record and report on all Defects and other Issues, 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, Extensions, 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, Interfaces and Extensions, 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.

6.3.1.2 Approach

This initial testing establishes usability and validates the design of the application, Interfaces, Extensions and reports against the DES Business and Technical Requirements. The test is intended to allow DES to see how the specific component will function. At this point, most design and process decisions have been made and enough of the database build has been completed to allow DES to confirm its decisions.

A functional test may also be used to ensure that a newly created or recently refreshed domain is operational. For example, when software and reference data are moved from the build or test domain to a train domain, it is important to ensure that each application is functional in the train domain.

6.3.1.3 Requirements

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

Requirement #	Requirement Title	Requirement
6.3.1.3.1	Functional Test Plan	Prime Vendor will develop a Test Plan for conducting, reporting, and monitoring all testing activities, and a process to correct Defects and other Issues. Deliverable(s): • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.1.3.2	Functional test execution	Prime Vendor will conduct tests based on the Test Scenarios and Test Scripts. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of functional testing. Deliverable(s): • Functional test summaries and detailed test results • Functional build approved

6.3.1.4 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
6.3.1.4.1	Functional Test Plan	Functional Test Plan, including schedule, Test Scenarios, Test Scripts and activities.	PV	DES	Functional Test Plan, including schedule, Test Scenarios, Test Scripts and activities, is completed.	10 days
6.3.1.4.2	Functional Testing	Conduct functional testing and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
6.3.1.4.3	Defects and Issues Log for Functional Testing	Defects and Issues Log for functional testing.	PV	DES	Complete Defects and Issues Log for functional testing.	5 days
6.3.1.4.4	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.1.4.5	Certification Form – Functional Testing	Certification Form - Functional Testing.	PV	DES	Defects and other Issues have been resolved and corrected.	5 days

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	Prime Vendor will develop a Test Plan for conducting, reporting, and monitoring all accessibility testing activities, and processes to correct Defects and other Issues. Deliverable(s): • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.2.3.2	Accessibility test execution	Prime Vendor conducts accessibility tests based on the Test Scenarios and Test Scripts. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of accessibility testing. Deliverable(s): • 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 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
6.3.2.4.1	Accessibility Test Plan	Accessibility Test Plan, including schedule, Test Scenarios, Test Scripts and activities.	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.	PV	DES	N/A	N/A
6.3.2.4.3	Defects and Issues Log	Defects and Issues Log for accessibil-	PV	DES	Complete Defects and Issues Log for	5 days

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
	for Accessibility Testing	ity testing.			accessibility testing.	
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	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. Deliverable(s): • Test Plan • Testing templates • Test Scenarios • Test Scripts

Requirement #	Requirement Title	Requirement
6.3.3.3.2	Unit test execution	Prime Vendor will conduct tests based on the Test Scenarios and Test Scripts. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of unit testing. Deliverable(s): - 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
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 and Issues Log for Unit Testing	Defects and Issues Log for unit testing.	PV	DES	Complete Defects and Issues 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, Extensions 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 an 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, Extensions 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 and other Issues to DES pursuant to the Defects and Issues Log, and resolve and correct any Defects or other Issues 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 or other Issues.
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	Prime Vendor will develop the SIT Test #1 and Enterprise Integration Test Plan, and processes to correct identified Defects and other Issues. Deliverable(s): • SIT Test #1 and Enterprise Integration Test Plan • Testing templates • Test Scenarios • Test Scripts 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

Requirement #	Requirement Title	Requirement
		needs.
6.3.4.3.2	SIT Test #1 and Enterprise Integration Test execution	Prime Vendor will conduct the SIT Test #1 and Enterprise Integration testing on the approved Test Scenarios and Test Scripts. 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. 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. Deliverable(s): • 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	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.
6.3.4.3.4	Conduct SIT Test #2	DES will develop the plan for and then execute SIT Test #2.
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 and Issues Log for SIT Test #1	Defects and Issues Log for SIT Test #1.	PV	DES	Defects and Issues 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, Extensions 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 Document – SIT Test #1	Updated Project Documents (Post SIT Test #1).	PV	DES	Updated Project Documents post SIT Test #1 are complete, current and accurate.	5 days
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 and Issues Log for Enterprise Integration Testing	Defects and Issues Log for Enterprise Integration testing.	PV	DES	Complete Defects and Issues 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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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 and Issues Log for SIT Test #2	Defects and Issues Log for SIT Test #2.	PV	DES	Complete Defects and Issues Log for SIT Test #2.	5 days
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, Extensions 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, Extensions 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 and other Issues on the Defects and Issues 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: • Testing templates • Test Scenarios • Test Scripts

Requirement #	Requirement Title	Requirement
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 and Issues 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 and Issues Log for UAT	Defects and Issues Log for UAT.	PV	DES	Complete Defects and Issues 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/Extension, 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 Extension or Interface, or any significant change to an Extension or 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	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): • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.6.3.2	Regression test execution	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. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of regression testing. Deliverable(s): • 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 that will be performed, and provide summaries and detailed test results to DES.	PV	DES	N/A	N/A
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 and Issues Log for Regression Testing	Defects and Issues Log for regression testing.	PV	DES	Complete Defects and Issues 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, and that all Interface, Extension and report development meets applicable OWASP secure coding and testing guidelines.

6.3.7.2 Approach

Security at the user level is embedded in each Prime Vendor test activity (e.g., unit, functional, 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 Program 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.

Interface, Extension and report development is to be certified as meeting applicable OWASP secure coding and testing guidelines.

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	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. Deliverable(s): • Test Plan • Testing templates

Requirement #	Requirement Title	Requirement
		• Test Scenarios • Test Scripts 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).
6.3.7.3.2	Security test execution	DES will conduct tests based on the approved Test Scenarios and Test Scripts. DES will provide test results to Prime Vendor. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of security testing. Deliverable(s): • Security test summaries • Security build approved
6.3.7.3.3	Ethical Hacking	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 penetration tests.
6.3.7.3.4	OWASP Compliance	Prime Vendor will certify each Interface, Extension and report developed meets applicable OWASP secure coding and testing guidelines.

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 and Issues Log for Security Testing	Defects and Issues Log for security testing.	PV	DES	Complete Defects and Issues Log for security testing.	5 days
6.3.7.4.7	OWASP Certification	Upon completion of development for each Interface, Extension and report, certification of compliance with applicable OWASP secure coding and testing guidelines.	PV	DES	Certification against applicable OWASP secure coding and testing guidelines does not have any exceptions.	5 days
6.3.7.4.8	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
6.3.7.4.9	Certification Form – Security	Certification Form – Security Testing.	PV	DES	Defects and other Issues 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 and addressing other Issues 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	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 and other Issues. Deliverable(s): • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.8.3.2	Device/Equipment test execution	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. 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. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of de-

Requirement #	Requirement Title	Requirement
		vice/equipment testing. Deliverable(s): • 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 and Issues Log for Device/Equipment Testing	Update Defects and Issues Log for device/equipment testing.	PV	DES	Complete Defects and Issues 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
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	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. Deliverable(s): • Test Plan • Testing templates • Test Scenarios • Test Scripts
6.3.9.3.2	Performance test execution	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. 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

Requirement #	Requirement Title	Requirement
		and Defect Log. Defects and other Issues will be resolved and corrected by Prime Vendor prior to Certification of performance testing. Deliverable(s): • 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 and Issues Log for Performance Testing	Defects and Issues Log for performance testing.	PV	DES	Complete Defects and Issues 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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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, Extensions 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.

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 and other Issues 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	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, check-points 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 cut-over 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 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 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 to Support	Formally introduce DES to key executives in Prime Vendor's support organization.	PV	DES	N/A	N/A
7.4.16	Transition to Hosting	Formally introduce DES to key executives in Prime Vendor's hosting organization.	PV	DES	N/A	N/A
7.4.17	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
7.4.18	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, Extensions 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, Extensions, 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 and Issues Log	Defects and Issues Log identifying all existing and any new Defects and other Issues occurring in the Stabilization Period.	PV	DES	Defects and Issues Log identifies all existing and new Defects and other Issues.	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, Extensions 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, and transition to Support and Maintenance Services and 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. 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 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	Updated Project Documents	Updated Project Documents.	PV	DES	Updated Project Documents are complete, current and accurate.	5 days
8.2.4.5	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

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 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
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

Deliverable ID	Deliverable/Activity Name	Deliverable/Activity Description	R	C	Certification Criteria	Review Period
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	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: • 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
		sues 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 Defects and 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 Technology 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 Technology 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, Extensions, 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, Extension 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 and Issues Log, not omit, drop or make references to Issues 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 pro-

vide 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	Provide a Quality Assurance Plan that describes: - 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: - 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

For a summary of the Prime Vendor Implementation Methodology, see the attached. The complete Prime Vendor Implementation Methodology is incorporated into this Statement of Work by reference and is included in the electronic version of the Closing Book via CD.

[To Be Provided by Prime Vendor]

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	Technical Personnel Survey	DES	PV
25	2.2.4.4	Deficiencies Report	PV	DES
26	2.2.4.5	Knowledge transfer Handover Report	PV	DES
27	2.2.4.6	Updated Project Documents	PV	DES
28	2.2.4.7	Certification Form – Technical Personnel Knowledge Transfer	PV	DES
29	3.1.2.1	Organize Facilities for Executive and State Leadership Sessions	DES	N/A
30	3.1.2.2	Executive and State Leadership Session Materials	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
31	3.1.2.3	Executive and State Leadership Sessions	PV	DES
32	3.2.4.1	State Orientation Session	DES	PV
33	3.2.4.2	PMP	PV	DES
34	3.2.4.3	On-line PMP	PV	DES
35	3.2.4.4	Project Charter	PV	DES
36	3.2.4.5	Calendar of Events	PV	DES
37	3.2.4.6	Project Preparation Session Agenda and Presentation (to include Project Kickoff Guide)	PV	DES
38	3.2.4.7	Project Preparation and Demonstration Session	PV	DES
39	3.2.4.8	Open House Demonstrations for various State business units.	PV	DES
40	3.3.3.1	Project Kickoff Agenda and Materials	PV	DES
41	3.3.3.2	Project Kickoff Event	PV	DES
42	3.4.4.1	Agenda and Materials for Project Team Boot Camp Sessions	PV	DES
43	3.4.4.2	Project Team Boot Camp Education Sessions	PV	DES
44	4.1.4.1	Future State Business Processes	DES	N/A
45	4.1.4.2	Performance Standards Measurement Process Document	PV	DES
46	4.1.4.3	Organize Requirements Repository for DES staff	DES	PV
47	4.1.4.4	Fit/Gap Assessment	PV	DES
48	4.1.4.5	Documented Requirements	DES	PV
49	4.1.4.6	Identify Affected DES and State Systems	DES	PV
50	4.1.4.7	Updated Fit/Gap Document with State enterprise data integration requirements	PV	DES
51	4.1.4.8	Requirements Repository Feedback	PV	DES
52	4.1.4.9	Updated Requirements Repository and Fit/Gap Document	PV	DES
53	4.1.4.10	Draft RTM	PV	DES
54	4.1.4.11	Policy/Business Process Changes	DES	PV
55	4.1.4.12	Data Sources Review	DES	PV
56	4.1.4.13	Documented Data Elements	PV	DES
57	4.1.4.14	Complete list of Interfaces	PV	DES
58	4.1.4.15	Complete list of Extensions	PV	DES
59	4.1.4.16	Complete list of Reports	PV	DES
60	4.1.4.17	Updated Project Documents	PV	DES
61	4.1.4.18	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	Assessment of changes required for State enterprise data integration requirements	PV	DES
65	4.2.4.4	Minimum Data Sets / Data Layouts	PV	N/A
66	4.2.4.5	RTM	PV	DES
67	4.2.4.6	List of Interfaces, Extensions and reports	PV	DES
68	4.2.4.7	Sources of Data Elements	DES	PV

#	Deliverable ID	Deliverable/Activity Name	R	C
69	4.2.4.8	Certification Form - Design for Performance	PV	N/A
70	4.2.4.9	Updated Project Documents	PV	DES
71	4.2.4.11	Certification Form – Enterprise Integration Design	PV	DES
72	4.2.4.12	Certification Form - Solution Design	PV	DES
73	4.3.4.1	Updated SDD and RTM	PV	DES
74	4.3.4.2	Map/Calculate Data Elements	DES	PV
75	4.3.4.3	Configuration Document	PV	DES
76	4.3.4.4	Configuration of the TLA Solution	PV	DES
77	4.3.4.5	Data Mapping	PV	DES
78	4.3.4.6	Refreshes imported and validated	PV	DES
79	4.3.4.7	Draft Test Scenarios and Test Scripts	PV	DES
80	4.3.4.8	Feedback on Test Scenarios and Test Scripts	DES	PV
81	4.3.4.9	Updated Test Scenarios and Test Scripts	PV	DES
82	4.3.4.10	Finalize Test Scenarios and Test Scripts	DES	PV
83	4.3.4.11	Complete Data Integrity Testing	PV	DES
84	4.3.4.12	Functional, Unit, System and Integration Testing of the Configured System	PV	DES
85	4.3.4.13	Application Demonstration	PV	DES
86	4.3.4.14	Updated Test Materials	PV	DES
87	4.3.4.15	Knowledge Transfer	PV	DES
88	4.3.4.16	Validated Configuration	PV	DES
89	4.3.4.17	Certification Form - Configuration for Performance	PV	N/A
90	4.3.4.18	Updated Project Documents	PV	DES
91	4.3.4.19	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	Temporary data structures and reports Document	PV	DES
97	4.4.4.6	Develop, test and implement temporary data structures and reports	PV	DES
98	4.4.4.7	Updated Project Documents	PV	DES
99	4.4.4.8	Certification Form – Enterprise Data Integration	PV	DES
100	4.5.4.1	Interim Reporting Strategy	PV	DES
101	4.5.4.2	TLA Solution Report Inventory	PV	DES
102	4.5.4.3	TLA Solution Report Request Log	PV	DES
103	4.5.4.4	Resource / Cost Estimate	PV	DES
104	4.5.4.5	Report Design	PV	DES
105	4.5.4.6	Development Plan	PV	DES
106	4.5.4.7	Report Validation	PV	DES
107	4.5.4.8	Data Mapping Document	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
108	4.5.4.9	Updated Project Documents	PV	DES
109	4.5.4.10	Certification Form - Reports	PV	DES
110	5.1.4.1	Interface Functional Specification	PV	DES
111	5.1.4.2	Interface Technical Specifications	PV	DES
112	5.1.4.3	Interface Development	PV	N/A
113	5.1.4.4	Interface Test Plan	PV	DES
114	5.1.4.5	Interface Testing	PV	DES
115	5.1.4.6	Interface Testing Defect and Issues Log	PV	DES
116	5.1.4.7	Interim Interfaces	PV	DES
117	5.1.4.8	Downstream Impacts	DES	PV
118	5.1.4.9	OWASP Certification	PV	N/A
119	5.1.4.10	Updated Project Documents	PV	DES
120	5.1.4.11	Certification Form - Interfaces	PV	DES
121	5.2.4.1	Extension Functional Specification	PV	DES
122	5.2.4.2	Extension Technical Specifications	PV	DES
123	5.2.4.3	Extensions Developed	PV	N/A
124	5.2.4.4	Extension Test Plan	PV	DES
125	5.2.4.5	Extension Testing	PV	DES
126	5.2.4.6	Extension Testing Issue and Defect Log	PV	DES
127	5.2.4.7	OWASP Certification	PV	N/A
128	5.2.4.8	Updated Project Documents	PV	DES
129	5.2.4.9	Certification Form - Extensions	PV	DES
130	5.3.4.1	Data Conversion Strategy and Policies Document	PV	DES
131	5.3.4.2	Data Conversion Plan	PV	DES
132	5.3.4.3	Data Mapping Documents that Include Data Extraction Templates	PV	DES
133	5.3.4.4	Data Mapping Document for Legacy Systems	DES	PV
134	5.3.4.5	Technical Design Document	PV	DES
135	5.3.4.6	Data Conversion Scripts and Programs and Unit Test Results	PV	DES
136	5.3.4.7	Data Extraction	DES	PV
137	5.3.4.8	Existing Production Data Extractions Verification Report	PV	DES
138	5.3.4.9	Updated Project Documents	PV	DES
139	5.3.4.10	Certification Form – Data Conversion and Migration	PV	DES
140	5.4.4.1	Disaster Recovery and Business Continuity Elements	PV	DES
141	5.4.4.2	Additional Best Practices (DR/BC)	PV	DES
142	5.4.4.3	Updated Disaster Recovery and Business Continuity Plan	PV	DES
143	5.4.4.4	DR/BC Policies and Strategies for the TLA Solution	PV	DES
144	5.4.4.5	DR/BC Policies and Strategies for the TLA Solution	DES	PV
145	5.4.4.6	Prime Vendor Tools and Systems	PV	DES
146	5.4.4.7	DES Tools and Systems	DES	PV

#	Deliverable ID	Deliverable/Activity Name	R	C
147	5.4.4.8	Testing of Disaster Recovery and Business Continuity Plan	PV	DES
148	5.4.4.9	Testing of Disaster Recovery and Business Continuity Plan	PV	DES
149	5.4.4.10	Updated Project Documents	PV	DES
150	5.4.4.11	Certification Form - Disaster Recovery and Business Continuity Plan	PV	DES
151	5.5.4.1	Templates and Samples	PV	DES
152	5.5.4.2	Security Matrices	DES	PV
153	5.5.4.3	Security Matrices Certification	PV	DES
154	5.5.4.4	Assess/Modify Authorizations	DES	PV
155	5.5.4.5	Integration with Authorization	PV	DES
156	5.5.4.6	Authorization Modifications	DES	PV
157	5.5.4.7	Security Audit	PV	DES
158	5.5.4.8	Correction of Defects and other Issues	PV	DES
159	5.5.4.9	Updated Project Documents	PV	DES
160	5.5.4.10	Certification Form – Security	PV	DES
161	5.7.4.1	TLA Solution Environments	PV	DES
162	5.7.4.2	Defects and Issues Log for State-based, Prime Vendor-Hosted Environments	PV	DES
163	5.7.4.3	Certification Form – State-Based, Prime Vendor-Hosted Environments	PV	DES
164	6.3.1.4.1	Functional Test Plan	PV	DES
165	6.3.1.4.2	Functional Testing	PV	DES
166	6.3.1.4.3	Defects and Issues Log for Functional Testing	PV	DES
167	6.3.1.4.4	Updated Project Documents	PV	DES
168	6.3.1.4.5	Certification Form - Functional Testing	PV	DES
169	6.3.2.4.1	Accessibility Test Plan	PV	DES
170	6.3.2.4.2	Accessibility Testing	PV	DES
171	6.3.2.4.3	Defects and Issues Log for Accessibility Testing	PV	DES
172	6.3.2.4.4	Updated Project Documents	PV	DES
173	6.3.2.4.5	Certification Form – Accessibility Testing	PV	DES
174	6.3.3.4.1	Unit Test Plan	PV	DES
175	6.3.3.4.2	Unit Testing	PV	DES
176	6.3.3.4.3	Defects and Issues Log for Unit Testing	PV	DES
177	6.3.3.4.4	Updated Project Documents	PV	DES
178	6.3.3.4.5	Certification Form – Unit Testing	PV	DES
179	6.3.4.4.1	SIT Test #1 Test Plan	PV	DES
180	6.3.4.4.2	SIT Test #1	PV	DES
181	6.3.4.4.3	Defects and Issues Log for SIT Test #1	PV	DES
182	6.3.4.4.4	Review of SIT Test #1	PV	DES
183	6.3.4.4.5	Certification Form – SIT Test #1	PV	DES
184	6.3.4.4.6	Updated Project Documents – SIT Test #1	PV	DES
185	6.3.4.4.7	Enterprise Integration Test	PV	DES
186	6.3.4.4.8	Defects and Issues Log for Enterprise Integration Testing	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
187	6.3.4.4.9	Review of Enterprise Integration Test	PV	DES
188	6.3.4.4.10	Certification Form – Enterprise Integration	PV	DES
189	6.3.4.4.11	Updated Project Documents – Enterprise Integration	PV	DES
190	6.3.4.4.12	SIT Test #2 Test Plan	DES	PV
191	6.3.4.4.13	SIT Test #2	DES	PV
192	6.3.4.4.14	Defects and Issues Log for SIT Test #2	PV	DES
193	6.3.4.4.15	Updated Project Document – SIT Test #2	PV	DES
194	6.3.4.4.16	Certification Form – SIT Test #2	PV	DES
195	6.3.5.4.1	UAT Test Plan	PV	DES
196	6.3.5.4.2	UAT Test Execution	DES	PV
197	6.3.5.4.3	Defects and Issues Log for UAT	PV	DES
198	6.3.5.4.5	Review of UAT test results	PV	DES
199	6.3.5.4.6	Updated Project Document – Post UAT test	PV	DES
200	6.3.5.4.6	Confirmation of completion of UAT	DES	PV
201	6.3.6.4.1	Regression Test Plan	PV	DES
202	6.3.6.4.2	Regression testing	PV	DES
203	6.3.6.4.3	Regression testing artifacts	PV	DES
204	6.3.6.4.4	Regression Test Analysis on DES Systems	DES	PV
205	6.3.6.4.5	Defects and Issues Log for Regression Testing	PV	DES
206	6.3.6.4.6	Updated Project Documents	PV	DES
207	6.3.6.4.7	Certification Form.- Regression Testing	PV	DES
208	6.3.7.4.1	Security Test Plan	PV	DES
209	6.3.7.4.2	Security Testing	PV	DES
210	6.3.7.4.3	Ethical Hacking Tests	PV	DES
211	6.3.7.4.4	Ethical Hacking Review and Remediation Plan	PV	DES
212	6.3.7.4.5	Ethical Hacking Retesting	PV	DES
213	6.3.7.4.6	Defects and Issues Log for Security Testing	PV	DES
214	6.3.7.4.7	OWASP Certification	PV	DES
215	6.3.7.4.8	Updated Project Documents	PV	DES
216	6.3.7.4.9	Certification Form - Security	PV	DES
217	6.3.8.4.1	Device/Equipment Test Plan	PV	DES
218	6.3.8.4.2	Device/Equipment Testing	PV	DES
219	6.3.8.4.3	Defects and Issues Log for Device/Equipment Testing	PV	DES
220	6.3.8.4.4	Updated Project Documents	PV	DES
221	6.3.8.4.5	Certification Form – Device/Equipment Testing	PV	DES
222	6.3.9.4.1	Performance Test Plan	PV	DES
223	6.3.9.4.2	Performance Testing	PV	DES
224	6.3.9.4.3	Defects and Issues Log for Performance Testing	PV	DES
225	6.3.9.4.4	Updated Project Documents	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
226	6.3.9.4.5	Certification Form – Performance Testing	PV	DES
227	7.4.1	Cutover Plan	PV	DES
228	7.4.2	Command Center Set-Up Template	PV	DES
229	7.4.3	Command Center Set-Up Plan	DES	PV
230	7.4.4	Cutover Readiness Assessment	PV	DES
231	7.4.5	Command Center Communication Plan	DES	PV
232	7.4.6	Security Matrix	PV	DES
233	7.4.7	Show-Stopper Report	PV	DES
234	7.4.8	Pre-Cutover DES Executive Review	DES	PV
235	7.4.9	Production Readiness Confirmation	PV	DES
236	7.4.10	Practice Cutover	PV	DES
237	7.4.11	Cutover	PV	DES
238	7.4.12	Comprehensive Strategy and Plan to Transition Operational Support to DES Staff	PV	DES
239	7.4.13	Transition Plan to Prime Vendor's Support Organization	PV	DES
240	7.4.14	Transition Plan to Prime Vendor's Hosting Organization	PV	DES
241	7.4.15	Transition to Support	PV	DES
242	7.4.16	Transition to Hosting	PV	DES
243	7.4.17	Updated Project Documents	PV	DES
244	7.4.18	Certification Form - Production	PV	DES
245	8.1.4.1	Production Use Monitoring	PV	DES
246	8.1.4.2	Defects and Issues Log	PV	DES
247	8.1.4.3	Updated Project Documents	PV	DES
248	8.1.4.4	Certification Form – Stabilization Period Complete	PV	DES
249	8.2.4.1	Transition to Operational Support Strategy and Plan	PV	DES
250	8.2.4.2	Transition to Support and Maintenance Services Plan	PV	DES
251	8.2.4.3	Transition to Hosting Services Organization Plan	PV	DES
252	8.2.4.4	Updated Project Documents	PV	DES
253	8.2.4.5	Certification Form - Transitions	PV	DES
254	8.3.4.1	Cutover Assessment Report	PV	DES
255	8.3.4.2	Post cutover Production assessment	DES	PV
256	8.3.4.3	Optimization Reviews	PV	DES
257	8.3.4.4	Optimization Recommendations Plan	PV	DES
258	8.3.4.5	Review Optimization Recommendations	DES	PV
259	8.3.4.6	Implement Selected Optimization Improvements	PV	DES
260	8.3.4.7	Updated Project Documents	PV	DES
261	8.3.4.8	Certification Form – Optimization Period Complete	PV	DES
262	9.1.4.1	Monthly Executive Status Report	PV	DES
263	9.1.4.2	Weekly Project Performance (Status) Report	PV	DES
264	9.1.4.3	Weekly Project Schedule	PV	DES

#	Deliverable ID	Deliverable/Activity Name	R	C
265	9.1.4.4	Joint Resource Plan and Compliance/Variance Report	PV	DES
266	9.1.4.5	TLA Solution Communication Plan	PV	DES
267	9.1.4.6	Project Tools and Utilities	PV	DES
268	9.3.4.1	Updated Statement of Work	PV	DES
269	9.3.4.2	Updated Project Documents	PV	DES
270	9.4.4.1	Change Request Form	PV	DES
271	9.4.4.2	Change Order Log	PV	DES
272	9.4.4.3	Change Order	PV	DES
273	9.7.4.1	Monthly Financial Report	PV	DES
274	9.7.4.2	Invoice Supporting Documentation	PV	DES
275	9.8.4.1	Quality Assurance (QA) Plan	PV	DES
276	9.8.4.2	Quality Assurance Methods Documentation	PV	DES
277	9.8.4.3	Quality Assurance Reviews	PV	DES
278	9.8.4.4	Prime Vendor Internal QA Reports	PV	DES
279	9.8.4.5	Prime Vendor QA Deficiencies Addressed	PV	DES
280	9.8.4.6	DES Reviews and Scorecards	PV	DES
281	9.9.4.1	Lessons Learned Report	PV	DES
282	9.9.4.2	Implement Improvements – Prime Vendor	PV	DES
283	9.9.4.3	Implement Improvements - DES	DES	PV
284	9.9.4.4	Updated Project Documents	PV	DES
285	9.9.4.5	Certification Form – Lessons Learned	PV	DES

Appendix C

Program and Project Management Services Artifacts

Status Reporting Management Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

TLA Solution Project Communication Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

Change Control Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

Cost Management Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

Issue Management Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

Risk Management Plan

(Preliminary Plan Attached –To Be Replaced by Final Plan)

APPENDIX D

PRELIMINARY TRAINING PLAN

[TO BE PROVIDED BY PRIME VENDOR]

APPENDIX E
PRODUCT LIST

[To Be Developed During IPS]