



June 19, 2013

Deloitte Consulting LLP
1012 Kanawha Blvd East
Charleston, WV 25301

Tel: +1 304 348 0892
Fax: +1 304 348 0875
www.deloitte.com

Krista Ferrell
Buyer Supervisor
State of West Virginia
Department of Administration
Purchasing Division
2019 Washington Street East
Charleston, WV 25305-0130

RE: Technical Proposal – Final Offer in Response to the West Virginia Consolidated Public Retirement Board, New Line of Business Solution RFP No. CPR12026 – Request for Best and Final Offers (BAFO)

Dear Ms. Ferrell:

Deloitte Consulting LLP (Deloitte) is pleased to submit to the West Virginia Consolidated Public Retirement Board (WVCPRB) our Technical Proposal response to your Request for Best and Final Offers (BAFO) for a New Line of Business (LOB) Solution. Our response has been provided in the format requested by WVCPRB and addresses your request for clarifications.

As specified in the BAFO Request, our proposal remains valid for 180 days from the BAFO submission deadline. We are prepared to provide timely responses to any additional questions that may arise during the WVCPRB's evaluation of our BAFO, please contact me at +1 312 486 1519 or via e-mail at pbauer@deloitte.com. We look forward to the opportunity to work with WVCPRB on this important project.

Sincerely,

Deloitte Consulting LLP

By: 
Patrick D. Bauer
Principal

06/19/13 08:28:45 AM
West Virginia Purchasing Division

* As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: 6 RFP CPR12026

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input checked="" type="checkbox"/> Addendum No. 6
<input checked="" type="checkbox"/> Addendum No. 2	<input checked="" type="checkbox"/> Addendum No. 7
<input checked="" type="checkbox"/> Addendum No. 3	<input checked="" type="checkbox"/> Addendum No. 8
<input checked="" type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input checked="" type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Deloitte Consulting LLP

Company



Authorized Signature

June 19, 2013

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Technical Proposal

Deloitte is pleased to submit to the WVCPRB our Best and Final Offer (BAFO) in response to the New Line of Business Solution RFP. We have reviewed the response format instructions in Section 3 of the BAFO Request; we are providing clarification in the table format provided and have included the necessary attachments. Our Technical BAFO is structured as follows:

- **Clarifications**
- **Attachment 1** – Initial Plan (BAFO Reference 2.1.3)
- **Attachment 2** – Vendor Certifications and Affirmations (BAFO Reference 2.1.4)
- **Attachment 3** – Project Staffing and Key Personnel (BAFO Reference 2.1.6)
- **Attachment 4** – Commodity Software and Hardware Schedules (BAFO References 2.1.11.13.1, 2.1.11.13.2 and 2.1.11.13.8)

Clarifications

Based on the clarifications provided by WVCPRB in the BAFO request, Deloitte presents the following clarifications to our Technical Proposal.

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
2.1.1 Vendor Bound by Terms <i>Clarification is provided for Section 1.2 of the RFP with respect to WVCPRB expects the proposals to remain valid for at least one hundred eighty (180) days from the proposal receipt deadline as noted in Section 1.3 of this BAFO document.</i>	Transmittal Letter	Deloitte agrees this proposal will remain valid for one hundred eighty (180) days from this Request for Best and Final Offer's receipt deadline of June 19, 2013 which is December 16, 2013.
2.1.2 Schedule of Events <i>Clarification is hereby provided that vendors should adjust their proposed phasing and timeline to conform to WVCPRB's revised Procurement Schedule as noted in Section 1.3 of this BAFO document.</i>	N/A	Deloitte's has updated our project work plan phasing and timeline to align with a project start date of 10/17/2013. A copy of our updated high-level timeline is contained in Attachment 1 and includes changes to implement the membership functionality prior to benefits functionality. Our response below to 2.1.3 Initial Plan contains additional related information.
2.1.3 Initial Plan <i>As a result of the clarification provided in this document, vendors should provide an updated initial high level work plan (RFP Section 5.3.1.5, Exhibit 7), clearly identifying that the implementation is phased according to the requirements and clarification provided for Appendix D Section 2.6.1.8, and indicate the elements included in each project phase. Vendors should also include a high-level project schedule based on the target dates stipulated in Appendix D (see Section 2.3), presented in a Gantt chart or other suitable format.</i>	II-2.6: 2.6.1.9 and III-7	Deloitte has provided a high-level project schedule and an updated initial high level work plan in Attachment 1 to replace Exhibit III-7 from our technical proposal submitted on 12/11/2012 to align with a project start date of 10/17/2013. Our work plan reflects our clear understanding of the complexity of this program and further demonstrates our methods contain the rigor necessary to deliver the program objectives. Our work plan is aligned with the phases outlined in RFP Section 2.6.1.8 Phasing the Project and further clarified in this BAFO Request. To that end, we have restructured our project work plan to accommodate the WVCPRB preference to implement the membership functionality prior to the benefits functionality. In addition, the work plan aligns with the Delivery Due Dates and includes each of the major deliverables outlined in RFP Section 2.3 Project Timetable – Major Deliverables.
2.1.4 Vendor Certifications and Affirmations <i>Clarification is hereby provided in reference to Section 5.3.1.3 of the RFP in that vendors should provide updated responses to the Vendor Certifications and Affirmations as detailed in Section I-1.1 of the vendor's technical proposal.</i>	I-1.1	Deloitte has updated Section I-1.1 Vendor Certifications and Affirmations and included in Attachment 2.
2.1.5 Corporate Background <i>Clarification is hereby provided with reference to Section 5.3.1.3 of the RFP in that vendors should provide updates to Section I-2.1 of the vendor's proposal with respect to certain corporate background information:</i> <i>A. The names, titles, and length of tenure of the top five officers of the company (or its subsidiary or operating division responsible for this project). For any whose time in the position is less than a year, provide the name of his or her predecessor and the reason for the change in position.</i> <i>B. Any change in the ownership status of the company in the past three years (or any forthcoming change).</i>	I-2.1	<p>Deloitte does not have any changes to the information we provided in Section I-2.1 of our original technical proposal. There are no changes to the following since our original submission:</p> <ul style="list-style-type: none"> • The top five officers of the company have not changed; • The ownership status of the company in the past three years has not changed (nor do we anticipate any forthcoming changes). <p>Additionally, we did not identify any subcontractors required to deliver the New Line of Business Solution.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>Vendors should also provide updated corporate background information for all proposed sub-contractors:</i></p> <p><i>A. A description of all work to be subcontracted to and/or products to be provided by third parties.</i></p> <p><i>B. Descriptive information relating to the nature and duration of the previous relationship of all subcontractors and/or third parties with the prime contractor.</i></p> <p><i>C. Explanation of any existing contractual relationships between the prime and subcontractors, or among subcontractors</i></p>		
<p>2.1.6 Project Staffing and Key Personnel</p> <p><i>Clarification is hereby provided in reference to Section 2 of Appendix D, and Section 5.3.1.3 of the RFP, that vendors should provide updated project staffing information.</i></p> <p><i>Vendors should provide updated Preliminary Project Staffing Plan (RFP Section 5.3.1.5, Exhibit 13) and Resource Summary By Phase (RFP Section 5.3.1.5, Exhibit 23).</i></p> <p><i>Vendors should also update the staffing plan to identify key personnel, including, but not limited to, the Project Manager, the lead analyst or Deputy Project Manager, and at least one additional senior full-time staff member. Updated team members' resumes should also be provided (RFP Section 5.3.1.5, Exhibit 14).</i></p> <p><i>The vendor should confirm its understanding that these designated key staff members should not be reassigned for at least a year following the commencement of the portion of the project for which they are responsible without WVCPRB's prior written agreement.</i></p> <ul style="list-style-type: none"> <i>For all key personnel being proposed to WVCPRB, the vendor is requested to identify all other projects / procurements on which the same staff members are currently working and / or for which the same staff members are being proposed.</i> <p><i>The vendor should provide a list of all its active retirement projects (development and implementation) that are ongoing at the time the BAFO response is submitted to WVCPRB and describe its approach for supporting this project in view of those prior commitments.</i></p>	<p>II-2.8</p>	<p>Deloitte has provided updated Project Staffing and Key Personnel details in Attachment 3, including the following:</p> <ul style="list-style-type: none"> • Key Personnel Clarification • Key Personnel Commitments • List of Active Retirement Contracts • Resource Summary By Phase (Proposal section III-23) • Preliminary Project Staffing Plan (Proposal section III-13) • Resumes for Key Personnel <p>Deloitte confirms our understanding that these designated key staff members should not be reassigned to other projects for at least a year following the commencement of the portion of the project for which they are responsible without WVCPRB's prior written agreement.</p>
<p>2.1.7 Subcontractors</p> <p><i>Clarification is hereby provided in reference to Section 2.2.2.2 of Appendix D in that vendors should provide an updated list of proposed sub-contractors. The updated information should specifically identify the tasks that each sub-contractor is to perform. Vendors should provide an updated listing of sub-contractors, including Subcontractor Letter of Commitment (reference RFP Section 5.3.1.5, Exhibit 21), examples of Subcontractor Agreements (reference RFP Section 5.3.1.5, Exhibit 22) key subcontractor personnel, and provide updated resumes for these key sub-contractor staff (reference RFP Section 5.3.1.5, Exhibit 14).</i></p>	<p>I-2.1.12</p>	<p>Deloitte did not identify any subcontractors required to deliver the New Line of Business Solution.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.8 Cost Schedules</p> <p><i>Clarification is hereby provided in reference to Section 5.3.2 of the RFP in that vendors should complete the attached BAFO Cost Proposal Schedules reflecting the effect of all revisions made by the vendor in response to clarifications provided by the State or other revisions that the vendor determined were necessary for their Best and Final Offer.</i></p> <p><i>Vendors should take care to assure that their BAFO Technical Proposal and BAFO Cost Proposal reflect the solution being offered.</i></p>	<p>Cost Proposal</p>	<p>In our BAFO Cost Proposal, Deloitte has provided the requested updates to our cost schedules reflecting all revisions we determined were necessary for our Best and Final Offer.</p>
<p>2.1.8.1 Cost Proposal Format</p> <p><i>Clarification is provided that the vendor's BAFO Cost Proposal should be in the format as provided in Section 3.2 of this BAFO document.</i></p>	<p>Cost Proposal</p>	<p>Deloitte confirms our BAFO Technical and Cost Proposals are in the format provided in Section 3.2 of the BAFO document.</p>
<p>2.1.8.2 WVCPRB Bid Summary</p> <p><i>Clarification is provided that Functional Project Elements on which the cost proposal will be evaluated, are limited to the following:</i></p> <ul style="list-style-type: none"> <i>a. Hardware</i> <i>b. Commodity Software</i> <i>c. Services</i> <i>d. LOB Application License Fee</i> <i>e. LOB Application Source Code (WV Specific)</i> <p><i>Other line items should not be added to the Functional Project Elements of the Bid Summary.</i></p>	<p>Cost Proposal</p>	<p>Deloitte has provided an updated Bid Summary in our BAFO Cost Proposal.</p>
<p>2.1.8.3 Schedule 1 – Hardware Costs for Functional Project Elements</p> <p><i>Clarification is provided that Schedule 1 is to be used by the vendor to list all hardware components required to effect the functional requirements portion of the proposed solution. Contingency budgets are not acceptable line items for inclusion.</i></p>	<p>Cost Proposal</p>	<p>Deloitte has provided an updated Schedule 1 – Hardware Costs in our BAFO Cost Proposal.</p>
<p>2.1.8.4 Schedule 2 – Commodity Software Costs for Functional Project Elements</p> <p><i>Clarification is provided that Schedule 2 is to be used by the vendor to list all commodity software components required to effect the functional requirements portion of the proposed solution. Contingency budgets are not acceptable line items for inclusion.</i></p>	<p>Cost Proposal</p>	<p>Deloitte has provided an updated Schedule 2 – Commodity Software Costs in our BAFO Cost Proposal.</p>
<p>2.1.8.5 Schedule 3 – Services (Functional Project Elements)</p> <p><i>The following clarifications are provided with respect to Schedule 3 - Services (Functional Project Elements):</i></p> <ul style="list-style-type: none"> <i>• Hourly rates identified on Schedule 3 should be fully loaded to capture all direct and overhead expenses, travel, per diem, and any other travel-related expenses.</i> <i>• Separate line items designating hours and hourly rates for vendor staff travel should not be included in this schedule.</i> 	<p>Cost Proposal</p>	<p>Deloitte has provided an updated Schedule 3 – Services in our BAFO Cost Proposal.</p> <p>Cost items in the "other" description roles include hours for project administration, training, infrastructure, and user documentation.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<ul style="list-style-type: none"> Cost Elements with associated hourly rates and estimated hours are anticipated to be staff related positions which correspond to the vendor's preliminary project staffing plan. Clarification is hereby provided in reference to Section 5.3.2 of the RFP that vendors are expected to provide a description for any cost items included on rows in the Cost Proposal which include a generic "Other" description. 		
<p>2.1.8.6 Schedule 3A – Out Year Support</p> <p>Clarification is provided that while Cost Elements and Hours are not required for each year during the Out Year Support period, vendors should propose levels of service, and years of support, based on the average costs experienced by previous implementation clients, with IT staffing levels similar to WVCPRB. Any years left blank will be assumed to be zero.</p> <p>To clarify Section 2.13.2.4 of Appendix D, any annual increases in hourly rates, base maintenance and support and/or license fees in total shall not exceed 3% of the initial year one purchase price compounded annually. While the Schedule 3A cost sheet includes a 3% multiplier in the formulae, the formulae may be edited so vendors may propose a percentage increase of less than 3%. Vendors shall bid on Schedule 3A their actual increases proposed. Proposals including any annual increases greater than 3% will be disqualified.</p>	Cost Proposal	Deloitte has proposed an on-site resource during the initial out-year support. This level of support is based on our experience in transitioning responsibilities to other DPAS clients. Deloitte confirms any rate increase will not exceed 3% per year.
<p>2.1.9 Rates for BAFO</p> <p>Clarification is hereby provided in reference to Section 6.2.4 of the RFP that vendors may not increase the hourly rates proposed in the BAFO Cost Proposal for any position above the hourly rate proposed for that position in the vendor's original Cost Proposal.</p>	N/A	Deloitte has provided our updated costs reflecting all revisions we determined were necessary for our Best and Final Offer based on the clarifications contained. Our rates have been updated accordingly.
<p>2.1.10 Phasing the Project</p> <p>Clarification is provided to Section 2.6.1.8 of Appendix D, to express that WVCPRB strongly desires the order of Phase 4 of the implementation to address Membership before Benefits.</p>	II-2.6: 2.6.1.8	We have restructured our project work plan to accommodate the WVCPRB preference to implement the membership functionality prior to the benefits functionality. Please refer to our response to item 2.1.3 above for additional details. This is presented in our updated high-level work plan in Attachment 1.
<p>2.1.11 Assumptions</p> <p>Following a review of the assumptions submitted by vendors in their Technical Proposals and Cost Proposals, the following clarifications are offered to vendors for their consideration to make any necessary adjustments to their Technical and Cost Proposals.</p>	I-1.4	Deloitte's responses as set out herein shall constitute adjustment to its assumptions, where applicable, and forms the basis for the revised Cost Proposal.
<p>2.1.11.1 Invoices, Progress Payments and Retainage</p> <p>One or more vendors assumed:</p> <ul style="list-style-type: none"> The specified 15% holdback on each invoice would be reduced to 5%. Project management services will be paid for on a monthly basis, A deliverable-based payment schedule would be adopted that provides more payment points than described in the RFP, Consideration will be given to a payment schedule to better align cash 	I-1.4	We have been careful reply to your BAFO request in a compliant manner. Deloitte has updated our pricing to reflect the required holdback and the payment schedule provided in RFP Section 4.8. We are hopeful that if selected, CPRB will entertain a discussion on the payment schedule so we can demonstrate the impact of Deloitte carrying a very large amount of cost for extended periods without significant payment. We are confident we can negotiate a more balanced payment structure that includes adequate protection for the State against a lack of performance by Deloitte.

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>receipts with delivered results, effort expended and costs incurred.</i></p> <ul style="list-style-type: none"> <i>Fees related to any third party hardware/software purchased through the vendor will be payable without retainage and split into 50% upon order placement and the remaining 50% upon delivery.</i> <i>The license fee for the vendor's solution would be paid in full upon contract execution, without holdback.</i> <p>WVCPRB offers the following clarification with regard to Section 4.8 of the RFP:</p> <ul style="list-style-type: none"> <i>WVCPRB intends to follow the payment schedule and procedure as described in the referenced Section.</i> <i>The vendor is response for specifying all HW/SW needed for its product and the installation. The timing of the payment for HW/SW, regardless of the supplier, will be in accordance with the schedule in Section 4.8 of the RFP.</i> <i>WVCPRB does not intend to pay software license fees until delivery of a working solution (the earliest of which would be completion of a working conference room pilot).</i> <p><i>One or more vendors indicated a requirement for the State to procure "upgrade subscription" fees at the first production phase rollout.</i></p> <p><i>To clarify, the State is anticipating a complete system solution at the final phase production rollout, we would anticipate these "upgrade subscription" fees would only be viable at the beginning of the "Warranty Period". To clarify, the State is anticipating a complete system solution at the final phase production rollout, we would anticipate these "upgrade subscription" fees would only be viable at the beginning of the "Warranty Period".</i></p>		<p>Deloitte has a long history of negotiating successful contracts with the State of West Virginia and we commit to negotiating in good faith if selected for this very important project.</p> <p>Deloitte does not charge any ongoing annual license fees or upgrade subscription fees for our DPAS solution.</p>
<p>2.1.11.2 Business Process Engineering</p> <p><i>One or more vendors assumed WVCPRB will modify business processes to accommodate the vendor's framework, technical architecture and existing practices already incorporated into the proffered LOB solution.</i></p> <p><i>While WVCPRB acknowledges and embraces the prospect of business process reengineering through the implementation of the new LOB solution, clarification is provided to Section 2.6.1.1 of Appendix D in that some business processes may require customization of the vendor's product, as opposed to revision of the existing business practice. WVCPRB anticipates some current processes are unique and will be automated in the new solution, but may retain a workflow that mirrors the existing process.</i></p>	I-1.4	<p>Deloitte understands some business processes may require customization to our DPAS product as opposed to revision of the existing business process to meet unique WVCPRB requirements. Deloitte will work collaboratively with WVCPRB to identify and implement those unique processes within the proposed schedule and budget.</p>
<p>2.1.11.3 Expansive Requirements</p> <p><i>One or more vendors indicated that they have priced their proposal based on the specific requirements presented in the RFP with the attendant assumption that any expansive requirements that include phrases such as "at a minimum", "not limited to" and "etc." will be</i></p>	I-1.4	<p>Deloitte commits to completing a detailed requirements confirmation process for each release to further elaborate the requirements and clarify expansive language as necessary. We will work with the WVCPRB Project Manager to obtain agreement and sign-off for any updated project requirements.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>subjected to the Change Control Process if additional requirements are identified outside of the specific requirements presented.</i></p> <p><i>Clarification is provided for Appendix D Section 2.6.1.4 (Vendor Responsibility for Detailed Requirements Definition) that WVCPRB's environment is governed by a myriad of rules, regulations, "standard" operating procedures, and long-standing practices (formal and informal, documented and undocumented). Developing a full set of all of the rules, regulations, procedures, and practices that need to be accommodated in the new solution is a critical, integral part of the project – and the key to its eventual success. Vendors should factor into their proposals, in terms of manpower, cost, and schedule, their responsibility to completely explore and define all such rules, regulations, policies, procedures, practices, and calculations – both written and unwritten (i.e., policy of long standing) – that currently exist and those to be added in the new environment. WVCPRB wishes to clarify that phrases such as "at a minimum", "not limited to" and "etc." were used to avoid long enumerated lists and were not meant to be limited by context, feasibility, suitability or commonly accepted standards of reason, nor is usage of such phrases alone sufficient to invoke the Change Control Process.</i></p>		
<p>2.1.11.4 Project Timetable – Major Deliverables and Detailed Business Requirements</p> <p><i>One or more vendors assumed WVCPRB can and will provide the RTM sooner than 90 days after the project start date. One or more vendor also assumes a thirty day period to deliver the updated RTM (Table 1, NBR 9b) is not adequate or desirable.</i></p> <p><i>WVCPRB wishes to clarify, as specified in Section 2.3 of Appendix D, WVCPRB will develop and provide to the vendor the Requirements Traceability Matrix (RTM) within the time period referenced in Table 1. WVCPRB desires that the vendor update and return it to WVCPRB, also within the time period indicated in Table 1.</i></p> <p><i>One or more vendors assumed that all general statements of objectives and requirements, such as those in RFP Section 4.4 and Appendix D, Section 1, are for summary purposes and the actual requirements are those set out in Appendix D, Section 2.4 and as supplemented, defined and/or responded to in the vendor's proposal.</i></p> <p><i>WVCPRB offers clarification that the more detailed requirements provided in Appendix D, 2.4 are to be fulfilled in conjunction with the general objectives and requirements as provided in RFP Section 4.4 and Appendix D, not in lieu of such objectives and requirements.</i></p>	I-1.4	<p>Deloitte is committed to completing the updated RTM for all requirements within 120 days of project start date. We acknowledge that the general objectives and requirements will be reviewed in conjunction with Appendix D and that we will work with the WVCPRB Project Manager to obtain agreement and sign-off for any updated project requirements resulting therefrom.</p>
<p>2.1.11.5 High Level Deliverables</p> <p><i>One or more vendors identified acceptance criteria for high level deliverables and included a payment schedule in conjunction with the acceptance criteria.</i></p> <p><i>To clarify, WVCPRB has identified acceptance criteria for the high level deliverables as cross-referenced in the narrative summaries in Appendix</i></p>	I-1.4	<p>Deloitte acknowledges the progress payment schedule and has made adjustments in its Cost Proposal accordingly. Deloitte also acknowledges that the high level deliverable descriptions in Appendix D, Section 2.3 identify the purpose/scope of the high level deliverable for purposes of achieving acceptance.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<i>D, Section 2.3. Also, the schedule for progress payments has been defined in Section 4.8 of the RFP.</i>		
<p>2.1.11.6 Interfacing, Bridging, and Legacy Systems</p> <p><i>One or more vendors assumed that WVCPRB will be responsible for any additional licensing costs required to expose documents or other content from the Imaging System to members, retirees, or employers via the web.</i></p> <p><i>To clarify, WVCPRB expects the vendor to be responsible for all licensing issues outside of the existing applications in use today, up to and including any Imaging license fee necessary for public facing exposure.</i></p>	I-1.4	Deloitte has updated its Cost Proposal to include licensing costs related to the ApplicationXtender imaging software components required to expose documents or other content from the Imaging System to members, retirees, or employers via the web.
<p>2.1.11.7 Benefit Estimates</p> <p><i>One or more vendors assumed that the metric desired by WVCPRB regarding the ability to quantify hits and/or determine the most/least popular tool(s) used regarding benefit estimates would be satisfied by the ability to measure, for a given time period, the number of benefit estimates generated with further breakout by plan, type, age.</i></p> <p><i>WVCPRB would like to clarify that with regard to Appendix D, Section 2.4.4.5 (Benefit Estimates), what is meant by the ability to quantify the most/least popular tools is the ability to gauge the utility of a particular facet of the benefit estimate calculator provided on the member self-service website.</i></p>	I-1.4	Deloitte agrees we will present the tools that are included in the benefit estimate and gauge the utility of a particular facet of the benefit estimate calculator provided on the member self-service website.
<p>2.1.11.8 Death</p> <p><i>One or more vendors assumed with regard to Requirement ID 14 in Appendix D, Section 2.4.4.7 (Death Processing), that "determine all information" includes the ability to capture the information required for death processing in the vendor's baseline LOB solution.</i></p> <p><i>WVCPRB would agree that the information captured by the baseline LOB solution be included, but we would also clarify that death processing information be determined using relevant West Virginia statute and WVCPRB policy guidelines.</i></p>	I-1.4	Deloitte agrees to capture the information required during death processing as necessitated by the business process.
<p>2.1.11.9 Qualified Domestic Relation Orders (QDROs)</p> <p><i>One or more vendors assumed QDRO Requirements 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14 and WVCPRB's desire to have such requirements exposed via the web pertains to the ability to view the updated account status by WVCPRP staff.</i></p> <p><i>WVCPRB offers clarification that regarding Appendix D, Section 2.4.4.21 (QDRO), it is intended that the updated account status be available for view via web by both WVCPRB staff and the affected member(s) subject to the Qualified Domestic Relations Order.</i></p>	I-1.4	Deloitte accepts the clarification as provided for QDROs.

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.10 Reporting</p> <p><i>One or more vendors assumed the LOB solution baseline functionality provided by the correspondence module enabling WVCPRB users to generate ad-hoc correspondence to individual members, will meet the WVCPRB desire for the ability to generate correspondence to members who appear on a report.</i></p> <p><i>WVCPRB would like to clarify Appendix D, Section 2.4.5.4 (Reporting), in that the envisioned ability is to generate a report identifying members who meet specified criteria, generate correspondence in a batch for those members by linking the report results to the desired correspondence module, as opposed to generating the correspondence on a one-by-one basis</i></p> <p><i>One or more vendors assumed the desired functionality of Requirement ID 21, in Appendix D, Section 2.4.5.4 will be satisfied by the ability to use the Windows 7 Snipping Tool or export the report to Excel and delete/redact the information.</i></p> <p><i>In clarifying Appendix D, Section 2.4.5.4, while both of those tools may be of use in various situations, neither gets to the pith of the desired ability. WVCPRB would like to be able to easily and securely redact various pieces of information from a report in order to limit access to sensitive data while still retaining a version of the un-redacted report. The redacted report should also allow for WVCPRB to easily and quickly identify which portions of the data on the report have been redacted for printing or display.</i></p> <p><i>One or more vendors assumed the standard reports provided by their baseline LOB solution which include a default format, sort and filter, meets the desired functionality of Requirement ID 27 in Appendix D Section 2.4.5.4.</i></p> <p><i>WVCPRB offers clarification that the ability to summarize the report output as well as the ability to save a format for later use is still desired, as well as the ability to format, sort and filter query results into a report.</i></p>	I-1.4	<p>Deloitte will meet the RFP Section 2.4.5.4 Reporting requirements. We will provide the ability to generate batch correspondence for groups of members. Deloitte will also work with WVCPRB to validate our proposed approach and/or to identify other similar alternatives to meet the redaction requirement and finalize a workable solution.</p>
<p>2.1.11.11 Reports/Correspondence</p> <p><i>One or more vendors agreed to facilitate the redesign of all current WVCPRB forms and correspondences with the assumption that if the vendor trains WVCPRB staff on the correspondence process and toolset, then WVCPRB will be responsible for generating the form and correspondence templates, including the finalization of all wording.</i></p> <p><i>WVCPRB would like to offer clarification to Appendix D Section 2.4.6.3.3 (Paper and Electronic Forms [eForms] and the Web) that WVCPRB desires the selected vendor to redesign all existing forms and letters (and/or combine where appropriate to reduce their number – subject to agreement from WVCPRB), and to design all new forms and letters.</i></p>	I-1.4	<p>Deloitte has updated our BAFO Cost Proposal to include the required services to design all forms and letters required by the re-engineered and DPAS business processes.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.12 Print on Demand</p> <p><i>One or more vendors assumed that access to publications and information via links on the self-service or organization web-site where PDF files can be downloaded meets the requirements regarding the desired ability to support a web-based ordering system to permit customers (with appropriate security) to request information, educational materials, etc.</i></p> <p><i>WVCPRB would like to clarify that in Appendix D, Section 2.4.6.3.4 (Print on Demand), refers not only to the ability of a single individual to print a single document, but also to a participating employer with thousands of member employees to be able to order bulk amounts of a publication from the website or a self-service portal.</i></p>	I-1.4	<p>Deloitte will provide web functionality for a single individual to print a single document and also provide on Employer Self-Service, functionality to allow employers to select a form and enter a desired quantity to order bulk amounts of a publication. DPAS will then automatically generate a fulfillment workflow request for WVCPRB complete.</p>
<p>2.1.11.13 Hardware</p>	I-1.4	<p>Deloitte presents our hardware clarifications below.</p>
<p>2.1.11.13.1 General</p> <p><i>One or more vendors assumed:</i></p> <ul style="list-style-type: none"> <i>WVCPRB will be responsible for any necessary or required upgrades to the infrastructure during the project to meet performance criteria.</i> <i>WVCPRB IT will use its existing network management tools, processes and be responsible for monitoring hardware performance, security threats, backups, disaster recovery, etc.</i> <i>The specification "ability to provide end-to-end performance monitoring and control" referred to the ability of WVCPRB to utilize their existing network and server monitoring software such as Orion to meet this requirement.</i> <p><i>To clarify, as outlined in Section 2.5 (Technical Requirements) of Appendix D, WVCPRB considers it essential that the vendor propose and implement application, capacity and performance monitoring capabilities for all components of its solution. The vendor's proposal should indicate agreement that the vendor accepts the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing the required software on the hardware already installed by the vendor at the WVCPRB-specified location(s). In providing its recommended hardware configuration and recommended commodity software, the vendor should clearly delineate existing hardware components/software that are usable as is vs. existing hardware/software that requires upgrade vs. new hardware components/software that WVCPRB needs to purchase to support the proposed solution.</i></p> <p><i>Vendors should provide updated List and Specification of Required Hardware (reference RFP 5.3.1.5, Exhibit 1) and List of Required Commodity Software (reference RFP 5.3.1.5, Exhibit 2), as necessary.</i></p>	I-1.4	<p>Deloitte has updated the Commodity Software schedule and included Microsoft System Center 2012 Standard Edition for performance monitoring.</p> <p>Deloitte has reviewed RFP Section 4.2.5 Detailed Information on the Legacy Environment and believes DPAS is fully compatible with the WVCPRB network infrastructure. However, we cannot assume responsibility for required upgrades to the WVCPRB network hardware that is outside the New LOB Solution. This is consistent with RFP Section 2.5.3.7 Network Architecture which states "WVCPRB is responsible for network operation and hardware."</p> <p>Deloitte accepts the responsibility to install, configure, test and make ready for use the full hardware environment and, if directed, acquire the hardware and commodity software. As indicated in Deloitte's proposal and clarified further herein, this acquisition will be done via Deloitte's resell entity and subject to the applicable independence standards.</p> <p>Deloitte has included updated copies of our Hardware and Commodity Software schedules in Attachment 4.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.13.2 Alternative Hardware</p> <p><i>One or more vendors assumed both parties (the successful vendor and WVCPRB) would work together to identify alternative hardware and software when change is dictated by the marketplace.</i></p> <p><i>To clarify, as stated in Section 2.14.1 of Appendix D, the vendor is requested to provide in its proposal detailed specifications and configuration information for all of the hardware components necessary to support the proposed solution, including separate environments required in accordance with Section 2.5.2 Separate Production, Development, Test, Training and Query Environments. The vendor's recommended hardware configuration should support all RFP requirements and be capable of expansion to support future functionality as described in this RFP. Additionally, as stated in Section 4.4.5 of the RFP, WVCPRB greatly desires a solution which meets or exceeds all functional and performance requirements set forth in this RFP for 10 years after the end of the warranty period defined herein.</i></p>	I-1.4	<p>Deloitte has updated our hardware and software components and included in the BAFO Cost Proposal. Deloitte has provided a hardware configuration to support all RFP requirements and capable of expansion to support future functionality as described in this RFP.</p> <p>Deloitte has included updated copies of our Hardware and Commodity Software schedules in Attachment 4.</p>
<p>2.1.11.13.3 Hardware and Software Budgets</p> <p><i>One or more vendors assumed the Hardware and Software costs presented will be used to establish a single budget for the project for use in procuring any necessary component for the project. Additionally, one or more vendors assumed the vendor will not be liable for additional hardware costs unless the proposed fixed price budget is exhausted, even if more equipment is acquired than originally estimated or WVOT is able to acquire equipment at lower prices.</i></p> <p><i>To clarify, as outlined in Section 2.5.5 (Hardware) and Section 2.5.6 (Software) of Appendix D, WVCPRB considers it critical for the vendor's proposal to indicate agreement that the vendor accepts the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing the required software on the hardware already installed by the vendor at the WVCPRB-specified location(s). Should the vendor's proposed hardware configuration and/or commodity software (or the version specified or the number of copies / licenses indicated) prove inadequate to support the new solution – in terms of functionality, performance, availability or scalability – WVCPRB greatly desires the vendor to be responsible for acquiring such additional hardware and software as may be necessary to bring the solution in to compliance with RFP requirements at no additional cost to WVCPRB.</i></p>	I-1.4	<p>Deloitte accepts the responsibility to acquire, install, configure, test and make ready for use the full hardware environment for our solution. Additionally, Deloitte accepts responsibility for acquiring, installing, configuring and testing the required software on the hardware installed at the WVCPRB-specified location(s). We have updated our Hardware and Software schedules and removed any line items for contingency. As indicated in Deloitte's proposal and clarified further herein, this acquisition will be done via Deloitte's resell entity and subject to the independence standards.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.13.4 Hardware Procurement</p> <p><i>One or more vendors assumed that if WVCPRB were to exercise the options related to Hardware and Commodity Software procurement by the vendor, there would be no associated holdback and the vendor would be able to invoice, upon delivery, for the full amount. Additionally, one or more vendors assumed that in the event the vendor is requested to provide any third party product, it shall do so via a dedicated reseller within its organization. Additional terms will be required in connection with such resell and WVCPRB shall enter into all license and maintenance agreements directly with the third party vendors.</i></p> <p><i>To clarify, as stated in Sections 2.5.5 and 2.14.1 of Appendix D, WVCPRB considers it critical for the vendor to acknowledge and accept the responsibility to acquire, install, configure, test and make ready for use the full hardware environment. In addition, in the situation in which the vendor acquires the hardware/software items, WVCPRB would expect the vendor to provide assistance in the negotiation and provision of license and maintenance agreements. Additionally, any payment schedule will follow the guidelines set forth in Section 4.8 of the RFP.</i></p>	I-1.4	<p>Deloitte accepts the responsibility to acquire, install, configure, and test the full hardware environment. As indicated in Deloitte's proposal and clarified further herein, this acquisition will be done via Deloitte's resell entity and subject to the applicable independence standards. Deloitte agrees to provide assistance in the negotiation and provision of license and maintenance agreements for third party products.</p>
<p>2.1.11.13.5 Network Vulnerability Assessment</p> <p><i>One or more vendors agreed to rectify, at their expense, any reasonable vulnerabilities identified in their technical architecture. Additionally, one or more vendors assumed that WVCPRB would be responsible for costs associated with correcting any infrastructure or network computing environment related vulnerabilities (i.e., operating systems, switches, firewalls, etc.).</i></p> <p><i>To clarify, as highlighted in Section 2.5.8.1.7 of Appendix D, WVCPRB believes that all costs associated with any rectification effort relating to the implementation of the LOB solution and the WVCPRB internal network should be borne by the successful vendor. If appropriate, vendors should adjust their proposals to reflect this clarification.</i></p> <p><i>One or more vendors assumed that WVCPRB will be independently contracting the NVA vendor separately from this procurement and did not include costs for this activity in their cost proposal. Additionally, one or more vendors assumed that the NVA vendor is able to test all corrections within five (5) business days from receipt and that said obligation shall be included in the NVA vendor contract, will be enforced by WVCPRB and that the NVA vendor shall remit to WVCPRB for payment to the LOB vendor all delay related costs/impacts.</i></p> <p><i>To clarify, the WVCPRB does intend to independently contract with an NVA vendor, separate from this RFP. As of this date no NVA vendor has been contracted. As such, no negotiations have taken place, nor are there stipulations or restrictions in place. Once an NVA vendor has been selected and a contract negotiated, the successful LOB vendor will be notified.</i></p>	I-1.4	<p>Deloitte has reviewed RFP Section 4.2.5 Detailed Information on the Legacy Environment and believes DPAS is fully compatible with the WVCPRB network infrastructure. However, if the NVA vendor identifies required upgrades to the WVCPRB network hardware, outside of the DPAS solution, those costs would be the responsibility of WVCPRB. This is consistent with RFP Section 2.5.3.7 Network Architecture which states "WVCPRB is responsible for network operation and hardware."</p> <p>Deloitte included a request for a 5 day limitation for the NVA vendor to complete retesting/recertification of any remediation. This request is based on experience with a non-responsive vendor on another project. We acknowledge that WVCPRB has not contracted with the NVA vendor yet and thus no stipulations or restrictions are in place. We ask that WVCPRB seek to include a contractual clause with the prospective vendor that addresses the NVA vendor's responsiveness in order to avoid potential delays and disruptions on this project. Deloitte will make itself available to WVCPRB to provide input as WVCPRB puts the NVA contract terms in place.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.13.6 Third Party Hardware and Software</p> <p><i>One or more vendors assumed WVCPRB will procure all third party hardware and software and WVCPRB will enter into a separate purchase and license agreements with any other software vendor(s) related to the commodity third-party components that are part of the vendor's solution architecture as well as for the required hardware as identified by the vendor. Additionally, one or more vendors assumed that all specified hardware and software will be acquired, duly licensed and made available in the timeframes outlined in the RFP.</i></p> <p><i>To clarify, as noted in Sections 2.5.5 and 2.5.6 of Appendix D, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring, and testing all (including accounting and imaging) required hardware in the West Virginia Office of Technology (WVOT) data center and in the separate Disaster Recovery site, as well as the required software. Only if WVCPRB chooses to exercise Options 1 and/or 2 will WVCPRB be responsible for the acquisition of the hardware and/or software for the LOB solution.</i></p>	I-1.4	<p>As addressed in Items 2.1.11.13.1, 2.1.11.13.3 and 2.1.11.13.4 above, Deloitte agrees with the clarification provided and understands that if WVCPRB directly procures the hardware and/or software they will adhere to the mutually agreed upon schedule in the approved detailed work plan.</p>
<p>2.1.11.13.7 System Availability</p> <p><i>One or more vendors assumed given the four hour per week scheduled down-time guideline, the State did not intend, as stated on page 219, that 90% of the .1% downtime should be scheduled.</i></p> <p><i>To clarify, as provided on page 219 of Appendix D (Section 2.5.8.1), the four hours per week scheduled down time referenced pertains to the public portal web site only, not the internal LOB solution.</i></p>	I-1.4	<p>Deloitte agrees with the clarification provided.</p>
<p>2.1.11.13.8 Technical Requirements</p> <p><i>One or more vendors assumed:</i></p> <ul style="list-style-type: none"> <i>The second geographically separated data center will be hosted and managed at the vendor's data center outside the borders of West Virginia.</i> <i>WVOT has software and/or hardware devices that can be leveraged to transmit data from the Production environment to the Disaster Recovery Instance on a periodic basis.</i> <p><i>To clarify Appendix D, Section 2.5.2, WVCPRB desires that any redundant components be located at two geographically separated data centers (West Virginia's primary and secondary data centers) to ensure system availability/business continuity in the case of the loss of either data center, or LOB solution failure of any single component failure (i.e. failover capability), or to perform routine migration activities.</i></p> <p><i>Additionally, WVCPRB considers it critical for the vendor to accept responsibility for acquiring, installing, configuring and testing all required hardware in the West Virginia Office of Technology (WVOT) data center and in the separate Disaster Recovery site. (Note: The power at both the WVOT site in Charleston and at the Disaster Recovery site is fully conditioned. Although the list of specified hardware is expected to</i></p>	I-1.4	<p>Deloitte understands the state data center and second geographically separated data center are both physically located in West Virginia and have included costs in our proposal for replication software.</p> <p>Updated lists of Hardware and Commodity Software are included in Attachment 4.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>include an estimate of the amount of power and air conditioning required, there is no need for any UPS or surge protection on equipment installed at those sites.) In providing its recommended hardware configuration, the vendor should clearly delineate existing hardware components that are usable as is vs. existing hardware that requires upgrade vs. new hardware components that WVCPRB needs to purchase to support the proposed solution.</i></p> <p><i>Vendors should provide an updated List of Required Commodity Software (reference RFP 5.3.1.5, Exhibit 2).</i></p>		
<p>2.1.11.14 Electronic Signatures</p> <p><i>One or more vendors assumed with regard to electronic signatures, that since the vendor solution contains functionality that has been acceptable in other states, the same functionality is acceptable and meets the requirements in the State of West Virginia.</i></p> <p><i>To clarify, functionality rendered in another state may not satisfy the functional requirements of West Virginia. Vendors should refer to the applicable passage of the WV Code referenced in Appendix D, Section 2.5.3.5 (Directory Services Security Architecture), to ensure their solution complies with WV Code.</i></p>	I-1.4	<p>Deloitte has included RightSignature software in our updated Commodity Software schedule to provide this functionality. For purposes of the electronic signatures, the RightSignature software meets the Uniform Electronic Transactions Act which was enacted by West Virginia.</p>
<p>2.1.11.15 Changes to Requirements</p> <p><i>One or more vendors assumed that should either WVCPRB or the vendor identify a change that would affect the timing, price, schedule, scope or other aspects related to this engagement, that party will inform the other party and the parties will discuss and agree on a change order to address any adverse impact to the vendor before implementing such changes.</i></p> <p><i>WVCPRB wishes to clarify that should either party identify a change that would affect the timing, price, schedule, scope or other aspects of the proposed project, adverse impact to either party should be discussed and agreed to by both the vendor and WVCPRB, not just those impacts which could adversely affect the vendor alone. WVCPRB offers clarification that Appendix D Section 2.6.1.5 (Multiple Products, Services, and Methodologies) indicates that each vendor should be proficient in risk management, the identification of and mitigation strategies related to all facets of risks associated with the project.</i></p>	I-1.4	<p>Deloitte agrees with WVCPRB's clarification that any proposed change must also consider the impact the change would have upon WVCPRB. As part of contract discussions, the parties should discuss and validate the change order process.</p>
<p>2.1.11.16 Credit Memos</p> <p><i>One or more vendors made a general assumption that while they have quoted blended hourly rates for bundled services, credit memos will be calculated based on the hourly rates quoted for "Customization of Scripts."</i></p> <p><i>WVCPRB would clarify that "Customization of Scripts" is considered an incremental cost which may not necessarily be reflective of the dollar value of effort avoided by virtue of eliminating a particular requirement. WVCPRB would suggest the hourly rates quoted in the corresponding Cost Elements categories on Schedule 3 (e.g. Requirements Analysis,</i></p>	I-1.4	<p>Deloitte agrees the hourly rates from the Cost Elements categories on Schedule 3 should be used as the basis for credit memo calculations. Deloitte also agrees credit memos will not expire until the end of the warranty period.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>Software Modifications Development, etc.) should be used as the basis for credit memo calculation.</i></p> <p><i>One or more vendors assumed that when there is a change order such that both the vendor and WVCPRB agree to remove a design requirement resulting in a "credit memo", then the vendor will be able to set a time by which the WVCPRB must request the deleted requirement be re-introduced in order to utilize the prior "credit memo".</i></p> <p><i>To clarify, WVCPRB has indicated in Appendix D, Section 2.6.3.6 (Requirements Analysis), that CPRB intends to use credit memos to offset any Change Control Request (CCR), regardless of whether or not the credit memo was for the same or previously eliminated requirement. Being that a credit memo can be used for any CCR, credit memos are not expected to expire until the end of the warranty period.</i></p>		
<p>2.1.11.17 Change Orders</p> <p><i>One or more vendors assumed change orders will be billed on payment schedules to be negotiated with each change order.</i></p> <p><i>To clarify Section 2.6.3.7 of Appendix D, payments for work related to change orders will be included in the phase deliverable in which it is implemented, accepted by the agency, and paid when the payment for that phase is appropriate.</i></p>	I-1.4	Deloitte agrees with the WVCPRB clarification.
<p>2.1.11.18 Conformity</p> <p><i>One or more vendors assumed the information and guidance provided by WVCPRB will conform to applicable statutes, code, policies and procedures and that once a design is approved by WVCPRB, any subsequent changes to that design (caused by changes in the foregoing or the correction of erroneous input from WVCPRB or initiated by an external governing body) will be subjected to the change control process.</i></p> <p><i>Clarification is provided for Appendix D Section 2.6.1.4 (Vendor Responsibility for Detailed Requirements Definition) that WVCPRB's environment is governed by a myriad of rules, regulations, "standard" operating procedures, and long-standing practices (formal and informal, documented and undocumented). Developing a full set of all of the rules, regulations, procedures, and practices that need to be accommodated in the new solution is a critical, integral part of the project – and the key to its eventual success. Vendors should factor into their proposals, in terms of manpower, cost, and schedule, their responsibility to completely explore and define all such rules, regulations, policies, procedures, practices, and calculations – both written and unwritten (i.e., policy of long standing) – that currently exist and those to be added in the new environment.</i></p>	I-1.4	We agree with the statement of responsibilities in RFP Section 2.6.1.4 and our work plan has been developed consistent with those responsibilities, including the "manpower, time allotment and quality of vendor staff" as requested in 2.6.1.4.
<p>2.1.11.19 Legacy System Maintenance</p> <p><i>One or more vendors assumed there will be no new (or changes to) legacy systems workflows or spreadsheets, and databases during the course of the project that will materially alter the RFP requirements</i></p>	I-1.4	Deloitte agrees to implement a disciplined process where any change or elimination of an RFP requirement will require a written agreement and signed by the WVCPRB Project Manager. Prior to contract signing, Deloitte will complete necessary due diligence regarding any legislative changes that materially impact project requirements.

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>during the implementation effort.</p> <p>WVCPRB offers clarification that in accordance with Appendix D Section 2.6.3.6 (Requirements Analysis), throughout the course of the project the RFP requirements ALWAYS pertain, unless during GAP analysis, the users agree to eliminate an RFP requirement AND a written agreement to that effect is prepared by the vendor and signed by the WVCPRB Project Manager. Also in accordance with Appendix D Section 2.6.3.7.2 (Legislative Changes) it is the vendor's responsibility to ensure the "currency" of the LOB application software for any legislation that is in effect at the time of contract signing, regardless of whether or not the legislation existed at the time the vendor's proposal was submitted.</p>		
<p>2.1.11.20 Project Governance</p> <p>One or more vendors assumed the project team will agree to define a "material" standard regarding deliverable acceptance, and will agree that deliverables will be accepted with immaterial defects or deficiencies, and also assumes the project schedule and resulting payments will not be delayed as a result of them.</p> <p>To clarify, throughout Appendix D, WVCPRB has identified acceptance criteria for deliverables. WVCPRB does not anticipate refining those criteria further to incorporate acceptable levels of deficiency in order to facilitate payment to the vendor.</p>	I-1.4	<p>Deloitte believes this clarification responds to another Vendor's assumptions. However, we believe the deliverable acceptance process requires further discussion and clarification as part of contract discussions.</p>
<p>2.1.11.21 Project Schedule</p> <p>One or more vendors assumed that activity start and end dates, acceptance criteria and other such constraints would be discussed as part of the final contract and be based on criticality.</p> <p>To clarify, for the various implementation activities identified in the RFP, WVCPRB has defined objective criteria for the transition of such processes.</p>	I-1.4	<p>This does not appear to be an assumption related to our proposal. Deloitte's planned approach and proposed costs are predicated on the RFP requirements with regard to project schedule.</p>
<p>2.1.11.22 Prompt Deliverable Sign-off</p> <p>One or more vendors assumed that if formal sign-off or feedback is not received by the vendor from WVCPRB within a specified timeframe, a vendor submitted deliverable will be considered accepted.</p> <p>To clarify, in Section 2.6.1.7.1 of Appendix D, WVCPRB acknowledges the need for the prompt review of written deliverables. However, the vendor cannot assume that an absence of formal sign-off or feedback within five business days of deliverable submittal constitutes WVCPRB's acceptance of that deliverable.</p> <p>One or more vendors assumed that once WVCPRB has accepted a deliverable, that deliverable prevails in the event of any conflict and is controlling.</p> <p>WVCPRB offers clarification to Appendix D, Section 2.6.3.6 (Requirements Analysis), that vendors should take note of, and confirm in their proposals, the following: under no circumstances may WVCPRB's approval of system design and/or specifications abrogate the</p>	I-1.4	<p>Deloitte acknowledges that WVCPRB's failure to respond within 5 business days will not constitute acceptance of the deliverable. Per RFP Section 2.6.1.7.1, Deloitte understands certain deliverables will require a longer review cycle. The deliverable acceptance process should be clarified in the contract with any deferred process issues to be addressed with the WVCPRB Project Manager during the initial phase of the project when completing the detailed project plan.</p> <p>Deloitte appreciates WVCPRB staff invested a great deal of time in developing the RFP requirements. Deloitte agrees to implement a disciplined process where any change or elimination of an RTM requirement will require a written agreement and sign off by the WVCPRB Project Manager.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>RFP requirements. WVCPRB staff invested a great deal of time in developing the RFP requirements. The vendor, not WVCPRB staff, is responsible for ensuring that all RFP requirements are correctly reflected in vendor design and/or specification documents. Absent a specific written agreement to eliminate or modify an RFP requirement, signed by the WVCPRB Project Manager, that RFP requirement remains operative.</i></p>		
<p>2.1.11.23 Time Limit for Decisions</p> <p><i>One or more vendors included the following assumptions:</i></p> <ul style="list-style-type: none"> <i>If WVCPRB has been formally requested in writing to communicate a critically required decision needed to continue the work plan that WVCPRB will respond with a decision within five workdays, empowering the WVCPRB Project Manager to make the decision if WVCPRB fails to respond in the time allotted by the vendor.</i> <i>The project leadership team will agree to define a decision tree for escalating decisions and that those decisions will be resolved within 5 business days.</i> <p><i>To clarify, as noted in Section 2.6.1 of Appendix D, while WVCPRB expects the vendor's project management approach to ensure, among other items, that there is an established path to escalate project issues, no provisions have been made in the RFP for a time limit by which decisions must be reached.</i></p>	I-1.4	<p>Deloitte will work with the WVCPRB Project Manager during the initial phase of the project when completing the project plan to finalize the procedures regarding escalation of project issues that will be followed during the project.</p>
<p>2.1.11.24 Vendor Responsibility for All Contractual Activities, Products, and Deliverables</p> <p><i>One or more vendors assumed circumstances outside the vendor's control would require cost, schedule, scope or other issues related to this engagement to be amended through the change order process.</i></p> <p><i>WVCPRB wishes to clarify RFP Section 5.3.1.3, with regard to Vendor Certifications and Affirmations, in that WVCPRB desires the vendor to affirm their responsibility for the life of the contract for all contractual activities, products, and deliverables offered in the proposal whether or not that contractor directly performs or provides them.</i></p>	I-1.4	<p>Deloitte has reaffirmed its certification in Section I.1.1 and in Attachment 2 which accompanies this Technical BAFO response.</p>
<p>2.1.11.25 Work Process Manual</p> <p><i>One or more vendors assumed a single Work Process Manual can be delivered after the last, large internal staff implementation.</i></p> <p><i>To clarify, as noted in Section 2.9.1.3 of Appendix D, the work process manual and on-line help facility should be delivered in final draft form at least three weeks prior to the time of each functional cutover, with a corrected version delivered at least one week prior to cutover. Further, WVCPRB desires that a working draft of both hardcopy and on-line help be available at the beginning of User Training and User Acceptance testing so that WVCPRB staff responsible for testing the applications can have access to the help facilities during their testing.</i></p>	I-1.4	<p>This does not appear to be an assumption related to our proposal. Deloitte agrees to meet the RFP requirements related to the work process manuals and online help.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.26 Training</p> <p><i>One or more vendors assumed that a core WVCPRB training team members will be available during the Build phase to provide course reviews, define WVCPRB specific exercises and data, assist with resolving issues, and assist in the development of the Business Process Overviews that will be developed as part of the process training.</i></p> <p><i>To clarify, as noted in Section 2.10.3 of Appendix D, WVCPRB desires the vendor to be responsible for every part of this task but the actual delivery of the training which will be done by the four-five members of WVCPRB staff trained by the vendor. WVCPRB has not committed to the availability of core WVCPRB training team members during the Build phase.</i></p>	I-1.4	<p>Deloitte understands the clarification and will not rely on the WVCPRB training team members during the Build phase. We have included additional hours for this task and adjusted our BAFO cost accordingly.</p>
<p>2.1.11.27 Change Management</p> <p><i>One or more vendors assumed WVCPRB will designate at least one resource in a full-time capacity to assist with change management activities. Additionally, one or more vendors assumed WVCPRB will be responsible for any additional costs that may be associated with mailings, awareness campaigns, newsletters, etc. with regards to delivering communications.</i></p> <p><i>As provided in Pre-Bid Question 8, in Addendum 5, WVCPRB has not requested a formal change management program.</i></p>	I-1.4	<p>Deloitte agrees with the clarification and as such has made no adjustment to our technical or cost proposal.</p>
<p>2.1.11.28 Vendor and User Acceptance Testing</p> <p><i>One or more vendors assumed:</i></p> <ul style="list-style-type: none"> <i>The approved detailed project work plan will apply the 4:1 design to testing ratio and identify the agreed upon duration and end-date for this testing.</i> <i>During acceptance testing, WVCPRB may find a need to expand the testing group in order to complete testing in the prescribed timeframes.</i> <i>WVCPRB will have completed their testing by the UAT end-date, with the exception of re-testing defects in achieving the established criteria and that all such re-testing shall proceed promptly and without delay.</i> <p><i>With regard to Section 2.11 of Appendix D, WVCPRB would clarify the desire that training and testing activities not be abbreviated in order to meet project implementation schedules; it cannot be assumed by the vendor that when testing commences WVCPRB can allocate 100% of its resources to this effort. Therefore, WVCPRB requires that a fixed ratio apply to the time devoted to WVCPRB training and testing relative to the time devoted to vendor requirements definition, design, and development. We propose a 4:1 ratio – i.e., if the time required for the vendor to design, build, and test a particular functional rollout phase is eight months, then up to two months should be allocated to WVCPRB staff for training and test execution. WVCPRB does not anticipate allowing deviations from the fixed ratio during the course of the project.</i></p>	I-1.4	<p>Deloitte agrees with the 4:1 ratio of time spent by Deloitte in design, build and test activities to the time spent by WVCPRB in test execution and training activities. We have accommodated this ratio in our proposed work plan which will be the basis for the activities and durations to be set out in the initial detailed work plan as approved by WVCPRB.</p> <p>Subject to mutual agreement on what constitutes “major processes” and a “major error or issue”, we agree with WVCPRB’s requirement for “a 99 percent success rate of the major processes run to completion without major error or issue for the testing to be considered complete.”</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>except by express written approval of WVCPRP.</i></p> <p><i>Also, WVCPRB acknowledges the importance of testing. Section 2.6.1.9.1 (Initial Plan) of Appendix D advises the vendors when developing their work plans to be sensitive to the fact that the months of January through March (annuity payroll and legislative session); July, August, September (TRS and annuity payroll), and October through January (PERS) are periods of high levels of business activity for WVCPRB.</i></p> <p><i>WVCPRB wishes to clarify Appendix D, Section 2.11.3, in that regardless of the project schedule, User Acceptance Testing for a rollout phase is anticipated to achieve a 99 percent success rate of the major processes run to completion without major error or issue for the testing to be considered complete. WVCPRB reserves the right to exercise UAT until the desired criteria for cutover are met with satisfaction.</i></p>		
<p>2.1.11.29 Criteria for Final Cutover</p> <p><i>With regard to Criteria for Final Cutover, one or more vendors have made the following assumptions:</i></p> <ul style="list-style-type: none"> <i>Checking account, reserve balances and General Ledger account reconciling is an utmost priority and can be met by two approaches to meet this requirement: 1) Including these requirements as part of the LCT test cases which can be executed in a controlled environment as needed, 2) Referencing including checking account, reserve balances and General Ledger accounts as part of Parallel Testing.</i> <i>The PIR statement should be removed because it rarely makes sense to delay a project and incur additional costs for non-critical PIRs that can be prioritized and resolved as part of a broader, mutually-agreed Release management strategy.</i> <p><i>To clarify, WVCPRB expects the vendor to follow the criteria for final cutover as outlined in Section 2.11.4 of Appendix D. In addition to the referenced criteria, there should be no critical PIRs outstanding and no more than 25 non-critical PIRs outstanding.</i></p>	I-1.4	<p>It appears that WVCPRB's clarifications were directed to vendors other than Deloitte. Deloitte recognized the no critical PIR and 25 non-critical PIR as a non-mandatory requirement. We request that UAT, final cutover and final acceptance be discussed and clarified in contract discussions to establish a clear and mutual understanding of the processes and standards (including reconciliation of terms and definitions).</p>
<p>2.1.11.30 Programmer Support</p> <p><i>One or more vendors assumed the hourly rates for extending any vendor resources providing additional service the programmer support beyond the one-year warranty period will include a 3% annual escalation effective every July 1st starting July 1, 2016.</i></p> <p><i>To clarify Section 2.13.2.4 of Appendix D, any annual increases in hourly rates, base maintenance and support and/or license fees in total shall not exceed 3% of the prior year. While the Schedule 3A cost sheet includes a 3% multiplier in the formulae, the formulae may be edited so vendors may propose a percentage increase of less than 3%. Vendors shall bid on Schedule 3A their actual increases proposed. Proposals including any annual increases greater than 3% will be disqualified.</i></p> <p><i>Throughout the duration of WVCPRB's use of the vendor's implemented solution, WVCPRB expects any annual increases in hourly rates, base</i></p>	I-1.4	<p>Deloitte agrees annual increases will not exceed 3%. We have accommodated this constraint in our BAFO Cost proposal. Additionally, we understand that warranty extends for 12 months after acceptance of the last phase of the project.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>maintenance and support and/or license fees in total to be limited to 3% of the prior year.</i></p> <p><i>WVCPRB would also provide clarification that, as noted in Section 2.13.2.1 of Appendix D, the warranty period encompasses a twelve-month period after the final turnover and acceptance of the last phase of the project, the date of which is yet to be determined.</i></p>		
<p>2.1.11.31 Production Support</p> <p><i>One or more vendors assumed that WVCPRB will have primary responsibility for the daily operating and maintaining the implemented environment (with the exception of defect resolution and operations support) upon "Go-Live" of the last implementation into production. To meet the Post Implementation IT Support requirements, the vendor proposed one full-time solution developer for the 12-month period beginning immediately upon final system cutover and acceptance, and ending 12 months later. To meet the Post Implementation Operations Support requirements, the vendor proposed one full-time solution operator for the 12-month period beginning immediately after final system cutover and acceptance, and ending 12 months later. The vendor assumed any additional resource requirements above the levels stated will be provided on a time and materials basis utilizing the costs for additional services provided in the cost proposal.</i></p> <p><i>Clarification is provided, as noted in Sections 2.13.2.2 and 2.13.2.4 of Appendix D, that WVCPRB desires, during the 12 month post-implementation period beginning immediately after final system cutover and acceptance and ending 12 months later, a constant, uninterrupted 12 month period of on-site, full-time programmer support and a constant, uninterrupted 12 month period of on-site, operations support beginning with the date of final cutover to and acceptance of the new environment. For each type of support, the vendor should provide one or more persons who provided programming support and operations support during implementation. The vendor may provide alternates so long as the person assigned to the support effort is not new to the project.</i></p>	I-1.4	<p>Deloitte has adjusted our BAFO Technical Proposal and Cost Proposal to accommodate, for 12 uninterrupted months, one full-time, on-site, programmer and one full-time, on-site, operations support person beginning with the date of final cutover to and acceptance of the new environment.</p>
<p>2.1.11.32 Miscellaneous Additional Topics</p> <p><i>One or more vendors assumed:</i></p> <ul style="list-style-type: none"> <i>WVCPRB will provide appropriate access to WVCPRB systems and data required to accomplish project tasks including access to the building and facilities during working hours and as required during non-working hours such as nights, weekends and holidays.</i> <i>Vendor project team members (onsite and remote) will have access to necessary environments 20 hours each day, including weekends and holidays, except for predefined, and limited, periods for required maintenance.</i> 	I-1.4	<p>Deloitte acknowledges and agrees to comply with these policies and requests confirmation during contact discussions and review the policies for this access.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p><i>To clarify, as outlined in Section 2.13.3.6 of Appendix D, any access to WVCPRB systems and data required to accomplish project tasks including access to the building and facilities during working hours and as required during non-working hours such as nights, weekends and holidays will be provided in accordance with stated WVCPRB and WVOT policies and with WVCPRB Project Manager (and when appropriate WVOT) approval.</i></p>		
<p>2.1.11.33 IT Security Certification and Accreditation</p> <p><i>One or more vendors assumed WVCPRB will be independently contracting the independent security contractor separately from this procurement and did not include costs for this activity in their cost proposal. Additionally, one or more vendors assumed that the independent security contractor is able to test all corrections within five (5) business days from receipt.</i></p> <p><i>To clarify Section 2.13.3.4 of Appendix D, WVCPRB does intend to contract with an independent security contractor, separate from this RFP. As of this date no independent security contractor has been selected. As such, no negotiations have taken place, nor are there stipulations or restrictions in place. Once an independent security contractor has been selected and a contract negotiated, the successful LOB vendor will be notified.</i></p>	I-1.4	<p>Deloitte included a request for a 5 day limitation for the IT Security Certification and Accreditation vendor to complete retesting/recertification of any remediation. This request is based on experience with a non-responsive vendor on another project. We acknowledge that WVCPRB has not contracted with the IT Security Certification and Accreditation vendor yet and thus no stipulations or restrictions are in place. We ask that WVCPRB seek to include a contractual clause with the prospective vendor that addresses the IT Security Certification and Accreditation vendor's responsiveness in order to avoid potential delays and disruptions on this project.</p>
<p>2.1.11.34 Options</p> <p><i>One or more vendors assumed the vendor would be able to invoice WVCPRB on a monthly basis, in full, for hours expended on Options 4, 5, and 7, Post-Implementation IT support, Post-Implementation operations support, and Out Year Support.</i></p> <p><i>To clarify, if WVCPRB authorizes the referenced Options, the payments for those options are expected to be added to the vendor's quoted prices for the phases in which the work was incorporated and that the phase-related payments be made as proposed in Section 4.8 of the RFP.</i></p> <p><i>One or more vendors assumed the scope of work for options concerning data cleansing or the defined contribution plan will be constrained by the hours identified in their cost proposal.</i></p> <p><i>To clarify, Section 2.14.4 of Appendix D does specify the data cleansing and data quality effort is anticipated to consist of seven (7) stages, totaling 2,000 man-hours of effort. Requirements pertaining to the defined contribution plan are provided in Appendix D Section 2.4.4.8. However, should the vendor's assumption be addressing the DROP option, Section 2.14.7 includes the desired functionality related to the option, without regard to man-hours necessary to accomplish the requirements.</i></p>	I-1.4	<p>If WVCPRB exercises the options for Post-Implementation IT Support, Post-Implementation Support and any Out-Year support, Deloitte agrees billing will be handled per RFP section 4.8.</p> <p>Deloitte agrees Option 4: Data Cleansing is limited to 2,000 hours. The addition of DROP functionality will be delivered for the fixed-price provided in Option 6.</p>

BAFO Section Reference	Proposal Reference	Response to Clarification or Explanation
<p>2.1.11.35 WVCPRB Involvement on Project Team</p> <p><i>One or more vendors assumed in their Proposed Staff Loading By Phase:</i></p> <ul style="list-style-type: none"> <i>An over reliance on WVCPRB staff participation on the project team.</i> <i>A greater level of technical expertise than current WVCPRB staff possess.</i> <p><i>To clarify, Section 2.13.3.5 of Appendix D indicates eight CPRB staff members are expected to be assigned to the project. Vendors should not expect a broad variance from this proposed commitment.</i></p> <p><i>To clarify, as provided in Section 4.2.4.1 of the RFP, WVCPRB currently utilizes an old, VSAM-based legacy system. A staff of two programmers currently is responsible for supporting the system. The system lacks an integrated relational database, is comprised of many old batch COBOL, on line CICS, VISION RESULTS (DYL), and SAS programs.</i></p>	I-1.4	<p>Deloitte agrees. Based on our project approach, this level of WVCPRB resource participation will be adequate and is consistent with our experience with other projects.</p>

Table 1. Clarifications.

Attachment 1 – Initial Plan

Deloitte's has updated our implementation plan to accommodate the WVCPRB's preference in which membership functionality precede the benefits functionality. Deloitte's proposed Project Director, Tom Zacharias, has experience with two prior implementations for the Minnesota Public Employees Retirement Association and Connecticut Teachers Retirements System where this same approach was successfully followed.

Phased Implementation Strategy

The implementation phases are defined as follows and are directly aligned with RFP Appendix D: Section 2.6.1.8 Phasing the Project:

- **Phase 1 Project Work Plan Development.** Detailed project management planning, methodology planning, a WVCPRB project work plan and a risk management plan.
- **Phase 2 Detailed Requirements Development.** Detailed requirements documents, a revised detailed work plan, a Transition Management Plan, and an updated Requirements Traceability Matrix.
- **Phase 3 HW/SW Infrastructure Implementation.** Installation and configuration of the DPAS framework. This will include the implementation of proposed hardware and commodity software infrastructure that will include hardware and software to support the DPAS environment.
- **Phase 4a Membership.** During the Membership phase, the core functionality to be implemented includes the implementation of the benefit processing and calculations, benefit estimates, service retirement, active death processing, disability processing, enrollment, employer reporting/billing, refunds, purchase of service, active member/employer reporting specific accounting, member annual statements, loans management, and actuarial processing. Internet services for members and employers will be also be implemented in this phase.
- **Phase 4b Benefits.** During the Benefits phase, the core functionality to be implemented will include the implementation of the monthly and supplemental payroll processes, payment adjustments, benefit account and payee maintenance, retired death processing, tax withholdings and deductions, retired payroll specific accounting, Electronic Funds Transfer (EFT), Cost of Living Adjustments (COLA), retiree annual statements, and 1099R processing. Internet services for retirees will be implemented in this phase as well.
- **Phase 5 Post Implementation Warranty.** Deloitte agrees to warrant the customized version of DPAS for a period of 12 months after final cutover and acceptance of the last functional rollout of the project. As part of the warranty period, Deloitte will resolve defects and address software upgrades, as agreed, during the warranty period.
- **Phase 6 Post Implementation Support.** Deloitte agrees to support (Operations and IT) the customized version of DPAS for a period of 12 months after final cutover and acceptance of the last functional rollout of the project. As part of the support period, Deloitte will work with WVCPRB to identify priority items WVCPRB would like addressed.

The following Figure 1 provides a graphical representation of the phased implementation approach and the context of how our suite of methodologies is integrated with the phases of our implementation approach.

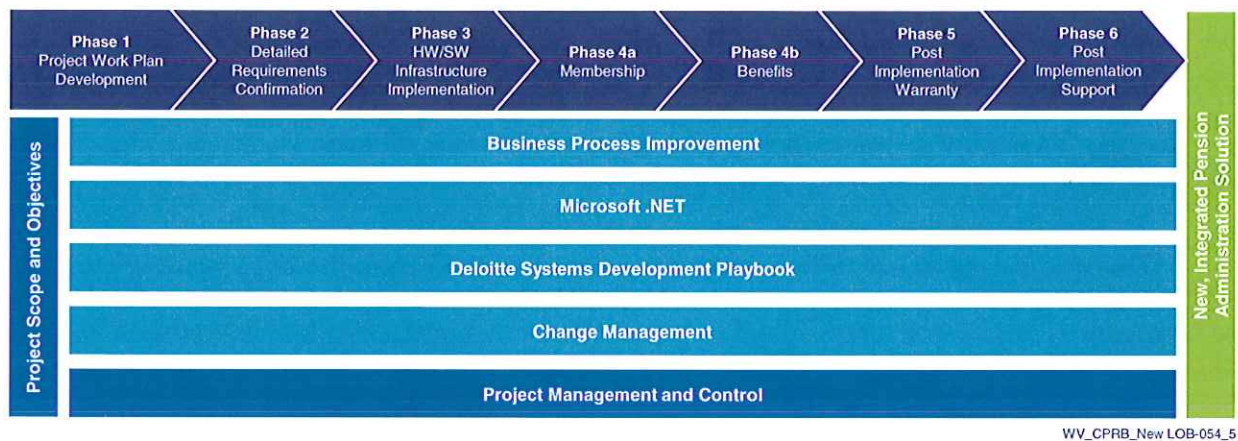


Figure 1. Phased Implementation Approach.

The following Table 1 illustrates the functionality that will be implemented as part of the Membership Phase or as part of the Benefits Phase, or in some cases, both.

Requirements and Components	WVCPRB — Phased Implementation	
	Membership Phase 4a	Benefits Phase 4b
Activity Tracking	✓	✓
Annuity Payroll and Other Payments		✓
Beneficiary Maintenance	✓	✓
Benefit Estimates	✓	
Benefit Processing and Calculations	✓	
Death	✓	✓
Defined Contribution	✓	
Disability	✓	
Employer Reporting	✓	
Enrollment	✓	
Funds Management	✓	✓
Hearing and Appeals	✓	
Loans	✓	
Member/Pensioner/Employer Maintenance	✓	✓
Member Education	✓	
Member Statement	✓	
Multiple Service in Same or Multiple Plans	✓	
Power of Attorney		✓
Purchase of Service	✓	
QDRO's	✓	
Refunds	✓	

Requirements and Components	WVCPRB — Phased Implementation	
	Membership Phase 4a	Benefits Phase 4b
Return to Work	✓	
Tax Reporting		✓
Telephonic Customer Relations		✓
Third Party	✓	✓
Audit and Security	✓	✓
General	✓	✓
Reporting	✓	✓
Statistical Reporting	✓	✓
BPM/Workflow	✓	✓
Contact Management	✓	✓
Correspondence Management	✓	✓
Imaging	✓	✓
Paper and eForms and the Web	✓	
Print on Demand	✓	✓

Table 2. High-Level Functionality and Application Components.

High-Level Project Schedule

Our WVCPRB plan is broken down into phases with the membership implementation scheduled for implementation on November 1, 2015 and the final benefits implementation scheduled for May 1, 2016, followed by 12 months of warranty support after acceptance. A high-level project Gantt chart outlined by phase is provided in the following Figure 2 that shows the order in which project phases will be accomplished and the start and finish dates for each phase. A copy of our proposed WVCPRB High-Level Project Work Plan follows.

ID	WBS	Name	Start	Finish	2013	2014	2015	2016	2017
0	0	WVCPRB DPAS Implementation	Thu 10/17/11	Mon 7/31/17					
1	0.1	Project Start	Thu 10/17/13	Thu 10/17/13					
2	1	Phase 1: Project Workplan Development	Thu 10/17/13	Fri 1/31/14					
111	2	Phase 2: Detailed Requirements Confirmation	Mon 11/18/13	Mon 2/17/14					
247	3	Phase 3: HW/SW Infrastructure Implementation	Mon 11/18/13	Thu 4/17/14					
284	4a	Phase 4a: Membership (Release 1)	Mon 2/17/14	Fri 2/26/16					
889	4b	Phase 4b: Benefits (Release 2)	Mon 2/16/15	Thu 8/11/16					
1511	5.WARR	Phase 5: Post Implementation Warranty	Mon 11/2/15	Fri 6/30/17					
1528	6.SUPP,6.SUPP	Phase 6: Post Implementation Support	Fri 7/1/16	Fri 6/30/17					
1534	7.OPT	Phase 7 Project Options	Thu 10/17/13	Tue 8/30/16					
1557	10	Project Management Activities	Fri 10/18/13	Mon 7/31/17					

Figure 2. Project High Level Schedule.

The WVCPRB plan contains detailed descriptions of what, why, and how certain activities are performed and who performs them. It helps to verify that nothing is omitted and that project management personnel plan well in advance for executing project activities such as testing and end-user training. The plan also addresses technical areas such as requirements definition, system design, interfaces, data conversion, and technology integration.

This comprehensive WVCPRB plan is designed to:

- Provide a roadmap to a successful implementation
- Demonstrate an effective length of time for implementation
- Maximize the use of Deloitte and WVCPRB resources
- Lower project risks
- Incorporate a process-oriented approach to knowledge transfer

The detailed WVCPRB plan will be finalized during the first phase of the project. The plan will be maintained throughout the project to track progress and assist with the management of project resources. In addition to identifying the primary activities, the plan also provides details regarding the interdependencies, key deliverables, milestones, durations, and timeframes.

High-Level Project Work Plan

Deloitte presents our High-Level Project Work Plan for the functional project elements as follows. Importantly, this work plan aligns with the WVCPRB phasing requirements and has been updated to implement the membership functionality prior to the benefit functionality.

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017								
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
0	0	WVCPRB DPAS Implementation	Thu 10/17/13	Mon 7/31/17																									
1	0.1	Project Start	Thu 10/17/13	Thu 10/17/13																									
2	1	Phase 1: Project Workplan Development	Thu 10/17/13	Fri 1/31/14																									
3	1.INT	Initiate	Thu 10/17/13	Thu 1/16/14																									
4	1.INT	Project Initiation Started	Fri 10/18/13	Fri 10/18/13																									
5	1.INT.IPR	Initiate the Project	Thu 10/17/13	Wed 11/13/13																									
6	1.INT.IPR.01000	Develop Project Charter	Thu 10/17/13	Wed 11/13/13																									
7	1.INT.IPR.01000.01	Draft Project Charter	Fri 10/18/13	Thu 10/24/13																									
8	1.INT.IPR.01000.02	Perform deliverable review of Project Charter	Fri 10/25/13	Mon 10/28/13																									
9	1.INT.IPR.01000.03	Submit Project Charter	Mon 10/28/13	Mon 10/28/13																									
10	1.INT.IPR.01000.04	Perform Client review of Project Charter	Tue 10/29/13	Mon 11/4/13																									
11	1.INT.IPR.01000.05	Revise Project Charter	Tue 11/5/13	Wed 11/6/13																									
12	1.INT.IPR.01000.06	Perform Final Client review of Project Charter	Thu 11/7/13	Wed 11/13/13																									
13	1.INT.IPR.01000.07	Sign-Off Project Charter	Wed 11/13/13	Wed 11/13/13																									
14	1.1.3	Develop & Finalize Status Report Format with WVCPRB	Fri 10/18/13	Thu 11/14/13																									
15	1.1.4	Deliverable: Submit Phase 1 90-day Work Plan (Delivered at Contract Signing)	Fri 10/18/13	Fri 10/18/13																									
16	1.1.5	Conduct Project Kick-Off and Introductory Meeting(s)	Fri 10/18/13	Mon 10/21/13																									
17	1.1.6	Establish Project Management Office	Fri 10/18/13	Thu 11/14/13																									
18	1.1.6.1	Identify PMO Requirements	Fri 10/18/13	Thu 10/24/13																									
19	1.1.6.2	Establish Project Procedures	Fri 10/25/13	Thu 11/7/13																									
20	1.1.6.3	Develop Project Handbook	Fri 11/8/13	Thu 11/14/13																									
21	1.1.6.4	Milestone: Project Management Office Setup	Thu 11/14/13	Thu 11/14/13																									
22	1.INT.CSP	Close Sub-phase	Fri 11/29/13	Mon 12/2/13																									
23	1.INT.CSP.3100	Perform Phase-end Review	Fri 11/29/13	Fri 11/29/13																									
24	1.INT.CSP.1052	Close Work Plan	Tue 12/3/13	Tue 12/3/13																									
25	1.INT	Project Initiation Complete	Tue 12/3/13	Tue 12/3/13																									
26	1.PLN	Plan	Fri 10/18/13	Thu 1/9/14																									
27	1.PLN	Project Plan Started	Fri 10/18/13	Fri 10/18/13																									
28	1.PLN.PPR	Plan the Project	Fri 10/18/13	Thu 1/9/14																									
29	1.2.2.1	Develop Detailed Project Work Plan	Fri 10/18/13	Thu 1/9/14																									
30	1.2.2.1.1	Project Work Plan Components	Fri 10/18/13	Thu 12/5/13																									
31	1.2.2.1.1.1	Transition Plan Approach	Fri 10/18/13	Thu 10/24/13																									
32	1.2.2.1.1.2	Integration Plan Approach	Fri 10/25/13	Thu 10/31/13																									
33	1.2.2.1.1.3	Data Migration/Conversion Plan Approach	Fri 11/1/13	Thu 11/7/13																									
34	1.2.2.1.1.4	Preliminary Bridging Plan Approach	Fri 11/8/13	Thu 11/14/13																									
35	1.2.2.1.1.5	Rollout Plan Approach	Fri 11/15/13	Thu 11/21/13																									
36	1.2.2.1.1.6	Training Plan Approach	Fri 11/22/13	Thu 11/28/13																									
37	1.2.2.1.1.7	WBS Plan Approach	Fri 11/29/13	Thu 12/5/13																									
38	1.2.2.1.2	Perform deliverable review of Detailed Project Work Plan	Fri 12/6/13	Thu 12/12/13																									
39	1.2.2.1.3	Submit Detailed Project Work Plan	Thu 12/12/13	Thu 12/12/13																									
40	1.2.2.1.4	Perform Client review of Detailed Project Work Plan	Fri 12/13/13	Thu 12/26/13																									
41	1.2.2.1.5	Revise Project Work Plan	Fri 12/27/13	Thu 1/2/14																									
42	1.2.2.1.6	Perform Final Client review of Project Work Plan	Fri 1/3/14	Thu 1/9/14																									
43	1.2.2.1.7	Acceptance & Sign-Off Project Work Plan	Thu 1/9/14	Thu 1/9/14																									
44	1.2.2.2	Develop Concept of Operations Document	Fri 10/18/13	Thu 1/9/14																									
45	1.PLN.PPR.01002.01	Draft Concept of Operations Document	Fri 10/18/13	Thu 11/21/13																									
46	1.PLN.PPR.01002.02	Perform deliverable review of Concept of Operations Document	Fri 11/22/13	Thu 12/5/13																									
47	1.PLN.PPR.01002.03	Submit Concept of Operations Document	Thu 12/5/13	Thu 12/5/13																									
48	1.PLN.PPR.01002.04	Perform Client review of Concept of Operations Document	Fri 12/6/13	Thu 12/19/13																									
49	1.PLN.PPR.01002.05	Revise Concept of Operations Document	Fri 12/20/13	Thu 12/26/13																									
50	1.PLN.PPR.01002.06	Perform Final Client review of Concept of Operations Document	Fri 12/27/13	Thu 1/9/14																									
51	1.PLN.PPR.01002.07	Acceptance and Sign-Off Concept of Operations Document	Thu 1/9/14	Thu 1/9/14																									
52	1.PLN.PPR.01002	Develop Development Methodology Overview	Fri 10/18/13	Thu 1/9/14																									
53	1.PLN.PPR.01002.01	Draft Development Methodology Overview	Fri 10/18/13	Thu 11/21/13																									
54	1.PLN.PPR.01002.02	Perform deliverable review of Development Methodology Overview	Fri 11/22/13	Thu 12/5/13																									
55	1.PLN.PPR.01002.03	Submit Development Methodology Overview	Thu 12/5/13	Thu 12/5/13																									
56	1.PLN.PPR.01002.04	Perform Client review of Development Methodology Overview	Fri 12/6/13	Thu 12/19/13																									
57	1.PLN.PPR.01002.05	Revise Development Methodology Overview	Fri 12/20/13	Thu 12/26/13																									
58	1.PLN.PPR.01002.06	Perform Final Client review of Development Methodology Overview	Fri 12/27/13	Thu 1/9/14																									
59	1.PLN.PPR.01002.07	Acceptance and Sign-Off Development Methodology Overview	Thu 1/9/14	Thu 1/9/14																									
60	1.2.2.4	WVCPRB Deliver Original Requirements Traceability Matrix	Fri 10/18/13	Thu 1/9/14																									
61	1.2.2.5	Develop Statement of Work (SOW) Format Outline	Fri 10/18/13	Tue 12/10/13																									
62	1.2.2.5.1	Draft Statement of Work (SOW) Format Outline	Fri 10/18/13	Thu 11/7/13																									

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
63	1.2.2.5.2	Perform deliverable review of Statement of Work (SOW) Format Outline	Fri 11/8/13	Thu 11/14/13																				
64	1.2.2.5.3	Submit Statement of Work (SOW) Format Outline	Thu 11/14/13	Thu 11/14/13																				
65	1.2.2.5.4	Perform Client review of Statement of Work (SOW) Format Outline	Fri 11/15/13	Tue 11/19/13																				
66	1.2.2.5.5	Revise Statement of Work (SOW) Format Outline	Wed 11/20/13	Tue 11/26/13																				
67	1.2.2.5.6	Perform Final Client review of Statement of Work (SOW) Format Outline	Wed 11/27/13	Tue 12/10/13																				
68	1.2.2.5.7	Acceptance and Sign-Off Statement of Work (SOW) Format Outline	Tue 12/10/13	Tue 12/10/13																				
69	1.PLN.PPR.01002	Develop Project Management Plan	Fri 10/18/13	Thu 1/9/14																				
70	1.2.2.6.1	Develop Quality Management Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
71	1.2.2.6.2	Develop Risk Management Reporting Methodology (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
72	1.2.2.6.3	Develop Transition Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
73	1.2.2.6.4	Develop Integration Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
74	1.2.2.6.5	Develop Migration / Conversion Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
75	1.2.2.6.6	Develop Preliminary Bridging Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
76	1.2.2.6.7	Develop Work Breakdown Structure (WBS) Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
77	1.2.2.6.8	Develop Project Communications Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
78	1.2.2.6.9	Develop Training Plan (as part of PM Plan)	Fri 10/18/13	Thu 11/21/13																				
79	1.PLN.PPR.01002.01	Draft Project Management Plan	Fri 10/18/13	Thu 11/21/13																				
80	1.PLN.PPR.01002.02	Perform deliverable review of Project Management Plan	Fri 11/22/13	Thu 12/5/13																				
81	1.PLN.PPR.01002.03	Submit Project Management Plan	Thu 12/5/13	Thu 12/5/13																				
82	1.PLN.PPR.01002.04	Perform Client review of Project Management Plan	Fri 12/6/13	Thu 12/19/13																				
83	1.PLN.PPR.01002.05	Revise Project Management Plan	Fri 12/20/13	Thu 12/26/13																				
84	1.PLN.PPR.01002.06	Perform Final Client review of Project Management Plan	Fri 12/27/13	Thu 1/9/14																				
85	1.PLN.PPR.01002.07	Acceptance and Sign-Off Project Management Plan	Thu 1/9/14	Thu 1/9/14																				
86	1.PLN.PPR.01038	Complete Deliverables Log	Fri 10/18/13	Tue 12/10/13																				
87	1.PLN.PPR.01038.01	Draft Deliverables Log	Fri 10/18/13	Thu 11/7/13																				
88	1.PLN.PPR.01038.02	Perform deliverable review of Deliverables Log	Fri 11/8/13	Tue 11/12/13																				
89	1.PLN.PPR.01038.03	Submit Deliverables Log	Tue 11/12/13	Tue 11/12/13																				
90	1.PLN.PPR.01038.04	Perform Client review of Deliverables Log	Wed 11/13/13	Tue 11/19/13																				
91	1.PLN.PPR.01038.05	Revise Deliverables Log	Wed 11/20/13	Tue 11/26/13																				
92	1.PLN.PPR.01038.06	Perform Final Client review of Deliverables Log	Wed 11/27/13	Tue 12/10/13																				
93	1.PLN.PPR.01038.07	Acceptance and Sign-Off Deliverables Log	Tue 12/10/13	Tue 12/10/13																				
94	1.PLN.PPR.01065	Tailor Method	Wed 12/11/13	Wed 12/11/13																				
95	1.PLN.MPR	Mobilize Project Resources	Fri 10/18/13	Fri 11/8/13																				
96	1.PLN.MPR.01062	Establish Configuration Management	Fri 10/18/13	Thu 10/24/13																				
97	1.PLN.MPR.01063	Acquire Project Team	Fri 10/18/13	Thu 10/24/13																				
98	1.PLN.MPR.01033	Install and Configure Tools	Fri 10/18/13	Thu 10/31/13																				
99	1.PLN.MPR.02816	Train Project Staff	Fri 10/25/13	Thu 10/31/13																				
100	1.PLN.MPR.01071	Establish Baselines	Fri 11/1/13	Thu 11/7/13																				
101	1.PLN.MPR.01081	Perform Method Coaching	Fri 11/8/13	Fri 11/8/13																				
102	1.PLN.AQY	Assess Quality	Thu 12/12/13	Tue 12/17/13																				
103	1.PLN.AQY.01069	Perform Quality Assessment	Thu 12/12/13	Thu 12/12/13																				
104	1.PLN.AQY.03102	Perform Configuration Management Assessment	Fri 12/13/13	Fri 12/13/13																				
105	1.PLN.AQY.01098	Perform Project Reviews	Mon 12/16/13	Mon 12/16/13																				
106	1.PLN.AQY	Plan Assess Quality Complete	Tue 12/17/13	Tue 12/17/13																				
107	1.PLN.CSP	Close Sub-phase	Tue 12/17/13	Tue 12/17/13																				
108	1.PLN.CSP.03100	Perform Phase-end Review	Tue 12/17/13	Tue 12/17/13																				
109	1.PLN.CSP.01052	Close Work Plan	Tue 12/17/13	Tue 12/17/13																				
110	1.PLN	Project Plan Complete	Tue 12/17/13	Tue 12/17/13																				
111	2	Phase 2: Detailed Requirements Confirmation	Mon 11/18/13	Mon 2/17/14																				
112	2.1	Inception	Mon 11/18/13	Fri 12/13/13																				
113	2.1.PLN	Plan	Mon 11/18/13	Fri 12/13/13																				
114	2.1.1.PLN	Phase 2 Detailed Requirements Confirmation Project Plan Started	Mon 11/18/13	Mon 11/18/13																				
115	2.PLN.MPR	Mobilize Project Resources	Mon 11/18/13	Mon 11/18/13																				
116	2.PLN.MPR.01062	Establish Configuration Management	Mon 11/18/13	Mon 11/18/13																				
117	2.PLN.MPR.01063	Acquire Project Team	Mon 11/18/13	Mon 11/18/13																				
118	2.PLN.MPR.01033	Install and Configure Tools	Mon 11/18/13	Mon 11/18/13																				
119	2.PLN.MPR.02816	Train Project Staff	Mon 11/18/13	Mon 11/18/13																				
120	2.PLN.MPR.01071	Establish Baselines	Mon 11/18/13	Mon 11/18/13																				
121	2.PLN.MPR.01081	Perform Method Coaching	Mon 11/18/13	Mon 11/18/13																				
122	2.PLN.PRA	Plan Requirements	Mon 11/18/13	Fri 12/13/13																				
123	2.PLN.PRA.96770	Plan Requirements Engineering Activities	Mon 11/18/13	Tue 12/10/13																				
124	2.PLN.PRA.96770.01	Draft Requirements Engineering Plan	Mon 11/18/13	Fri 11/22/13																				
125	2.PLN.PRA.96770.02	Perform deliverable review of Requirements Engineering Plan	Mon 11/25/13	Tue 11/26/13																				

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West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
126	2.PLN.PRA.96770.03	Submit Requirements Engineering Plan	Tue 11/26/13	Tue 11/26/13																				
127	2.PLN.PRA.96770.04	Perform Client review of Requirements Engineering Plan	Wed 11/27/13	Fri 11/29/13																				
128	2.PLN.PRA.96770.05	Revise Requirements Engineering Plan	Mon 12/2/13	Tue 12/3/13																				
129	2.PLN.PRA.96770.06	Perform Final Client review of Requirements Engineering Plan	Wed 12/4/13	Tue 12/10/13																				
130	2.PLN.PRA.96770.07	Sign-Off Requirements Engineering Plan	Tue 12/10/13	Tue 12/10/13																				
131	2.PLN.PRA.96800	Establish Requirements Traceability	Wed 12/11/13	Fri 12/13/13																				
132	2.PLN.PRA	Plan Requirements Complete	Fri 12/13/13	Fri 12/13/13																				
133	2.PLN.AQY	Assess Quality	Mon 11/18/13	Mon 12/9/13																				
134	2.PLN.AQY.01069	Perform Quality Assessment	Mon 12/9/13	Mon 12/9/13																				
135	2.PLN.AQY.03102	Perform Configuration Management Assessment	Mon 11/18/13	Mon 11/18/13																				
136	2.PLN.AQY.01098	Perform Project Reviews	Mon 11/18/13	Mon 11/18/13																				
137	2.PLN.AQY	Plan Assess Quality Complete	Mon 12/9/13	Mon 12/9/13																				
138	2.PLN.CSP	Close Sub-phase	Tue 12/10/13	Wed 12/11/13																				
139	2.PLN.CSP.03100	Perform Phase-end Review	Tue 12/10/13	Tue 12/10/13																				
140	2.PLN.CSP.01052	Close Work Plan	Wed 12/11/13	Wed 12/11/13																				
141	2.PLN	Project Plan Complete	Fri 12/13/13	Fri 12/13/13																				
142	2.2	Elaboration	Mon 11/18/13	Mon 2/17/14																				
143	2.2.REQ	Requirements	Mon 11/18/13	Mon 2/17/14																				
144	2.2.REQ	Requirements Started	Mon 11/18/13	Mon 11/18/13																				
145	2.2.1.2	Develop Phase 2 Requirements Confirmation SOW	Mon 11/18/13	Wed 12/11/13																				
146	2.2.1.2.1	Draft Phase 2 SOW	Mon 11/18/13	Fri 11/22/13																				
147	2.2.1.2.2	Review Phase 2 SOW	Mon 11/25/13	Tue 11/26/13																				
148	2.2.1.2.3	Finalize Phase 2 SOW	Wed 11/27/13	Wed 11/27/13																				
149	2.2.1.2.4	WVCPRB Project Management Review: Phase 2 SOW	Thu 11/28/13	Wed 12/11/13																				
150	2.2.1.2.5	Acceptance:Phase 2 SOW	Wed 12/11/13	Wed 12/11/13																				
151	2.2.1.3	Kickoff Phase 2	Mon 11/18/13	Wed 11/20/13																				
152	2.2.1.3.1	Confirm Phase Objectives and Approach	Mon 11/18/13	Tue 11/19/13																				
153	2.2.1.3.2	Conduct Phase Kick-Off and Orientation Meeting	Wed 11/20/13	Wed 11/20/13																				
154	2.REQ.PSP	Plan Sub-phase	Mon 11/18/13	Tue 11/19/13																				
155	2.REQ.PSP.01035	Revise Work Plan	Mon 11/18/13	Tue 11/19/13																				
156	2.REQ.PSP.01035.01	Revise Work Plan	Mon 11/18/13	Mon 11/18/13																				
157	2.REQ.PSP.01035.02	Perform deliverable review of Work Plan	Tue 11/19/13	Tue 11/19/13																				
158	2.REQ.PSP.01035.03	Submit Work Plan	Tue 11/19/13	Tue 11/19/13																				
159	2.REQ.PSP.01065	Tailor Method	Mon 11/18/13	Mon 11/18/13																				
160	2.REQ.PSP.01071	Establish Baselines	Mon 11/18/13	Mon 11/18/13																				
161	2.REQ.PRM	Plan Sub-phase Complete	Mon 11/18/13	Mon 11/18/13																				
162	2.REQ.ISP	Initiate Sub-phase	Mon 11/18/13	Thu 11/21/13																				
163	2.REQ.ISP.01083	Acquire Project Team	Mon 11/18/13	Mon 11/18/13																				
164	2.REQ.ISP.01033	Install and Configure Tools	Mon 11/18/13	Mon 11/18/13																				
165	2.REQ.ISP.02816	Train Project Staff	Tue 11/19/13	Tue 11/19/13																				
166	2.REQ.ISP.01081	Perform Method Coaching	Wed 11/20/13	Wed 11/20/13																				
167	2.REQ.ISP	Initiate Sub-phase Complete	Thu 11/21/13	Thu 11/21/13																				
168	2.REQ.DBP	Define Business Process Models	Mon 11/18/13	Fri 11/17/14																				
169	2.REQ.DBP.96780	Analyze As-Is Business Process Models	Mon 11/18/13	Fri 12/6/13																				
170	2.REQ.DBP.96790	Design To-Be Business Process Models	Mon 12/9/13	Fri 12/27/13																				
171	2.REQ.DBP	Define Business Process Models Complete	Mon 12/30/13	Fri 1/17/14																				
172	2.REQ.DSR	Define Software Requirements	Wed 12/18/13	Mon 2/17/14																				
173	2.2.1.7.1	Conduct JRM Sessions to Confirm Requirements	Wed 12/18/13	Mon 2/17/14																				
174	2.2.1.7.1.1	Schedule Discussions to Confirm Requirements	Thu 11/21/13	Fri 11/22/13																				
175	2.2.1.7.1.2	Update Requirements Traceability Matrix	Thu 11/21/13	Wed 11/27/13																				
176	2.2.1.7.1.3	Facilitate JRM Sessions	Thu 11/21/13	Tue 1/21/14																				
177	2.2.1.7.1.3.1	IT (Hardware/Software) Team	Thu 11/21/13	Wed 12/4/13																				
178	3.2.1.7.1.3.1.1	Application Security	Thu 11/21/13	Wed 12/4/13																				
179	2.2.1.7.1.3.2	Imaging and Workflow Team	Thu 11/21/13	Wed 12/4/13																				
180	3.2.1.7.1.3.2.1	Records Management/Imaging	Thu 11/21/13	Wed 11/27/13																				
181	3.2.1.7.1.3.2.2	Workflow	Thu 11/28/13	Wed 12/4/13																				
182	2.2.1.7.1.3.3	Benefit Payments Team	Thu 11/21/13	Thu 1/9/14																				
183	3.2.1.7.1.3.3.1	Retiree Payroll, Beneficiary, Tax Reporting	Thu 11/21/13	Fri 12/6/13																				
184	3.2.1.7.1.3.3.2	Insurance Deductions	Mon 12/9/13	Tue 12/24/13																				
185	3.2.1.7.1.3.3.3	Death Processing	Wed 12/25/13	Thu 1/9/14																				
186	2.2.1.7.1.3.4	Member Services Team	Tue 12/17/13	Mon 1/20/14																				
187	3.2.1.7.1.3.4.1	Benefit Estimates, Purchase of Service Credits, Benefit Calculations - Retirement	Tue 12/17/13	Mon 12/30/13																				
188	3.2.1.7.1.3.4.2	Refunds, Counseling and Disability Support, Return to Work	Tue 12/31/13	Mon 1/6/14																				

Deliverable's Response to Request for Best and Final Offers (BAFO)
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New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
189	3.2.1.7.1.3.4.3	Optional Retirement Plan (ORP)	Tue 1/7/14	Mon 1/13/14																				
190	3.2.1.7.1.3.4.4	Member Statements	Tue 1/14/14	Mon 1/20/14																				
191	2.2.1.7.1.3.5	Employer Services Team	Fri 1/3/14	Fri 1/17/14																				
192	3.2.1.7.1.3.5.1	Enrollment, Maintain Employers	Fri 1/3/14	Fri 1/10/14																				
193	3.2.1.7.1.3.5.2	Contribution Reporting	Mon 1/13/14	Fri 1/17/14																				
194	2.2.1.7.1.3.6	Accounting and Interfaces Team	Wed 1/8/14	Tue 1/21/14																				
195	3.2.1.7.1.3.6.1	Cash Receipts, Disbursements	Wed 1/8/14	Tue 1/14/14																				
196	3.2.1.7.1.3.6.2	Third Party Interfaces, Year End Close, Actuary Extract	Wed 1/15/14	Tue 1/21/14																				
197	2.2.1.7.1.3.7	Common Team	Thu 12/5/13	Thu 1/2/14																				
198	3.2.1.7.1.3.7.1	Correspondence, Ad-hoc Reporting	Thu 12/5/13	Wed 12/11/13																				
199	3.2.1.7.1.3.7.2	Power of Attorney, QDRO	Thu 12/12/13	Wed 12/18/13																				
200	3.2.1.7.1.3.7.3	Activity Tracking	Thu 12/19/13	Mon 12/23/13																				
201	3.2.1.7.1.3.7.4	Member Education, Call Center	Tue 12/24/13	Thu 12/26/13																				
202	3.2.1.7.1.3.7.5	General Requirements	Fri 12/27/13	Thu 1/2/14																				
203	2.2.1.7.2	JRM Sessions Complete	Tue 1/21/14	Tue 1/21/14																				
204	2.REQ.DSR	Define Software Requirements Complete	Tue 1/21/14	Tue 1/21/14																				
205	2.2.1.8	Develop Change Control Methodology	Wed 11/27/13	Fri 1/17/14																				
206	2.2.1.8.1	Draft Change Control Methodology	Wed 11/27/13	Tue 12/17/13																				
207	2.2.1.8.2	Perform deliverable review of Change Control Methodology	Wed 12/18/13	Tue 12/24/13																				
208	2.2.1.8.3	Submit Change Control Methodology	Tue 12/24/13	Tue 12/24/13																				
209	2.2.1.8.4	Perform Client review of Change Control Methodology	Wed 12/25/13	Tue 12/31/13																				
210	2.2.1.8.5	Revise Change Control Methodology	Wed 1/1/14	Fri 1/3/14																				
211	2.2.1.8.6	Perform Final Client review of Change Control Methodology	Mon 1/6/14	Fri 1/17/14																				
212	2.2.1.8.7	Sign-Off Change Control Methodology	Fri 1/17/14	Fri 1/17/14																				
213	2.2.1.9	Develop Problem Incident Reporting Methodology	Thu 11/21/13	Tue 2/11/14																				
214	2.2.1.9.1	Draft Problem Incident Reporting Methodology	Thu 11/21/13	Wed 1/29/14																				
215	2.2.1.9.2	Review Problem Incident Reporting Methodology	Thu 1/30/14	Fri 1/31/14																				
216	2.2.1.9.3	Finalize Problem Incident Reporting Methodology	Mon 2/3/14	Tue 2/4/14																				
217	2.2.1.9.4	WVCPRB Project Management Review: Problem Incident Reporting Methodology	Wed 2/5/14	Tue 2/11/14																				
218	2.2.1.9.5	Acceptance: Problem Incident Reporting Methodology Deliverable	Tue 2/11/14	Tue 2/11/14																				
219	2.2.1.10	Develop System Security Plan	Thu 11/21/13	Tue 2/11/14																				
220	2.2.1.10.1	Draft System Security Plan	Thu 11/21/13	Wed 1/29/14																				
221	2.2.1.10.2	Review System Security Plan	Thu 1/30/14	Fri 1/31/14																				
222	2.2.1.10.3	Finalize System Security Plan	Mon 2/3/14	Tue 2/4/14																				
223	2.2.1.10.4	WVCPRB Project Management Review: System Security Plan	Wed 2/5/14	Tue 2/11/14																				
224	2.2.1.10.5	Acceptance: System Security Plan Deliverable	Tue 2/11/14	Tue 2/11/14																				
225	2.2.1.11	Develop Phase Rollout Plan	Thu 11/21/13	Wed 1/15/14																				
226	2.2.1.11.1	Draft Phase Rollout	Thu 11/21/13	Wed 12/25/13																				
227	2.2.1.11.2	Review Phase Rollout Plan	Thu 12/26/13	Wed 1/1/14																				
228	2.2.1.11.3	Finalize Phase Rollout	Thu 1/2/14	Wed 1/8/14																				
229	2.2.1.11.4	WVCPRB Project Management Review: Phase Rollout Plan	Thu 1/9/14	Wed 1/15/14																				
230	2.2.1.11.5	Acceptance: Phase Rollout Plan Deliverable	Wed 1/15/14	Wed 1/15/14																				
231	2.2.1.12	Updated Requirement Traceability Matrix	Thu 11/21/13	Tue 2/11/14																				
232	2.2.1.12.1	Updates to the Requirement Traceability Matrix	Thu 11/21/13	Wed 1/29/14																				
233	2.2.1.12.2	Review Updated Requirements Traceability Matrix	Thu 1/30/14	Fri 1/31/14																				
234	2.2.1.12.3	Finalize Updated Requirement Traceability Matrix	Mon 2/3/14	Tue 2/4/14																				
235	2.2.1.12.4	WVCPRB Project Management Review: Updated Requirement Traceability Matrix	Wed 2/5/14	Tue 2/11/14																				
236	2.2.1.12.5	Acceptance: Updated Requirement Traceability Matrix	Tue 2/11/14	Tue 2/11/14																				
237	2.2.1.13	Milestone: Requirements Confirmation	Tue 2/11/14	Tue 2/11/14																				
238	2.REQ.AQY	Assess Quality	Wed 2/12/14	Fri 2/14/14																				
239	2.REQ.AQY.01069	Perform Quality Assessment	Wed 2/12/14	Wed 2/12/14																				
240	2.REQ.AQY.03102	Perform Configuration Management Assessment	Thu 2/13/14	Thu 2/13/14																				
241	2.REQ.AQY.01098	Perform Project Reviews	Fri 2/14/14	Fri 2/14/14																				
242	2.REQ.AQY	Requirements Quality Assessment Complete	Fri 2/14/14	Fri 2/14/14																				
243	2.REQ.CSP	Close Sub-phase	Thu 2/13/14	Fri 2/14/14																				
244	2.REQ.CSP.03100	Perform Phase-End Review	Thu 2/13/14	Thu 2/13/14																				
245	2.REQ.CSP.01052	Close Work Plan	Fri 2/14/14	Fri 2/14/14																				
246	2.REQ	Requirements Complete	Mon 2/17/14	Mon 2/17/14																				
247	3	Phase 3: HW/SW Infrastructure Implementation	Mon 11/18/13	Thu 4/17/14																				
248	3.1	Initiate	Mon 11/18/13	Thu 12/12/13																				
249	3.1.1	Phase 3 Initiation Started	Mon 11/18/13	Mon 11/18/13																				
250	3.1.2	Kickoff Phase 3	Mon 11/18/13	Thu 11/21/13																				
251	3.1.2.1	Confirm Phase Objectives and Approach	Mon 11/18/13	Wed 11/20/13																				

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
252	3.1.2.2	Conduct Phase Kick-Off Meeting	Thu 11/21/13	Thu 11/21/13															
253	3.1.3	Develop Phase 3 SOW	Mon 11/18/13	Thu 12/12/13															
254	3.1.3.1	Draft Phase 3 Statement of Work (SOW)	Mon 11/18/13	Fri 11/22/13															
255	3.1.3.2	Perform deliverable review of Phase 3 Statement of Work (SOW)	Mon 11/25/13	Tue 11/26/13															
256	3.1.3.3	Submit Phase 3 Statement of Work (SOW)	Tue 11/26/13	Tue 11/26/13															
257	3.1.3.4	Perform Client review of Phase 3 Statement of Work (SOW)	Wed 11/27/13	Tue 12/3/13															
258	3.1.3.5	Revise Phase 3 Statement of Work (SOW)	Wed 12/4/13	Thu 12/5/13															
259	3.1.3.6	Perform Final Client review of Phase 3 Statement of Work (SOW)	Fri 12/6/13	Thu 12/12/13															
260	3.1.3.7	Acceptance and Sign-Off Phase 3 Statement of Work (SOW)	Thu 12/12/13	Thu 12/12/13															
261	3.2	Installation/Configuration of Hardware	Mon 11/18/13	Fri 1/10/14															
262	3.2.1	Specify and Order Proposed Hardware	Mon 11/18/13	Fri 11/29/13															
263	3.2.2	Install and Configure Proposed Hardware	Mon 12/2/13	Fri 1/10/14															
264	3.2.3	Draft Installation/Configuration of Hardware	Mon 11/18/13	Fri 11/29/13															
265	3.2.4	Perform deliverable review of Installation/Configuration of Hardware	Mon 12/2/13	Wed 12/4/13															
266	3.2.5	Submit Installation/Configuration of Hardware	Wed 12/4/13	Wed 12/4/13															
267	3.2.6	Perform Client review of Installation/Configuration of Hardware	Thu 12/5/13	Wed 12/11/13															
268	3.2.7	Revise Installation/Configuration of Hardware	Thu 12/12/13	Mon 12/16/13															
269	3.2.8	Perform Final Client review of Installation/Configuration of Hardware	Tue 12/17/13	Mon 12/23/13															
270	3.2.9	Acceptance & Sign-Off of Installation/Configuration of Hardware	Mon 12/23/13	Mon 12/23/13															
271	3.3	Installation/Configuration of Software	Mon 1/13/14	Fri 3/7/14															
272	3.3.1	Install and Configure Proposed Software	Mon 1/13/14	Fri 1/31/14															
273	3.3.2	Draft Installation/Configuration of Hardware	Mon 2/3/14	Thu 2/13/14															
274	3.3.3	Perform deliverable review of Installation/Configuration of Hardware	Fri 2/14/14	Tue 2/18/14															
275	3.3.4	Submit Installation/Configuration of Hardware	Wed 2/19/14	Tue 2/25/14															
276	3.3.5	Perform Client review of Installation/Configuration of Hardware	Tue 2/25/14	Tue 2/25/14															
277	3.3.6	Revise Installation/Configuration of Hardware	Wed 2/26/14	Fri 2/28/14															
278	3.3.7	Perform Final Client review of Installation/Configuration of Hardware	Mon 3/3/14	Fri 3/7/14															
279	3.3.8	Acceptance & Sign-Off of Installation/Configuration of Hardware	Fri 3/7/14	Fri 3/7/14															
280	3.4	Milestone: Infrastructure (Hardware/Software) Installation	Fri 3/7/14	Fri 3/7/14															
281	3.5	Conduct Network and Application Vulnerability Assessment #1	Thu 3/13/14	Tue 4/15/14															
282	3.5.1	Discuss goals of assessment with CISO (Chief Information Security Officer)	Thu 3/13/14	Fri 3/14/14															
283	3.5.2	Create Assessment Test Plan	Mon 3/17/14	Fri 3/21/14															
284	3.5.3	Execute Vulnerability Assessment	Mon 3/24/14	Fri 3/28/14															
285	3.5.4	Discuss Assessment results with WVCPRB IT and Deloitte IT	Mon 3/31/14	Tue 4/1/14															
286	3.5.5	Rectify identified shortcomings and prioritize repairs	Wed 4/2/14	Tue 4/15/14															
287	3.5.6	Completion of Network and Application Vulnerability Assessment #1	Tue 4/15/14	Tue 4/15/14															
288	3.6	Conduct Conference Room Pilot	Tue 4/8/14	Fri 4/11/14															
289	3.6.1	Refine CRP Scenario(s) with WVCPRB	Tue 4/8/14	Tue 4/8/14															
290	3.6.2	Prepare for DPAS base functionality demo	Wed 4/9/14	Wed 4/9/14															
291	3.6.3	Schedule DPAS base functionality demo sessions	Thu 4/10/14	Thu 4/10/14															
292	3.6.4	Demonstrate DPAS base functionality	Fri 4/11/14	Fri 4/11/14															
293	3.7	Milestone: Baseline Application Installation	Thu 4/17/14	Thu 4/17/14															
294	4a	Phase 4a: Membership (Release 1)	Mon 2/17/14	Fri 2/26/16															
295	4a.INCEP	Inception	Mon 2/17/14	Wed 3/19/14															
296	4a.PLN	Plan	Mon 2/17/14	Wed 3/19/14															
297	4a.1.1.1	Phase 4a: Membership Planning Start	Mon 2/17/14	Mon 2/17/14															
298	4a.1.1.2	Develop Phase 4A Membership Gap Fit Statement of Work	Mon 2/17/14	Fri 3/14/14															
299	4a.1.1.2.1	Draft Phase 4A SOW	Mon 2/17/14	Fri 2/21/14															
300	4a.1.1.2.2	Review Phase 4A SOW	Mon 2/24/14	Wed 2/26/14															
301	4a.1.1.2.3	Finalize Phase 4A SOW	Thu 2/27/14	Fri 2/28/14															
302	4a.1.1.2.4	WVCPRB Project Management Review: Phase 4A SOW	Mon 3/3/14	Fri 3/14/14															
303	4a.1.1.2.5	Acceptance: Phase 4A SOW	Fri 3/14/14	Fri 3/14/14															
304	4a.1.1.3	Kickoff Phase 4A	Mon 3/17/14	Wed 3/19/14															
305	4a.1.1.3.1	Initiate Implementation Activities	Mon 3/17/14	Wed 3/19/14															
306	4a.1.1.3.1.1	Confirm Implementation Approach	Mon 3/17/14	Mon 3/17/14															
307	4a.1.1.3.1.2	Finalize Business / Development Teams	Tue 3/18/14	Tue 3/18/14															
308	4a.1.1.3.1.3	Conduct Membership Implementation Kick-Off Meeting	Wed 3/19/14	Wed 3/19/14															
309	4a.ELAB	Elaboration	Mon 2/17/14	Fri 10/31/14															
310	4a.REQ	Requirements	Mon 2/17/14	Thu 5/1/14															
311	4a.REQ	Requirements Started	Mon 2/17/14	Mon 2/17/14															
312	4a.REQ.ISP	Initiate Sub-phase	Mon 2/17/14	Wed 2/19/14															
313	4a.REQ.ISP 01083	Acquire Project Team	Mon 2/17/14	Mon 2/17/14															
314	4a.REQ.ISP 01033	Install and Configure Tools	Mon 2/17/14	Mon 2/17/14															

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ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
315	4a.REQ.ISP.02816	Train Project Staff	Tue 2/18/14	Tue 2/18/14																				
316	4a.REQ.ISP.01081	Perform Method Coaching	Wed 2/19/14	Wed 2/19/14																				
317	4a.REQ.ISP	Initiate Sub-phase Complete	Wed 2/19/14	Wed 2/19/14																				
318	4a.2.1.3	Prepare for RA/GFA Sessions	Mon 2/17/14	Wed 2/26/14																				
319	4a.2.1.3.1	General Phase 5 Preparation	Mon 2/17/14	Fri 2/21/14																				
320	4a.2.1.3.2	Conduct Gap Fit Orientation Training	Mon 2/24/14	Tue 2/25/14																				
321	4a.2.1.3.3	Schedule RA/GFA Sessions	Wed 2/26/14	Wed 2/26/14																				
322	4a.2.1.4	Conduct RA/GFA Sessions	Thu 2/27/14	Tue 4/29/14																				
323	4a.2.1.4.1	Conduct LOB Team RA/GFA Sessions	Thu 2/27/14	Tue 4/29/14																				
324	4b.2.1.4.1.1	Employer Reporting Team	Thu 2/27/14	Mon 3/31/14																				
325	4b.2.1.4.1.1.1	Conduct / Document Maintain Employers Sessions	Thu 2/27/14	Wed 3/5/14																				
326	4b.2.1.4.1.1.2	Conduct / Document Accounting/Actual Records for Participating Employer Sessions	Thu 3/6/14	Fri 3/7/14																				
327	4b.2.1.4.1.1.3	Conduct / Document Member Enrollment Sessions	Mon 3/10/14	Tue 3/11/14																				
328	4b.2.1.4.1.1.4	Conduct / Document Contribution Reporting Sessions	Wed 3/12/14	Tue 3/18/14																				
329	4b.2.1.4.1.1.5	Conduct / Document Additional New Functionality Sessions	Wed 3/19/14	Mon 3/24/14																				
330	4b.2.1.4.1.1.6	Conduct / Document Follow-Up Sessions	Tue 3/25/14	Mon 3/31/14																				
331	4b.2.1.4.1.1.7	Milestone: Employer Reporting Team Sessions Complete	Mon 3/31/14	Mon 3/31/14																				
332	4b.2.1.4.1.2	Benefit Calculations Team	Mon 3/31/14	Mon 4/7/14																				
333	4b.2.1.4.1.2.1	Conduct / Document Member Maintenance Sessions	Mon 3/31/14	Tue 3/4/14																				
334	4b.2.1.4.1.2.2	Conduct / Document Benefit Estimates Sessions	Wed 3/5/14	Fri 3/14/14																				
335	4b.2.1.4.1.2.3	Conduct / Document Benefit Calculations Retirement Sessions	Mon 3/17/14	Fri 3/21/14																				
336	4b.2.1.4.1.2.4	Conduct / Document ORP Sessions	Mon 3/24/14	Mon 3/24/14																				
337	4b.2.1.4.1.2.5	Conduct / Document Return to Work Sessions	Tue 3/25/14	Tue 3/25/14																				
338	4b.2.1.4.1.2.6	Conduct / Document Death Benefits Sessions	Wed 3/26/14	Fri 3/28/14																				
339	4b.2.1.4.1.2.7	Conduct / Document Additional New Functionality Sessions	Mon 3/31/14	Mon 3/31/14																				
340	4b.2.1.4.1.2.8	Conduct / Document Follow-Up Sessions	Tue 4/1/14	Mon 4/7/14																				
341	4b.2.1.4.1.2.9	Milestone: Benefit Calculations Team Sessions Complete	Mon 4/7/14	Mon 4/7/14																				
342	4b.2.1.4.1.3	Service Purchase, Refunds and Disability Team	Mon 3/10/14	Thu 4/3/14																				
343	4b.2.1.4.1.3.1	Conduct / Document Purchase of Service Credit Sessions	Mon 3/10/14	Fri 3/14/14																				
344	4b.2.1.4.1.3.2	Conduct / Document Refunds Sessions	Mon 3/17/14	Fri 3/21/14																				
345	4b.2.1.4.1.3.3	Conduct / Document Counseling and Disability Support Sessions	Mon 3/24/14	Wed 3/26/14																				
346	4b.2.1.4.1.3.4	Conduct / Document Additional New Functionality Sessions	Thu 3/27/14	Thu 3/27/14																				
347	4b.2.1.4.1.3.5	Conduct / Document Follow-Up Sessions	Fri 3/28/14	Thu 4/3/14																				
348	4b.2.1.4.1.3.6	Milestone: Service Purchase, Refunds and Disability Team Sessions Complete	Thu 4/3/14	Thu 4/3/14																				
349	4b.2.1.4.1.4	Accounting and Interfaces Team	Fri 4/4/14	Fri 4/25/14																				
350	4b.2.1.4.1.4.1	Conduct / Document Cash Receipts and Disbursements Sessions	Fri 4/4/14	Fri 4/11/14																				
351	4b.2.1.4.1.4.2	Conduct / Document Third Party Interfaces Sessions	Mon 4/14/14	Wed 4/16/14																				
352	4b.2.1.4.1.4.3	Conduct / Document Additional New Functionality Sessions	Thu 4/17/14	Fri 4/18/14																				
353	4b.2.1.4.1.4.4	Conduct / Document Follow-Up Sessions	Mon 4/21/14	Fri 4/25/14																				
354	4b.2.1.4.1.4.5	Milestone: Accounting and Interfaces Team Sessions Complete	Fri 4/25/14	Fri 4/25/14																				
355	4b.2.1.4.1.5	Common Team	Tue 4/8/14	Tue 4/29/14																				
356	4b.2.1.4.1.5.1	Conduct / Document Tax Reporting Sessions	Tue 4/8/14	Wed 4/9/14																				
357	4b.2.1.4.1.5.2	Conduct / Document Actuary Sessions	Thu 4/10/14	Thu 4/10/14																				
358	4b.2.1.4.1.5.3	Conduct / Document Year End Close Sessions	Fri 4/11/14	Fri 4/11/14																				
359	4b.2.1.4.1.5.4	Conduct / Document Member Statements Sessions	Mon 4/14/14	Mon 4/14/14																				
360	4b.2.1.4.1.5.5	Conduct / Document Correspondence Sessions	Tue 4/15/14	Tue 4/15/14																				
361	4b.2.1.4.1.5.6	Conduct / Document General Requirements Sessions	Wed 4/16/14	Fri 4/18/14																				
362	4b.2.1.4.1.5.7	Conduct / Document Additional New Functionality Sessions	Mon 4/21/14	Tue 4/22/14																				
363	4b.2.1.4.1.5.8	Conduct / Document Follow-Up Sessions	Wed 4/23/14	Tue 4/29/14																				
364	4b.2.1.4.1.5.9	Milestone: Common Team Sessions Complete	Tue 4/29/14	Tue 4/29/14																				
365	4a.2.1.4.2	Conduct Technical Team RA/GFA Sessions	Mon 3/31/14	Mon 4/14/14																				
366	4b.2.1.4.2.1	Conduct / Document Auditing and Security Sessions	Mon 3/31/14	Tue 3/18/14																				
367	4b.2.1.4.2.2	Conduct / Document Member Education Sessions	Wed 3/19/14	Mon 3/24/14																				
368	4b.2.1.4.2.3	Conduct / Document Activity Tracking Sessions	Tue 3/25/14	Wed 3/26/14																				
369	4b.2.1.4.2.4	Conduct / Document Predefined Reports, Ad-hoc Reporting, Query Sessions	Thu 3/27/14	Tue 4/1/14																				
370	4b.2.1.4.2.5	Conduct / Document Call Center Sessions	Wed 4/2/14	Thu 4/3/14																				
371	4b.2.1.4.2.6	Conduct / Document Additional New Functionality Sessions	Fri 4/4/14	Mon 4/7/14																				
372	4b.2.1.4.2.7	Conduct / Document Follow-Up Sessions	Tue 4/8/14	Mon 4/14/14																				
373	4b.2.1.4.2.8	Milestone: Technical Team Sessions Complete	Mon 4/14/14	Mon 4/14/14																				
374	4a.2.1.4.3	Conduct Workflow Team RA/GFA Sessions	Mon 3/31/14	Tue 4/29/14																				
375	4b.2.1.4.3.1	Conduct / Document Active Implementation Workflow Sessions	Mon 3/31/14	Fri 4/4/14																				
376	4b.2.1.4.3.2	Milestone: Membership Implementation Workflow RA/GFA Sessions Complete	Tue 4/29/14	Tue 4/29/14																				
377	4a.2.1.5	Develop Detailed Requirements Definition Deliverable	Wed 4/9/14	Tue 4/29/14																				

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					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
378	4a.2.1.5.1	Compile Requirements	Wed 4/9/14	Tue 4/15/14																				
379	4a.2.1.5.2	Review Detailed Requirements	Wed 4/16/14	Fri 4/18/14																				
380	4a.2.1.5.3	Finalize Detailed Requirements	Mon 4/21/14	Tue 4/22/14																				
381	4a.2.1.5.4	WVCPRB Project Management Review: Detailed Requirements Definition	Wed 4/23/14	Tue 4/29/14																				
382	4a.2.1.5.5	Acceptance: Detailed Requirements Definition	Tue 4/29/14	Tue 4/29/14																				
383	4a.REQ.DBP	Define Business Process Models	Mon 2/17/14	Fri 4/25/14																				
384	4a.REQ.DBP.96780	Analyze As-Is Business Process Models	Mon 2/17/14	Fri 3/14/14																				
385	4a.REQ.DBP.96790	Design To-Be Business Process Models	Mon 3/10/14	Fri 4/4/14																				
386	4a.REQ.DBP	Define Business Process Models Complete	Mon 3/31/14	Fri 4/25/14																				
387	4a.REQ.AQY	Assess Quality	Wed 4/30/14	Wed 4/30/14																				
388	4a.REQ.AQY.01068	Perform Quality Assessment	Wed 4/30/14	Wed 4/30/14																				
389	4a.REQ.AQY.03102	Perform Configuration Management Assessment	Wed 4/30/14	Wed 4/30/14																				
390	4a.REQ.AQY.01098	Perform Project Reviews	Wed 4/30/14	Wed 4/30/14																				
391	4a.REQ.AQY	Requirements Quality Assessment Complete	Wed 4/30/14	Wed 4/30/14																				
392	4a.REQ.CSP	Close Sub-phase	Thu 5/1/14	Thu 5/1/14																				
393	4a.REQ.CSP.03100	Perform Phase-End Review	Thu 5/1/14	Thu 5/1/14																				
394	4a.REQ.CSP.01052	Close Work Plan	Thu 5/1/14	Thu 5/1/14																				
395	4a.REQ	Requirements Complete	Thu 5/1/14	Thu 5/1/14																				
396	4a.DES	Design	Fri 4/4/14	Thu 10/30/14																				
397	4a.DES	Design Started	Thu 5/1/14	Thu 5/1/14																				
398	4a.DES.ISP	Initiate Sub-phase	Fri 4/25/14	Fri 5/2/14																				
399	4a.DES.ISP.01083	Acquire Project Team	Fri 4/25/14	Fri 4/25/14																				
400	4a.DES.ISP.01033	Install and Configure Tools	Fri 5/2/14	Fri 5/2/14																				
401	4a.DES.ISP.02816	Train Project Staff	Mon 4/28/14	Mon 4/28/14																				
402	4a.DES.ISP.01081	Perform Method Coaching	Tue 4/29/14	Tue 4/29/14																				
403	4a.DES.ISP	Initiate Sub-phase complete	Fri 5/2/14	Fri 5/2/14																				
404	4a.2.3.3	Develop Membership Implementation Design and Construction SOW	Fri 4/4/14	Thu 5/1/14																				
405	4a.2.3.3.1	Draft Membership Implementation Design and Construction SOW	Fri 4/4/14	Thu 4/17/14																				
406	4a.2.3.3.2	Review Membership Implementation Design and Construction SOW	Fri 4/18/14	Tue 4/22/14																				
407	4a.2.3.3.3	Finalize Membership Implementation Design and Construction SOW	Wed 4/23/14	Thu 4/24/14																				
408	4a.2.3.3.4	WVCPRB Project Management Review: Membership Implementation Design and Construction SOW	Fri 4/25/14	Thu 5/1/14																				
409	4a.2.3.3.5	Acceptance: Membership Implementation Design and Construction SOW	Thu 5/1/14	Thu 5/1/14																				
410	4a.2.3.4	Prepare for JAD Sessions	Fri 4/25/14	Wed 4/30/14																				
411	4a.2.3.4.1	Conduct JAD Orientation Training	Fri 4/25/14	Fri 4/25/14																				
412	4a.2.3.4.2	Schedule Joint Application Development (JAD) Sessions	Mon 4/28/14	Mon 4/28/14																				
413	4a.2.3.4.3	Discuss Performance Test Criteria	Tue 4/29/14	Wed 4/30/14																				
414	4a.2.3.5	Conduct / Document JAD Sessions	Thu 5/1/14	Tue 8/19/14																				
415	4a.2.3.5.1	Conduct LOB Team JAD Sessions	Thu 5/1/14	Mon 8/4/14																				
416	4a.2.3.5.1.1	Employer Reporting Team	Thu 5/1/14	Thu 7/10/14																				
417	4a.2.3.5.1.1.1	Conduct / Document Maintain Employers JAD Sessions	Thu 5/1/14	Wed 5/21/14																				
418	4a.2.3.5.1.1.2	Conduct / Document Accounting/Actuarial Records for Participating Employer JAD Sessions	Thu 5/22/14	Mon 6/2/14																				
419	4a.2.3.5.1.1.3	Conduct / Document Member Enrollment JAD Sessions	Tue 6/3/14	Wed 6/11/14																				
420	4a.2.3.5.1.1.4	Conduct / Document Contribution Reporting JAD Sessions	Thu 6/12/14	Fri 6/20/14																				
421	4a.2.3.5.1.1.5	Conduct / Document Additional New Functionality JAD Sessions	Mon 6/23/14	Tue 7/1/14																				
422	4a.2.3.5.1.1.6	Conduct / Document Follow-Up JAD Sessions	Wed 7/2/14	Thu 7/10/14																				
423	4a.2.3.5.1.2	Benefit Calculations Team	Thu 5/1/14	Fri 7/25/14																				
424	4a.2.3.5.1.2.1	Conduct / Document Member Maintenance JAD Sessions	Thu 5/1/14	Wed 5/7/14																				
425	4a.2.3.5.1.2.2	Conduct / Document Benefit Estimates JAD Sessions	Thu 5/8/14	Fri 5/16/14																				
426	4a.2.3.5.1.2.3	Conduct / Document Benefit Calculations Retirement JAD Sessions	Mon 5/19/14	Fri 6/6/14																				
427	4a.2.3.5.1.2.4	Conduct / Document ORP JAD Sessions	Mon 6/9/14	Tue 6/17/14																				
428	4a.2.3.5.1.2.5	Conduct / Document Return to Work JAD Sessions	Wed 6/18/14	Thu 6/26/14																				
429	4a.2.3.5.1.2.6	Conduct / Document Death Benefits JAD Sessions	Fri 6/27/14	Mon 7/7/14																				
430	4a.2.3.5.1.2.7	Conduct / Document Additional New Functionality JAD Sessions	Tue 7/8/14	Wed 7/16/14																				
431	4a.2.3.5.1.2.8	Conduct / Document Follow-Up JAD Sessions	Thu 7/17/14	Fri 7/25/14																				
432	4a.2.3.5.1.3	Service Purchase, Refunds and Disability Team	Thu 5/1/14	Fri 6/23/14																				
433	4a.2.3.5.1.3.1	Conduct / Document Purchase of Service Credit JAD Sessions	Thu 5/1/14	Wed 5/14/14																				
434	4a.2.3.5.1.3.2	Conduct / Document Refunds JAD Sessions	Thu 5/15/14	Fri 5/23/14																				
435	4a.2.3.5.1.3.3	Conduct / Document Counseling and Disability Support JAD Sessions	Thu 5/1/14	Fri 5/9/14																				
436	4a.2.3.5.1.3.4	Conduct / Document Additional New Functionality JAD Sessions	Thu 5/1/14	Fri 5/9/14																				
437	4a.2.3.5.1.3.5	Conduct / Document Follow-Up JAD Sessions	Thu 5/1/14	Fri 5/9/14																				
438	4a.2.3.5.1.4	Accounting and Interfaces Team	Mon 5/26/14	Fri 7/11/14																				
439	4a.2.3.5.1.4.1	Conduct / Document Cash Receipts and Disbursements JAD Sessions	Mon 5/26/14	Fri 6/6/14																				

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
440	4a.2.3.5.1.4.2	Conduct / Document Third Party Interfaces JAD Sessions	Mon 6/9/14	Fri 7/4/14															
441	4a.2.3.5.1.4.3	Conduct / Document Additional New Functionality JAD Sessions	Mon 7/7/14	Fri 7/11/14															
442	4a.2.3.5.1.4.4	Conduct / Document Follow-Up JAD Sessions	Mon 5/26/14	Fri 5/30/14															
443	4a.2.3.6.1.6	Common Team	Mon 6/30/14	Mon 8/4/14															
444	4a.2.3.5.1.5.1	Conduct / Document Tax Reporting JAD Sessions	Mon 6/30/14	Fri 7/4/14															
445	4a.2.3.5.1.5.2	Conduct / Document Actuary JAD Sessions	Mon 7/7/14	Fri 7/11/14															
446	4a.2.3.5.1.5.3	Conduct / Document Year End Close JAD Sessions	Mon 7/14/14	Fri 7/18/14															
447	4a.2.3.5.1.5.4	Conduct / Document Member Statements JAD Sessions	Mon 7/21/14	Fri 7/25/14															
448	4a.2.3.5.1.5.5	Conduct / Document Correspondence JAD Sessions	Mon 7/28/14	Tue 7/29/14															
449	4a.2.3.5.1.5.6	Conduct / Document Additional New Functionality JAD Sessions	Wed 7/30/14	Thu 7/31/14															
450	4a.2.3.5.1.5.7	Conduct / Document Follow-Up JAD Sessions	Fri 8/1/14	Mon 8/4/14															
451	4a.2.3.5.2	Conduct Technical Team JAD Sessions	Tue 7/22/14	Tue 8/19/14															
452	4a.2.3.5.2.1	Conduct / Document Auditing and Security JAD Sessions	Tue 7/22/14	Thu 7/24/14															
453	4a.2.3.5.2.2	Conduct / Document Member Education JAD Sessions	Fri 7/25/14	Tue 7/29/14															
454	4a.2.3.5.2.3	Conduct / Document Activity Tracking JAD Sessions	Wed 7/30/14	Fri 8/1/14															
455	4a.2.3.5.2.4	Conduct / Document Predefined Reports, Ad-hoc Reporting, Query JAD Sessions	Mon 8/4/14	Wed 8/6/14															
456	4a.2.3.5.2.5	Conduct / Document Call Center JAD Sessions	Thu 8/7/14	Mon 8/11/14															
457	4a.2.3.5.2.6	Conduct / Document Additional New Functionality JAD Sessions	Tue 8/12/14	Thu 8/14/14															
458	4a.2.3.5.2.7	Conduct / Document Follow-Up JAD Sessions	Fri 8/15/14	Tue 8/19/14															
459	4a.2.3.5.3	Conduct Workflow Team JAD Sessions	Tue 5/27/14	Fri 8/15/14															
460	4a.2.3.5.3.1	Conduct / Document Active Implementation Workflow JAD Sessions	Tue 5/27/14	Mon 7/14/14															
461	4.5.3.2	Conduct / Document Workflow Manager and Process Analyzer	Tue 7/15/14	Mon 7/28/14															
462	4.5.3.3	Conduct / Document Create Work Item JAD Session	Tue 7/29/14	Wed 8/6/14															
463	4.5.3.4	Conduct / Document Workflow Search JAD Session	Thu 8/7/14	Fri 8/15/14															
464	4a.2.3.5.3.5	Milestone: Membership Implementation Workflow JAD Sessions Complete	Fri 8/15/14	Fri 8/15/14															
465	4a.2.3.6	Detailed System Design Deliverable	Wed 7/9/14	Thu 8/14/14															
466	4a.2.3.6.1	Prepare Draft Design Documents	Wed 7/9/14	Tue 7/15/14															
467	4a.2.3.6.2	Compile Design Documents	Wed 7/16/14	Tue 7/29/14															
468	4a.2.3.6.3	Review Detail Design	Wed 7/30/14	Tue 8/5/14															
469	4a.2.3.6.4	Finalize Detail Design	Wed 8/6/14	Thu 8/7/14															
470	4a.2.3.6.5	WVCPRB Project Management Review: Detailed Membership Member System Design	Fri 8/8/14	Thu 8/14/14															
471	4a.2.3.6.6	Acceptance: Detailed Membership System Design	Thu 8/14/14	Thu 8/14/14															
472	4a.DES.AQY	Assess Quality	Fri 8/15/14	Mon 8/18/14															
473	4a.DES.AQY.01069	Perform Quality Assessment	Fri 8/15/14	Fri 8/15/14															
474	4a.DES.AQY.03102	Perform Configuration Management Assessment	Mon 8/18/14	Mon 8/18/14															
475	4a.DES.AQY.01098	Perform Project Reviews	Mon 8/18/14	Mon 8/18/14															
476	4a.DES.AQY	Design Quality Assessment Complete	Mon 8/18/14	Mon 8/18/14															
477	4a.DES.CSP	Close Sub-phase	Thu 10/30/14	Thu 10/30/14															
478	4a.DES.CSP.03100	Perform Phase-end Review	Thu 10/30/14	Thu 10/30/14															
479	4a.DES.CSP.01052	Close Work Plan	Thu 10/30/14	Thu 10/30/14															
480	4a.DES	Design Complete	Fri 10/31/14	Fri 10/31/14															
481	4a.CON	Construction	Mon 11/3/14	Tue 6/30/15															
482	4a.DEV	Development & Unit Test	Mon 11/3/14	Tue 6/30/15															
483	4a.DEV	Development (Construction) Started	Mon 11/3/14	Mon 11/3/14															
484	4a.DEV.ISP	Initiate Sub-phase	Mon 11/3/14	Wed 11/5/14															
485	4a.DEV.ISP.01083	Acquire Project Team	Mon 11/3/14	Mon 11/3/14															
486	4a.DEV.ISP.01033	Install and Configure Tools	Mon 11/3/14	Mon 11/3/14															
487	4a.DEV.ISP.02816	Train Project Staff	Tue 11/4/14	Tue 11/4/14															
488	4a.DEV.ISP.01081	Perform Method Coaching	Wed 11/5/14	Wed 11/5/14															
489	4a.DEV.ISP	Initiate Sub-phase Complete	Wed 11/5/14	Wed 11/5/14															
490	4a.3.1.3	Configure / Customize Business Functions	Mon 11/3/14	Mon 5/25/15															
491	4a.3.1.3.1	Team 1	Mon 11/3/14	Mon 5/18/15															
492	4a.3.1.3.1.1	Maintain Employer	Mon 11/3/14	Fri 11/21/14															
493	4a.3.1.3.1.2	Enrollment - New Hires and Rehired Retirees	Mon 11/24/14	Fri 12/12/14															
494	4a.3.1.3.1.3	Maintain Cash Receipts	Mon 12/15/14	Fri 12/26/14															
495	4a.3.1.3.1.4	Maintain Contribution Reports / Errors / Adjustments	Mon 12/29/14	Fri 1/16/15															
496	4a.3.1.3.1.5	Load Payroll	Mon 1/19/15	Fri 2/6/15															
497	4a.3.1.3.1.6	Process Payrolls	Mon 2/9/15	Fri 2/27/15															
498	4a.3.1.3.1.7	Edit / Balance / Post Payrolls	Mon 3/2/15	Fri 3/27/15															
499	4a.3.1.3.1.8	Change of Beneficiary	Mon 3/30/15	Wed 4/1/15															
500	4a.3.1.3.1.9	Disability Benefits	Thu 4/2/15	Tue 4/14/15															
501	4a.3.1.3.1.10	Service Retirement Benefit Estimates	Wed 4/15/15	Mon 5/4/15															
502	4a.3.1.3.1.11	New Retirement	Tue 5/5/15	Mon 5/18/15															

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ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
503	4a.3.1.3.2	Milestone: Milestone 1 Complete	Mon 5/18/15	Mon 5/18/15															
504	4a.3.1.3.3	Team 2	Mon 11/3/14	Mon 3/2/15															
505	4a.3.1.3.3.1	Process Refunds	Mon 11/3/14	Fri 11/28/14															
506	4a.3.1.3.3.2	Annual Statements	Mon 12/1/14	Fri 12/26/14															
507	4a.3.1.3.3.3	Generate Correction Advices	Mon 12/29/14	Fri 1/30/15															
508	4a.3.1.3.3.4	Active Death	Mon 2/2/15	Mon 2/16/15															
509	4a.3.1.3.3.5	Survivor Benefits	Tue 2/17/15	Mon 3/2/15															
510	4a.3.1.3.4	Milestone: Milestone 2 Complete	Mon 3/2/15	Mon 3/2/15															
511	4a.3.1.3.5	Team 3	Mon 11/3/14	Tue 5/5/15															
512	4a.3.1.3.5.1	Financial Accounting / Actuals Interface	Mon 11/3/14	Fri 11/28/14															
513	4a.3.1.3.5.2	Post Annual Interest	Mon 12/1/14	Fri 12/26/14															
514	4a.3.1.3.5.3	Employer Services	Mon 12/29/14	Tue 1/27/15															
515	4a.3.1.3.5.4	Purchase of Service	Wed 1/28/15	Tue 2/10/15															
516	4a.3.1.3.5.5	Employee Services	Wed 2/11/15	Tue 5/5/15															
517	4a.3.1.3.6	Milestone: Milestone 3 Complete	Tue 5/5/15	Tue 5/5/15															
518	4a.3.1.3.7	Workflow Team	Mon 11/3/14	Fri 4/17/15															
519	4a.3.1.3.7.1	Develop Active Implementation Workflow Process with BPM Designer	Mon 11/3/14	Fri 3/20/15															
520	4a.5.3.2	Workflow Manager	Mon 11/3/14	Fri 12/12/14															
521	4a.5.3.2	Process Analyzer	Mon 12/15/14	Fri 1/23/15															
522	4a.5.3.3	Create Work Item	Mon 1/26/15	Fri 3/6/15															
523	4a.5.3.4	Workflow Search	Mon 3/9/15	Fri 4/17/15															
524	4a.3.1.3.8	Milestone: Membership Workflow Development Complete	Fri 4/17/15	Fri 4/17/15															
525	4a.3.1.3.9	Common Team	Tue 3/3/15	Mon 6/25/15															
526	4a.3.1.3.9.1	Counseling / Scheduling / Seminars	Tue 3/3/15	Mon 3/30/15															
527	4a.3.1.3.9.2	Customer Service / Activity Tracking	Tue 3/3/15	Mon 4/20/15															
528	4a.3.1.3.9.3	Forms	Tue 3/3/15	Mon 5/11/15															
529	4a.3.1.3.9.4	Reports (Includes Data Warehouse)	Tue 3/3/15	Mon 5/11/15															
530	4a.3.1.3.9.5	Correspondence	Tue 3/3/15	Mon 5/25/15															
531	4a.3.1.3.9.6	Reference Codes and Business Rules Engine	Tue 3/3/15	Mon 5/25/15															
532	4a.3.1.4	Development (Construction) Complete	Tue 6/30/15	Tue 6/30/15															
533	4a.3.1.5	Construction Deliverables	Wed 6/17/15	Tue 6/23/15															
534	4a.3.1.5.1	WVCPRB Project Management Review: Completion of Modifications to LOB Application	Wed 6/17/15	Tue 6/23/15															
535	4a.3.1.5.2	Acceptance: Completion of Modifications to LOB Application	Tue 6/23/15	Tue 6/23/15															
536	4a.3.1.5.3	WVCPRB Project Management Review: Completion of Unit Testing by the Vendor	Wed 6/17/15	Tue 6/23/15															
537	4a.3.1.5.4	Acceptance: Completion of Unit Testing by the Vendor	Tue 6/23/15	Tue 6/23/15															
538	4a.3.1.6	Integration	Mon 11/3/14	Mon 6/15/15															
539	4a.3.1.6.1	Existing Financial Capabilities	Mon 11/3/14	Fri 3/13/15															
540	4a.3.1.6.1.1	Confirm Design of Financials Accounting Interface	Mon 11/3/14	Fri 11/21/14															
541	4a.3.1.6.1.2	Review Design of Financials Accounting Interface	Mon 11/24/14	Fri 11/28/14															
542	4a.3.1.6.1.3	Develop Financials Accounting Interface Files	Mon 12/1/14	Fri 2/20/15															
543	4a.3.1.6.1.4	Complete Peer Review for Financials Accounting Interface	Mon 2/23/15	Fri 3/6/15															
544	4a.3.1.6.1.5	WVCPRB Project Management Review: Integration with existing financial capabilities	Mon 3/9/15	Fri 3/13/15															
545	4a.3.1.6.1.6	Acceptance: Integration with existing financial capabilities	Fri 3/13/15	Fri 3/13/15															
546	4a.3.1.6.2	Separate Development, Test, Training, QA and Query Environment	Mon 11/3/14	Tue 11/11/14															
547	4a.3.1.6.2.1	Prepare Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 11/3/14	Mon 11/3/14															
548	4a.3.1.6.2.2	WVCPRB Project Management Review: Delivery of Separate Development, Test, Training, QA, and Query Environment	Tue 11/4/14	Mon 11/10/14															
549	4a.3.1.6.2.3	Acceptance: Delivery of Separate Development, Test, Training, QA, and Query Environment	Tue 11/11/14	Tue 11/11/14															
550	4a.3.1.6.3	Workflow/Imaging Management Capabilities	Tue 3/3/15	Mon 6/15/15															
551	4a.3.1.6.3.1	Confirm Design of Workflow/Imaging Integration	Tue 3/3/15	Mon 3/30/15															
552	4a.3.1.6.3.2	Review Design of Workflow/Imaging Integration	Tue 3/3/15	Mon 4/6/15															
553	4a.3.1.6.3.3	Develop Workflow Integration/Imaging Components	Tue 4/7/15	Mon 5/25/15															
554	4a.3.1.6.3.4	Develop Workflow/Imaging Components	Tue 4/7/15	Mon 5/25/15															
555	4a.3.1.6.3.5	Complete Peer Review for Workflow/Imaging Integration	Tue 5/26/15	Mon 6/8/15															
556	4a.3.1.6.3.6	WVCPRB Project Management Review: Integration with existing imaging capabilities	Tue 6/9/15	Mon 6/15/15															
557	4a.3.1.6.3.7	Acceptance: Integration with workflow/imaging capabilities	Mon 6/15/15	Mon 6/15/15															
558	4a.3.1.6.4	Conduct Conference Room Pilot	Mon 11/3/14	Wed 11/5/14															
559	4a.3.1.6.4.1	Prepare for DPAS base functionality demo	Mon 11/3/14	Mon 11/3/14															
560	4a.3.1.6.4.2	Schedule DPAS base functionality demo sessions	Tue 11/4/14	Tue 11/4/14															
561	4a.3.1.6.4.3	Demonstrate DPAS base functionality	Wed 11/5/14	Wed 11/5/14															
562	4a.3.1.7	Data Conversion	Mon 11/3/14	Tue 6/30/15															
563	4a.3.1.7.1	Data Conversion & Migration Plan	Mon 11/3/14	Tue 12/9/14															
564	4a.3.1.7.1.1	DRAFT Data Conversion & Migration Plan	Mon 11/3/14	Fri 11/21/14															

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ID	WBS	Name	Start	Finish	2013	2014	2015	2016	2017
					Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3
565	4a.3.1.7.1.2	Review Data Conversion & Migration Plan	Mon 11/24/14	Fri 11/28/14					
566	4a.3.1.7.1.3	Finalize Data Conversion & Migration Plan	Mon 12/1/14	Tue 12/2/14					
567	4a.3.1.7.1.4	WSCPRB Project Management Review: Completion of Data Conversion & Migration Plan	Wed 12/3/14	Tue 12/9/14					
568	4a.3.1.7.1.5	Acceptance: Completion of Data Conversion & Migration Plan	Tue 12/9/14	Tue 12/9/14					
569	4a.3.1.7.2	Preliminary Data Conversion Activities	Wed 11/26/14	Mon 3/9/15					
570	4a.3.1.7.2.1	PERSON	Wed 11/26/14	Tue 12/23/14					
571	4a.3.1.7.2.1.1	DRAFT Initial Data Conversion Strategy for PERSON	Wed 11/26/14	Fri 11/28/14					
572	4a.3.1.7.2.1.2	Develop Initial PERSON Extract	Mon 12/1/14	Fri 12/12/14					
573	4a.3.1.7.2.1.3	Develop Initial PERSON Load	Mon 12/1/14	Fri 12/12/14					
574	4a.3.1.7.2.1.4	Conduct Initial PERSON Conversion	Mon 12/15/14	Tue 12/16/14					
575	4a.3.1.7.2.1.5	Identify PERSON Data Cleansing Projects	Wed 12/17/14	Tue 12/23/14					
576	4a.3.1.7.2.2	MEMBERSHIP	Wed 12/17/14	Thu 1/29/15					
577	4a.3.1.7.2.2.1	DRAFT Initial Data Conversion Strategy for MEMBERSHIP	Wed 12/17/14	Fri 12/19/14					
578	4a.3.1.7.2.2.2	Develop Initial MEMBERSHIP Extract	Mon 12/22/14	Fri 1/16/15					
579	4a.3.1.7.2.2.3	Develop Initial MEMBERSHIP Load	Mon 12/22/14	Fri 1/16/15					
580	4a.3.1.7.2.2.4	Conduct Initial MEMBERSHIP Conversion	Mon 1/19/15	Thu 1/22/15					
581	4a.3.1.7.2.2.5	Identify MEMBERSHIP Data Cleansing Projects	Fri 1/23/15	Thu 1/29/15					
582	4a.3.1.7.2.3	ENROLLMENT	Fri 1/23/15	Mon 3/9/15					
583	4a.3.1.7.2.3.1	DRAFT Initial Data Conversion Strategy for ENROLLMENT	Fri 1/23/15	Tue 1/27/15					
584	4a.3.1.7.2.3.2	Develop Initial ENROLLMENT Extract	Wed 1/28/15	Tue 2/24/15					
585	4a.3.1.7.2.3.3	Develop Initial ENROLLMENT Load	Wed 1/28/15	Tue 2/24/15					
586	4a.3.1.7.2.3.4	Conduct Initial ENROLLMENT Conversion	Wed 2/25/15	Mon 3/2/15					
587	4a.3.1.7.2.3.5	Identify ENROLLMENT Data Cleansing Projects	Tue 3/3/15	Mon 3/9/15					
588	4a.3.1.7.3	Design and Develop Conversion Process	Tue 2/10/15	Tue 6/30/15					
589	4a.3.1.7.3.1	Complete the Mapping of Legacy to DPAS	Tue 2/10/15	Wed 3/4/15					
590	4a.3.1.7.3.1.1	Membership / Employment	Tue 2/10/15	Tue 2/10/15					
591	4a.3.1.7.3.1.2	Contribution Detail	Wed 2/11/15	Mon 2/16/15					
592	4a.3.1.7.3.1.3	Service Credit	Tue 2/17/15	Wed 2/18/15					
593	4a.3.1.7.3.1.4	Refunds	Thu 2/19/15	Mon 2/23/15					
594	4a.3.1.7.3.1.5	Service Purchase	Tue 2/24/15	Thu 2/26/15					
595	4a.3.1.7.3.1.6	Applications Retirement / Refund	Fri 2/27/15	Mon 3/2/15					
596	4a.3.1.7.3.1.7	Disability	Tue 3/3/15	Wed 3/4/15					
597	4a.3.1.7.3.1.8	Milestone: Complete Data Mapping Design	Wed 3/4/15	Wed 3/4/15					
598	4a.3.1.7.3.2	Finalize Extract Layout	Thu 3/5/15	Mon 3/23/15					
599	4a.3.1.7.3.2.1	Membership / Employment	Thu 3/5/15	Fri 3/6/15					
600	4a.3.1.7.3.2.2	Contribution Detail	Mon 3/9/15	Tue 3/10/15					
601	4a.3.1.7.3.2.3	Service Credit	Wed 3/11/15	Thu 3/12/15					
602	4a.3.1.7.3.2.4	Refunds	Fri 3/13/15	Mon 3/16/15					
603	4a.3.1.7.3.2.5	Service Purchase	Tue 3/17/15	Wed 3/18/15					
604	4a.3.1.7.3.2.6	Applications Retirement / Refund	Thu 3/19/15	Thu 3/19/15					
605	4a.3.1.7.3.2.7	Disability	Fri 3/20/15	Mon 3/23/15					
606	4a.3.1.7.3.3	Develop Legacy Extract Program	Tue 2/24/15	Mon 4/27/15					
607	4a.3.1.7.3.3.1	Membership / Employment	Tue 2/24/15	Fri 2/27/15					

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					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
628	4a.3.1.7.3.6.1	Membership / Employment	Mon 4/20/15	Tue 4/28/15																				
629	4a.3.1.7.3.6.2	Contribution Detail	Wed 4/29/15	Fri 5/22/15																				
630	4a.3.1.7.3.6.3	Service Credit	Mon 5/25/15	Mon 6/1/15																				
631	4a.3.1.7.3.6.4	Refunds	Tue 6/2/15	Fri 6/12/15																				
632	4a.3.1.7.3.6.5	Service Purchase	Mon 6/15/15	Thu 6/18/15																				
633	4a.3.1.7.3.6.6	Applications Retirement / Refund	Fri 6/19/15	Mon 6/22/15																				
634	4a.3.1.7.3.6.7	Disability	Tue 6/23/15	Thu 6/25/15																				
635	4a.3.1.7.3.6.8	Monitor DPAS Reconciliation	Fri 6/26/15	Tue 6/30/15																				
636	4a.3.1.7.3.7	Load/Analyze/Reconcile w/DPAS	Mon 4/20/15	Tue 6/30/15																				
637	4a.3.1.7.3.7.1	Monitor Staging Reconciliation	Mon 4/20/15	Tue 4/28/15																				
638	4a.3.1.7.3.7.2	Membership / Employment	Wed 4/29/15	Fri 5/22/15																				
639	4a.3.1.7.3.7.3	Contribution Detail	Mon 5/25/15	Mon 6/1/15																				
640	4a.3.1.7.3.7.4	Service Credit	Tue 6/2/15	Fri 6/12/15																				
641	4a.3.1.7.3.7.5	Refunds	Mon 6/15/15	Thu 6/18/15																				
642	4a.3.1.7.3.7.6	Service Purchase	Fri 6/19/15	Mon 6/22/15																				
643	4a.3.1.7.3.7.7	Applications Retirement / Refund	Tue 6/23/15	Thu 6/25/15																				
644	4a.3.1.7.3.7.8	Disability	Fri 6/26/15	Tue 6/30/15																				
645	4a.3.1.7.3.8	Milestone: Completion of Data Conversion Programs Ready for User Acceptance Test	Tue 6/30/15	Tue 6/30/15																				
646	4a.3.1.8	Interface	Mon 12/29/14	Tue 5/26/15																				
647	4a.3.1.8.1	Data Interface Plan	Mon 12/29/14	Fri 2/13/15																				
648	4a.3.1.8.1.1	DRAFT Data Interface Plan	Mon 12/29/14	Fri 1/23/15																				
649	4a.3.1.8.1.2	Review DRAFT Data Interface Plan	Mon 1/26/15	Fri 1/30/15																				
650	4a.3.1.8.1.3	Finalize DRAFT Data Interface Plan	Mon 2/2/15	Fri 2/6/15																				
651	4a.3.1.8.1.4	WVCPRB Project Management Review: Completion of Data Interface Plan	Mon 2/9/15	Fri 2/13/15																				
652	4a.3.1.8.1.5	Acceptance: Completion of Data Interface Plan	Fri 2/13/15	Fri 2/13/15																				
653	4a.3.1.8.2	Conduct / Document Interface JAD Sessions	Mon 2/2/15	Thu 3/19/15																				
654	4a.3.1.8.2.1	Conduct / Document Employer Reporting Interface JAD Session	Mon 2/2/15	Fri 2/20/15																				
655	4a.3.1.8.2.2	Conduct / Document Employer Reporting ACH Payments Interface JAD Session	Mon 2/23/15	Wed 2/25/15																				
656	4a.3.1.8.2.3	Conduct / Document Service Purchase Member Payments ACH Interface JAD Session	Thu 2/26/15	Mon 3/2/15																				
657	4a.3.1.8.2.4	Conduct / Document Deferred Compensation Vendor Interface JAD Session	Tue 3/3/15	Thu 3/5/15																				
658	4a.3.1.8.2.5	Conduct / Document Defined Contribution Plan Service Provider Interface JAD Session	Fri 3/6/15	Tue 3/10/15																				
659	4a.3.1.8.2.6	Conduct / Document Dept of Health Death Certificate File to DPAS Interface	Wed 3/11/15	Thu 3/12/15																				
660	4a.3.1.8.2.7	Conduct / Document DPAS to Employment Security for Disability Beneficiaries Interface	Fri 3/13/15	Mon 3/16/15																				
661	4a.3.1.8.2.8	Conduct / Document Auditor Interface	Tue 3/17/15	Tue 3/17/15																				
662	4a.3.1.8.2.9	Conduct / Document Actuary Interface	Wed 3/18/15	Wed 3/18/15																				
663	4a.3.1.8.2.10	Conduct / Document External Printer Annual Statements Interface	Thu 3/19/15	Thu 3/19/15																				
664	4a.3.1.8.2.11	Milestone: Completion of Interface JAD Sessions	Thu 3/19/15	Thu 3/19/15																				
665	4a.3.1.8.3	Develop Interface Components	Fri 3/20/15	Tue 5/26/15																				
666	4a.3.1.8.3.1	Develop Employer Reporting to DPAS Interface	Fri 3/20/15	Thu 4/9/15																				
667	4a.3.1.8.3.2	Develop Employer Reporting ACH Payments Interface	Fri 4/10/15	Thu 4/23/15																				
668	4a.3.1.8.3.3	Develop Service Purchase Member Payments ACH Interface	Fri 4/24/15	Thu 5/7/15																				
669	4a.3.1.8.3.4	Develop Deferred Compensation Vendor Interface	Fri 5/8/15	Tue 5/12/15																				
670	4a.3.1.8.3.5	Develop Defined Contribution Plan Service Provider Interface	Wed 5/13/15	Fri 5/15/15																				
671	4a.3.1.8.3.6	Develop Dept of Health Death Certificate File to DPAS Interface	Mon 5/18/15	Tue 5/26/15																				
672	4a.3.1.8.3.7	Develop DPAS to Employment Security for Disability Beneficiaries Interface	Fri 3/20/15	Thu 3/26/15																				
673	4a.3.1.8.3.8	Develop Personnel DPAS to Auditor Interface	Fri 3/27/15	Wed 4/8/15																				
674	4a.3.1.8.3.9	Develop Personnel DPAS to Actuary Interface	Thu 4/9/15	Tue 4/21/15																				
675	4a.3.1.8.3.10	Develop Personnel DPAS to External Printer Annual Statements Interface	Wed 4/22/15	Tue 5/5/15																				
676	4a.3.1.8.4	Milestone: Completion of Data Interface Programs	Tue 5/26/15	Tue 5/26/15																				
677	4a.3.1.9	Develop Membership Implementation Testing, Documentation, Training, and Implementation SOW	Tue 4/21/15	Mon 5/18/15																				
678	4a.3.1.9.1	Draft Membership Implementation Testing, Documentation, Training, and Implementation SOW	Tue 4/21/15	Mon 4/27/15																				
679	4a.3.1.9.2	Review Membership Implementation Testing, Documentation, Training, and Implementation SOW	Tue 4/28/15	Thu 4/30/15																				
680	4a.3.1.9.3	Finalize Membership Implementation Testing, Documentation, Training, and Implementation SOW	Fri 5/1/15	Mon 5/4/15																				
681	4a.3.1.9.4	WVCPRB Project Management Review: Membership Implementation Testing, Documentation, Training, and Implementation SOW	Tue 5/5/15	Mon 5/18/15																				
682	4a.3.1.9.5	Acceptance: Membership Implementation Testing, Documentation, Training, and Implementation SOW	Mon 5/18/15	Mon 5/18/15																				
683	4a.DEV.AQY	Assess Quality	Wed 6/24/15	Fri 6/26/15																				
684	4a.DEV.AQY.01069	Perform Quality Assessment	Wed 6/24/15	Wed 6/24/15																				
685	4a.DEV.AQY.03102	Perform Configuration Management Assessment	Thu 6/25/15	Thu 6/25/15																				
686	4a.DEV.AQY.01098	Perform Project Reviews	Fri 6/26/15	Fri 6/26/15																				

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
687	4a.DEV.AQY	Develop Quality Assessment Complete	Fri 6/26/15	Fri 6/26/15															
688	4a.DEV.CSP	Close Sub-phase	Mon 6/29/15	Tue 6/30/15															
689	4a.DEV.CSP.03100	Perform Phase-end Review	Mon 6/29/15	Mon 6/29/15															
690	4a.DEV.CSP.01052	Close Work Plan	Tue 6/30/15	Tue 6/30/15															
691	4a.DEV	Development Complete	Tue 6/30/15	Tue 6/30/15															
692	4a.TST	Test	Tue 4/14/15	Tue 6/30/15															
693	4a.TST.1	Test Started	Tue 5/5/15	Tue 5/5/15															
694	4a.TST.ITS	Initiate Sub-phase	Tue 5/5/15	Thu 5/7/15															
695	4a.TST.ITS.01083	Acquire Project Team	Tue 5/5/15	Tue 5/5/15															
696	4a.TST.ITS.01033	Install and Configure Tools	Wed 5/6/15	Wed 5/6/15															
697	4a.TST.ITS.02816	Train Project Staff	Wed 5/6/15	Wed 5/6/15															
698	4a.TST.ITS.01081	Perform Method Coaching	Thu 5/7/15	Thu 5/7/15															
699	4a.TST.ITS	Initiate Sub-phase Complete	Thu 5/7/15	Thu 5/7/15															
700	4a.3.2.3	Testing Plan	Tue 4/14/15	Mon 6/1/15															
701	4a.3.2.3.1	DRAFT Testing Plan	Tue 4/14/15	Mon 5/11/15															
702	4a.3.2.3.1.1	Develop Vendor Acceptance Test Plans	Tue 4/14/15	Mon 5/11/15															
703	4a.3.2.3.1.2	Develop User Acceptance Test Plan	Tue 4/14/15	Mon 5/11/15															
704	4a.3.2.3.1.3	Develop Life Cycle Test Plan	Tue 4/14/15	Mon 5/4/15															
705	4a.3.2.3.2	Review DRAFT Testing Plan	Tue 5/12/15	Mon 5/18/15															
706	4a.3.2.3.3	Finalize Testing Plan	Tue 5/19/15	Mon 5/25/15															
707	4a.3.2.3.4	WVCPRB Project Management Review: Completion of Test Plans	Tue 5/26/15	Mon 6/1/15															
708	4a.3.2.3.5	Acceptance: Completion of Test Plans	Mon 6/1/15	Mon 6/1/15															
709	4a.3.2.4	Vendor Acceptance Testing	Tue 5/5/15	Mon 6/29/15															
710	4a.3.2.4.1	Generate Test Data for Vendor Acceptance Testing	Tue 6/2/15	Mon 6/8/15															
711	4a.3.2.4.2	Milestone: Completion of Vendor Acceptance Testing Preparation	Mon 6/8/15	Mon 6/8/15															
712	4a.3.2.4.3	Update Requirement Traceability Matrix	Tue 6/9/15	Thu 6/11/15															
713	4a.3.2.4.3.1	Updates for Retired Payroll Requirements	Tue 6/9/15	Thu 6/11/15															
714	4a.3.2.4.4	Conduct Vendor Acceptance Testing	Tue 5/5/15	Mon 6/29/15															
715	4a.3.2.4.5	Milestone: Complete Initial Vendor Acceptance Testing	Mon 6/29/15	Mon 6/29/15															
716	4a.3.2.4.6	Deliverable	Tue 6/16/15	Mon 6/29/15															
717	4a.3.2.4.6.1	DRAFT Vendor Acceptance Test Results	Tue 6/16/15	Wed 6/17/15															
718	4a.3.2.4.6.2	Review Vendor Acceptance Test Results	Thu 6/18/15	Fri 6/19/15															
719	4a.3.2.4.6.3	Finalize Vendor Acceptance Test Results	Mon 6/22/15	Mon 6/22/15															
720	4a.3.2.4.6.4	WVCPRB Project Management Review: Completion of Vendor Acceptance Testing	Tue 6/23/15	Mon 6/29/15															
721	4a.3.2.4.6.5	Acceptance: Completion of Vendor Acceptance Testing	Mon 6/29/15	Mon 6/29/15															
722	4a.3.2.5	Performance/Security/Integration Testing	Tue 5/5/15	Mon 6/29/15															
723	4a.3.2.5.1	Develop Performance Test Plan	Tue 5/5/15	Mon 5/11/15															
724	4a.3.2.5.2	Prepare Performance Tests	Tue 5/12/15	Mon 6/8/15															
725	4a.3.2.5.3	Milestone: Completion of Performance Test Preparation	Mon 6/8/15	Mon 6/8/15															
726	4a.3.2.5.4	Conduct Performance Tests	Tue 6/2/15	Mon 6/29/15															
727	4a.3.2.5.5	Milestone: Complete Performance Testing	Mon 6/29/15	Mon 6/29/15															
728	4a.3.2.6	Life Cycle Testing	Tue 5/19/15	Mon 6/29/15															
729	4a.3.2.6.1	Prepare Test Environment - Generate Test Data	Tue 5/19/15	Mon 5/25/15															
730	4a.3.2.6.2	Milestone: Completion of Life Cycle Test Preparation	Mon 5/25/15	Mon 5/25/15															
731	4a.3.2.6.3	Perform Life Cycle Testing	Tue 5/26/15	Mon 6/29/15															
732	4a.3.2.6.4	Milestone: Complete Initial Life Cycle Testing	Mon 6/29/15	Mon 6/29/15															
733	4a.3.2.7	Plan Non-Production Deployment	Tue 6/23/15	Wed 6/24/15															
734	4a.3.2.7.1	Plan Software Release	Tue 6/23/15	Tue 6/23/15															
735	4a.3.2.7.2	Plan Software Build	Wed 6/24/15	Wed 6/24/15															
736	4a.3.2.7.3	Plan Non-Production Deployment Complete	Wed 6/24/15	Wed 6/24/15															
737	4a.3.2.8	Perform Smoke Testing	Thu 6/18/15	Mon 6/29/15															
738	4a.3.2.8.1	Execute Test Plan - Smoke Test	Thu 6/18/15	Wed 6/24/15															
739	4a.3.2.8.2	Perform Defect Management	Thu 6/25/15	Mon 6/29/15															
740	4a.3.2.8.3	Perform Smoke Testing Complete	Mon 6/29/15	Mon 6/29/15															
741	4a.3.2.9	Perform Regression Testing	Thu 6/18/15	Mon 6/29/15															
742	4a.3.2.9.1	Execute Test Plan - Regression Test	Thu 6/18/15	Wed 6/24/15															
743	4a.3.2.9.2	Perform Defect Management	Thu 6/25/15	Mon 6/29/15															
744	4a.3.2.9.3	Perform Regression Testing Complete	Mon 6/29/15	Mon 6/29/15															
745	4a.3.2.10	Assess Quality	Tue 6/30/15	Tue 6/30/15															
746	4a.3.2.10.1	Perform Quality Assessment	Tue 6/30/15	Tue 6/30/15															
747	4a.3.2.10.2	Perform Configuration Management Assessment	Tue 6/30/15	Tue 6/30/15															
748	4a.3.2.10.3	Perform Project Reviews	Tue 6/30/15	Tue 6/30/15															
749	4a.3.2.10.4	Test Quality Assessment Complete	Tue 6/30/15	Tue 6/30/15															

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					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
750	4a.3.2.11	Close Sub-phase	Tue 6/30/15	Tue 6/30/15																				
751	4a.3.2.11.1	Perform Phase-end Review	Tue 6/30/15	Tue 6/30/15																				
752	4a.3.2.11.2	Close Work Plan	Tue 6/30/15	Tue 6/30/15																				
753	4a.TST	Testing Complete	Tue 6/30/15	Tue 6/30/15																				
754	4a.3.3	Documentation	Mon 11/3/14	Wed 5/20/15																				
755	4a.3.3.1	User Documentation	Mon 11/3/14	Wed 4/15/15																				
756	4a.3.3.1.1	Update/Develop User Procedures Guide	Mon 11/3/14	Wed 2/11/15																				
757	4a.3.3.1.2	Review User Procedures Guide	Thu 2/12/15	Wed 2/25/15																				
758	4a.3.3.1.3	Finalize User Documentation	Thu 2/26/15	Wed 3/11/15																				
759	4a.3.3.1.4	Update/Develop Online Help	Thu 3/12/15	Wed 4/1/15																				
760	4a.3.3.1.5	Review Online Help	Thu 4/2/15	Wed 4/15/15																				
761	4a.3.3.2	Technical Documentation	Mon 12/1/14	Wed 5/13/15																				
762	4a.3.3.2.1	Develop Technical Documentation	Mon 12/1/14	Wed 4/1/15																				
763	4a.3.3.2.2	Review Technical Documentation	Thu 4/2/15	Wed 4/22/15																				
764	4a.3.3.2.3	Finalize Technical Documentation	Thu 4/23/15	Wed 5/13/15																				
765	4a.3.3.3	WVCPRB Project Management Review: Delivery of Documentation	Thu 5/14/15	Wed 5/20/15																				
766	4a.3.3.4	Acceptance: Delivery of Documentation	Wed 5/20/15	Wed 5/20/15																				
767	4a.3.4	Actuary Extracts	Wed 5/6/15	Tue 6/30/15																				
768	4a.3.4.1	Generate DPAS Actuary Extract Files & Reports	Wed 5/6/15	Tue 5/19/15																				
769	4a.3.4.2	Actuary Review and Validation: DPAS Actuary Extracts	Wed 5/20/15	Tue 6/30/15																				
770	4a.3.4.3	Actuary Acceptance and Sign Off: DPAS Actuary Extracts	Tue 6/30/15	Tue 6/30/15																				
771	4a.3.5	WVCPRB Audit #1	Tue 6/2/15	Mon 6/29/15																				
772	4a.3.5.1	Examines new DPAS system functionality and Auditability	Tue 6/2/15	Mon 6/8/15																				
773	4a.3.5.2	Reviews design, development and testing of the new DPAS system	Tue 6/2/15	Mon 6/8/15																				
774	4a.3.5.3	Develops a test program and sampling plan to test data conversion	Tue 6/2/15	Mon 6/8/15																				
775	4a.3.5.4	Audit/Accounting Certifications	Tue 6/9/15	Mon 6/29/15																				
776	4a.3.5.4.1	System Compliance with Generally Accepted Accounting Principles (GAAP)	Tue 6/9/15	Mon 6/15/15																				
777	4a.3.5.4.2	Internal Controls and Segregation of Duties	Tue 6/9/15	Mon 6/15/15																				
778	4a.3.5.4.3	Auditability of the new DPAS system	Tue 6/9/15	Mon 6/15/15																				
779	4a.3.5.4.4	Accuracy of Conversion programs and converted data in the new DPAS system	Tue 6/9/15	Mon 6/15/15																				
780	4a.3.5.4.5	WVCPRB Project Management Review: Delivery of IPAA Certifications #1	Tue 6/16/15	Mon 6/29/15																				
781	4a.3.5.4.6	Acceptance: Delivery of Certifications	Mon 6/29/15	Mon 6/29/15																				
782	4a.TRANS	Transition	Wed 6/3/15	Fri 2/26/16																				
783	4.UAT	UAT	Wed 6/3/15	Fri 10/30/15																				
784	4.UAT.1	UAT Started	Wed 6/3/15	Wed 6/3/15																				
785	4a.UAT.IAT	Initiate Sub-phase	Wed 6/3/15	Mon 6/8/15																				
786	4a.UAT.IAT.01083	Acquire Project Team	Wed 6/3/15	Wed 6/3/15																				
787	4a.UAT.IAT.01033	Install and Configure Tools	Thu 6/4/15	Thu 6/4/15																				
788	4a.UAT.IAT.02816	Train Project Staff	Fri 6/5/15	Fri 6/5/15																				
789	4a.UAT.IAT.01081	Perform Method Coaching	Mon 6/8/15	Mon 6/8/15																				
790	4a.UAT.IAT	Initiate Sub-phase Complete	Mon 6/8/15	Mon 6/8/15																				
791	4a.UAT.IAT.01083	User Acceptance Testing	Tue 6/30/15	Thu 10/1/15																				
792	4a.UAT.IAT.01084	Prepare Test Environment - Generate Test Data	Tue 6/30/15	Mon 7/6/15																				
793	4a.UAT.IAT.01085	Milestone: Completion of User Acceptance Test Preparation	Mon 7/6/15	Mon 7/6/15																				
794	4a.UAT.IAT.01086	WVCPRB Project Management Review: Commencement of User Acceptance Testing	Tue 7/7/15	Mon 7/13/15																				
795	4a.UAT.IAT.01087	Acceptance: Commencement of User Acceptance Testing	Mon 7/13/15	Mon 7/13/15																				
796	4a.UAT.IAT.01088	Perform User Acceptance Testing	Tue 6/30/15	Mon 9/21/15																				
797	4a.UAT.IAT.01089	Milestone: Complete Initial User Acceptance Testing	Mon 9/21/15	Mon 9/21/15																				
798	4a.UAT.IAT.01090	Deliverable	Tue 9/22/15	Thu 10/1/15																				
799	4b.UAT.IAT.01091	DRAFT User Acceptance Test Results	Tue 9/22/15	Wed 9/23/15																				
800	4b.UAT.IAT.01092	Review User Acceptance Test Results	Thu 9/24/15	Fri 9/25/15																				
801	4b.UAT.IAT.01093	Finalize User Acceptance Test Results	Mon 9/28/15	Mon 9/28/15																				
802	4b.UAT.IAT.01094	Update Requirement Traceability Matrix	Tue 9/29/15	Thu 10/1/15																				
803	4b.UAT.IAT.01095	Updates for Retired Payroll Requirements	Tue 9/29/15	Thu 10/1/15																				
804	4b.UAT.IAT.01096	WVCPRB Project Management Review: Acceptance of the System by Users	Tue 9/22/15	Mon 9/28/15																				
805	4b.UAT.IAT.01097	Acceptance: Acceptance of the System by Users	Mon 9/28/15	Mon 9/28/15																				
806	4a.UAT.PMT	Perform Smoke Testing	Fri 10/2/15	Thu 10/29/15																				
807	4a.UAT.PMT.97090	Execute Test Plan - Smoke Test	Fri 10/2/15	Thu 10/15/15																				
808	4a.UAT.PMT.97100	Perform Defect Management	Fri 10/16/15	Thu 10/29/15																				
809	4.UAT.PMT	Perform Smoke Testing Complete	Thu 10/29/15	Thu 10/29/15																				
810	4.UAT.PRT	Perform Regression Testing	Fri 10/2/15	Fri 10/30/15																				
811	4.UAT.PRT.97080	Stage Test Data	Fri 10/2/15	Fri 10/2/15																				
812	4.UAT.PRT.97090	Execute Test Plan - Regression Test	Mon 10/5/15	Fri 10/16/15																				

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
813	4.UAT.PRT.97100	Perform Defect Management	Mon 10/19/15	Fri 10/30/15															
814	4.UAT.PRT	Perform Regression Testing Complete	Fri 10/30/15	Fri 10/30/15															
815	4a.TRN	Train	Wed 7/2/15	Wed 10/14/15															
816	4a.TRN	Train Started	Tue 7/28/15	Tue 7/28/15															
817	4a.TRN.6.4.2.2	Training Plan & Materials	Wed 7/29/15	Wed 9/30/15															
818	4a.TRN.6.4.2.2.1	Develop Training Plan and Materials	Wed 7/29/15	Wed 9/30/15															
819	4a.TRN.6.4.2.2.1.1	DRAFT Training Plan and Materials	Wed 7/29/15	Tue 9/8/15															
820	4a.TRN.6.4.2.2.1.2	Review Training Plan and Materials	Wed 9/9/15	Tue 9/15/15															
821	4a.TRN.6.4.2.2.1.3	Finalize Training Plan and Materials	Wed 9/16/15	Tue 9/22/15															
822	4a.TRN.6.4.2.2.1.4	WWCPRB Project Management Review: Approval of Training Plan & Materials	Wed 9/23/15	Tue 9/29/15															
823	4a.TRN.6.4.2.2.1.5	Acceptance: Training Plan and Materials	Wed 9/30/15	Wed 9/30/15															
824	4a.TRN.6.4.2.2.2	Develop Employer Training Materials	Wed 7/29/15	Tue 9/29/15															
825	4a.TRN.6.4.2.2.2.1	DRAFT Employer Training Materials	Wed 7/29/15	Tue 8/25/15															
826	4a.TRN.6.4.2.2.2.2	Review Employer Training Materials	Wed 8/26/15	Tue 9/8/15															
827	4a.TRN.6.4.2.2.2.3	Finalize Employer Training Materials	Wed 9/9/15	Tue 9/15/15															
828	4a.TRN.6.4.2.2.2.4	Prepare for Employer Webinar	Wed 9/16/15	Tue 9/29/15															
829	4a.TRN.6.4.2.2.2.5	Prepare for Employer Sessions	Wed 9/16/15	Tue 9/29/15															
830	4a.TRN.6.4.2.2.3	Develop End User Training Materials	Wed 7/29/15	Tue 9/22/15															
831	4a.TRN.6.4.2.2.3.1	DRAFT End User Training Materials	Wed 7/29/15	Tue 9/1/15															
832	4a.TRN.6.4.2.2.3.2	Review End User Training Materials	Wed 9/2/15	Tue 9/15/15															
833	4a.TRN.6.4.2.2.3.3	Finalize End User Training Materials	Wed 9/16/15	Tue 9/22/15															
834	4a.TRN.6.4.2.2.4	WWCPRB Project Management Review: Completion of Training Plan & Training Materials	Wed 9/23/15	Tue 9/29/15															
835	4a.TRN.6.4.2.2.5	Acceptance: Completion of Training Plan & Training Materials	Tue 9/29/15	Tue 9/29/15															
836	4a.TRN.6.4.2.3	Conduct Testing Team Training	Thu 7/2/15	Mon 7/6/15															
837	4a.TRN.6.4.2.3.1	Prepare for UAT Testing Team Training	Thu 7/2/15	Fri 7/3/15															
838	4a.TRN.6.4.2.3.2	Conduct UAT Testing Team Training Overview	Mon 7/6/15	Mon 7/6/15															
839	4a.TRN.6.4.2.4	Employer Training Activities	Wed 7/29/15	Tue 9/29/15															
840	4a.TRN.6.4.2.4.1	Schedule Employer Training Sessions	Wed 7/29/15	Tue 8/25/15															
841	4a.TRN.6.4.2.4.2	Register Employers	Wed 8/26/15	Tue 9/22/15															
842	4a.TRN.6.4.2.4.3	Compile/Print Training Manuals and Employer Documentation	Wed 9/2/15	Tue 9/15/15															
843	4a.TRN.6.4.2.4.4	Conduct Employer Training and Webinars	Wed 9/16/15	Tue 9/29/15															
844	4a.TRN.6.4.2.5	End User Training Activities	Thu 8/20/15	Wed 10/14/15															
845	4a.TRN.6.4.2.5.1	Schedule Training Sessions	Thu 8/20/15	Wed 9/2/15															
846	4a.TRN.6.4.2.5.2	Register Users	Thu 9/3/15	Wed 9/9/15															
847	4a.TRN.6.4.2.5.3	Compile/Print Training Manuals and User Documentation	Thu 9/10/15	Wed 9/16/15															
848	4a.TRN.6.4.2.5.4	Conduct End User Training	Thu 9/17/15	Wed 10/7/15															
849	4a.TRN.6.4.2.5.5	WWCPRB Project Management Review: Completion of Training	Thu 10/8/15	Wed 10/14/15															
850	4a.TRN.6.4.2.5.6	Acceptance: Completion of Training	Wed 10/14/15	Wed 10/14/15															
851	4.DEP	Deploy	Wed 10/14/15	Wed 12/9/15															
852	4a.DEP.6.4.3.1	Conduct Phase 4b Deployment Activities	Wed 10/14/15	Mon 11/2/15															
853	4a.DEP.6.4.3.1.1	Confirm Production Environment	Wed 10/14/15	Fri 10/16/15															
854	4a.DEP.6.4.3.1.2	Convert / Reconcile Final Data	Mon 10/19/15	Wed 10/21/15															
855	4a.DEP.6.4.3.1.3	Review Conversion Results	Thu 10/22/15	Mon 10/26/15															
856	4a.DEP.6.4.3.1.4	WWCPRB Project Management Review: Completion of the Conversion Process	Tue 10/27/15	Mon 11/2/15															
857	4a.DEP.6.4.3.1.5	Acceptance: Completion of the Conversion Process	Mon 11/2/15	Mon 11/2/15															
858	4a.DEP.6.4.3.1.6	Develop Draft Production Transition Document	Tue 10/27/15	Mon 11/2/15															
859	4a.DEP.6.4.3.1.7	Milestone: Review Draft of Support Plan	Mon 11/2/15	Mon 11/2/15															
860	4a.DEP.6.4.3.1.8	Execute Cutover - "Go-Live" Checklist	Tue 10/27/15	Wed 10/28/15															
861	4a.DEP.6.4.3.1.9	Review Cutover	Thu 10/29/15	Fri 10/30/15															
862	4a.DEP.6.4.3.1.10	Milestone: System Acceptance - "Go Live" Membership	Mon 11/2/15	Mon 11/2/15															
863	4a.DEP.6.4.3.2	Milestone: Membership Phase into Production	Mon 11/2/15	Mon 11/2/15															
864	4a.DEP.6.4.3.3	Conduct Network and Application Vulnerability Assessment #2	Mon 11/2/15	Wed 12/9/15															
865	4a.DEP.6.4.3.3.1	Discuss goals of assessment with CISO (Chief Information Security Officer)	Mon 11/2/15	Mon 11/2/15															
866	4a.DEP.6.4.3.3.2	Create Assessment Test Plan	Tue 11/3/15	Mon 11/16/15															
867	4a.DEP.6.4.3.3.3	Execute Vulnerability Assessment	Tue 11/17/15	Mon 11/23/15															
868	4a.DEP.6.4.3.3.4	Discuss Assessment results with WWCPRB IT and Deloitte IT	Tue 11/24/15	Wed 11/25/15															
869	4a.DEP.6.4.3.3.5	Rectify identified shortcomings and prioritize repairs	Thu 11/26/15	Wed 12/9/15															
870	4a.DEP.6.4.3.4	Milestone: Rollout; 60 Day Acceptance	Mon 11/2/15	Mon 11/2/15															
871	4.DEP	Project Go-Live	Mon 11/2/15	Mon 11/2/15															
872	4a.DEP.6.4.4	Member Self Service	Mon 11/16/15	Thu 12/17/15															
873	4a.DEP.6.4.4.1	Perform Communications to Stakeholders	Mon 11/16/15	Fri 11/27/15															
874	4a.DEP.6.4.4.2	Confirm Production Environment	Mon 11/30/15	Fri 12/11/15															
875	4a.DEP.6.4.4.3	Execute Cutover - "Go-Live" Checklist	Mon 12/14/15	Tue 12/15/15															

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West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026**

ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
876	4a.DEP.6.4.4.4	Review Cutover	Wed 12/16/15	Wed 12/16/15															
877	4a.DEP.6.4.4.5	Milestone: System Acceptance - "Go Live" Membership Self-Service	Wed 12/16/15	Wed 12/16/15															
878	4a.DEP.6.4.4.6	Milestone: Member Services into Production	Thu 12/17/15	Thu 12/17/15															
879	4a.DEP.6.4.5	Deliver Source Code	Fri 12/18/15	Thu 12/24/15															
880	4a.DEP.6.4.5.1	WVCPRB Project Management Review: Delivery of Source Code	Fri 12/18/15	Thu 12/24/15															
881	4a.DEP.6.4.5.2	Acceptance: Delivery of Source Code	Thu 12/24/15	Thu 12/24/15															
882	4a.DEP.6.4.6	Conduct Warranty Support Activities	Mon 1/12/16	Fri 2/26/16															
883	4a.DEP.6.4.6.1	WVCPRB Project Management Review: Warranty	Mon 11/2/15	Fri 11/6/15															
884	4a.DEP.6.4.6.2	Acceptance: Warranty	Fri 11/6/15	Fri 11/6/15															
885	4a.DEP.6.4.6.3	Staff HelpDesk	Mon 11/9/15	Fri 1/1/16															
886	4a.DEP.6.4.6.4	Post Implementation Support - 60 days post go-live	Mon 1/4/16	Fri 2/26/16															
887	4a.DEP.6.4.6.5	Milestone: Rollout; 60 Day Acceptance	Fri 2/26/16	Fri 2/26/16															
888	4b	Phase 4b: Benefits (Release 2)	Mon 2/16/15	Thu 8/11/16															
889	4binc	Inception	Mon 2/16/15	Mon 3/16/15															
890	4b.PLN	Plan	Mon 2/16/15	Mon 3/16/15															
891	4b.PLN	Project Plan Started	Mon 2/16/15	Mon 2/16/15															
892	4b.PLN.PPR	Plan the Project	Mon 2/16/15	Mon 3/9/15															
893	4b.PLN.PPR.01038	Update Deliverables Log	Mon 2/16/15	Mon 3/9/15															
894	4b.PLN.PPR.01038.01	Update Deliverables Log	Mon 2/16/15	Tue 2/17/15															
895	4b.PLN.PPR.01038.02	Perform deliverable review of Deliverables Log	Wed 2/18/15	Thu 2/19/15															
896	4b.PLN.PPR.01038.03	Submit Deliverables Log	Thu 2/19/15	Thu 2/19/15															
897	4b.PLN.PPR.01038.04	Perform Client review of Deliverables Log	Fri 2/20/15	Thu 2/26/15															
898	4b.PLN.PPR.01038.05	Revise Deliverables Log	Fri 2/27/15	Mon 3/2/15															
899	4b.PLN.PPR.01038.06	Perform Final Client review of Deliverables Log	Tue 3/3/15	Mon 3/9/15															
900	4b.PLN.PPR.01038.07	Sign-Off Deliverables Log	Mon 3/9/15	Mon 3/9/15															
901	4b.PLN.PPR.01035	Update Work Plan	Mon 2/16/15	Mon 3/9/15															
902	4b.PLN.PPR.01035.01	Update Work Plan	Mon 2/16/15	Wed 2/18/15															
903	4b.PLN.PPR.01035.02	Perform deliverable review of Work Plan	Thu 2/19/15	Thu 2/19/15															
904	4b.PLN.PPR.01035.03	Submit Work Plan	Thu 2/19/15	Thu 2/19/15															
905	4b.PLN.PPR.01035.04	Perform Client review of Work Plan	Fri 2/20/15	Thu 2/26/15															
906	4b.PLN.PPR.01035.05	Revise Work Plan	Fri 2/27/15	Mon 3/2/15															
907	4b.PLN.PPR.01035.06	Perform Final Client review of Work Plan	Tue 3/3/15	Mon 3/9/15															
908	4b.PLN.PPR.01035.07	Sign-Off Work Plan	Mon 3/9/15	Mon 3/9/15															
909	4b.PLN.PPR.01065	Tailor Method	Mon 2/16/15	Mon 2/16/15															
910	4b.PLN.MPR	Mobilize Project Resources	Mon 2/16/15	Thu 2/19/15															
911	4b.PLN.MPR.01062	Establish Configuration Management	Mon 2/16/15	Mon 2/16/15															
912	4b.PLN.MPR.01083	Acquire Project Team	Mon 2/16/15	Tue 2/17/15															
913	4b.PLN.MPR.01033	Install and Configure Tools	Mon 2/16/15	Tue 2/17/15															
914	4b.PLN.MPR.02816	Train Project Staff	Wed 2/18/15	Thu 2/19/15															
915	4b.PLN.MPR.01071	Establish Baselines	Mon 2/16/15	Mon 2/16/15															
916	4b.PLN.MPR.01081	Perform Method Coaching	Mon 2/16/15	Mon 2/16/15															
917	4b.PLN.PRA	Plan Requirements	Mon 2/16/15	Fri 3/13/15															
918	4b.PLN.PRA.96800	Establish Requirements Traceability	Mon 2/16/15	Fri 3/13/15															
919	4b.PLN.PRA	Plan Requirements Complete	Fri 3/13/15	Fri 3/13/15															
920	4b.PLN.AQY	Assess Quality	Mon 2/16/15	Thu 2/19/15															
921	4b.PLN.AQY.01069	Perform Quality Assessment	Mon 2/16/15	Tue 2/17/15															
922	4b.PLN.AQY.03102	Perform Configuration Management Assessment	Mon 2/16/15	Tue 2/17/15															
923	4b.PLN.AQY.01098	Perform Project Reviews	Mon 2/16/15	Tue 2/17/15															
924	4b.PLN.AQY	Plan Assess Quality Complete	Wed 2/18/15	Thu 2/19/15															
925	4b.PLN.CSP	Close Sub-phase	Mon 3/16/15	Mon 3/16/15															
926	4b.PLN.CSP.03100	Perform Phase-end Review	Mon 3/16/15	Mon 3/16/15															
927	4b.PLN.CSP.01052	Close Work Plan	Mon 3/16/15	Mon 3/16/15															
928	4b.PLN	Project Plan Complete	Fri 3/13/15	Fri 3/13/15															
929	4b.1.2	Develop Phase 4a SOW	Mon 2/16/15	Mon 3/16/15															
930	4b.1.2.1	Draft Phase 4 Statement of Work (SOW)	Mon 2/16/15	Fri 2/20/15															
931	4b.1.2.2	Perform deliverable review of Phase 4 Statement of Work (SOW)	Mon 2/23/15	Wed 2/25/15															
932	4b.1.2.3	Submit Phase 4 Statement of Work (SOW)	Wed 2/25/15	Wed 2/25/15															
933	4b.1.2.4	Perform Client review of Phase 4 Statement of Work (SOW)	Thu 2/26/15	Wed 3/4/15															
934	4b.1.2.5	Revise Phase 4 Statement of Work (SOW)	Thu 3/5/15	Mon 3/9/15															
935	4b.1.2.6	Perform Final Client review of Phase 4 Statement of Work (SOW)	Tue 3/10/15	Mon 3/16/15															
936	4b.1.2.7	Acceptance and Sign-Off Phase 4 Statement of Work (SOW)	Mon 3/16/15	Mon 3/16/15															
937	4b.1.3	Kickoff Phase 4a	Mon 2/16/15	Wed 2/25/15															
938	4b.1.3.1	Initiate Implementation Activities	Mon 2/16/15	Wed 2/18/15															

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
939	4b.1.3.1.1	Confirm Implementation Approach	Mon 2/16/15	Mon 2/16/15															
940	4b.1.3.1.2	Finalize Business / Development Teams	Tue 2/17/15	Tue 2/17/15															
941	4b.1.3.1.3	Conduct Retired Implementation Kick-Off Meeting	Wed 2/18/15	Wed 2/18/15															
942	4b.1.3.2	Conduct Conference Room Pilot	Mon 2/23/15	Wed 2/26/15															
943	4b.1.3.2.1	Prepare for DPAS base functionality demo	Mon 2/23/15	Mon 2/23/15															
944	4b.1.3.2.2	Schedule DPAS base functionality demo sessions	Tue 2/24/15	Tue 2/24/15															
945	4b.1.3.2.3	Demonstrate DPAS base functionality	Wed 2/25/15	Wed 2/25/15															
946	4b.1.4	Install and Configure baseline DPAS LOB Application	Mon 2/16/15	Fri 3/6/15															
947	4b.1.4.1	Install and configure DPAS LOB	Mon 2/16/15	Fri 2/27/15															
948	4b.1.4.2	WVCPRB Project Management Review: Installation and Configuration of LOB Application	Mon 3/2/15	Fri 3/6/15															
949	4b.1.4.3	Acceptance: Installation and Configuration of LOB Application	Fri 3/6/15	Fri 3/6/15															
950	4b.1.4.4	WVCPRB Project Management Review: LOB Application Software License	Mon 3/2/15	Fri 3/6/15															
951	4b.1.4.5	Acceptance: LOB Application Software License	Fri 3/6/15	Fri 3/6/15															
952	4b.Elbb	Elaboration	Tue 3/17/15	Tue 5/31/15															
953	4b.REQ	Requirements	Tue 3/17/15	Mon 5/18/15															
954	4b.REQ	Requirements Started	Tue 3/17/15	Tue 3/17/15															
955	4b.REQ.ISP	Initiate Sub-phase	Wed 3/18/15	Fri 3/20/15															
956	4b.REQ.ISP.01083	Acquire Project Team	Wed 3/18/15	Wed 3/18/15															
957	4b.REQ.ISP.01033	Install and Configure Tools	Wed 3/18/15	Wed 3/18/15															
958	4b.REQ.ISP.02816	Train Project Staff	Thu 3/19/15	Thu 3/19/15															
959	4b.REQ.ISP.01081	Perform Method Coaching	Fri 3/20/15	Fri 3/20/15															
960	4b.REQ.ISP	Initiate Sub-phase Complete	Fri 3/20/15	Fri 3/20/15															
961	4b.2.1.3	Prepare for RA/GFA Sessions	Wed 3/18/15	Fri 3/27/15															
962	4b.2.1.3.1	General Phase 4A Preparation	Wed 3/18/15	Tue 3/24/15															
963	4b.2.1.3.2	Conduct Gap Fit Orientation Training	Wed 3/25/15	Wed 3/25/15															
964	4b.2.1.3.3	Schedule RA/GFA Sessions	Thu 3/26/15	Fri 3/27/15															
965	4b.2.1.4	Conduct RA/GFA Sessions	Mon 3/30/15	Wed 4/29/15															
966	4b.2.1.4.1	Conduct LOB Team RA/GFA Sessions	Mon 3/30/15	Wed 4/29/15															
967	4b.2.1.4.1.1	Benefit Payments Team	Mon 3/30/15	Thu 4/16/15															
968	4b.2.1.4.1.1.1	Conduct / Document Retiree Maintenance and Beneficiary Sessions	Mon 3/30/15	Tue 3/31/15															
969	4b.2.1.4.1.1.2	Conduct / Document Retiree Payroll Sessions	Wed 4/1/15	Tue 4/7/15															
970	4b.2.1.4.1.1.3	Conduct / Document Disability Sessions	Wed 4/8/15	Thu 4/9/15															
971	4b.2.1.4.1.1.4	Conduct / Document Insurance Sessions	Fri 4/10/15	Mon 4/13/15															
972	4b.2.1.4.1.1.5	Conduct / Document Death Processing Sessions	Tue 4/14/15	Wed 4/15/15															
973	4b.2.1.4.1.1.6	Conduct / Document POA, QDRO Sessions	Thu 4/16/15	Thu 4/16/15															
974	4b.2.1.4.1.1.7	Milestone: Benefit Payments Sessions Complete	Thu 4/16/15	Thu 4/16/15															
975	4b.2.1.4.1.2	Accounting and Interfaces Team	Mon 3/30/15	Mon 4/6/15															
976	4b.2.1.4.1.2.1	Conduct / Document Cash Receipts and Disbursements Sessions	Mon 3/30/15	Wed 4/1/15															
977	4b.2.1.4.1.2.2	Conduct / Document Third Party Interfaces Sessions	Thu 4/2/15	Mon 4/6/15															
978	4b.2.1.4.1.2.3	Milestone: Accounting and Interfaces Team Sessions Complete	Mon 4/6/15	Mon 4/6/15															
979	4b.2.1.4.1.3	Common Team	Tue 4/7/15	Wed 4/29/15															
980	4b.2.1.4.1.3.1	Conduct / Document Tax Reporting Sessions	Tue 4/7/15	Thu 4/9/15															
981	4b.2.1.4.1.3.2	Conduct / Document Actuary Sessions	Fri 4/10/15	Tue 4/14/15															
982	4b.2.1.4.1.3.3	Conduct / Document Year End Close Sessions	Wed 4/15/15	Thu 4/16/15															
983	4b.2.1.4.1.3.4	Conduct / Document Correspondence Sessions	Fri 4/17/15	Mon 4/20/15															
984	4b.2.1.4.1.3.5	Conduct / Document General Requirements Sessions	Tue 4/21/15	Thu 4/23/15															
985	4b.2.1.4.1.3.6	Conduct / Document Additional New Functionality Sessions	Fri 4/24/15	Wed 4/29/15															
986	4b.2.1.4.1.3.7	Milestone: Common Team Sessions Complete	Wed 4/29/15	Wed 4/29/15															
987	4b.2.1.4.2	Conduct Technical Team RA/GFA Sessions	Mon 3/30/15	Thu 4/9/15															
988	4b.2.1.4.2.1	Conduct / Document Auditing and Security Sessions	Mon 3/30/15	Wed 4/1/15															
989	4b.2.1.4.2.2	Conduct / Document Member Education Sessions	Thu 4/2/15	Thu 4/2/15															
990	4b.2.1.4.2.3	Conduct / Document Activity Tracking Sessions	Fri 4/3/15	Tue 4/7/15															
991	4b.2.1.4.2.4	Conduct / Document Predefined Reports, Ad-hoc Reporting, Query Sessions	Wed 4/8/15	Wed 4/8/15															
992	4b.2.1.4.2.5	Conduct / Document Call Center Sessions	Thu 4/9/15	Thu 4/9/15															
993	4b.2.1.4.2.6	Milestone: Technical Team Sessions Complete	Thu 4/9/15	Thu 4/9/15															
994	4b.2.1.4.3	Conduct Workflow Team RA/GFA Sessions	Mon 3/30/15	Wed 4/29/15															
995	4b.2.1.4.3.1	Conduct / Document Retired Implementation Workflow Sessions	Mon 3/30/15	Wed 4/8/15															
996	4b.2.1.4.3.2	Milestone: Benefits Implementation Workflow RA/GFA Sessions Complete	Wed 4/29/15	Wed 4/29/15															
997	4b.2.1.5	Develop Detailed Requirements Definition Deliverable	Thu 4/16/15	Wed 5/13/15															
998	4b.2.1.4b.1	Compile Requirements and Draft Detailed Requirements Definition Deliverable	Thu 4/16/15	Wed 4/22/15															
999	4b.2.1.4b.2	Perform deliverable review of Detailed Requirements Definition Deliverable	Thu 4/23/15	Mon 4/27/15															
1000	4b.2.1.4b.3	Submit Detailed Requirements Definition Deliverable	Mon 4/27/15	Mon 4/27/15															
1001	4b.2.1.4b.4	Perform Client review of Detailed Requirements Definition Deliverable	Tue 4/28/15	Mon 5/4/15															

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					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
1002	4b.2.1.4b.5	Revise Detailed Requirements Definition Deliverable	Tue 5/5/15	Wed 5/6/15																			
1003	4b.2.1.4b.6	Perform Final Client review of Detailed Requirements Definition Deliverable	Thu 5/7/15	Wed 5/13/15																			
1004	4b.2.1.4b.7	Acceptance and Sign-Off Detailed Requirements Definition Deliverable	Wed 5/13/15	Wed 5/13/15																			
1005	4b.REQDBP	Define Business Process Models	Wed 3/18/15	Tue 5/12/15																			
1006	4b.R EQDBP.96780	Analyze As-Is Business Process Models	Wed 3/18/15	Tue 4/14/15																			
1007	4b.REQDBP.96790	Design To-Be Business Process Models	Wed 4/15/15	Tue 5/12/15																			
1008	4b.REQDBP	Define Business Process Models Complete	Tue 5/12/15	Tue 5/12/15																			
1009	4b.REQAQY	Assess Quality	Wed 3/18/15	Thu 5/14/15																			
1010	4b.REQAQY.01069	Perform Quality Assessment	Thu 5/14/15	Thu 5/14/15																			
1011	4b.REQAQY.03102	Perform Configuration Management Assessment	Wed 3/18/15	Wed 3/18/15																			
1012	4b.REQAQY.01098	Perform Project Reviews	Wed 3/18/15	Wed 3/18/15																			
1013	4b.REQAQY	Requirements Quality Assessment Complete	Thu 5/14/15	Thu 5/14/15																			
1014	4b.REQCSP	Close Sub-phase	Fri 5/15/15	Mon 5/18/15																			
1015	4b.REQCSP.03100	Perform Phase-End Review	Fri 5/15/15	Fri 5/15/15																			
1016	4b.REQCSP.01052	Close Work Plan	Mon 5/18/15	Mon 5/18/15																			
1017	4b.REQ	Requirements Complete	Mon 5/18/15	Mon 5/18/15																			
1018	4b.DES	Design	Mon 4/13/15	Tue 9/29/15																			
1019	4b.DES	Design Started	Mon 4/13/15	Mon 4/13/15																			
1020	4b.DES.ISP	Initiate Sub-phase	Mon 4/13/15	Wed 4/15/15																			
1021	4b.DES.ISP.01083	Acquire Project Team	Mon 4/13/15	Mon 4/13/15																			
1022	4b.DES.ISP.01033	Install and Configure Tools	Mon 4/13/15	Mon 4/13/15																			
1023	4b.DES.ISP.02816	Train Project Staff	Tue 4/14/15	Tue 4/14/15																			
1024	4b.DES.ISP.01081	Perform Method Coaching	Wed 4/15/15	Wed 4/15/15																			
1025	4b.DES.ISP	Initiate Sub-phase complete	Wed 4/15/15	Wed 4/15/15																			
1026	4b.2.2.3	Prepare for JAD Sessions	Mon 4/13/15	Fri 4/17/15																			
1027	4b.2.2.3.1	Conduct JAD Orientation Training	Mon 4/13/15	Tue 4/14/15																			
1028	4b.2.2.3.2	Schedule Joint Application Development (JAD) Sessions	Wed 4/15/15	Wed 4/15/15																			
1029	4b.2.2.3.3	Discuss Performance Test Criteria	Thu 4/16/15	Fri 4/17/15																			
1030	4b.2.2.4	Conduct / Document JAD Sessions	Wed 5/6/15	Mon 9/7/15																			
1031	4b.2.2.4.1	Conduct LOB Team JAD Sessions	Wed 5/6/15	Wed 7/29/15																			
1032	4b.2.2.4.1.1	Benefit Payments Team	Wed 5/6/15	Tue 6/23/15																			
1033	4b.2.2.4.1.1.1	Conduct / Document Retiree Maintenance and Beneficiary JAD Sessions	Wed 5/6/15	Fri 5/8/15																			
1034	4b.2.2.4.1.1.2	Conduct / Document Retiree Payroll JAD Sessions	Mon 5/11/15	Fri 5/22/15																			
1035	4b.2.2.4.1.1.3	Conduct / Document Disability JAD Sessions	Mon 5/25/15	Fri 5/29/15																			
1036	4b.2.2.4.1.1.4	Conduct / Document Health Insurance JAD Sessions	Mon 6/1/15	Wed 6/3/15																			
1037	4b.2.2.4.1.1.5	Conduct / Document Death Processing JAD Sessions	Thu 6/4/15	Fri 6/12/15																			
1038	4b.2.2.4.1.1.6	Conduct / Document POA, QDRO JAD Sessions	Mon 6/15/15	Tue 6/16/15																			
1039	4b.2.2.4.1.1.7	Conduct / Document Follow-Up JAD Sessions	Wed 6/17/15	Tue 6/23/15																			
1040	4b.2.2.4.1.2	Accounting and Interfaces Team	Wed 6/24/15	Thu 7/16/15																			
1041	4b.2.2.4.1.2.1	Conduct / Document Cash Receipts and Disbursements JAD Sessions	Wed 6/24/15	Thu 7/2/15																			
1042	4b.2.2.4.1.2.2	Conduct / Document Third Party Interfaces JAD Sessions	Fri 7/3/15	Mon 7/13/15																			
1043	4b.2.2.4.1.2.3	Conduct / Document Follow-Up JAD Sessions	Tue 7/14/15	Thu 7/16/15																			
1044	4b.2.2.4.1.3	Common Team	Fri 7/17/15	Wed 7/29/15																			
1045	4b.2.2.4.1.3.1	Conduct / Document Tax Reporting JAD Sessions	Fri 7/17/15	Tue 7/21/15																			
1046	4b.2.2.4.1.3.2	Conduct / Document Actuary JAD Sessions	Wed 7/22/15	Thu 7/23/15																			
1047	4b.2.2.4.1.3.3	Conduct / Document Year End Close JAD Sessions	Fri 7/24/15	Mon 7/27/15																			
1048	4b.2.2.4.1.3.4	Conduct / Document Correspondence JAD Sessions	Tue 7/28/15	Wed 7/29/15																			
1049	4b.2.2.4.1.3.5	Conduct / Document General Requirements JAD Sessions	Fri 7/17/15	Thu 7/23/15																			
1050	4b.2.2.4.1.3.6	Conduct / Document Additional New Functionality JAD Sessions	Fri 7/17/15	Mon 7/20/15																			
1051	4b.2.2.4.1.3.7	Conduct / Document Follow-Up JAD Sessions	Fri 7/17/15	Tue 7/21/15																			
1052	4b.2.2.4.2	Conduct Technical Team JAD Sessions	Thu 7/30/15	Tue 8/25/15																			
1053	4b.2.2.4.2.1	Conduct / Document Auditing and Security JAD Sessions	Thu 7/30/15	Tue 8/4/15																			
1054	4b.2.2.4.2.2	Conduct / Document Member Education JAD Sessions	Tue 8/11/15	Fri 8/14/15																			
1055	4b.2.2.4.2.3	Conduct / Document Activity Tracking JAD Sessions	Mon 8/17/15	Thu 8/20/15																			
1056	4b.2.2.4.2.4	Conduct / Document Predeline Reports, Ad-hoc Reporting, Query JAD Sessions	Wed 8/5/15	Mon 8/10/15																			
1057	4b.2.2.4.2.5	Conduct / Document Call Center JAD Sessions	Fri 8/21/15	Tue 8/25/15																			
1058	4b.2.2.4.2.6	Conduct / Document Follow-Up JAD Sessions	Thu 7/30/15	Fri 7/31/15																			
1059	4b.2.2.4.3	Conduct Workflow Team JAD Sessions	Wed 8/26/15	Mon 9/7/15																			
1060	4b.2.2.4.3.1	Conduct / Document Retired Implementation Workflow JAD Sessions	Wed 8/26/15	Tue 9/1/15																			
1061	4b.3.3	Conduct / Document Create Work Item JAD Session	Wed 9/2/15	Thu 9/3/15																			
1062	4b.3.4	Conduct / Document Workflow Search JAD Session	Fri 9/4/15	Mon 9/7/15																			
1063	4b.2.2.4.4	Milestone: Retired Implementation JAD Sessions Complete	Mon 9/7/15	Mon 9/7/15																			
1064	4b.2.2.5	Develop Detailed System Design Specification Deliverable	Tue 9/1/15	Tue 9/29/15																			

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ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
1065	4b.2.2.4b.1	Draft Detailed System Design Specification Deliverable	Tue 9/1/15	Mon 9/7/15															
1066	4b.2.2.4b.2	Perform deliverable review of Detailed System Design Specification Deliverable	Tue 9/8/15	Thu 9/10/15															
1067	4b.2.2.4b.3	Submit Detailed System Design Specification Deliverable	Thu 9/10/15	Thu 9/10/15															
1068	4b.2.2.4b.4	Perform Client review of Detailed System Design Specification Deliverable	Fri 9/11/15	Thu 9/17/15															
1069	4b.2.2.4b.5	Revise Detailed System Design Specification Deliverable	Fri 9/18/15	Tue 9/22/15															
1070	4b.2.2.4b.6	Perform Final Client review of Detailed System Design Specification Deliverable	Wed 9/23/15	Tue 9/29/15															
1071	4b.2.2.4b.7	Acceptance and Sign-Off of Detailed System Design Specification Deliverable	Tue 9/29/15	Tue 9/29/15															
1072	4b.DES.AQY	Assess Quality	Tue 9/8/15	Thu 9/10/15															
1073	4b.DES.AQY.01069	Perform Quality Assessment	Tue 9/8/15	Tue 9/8/15															
1074	4b.DES.AQY.03102	Perform Configuration Management Assessment	Wed 9/9/15	Wed 9/9/15															
1075	4b.DES.AQY.01098	Perform Project Reviews	Thu 9/10/15	Thu 9/10/15															
1076	4b.DES.AQY	Design Quality Assessment Complete	Thu 9/10/15	Thu 9/10/15															
1077	4b.DES.CSP	Close Sub-phase	Tue 9/8/15	Wed 9/9/15															
1078	4b.DES.CSP.03100	Perform Phase-end Review	Tue 9/8/15	Tue 9/8/15															
1079	4b.DES.CSP.01052	Close Work Plan	Wed 9/9/15	Wed 9/9/15															
1080	4b.DES	Design Complete	Wed 9/9/15	Wed 9/9/15															
1081	4bConst	Construction	Mon 8/17/15	Tue 2/16/16															
1082	4b.DEV	Development & Unit Test	Mon 8/17/15	Tue 4/19/16															
1083	4b.DEV	Development (Construction) Started	Mon 8/17/15	Mon 8/17/15															
1084	4b.DEV.ISP	Initiate Sub-phase	Mon 8/17/15	Thu 8/20/15															
1085	4b.DEV.ISP.01083	Acquire Project Team	Mon 8/17/15	Mon 8/17/15															
1086	4b.DEV.ISP.01033	Install and Configure Tools	Mon 8/17/15	Mon 8/17/15															
1087	4b.DEV.ISP.02816	Train Project Staff	Tue 8/18/15	Tue 8/18/15															
1088	4b.DEV.ISP.01081	Perform Method Coaching	Wed 8/19/15	Wed 8/19/15															
1089	4b.DEV.ISP	Initiate Sub-phase Complete	Thu 8/20/15	Thu 8/20/15															
1090	4b.6.1.1	Configure / Customize Business Functions	Mon 8/17/15	Fri 1/8/16															
1091	4b.6.1.2	Team 1 Construction/Peer Review	Mon 8/17/15	Fri 9/18/15															
1092	4b.6.1.2.1	Process Payroll	Mon 8/17/15	Fri 9/18/15															
1093	4b.6.1.2.2	Calculate Payroll	Mon 8/17/15	Fri 9/18/15															
1094	4b.6.1.2.3	Approve Payroll	Mon 8/17/15	Fri 9/18/15															
1095	4b.6.1.2.4	Change of Beneficiary	Mon 8/17/15	Fri 9/18/15															
1096	4b.6.1.2.5	Maintain Supplemental Payment	Mon 8/17/15	Fri 9/18/15															
1097	4b.6.1.2.6	Establish Benefit Account	Mon 8/17/15	Fri 9/18/15															
1098	4b.6.1.2.7	Retiree Profile	Mon 8/17/15	Fri 9/18/15															
1099	4b.6.1.3	Milestone: Milestone 1 Development Complete	Fri 9/18/15	Fri 9/18/15															
1100	4b.6.1.4	Team 2 Construction/Peer Review	Mon 9/21/15	Fri 10/16/15															
1101	4b.6.1.4.1	Maintain Person	Mon 9/21/15	Fri 10/9/15															
1102	4b.6.1.4.2	Maintain Organization	Mon 9/21/15	Fri 10/9/15															
1103	4b.6.1.4.3	Maintain Benefit Account	Mon 9/21/15	Fri 10/16/15															
1104	4b.6.1.4.4	Maintain Death	Mon 9/21/15	Fri 10/9/15															
1105	4b.6.1.4.5	Approve Supplemental Payment	Mon 9/21/15	Fri 10/9/15															
1106	4b.6.1.4.6	Cash Receipts and Third Party Interfaces	Mon 9/21/15	Fri 10/16/15															
1107	4b.6.1.4.6	Self Service Infrastructure	Mon 9/21/15	Fri 10/9/15															
1108	4b.6.1.5	Milestone: Milestone 2 Development Complete	Fri 10/16/15	Fri 10/16/15															
1109	4b.6.1.6	Team 3 Construction/Peer Review	Mon 10/19/15	Fri 12/25/15															
1110	4b.6.1.6.1	Financial Reports	Mon 10/19/15	Fri 11/20/15															
1111	4b.6.1.6.2	Maintain Payments	Mon 10/19/15	Fri 11/20/15															
1112	4b.6.1.6.3	COLA	Mon 10/19/15	Fri 11/20/15															
1113	4b.6.1.6.4	1099R / W2	Mon 10/19/15	Fri 11/20/15															
1114	4b.6.1.6.4	Year End Close and Actuary	Mon 11/23/15	Fri 12/25/15															
1115	4b.6.1.6.5	Retiree Services	Mon 10/19/15	Fri 11/20/15															
1116	4b.6.1.8	Milestone: Team 3 Development Complete	Fri 12/25/15	Fri 12/25/15															
1117	4b.3.1.3.7	Workflow Team	Mon 8/17/15	Fri 1/8/16															
1118	4b.3.1.3.7.1	Develop Retired Implementation Workflow Process	Mon 8/17/15	Fri 10/16/15															
1119	4b.5.3.2	Workflow Manager	Mon 10/19/15	Fri 11/13/15															
1120	4b.5.3.3	Create Work Item	Mon 11/16/15	Fri 12/11/15															
1121	4b.5.3.4	Workflow Search	Mon 12/14/15	Fri 1/8/16															
1122	4b.6.1.8	Milestone: Retired Workflow Development Complete	Fri 1/8/16	Fri 1/8/16															
1123	4b.3.1.3.9	Common Team	Mon 8/17/15	Fri 10/23/15															
1124	4b.3.1.3.9.1	Forms	Mon 8/17/15	Fri 10/23/15															
1125	4b.3.1.3.9.2	Reports	Mon 8/17/15	Fri 10/23/15															
1126	4b.3.1.3.9.3	Correspondence	Mon 8/17/15	Fri 10/23/15															
1127	4b.3.1.3.9.4	Activity Tracking, Member Education and Call Center	Mon 8/17/15	Fri 10/23/15															

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1128	4b.3.1.3.9.5	Reference Codes and Business Rules Engine	Mon 8/17/15	Fri 10/23/15															
1129	4b.3.1.4	Development (Construction) Complete	Fri 1/8/16	Fri 1/8/16															
1130	4b.3.1.6	Development Deliverables	Fri 1/8/16	Fri 1/15/16															
1131	4b.3.1.5.1	DRAFT Completion of Modifications to LOB Application	Mon 1/11/16	Fri 1/15/16															
1132	4b.3.1.5.2	REVIEW Completion of Modifications to LOB Application	Mon 1/11/16	Tue 1/12/16															
1133	4b.3.1.5.3	FINALIZE Completion of Modifications to LOB Application	Mon 1/11/16	Mon 1/11/16															
1134	4b.3.1.5.4	WVCPRB Project Management Review: Completion of Modification to LOB Application	Mon 1/11/16	Fri 1/15/16															
1135	4b.3.1.5.5	Acceptance: Completion of Modifications to LOB Application	Fri 1/8/16	Fri 1/8/16															
1136	4b.3.1.5.6	DRAFT Completion of Unit Testing by the Vendor	Mon 1/11/16	Fri 1/15/16															
1137	4b.3.1.5.7	REVIEW Completion of Unit Testing by the Vendor	Mon 1/11/16	Tue 1/12/16															
1138	4b.3.1.5.8	FINALIZE Completion of Unit Testing by the Vendor	Mon 1/11/16	Mon 1/11/16															
1139	4b.3.1.5.9	WVCPRB Project Management Review: Completion of Unit Testing by the Vendor	Mon 1/11/16	Fri 1/15/16															
1140	4b.3.1.5.10	Acceptance: Completion of Unit Testing by the Vendor	Fri 1/15/16	Fri 1/15/16															
1141	4b.3.1.6	Separate Development, Test, Training, QA, and Query Environment	Mon 8/31/15	Fri 9/11/15															
1142	4b.3.1.6.1	Prepare Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 8/31/15	Fri 9/4/15															
1143	4b.3.1.6.2	WVCPRB Project Management Review: Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 9/7/15	Fri 9/11/15															
1144	4b.3.1.6.3	Acceptance: Delivery of Separate Development, Test, Training, QA, and Query Environment	Fri 9/11/15	Fri 9/11/15															
1145	4b.3.1.7	Integration	Mon 8/17/15	Fri 10/30/15															
1146	4b.3.1.7.1	Integration with Existing Financial Capabilities	Mon 8/17/15	Fri 10/30/15															
1147	4b.3.1.7.1.1	Confirm Design of Microsoft Dynamics Accounting Interface	Mon 8/17/15	Fri 8/28/15															
1148	4b.3.1.7.1.2	Review Design of Microsoft Dynamics Accounting Interface	Mon 8/31/15	Fri 9/4/15															
1149	4b.3.1.7.1.3	Develop Microsoft Dynamics Accounting Interface Files	Mon 9/7/15	Fri 10/16/15															
1150	4b.3.1.7.1.4	Complete Peer Review for Microsoft Dynamics Accounting Interface	Mon 10/19/15	Fri 10/23/15															
1151	4b.3.1.7.1.5	WVCPRB Project Management Review: Integration with existing financial capabilities	Mon 10/26/15	Fri 10/30/15															
1152	4b.3.1.7.1.6	Acceptance: Integration with existing financial capabilities	Fri 10/30/15	Fri 10/30/15															
1153	4b.3.1.7.2	Integration with Workflow Management Capabilities	Mon 9/28/15	Fri 12/11/15															
1154	4b.3.1.7.2.1	Confirm Design of Workflow Integration	Mon 9/28/15	Fri 10/9/15															
1155	4b.3.1.7.2.2	Review Design of Workflow Integration	Mon 10/12/15	Fri 10/16/15															
1156	4b.3.1.7.2.3	Develop Workflow Integration Components	Mon 10/19/15	Fri 11/27/15															
1157	4b.3.1.7.2.4	Develop Workflows	Mon 10/19/15	Fri 11/27/15															
1158	4b.3.1.7.2.5	Complete Peer Review for Workflow Integration	Mon 11/30/15	Fri 12/4/15															
1159	4b.3.1.7.2.6	WVCPRB Project Management Review: Integration with workflow management capabilities	Fri 12/4/15	Fri 12/4/15															
1160	4b.3.1.7.2.7	Acceptance: Integration with workflow management capabilities	Fri 12/4/15	Fri 12/4/15															
1161	4b.3.1.7.3	Integration with Existing Imaging Capabilities	Mon 9/28/15	Fri 12/11/15															
1162	4b.3.1.7.3.1	Confirm Design of Documentum ApplicationXtender Interface	Mon 9/28/15	Fri 10/9/15															
1163	4b.3.1.7.3.2	Review Design of Documentum ApplicationXtender Imaging Interface	Mon 10/12/15	Fri 10/16/15															
1164	4b.3.1.7.3.3	Develop Financials Accounting Interface Files	Mon 10/19/15	Fri 11/27/15															
1165	4b.3.1.7.3.4	Complete Peer Review for Documentum ApplicationXtender Interface	Mon 11/30/15	Fri 12/4/15															
1166	4b.3.1.7.3.5	WVCPRB Project Management Review: Integration with existing imaging capabilities	Mon 12/7/15	Fri 12/11/15															
1167	4b.3.1.7.3.6	Acceptance: Integration with existing imaging capabilities	Fri 12/11/15	Fri 12/11/15															
1168	4b.3.1.7.4	Separate Development, Test, Training, QA and Query Environment	Mon 9/14/15	Mon 9/28/15															
1169	4b.3.1.7.4.1	Prepare Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 9/14/15	Fri 9/18/15															
1170	4b.3.1.7.4.2	WVCPRB Project Management Review: Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 9/21/15	Fri 9/25/15															
1171	4b.3.1.7.4.3	Acceptance: Delivery of Separate Development, Test, Training, QA, and Query Environment	Mon 9/28/15	Mon 9/28/15															
1172	4b.3.1.8	Data Conversion	Mon 8/17/15	Tue 2/16/16															
1173	4b.3.1.8.1	Data Conversion & Migration Plan	Mon 8/17/15	Fri 9/25/15															
1174	4b.3.1.8.1.1	DRAFT Data Conversion & Migration Plan	Mon 8/17/15	Fri 9/11/15															
1175	4b.3.1.8.1.2	Review Data Conversion & Migration Plan	Mon 9/14/15	Wed 9/16/15															
1176	4b.3.1.8.1.3	Finalize Data Conversion & Migration Plan	Thu 9/17/15	Fri 9/18/15															
1177	4b.3.1.8.1.4	WVCPRB Project Management Review: Data Conversion & Migration Plan	Mon 9/21/15	Fri 9/25/15															
1178	4b.3.1.8.1.5	Acceptance: Data Conversion & Migration Plan	Fri 9/25/15	Fri 9/25/15															
1179	4b.3.1.8.2	Preliminary Data Conversion Activities	Mon 9/14/15	Mon 11/23/15															
1180	4b.3.1.8.2.1	PERSON	Mon 9/14/15	Tue 10/6/15															
1181	4b.3.1.8.2.1.1	DRAFT Initial Data Conversion Strategy for PERSON	Mon 9/14/15	Tue 9/15/15															
1182	4b.3.1.8.2.1.2	Develop Initial PERSON Extract	Wed 9/16/15	Tue 9/29/15															
1183	4b.3.1.8.2.1.3	Develop Initial PERSON Load	Wed 9/16/15	Tue 9/29/15															
1184	4b.3.1.8.2.1.4	Conduct Initial PERSON Conversion	Wed 9/30/15	Thu 10/1/15															
1185	4b.3.1.8.2.1.5	Identify PERSON Data Cleansing Projects	Fri 10/2/15	Tue 10/6/15															

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					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1186	4b.3.1.8.2.2	BENEFIT ACCOUNT	Wed 10/7/15	Thu 10/29/15																				
1187	4b.3.1.8.2.2.1	DRAFT Initial Data Conversion Strategy for BENEFIT ACCOUNT	Wed 10/7/15	Thu 10/8/15																				
1188	4b.3.1.8.2.2.2	Develop Initial BENEFIT ACCOUNT Extract	Fri 10/9/15	Thu 10/22/15																				
1189	4b.3.1.8.2.2.3	Develop Initial BENEFIT ACCOUNT Load	Fri 10/9/15	Thu 10/22/15																				
1190	4b.3.1.8.2.2.4	Conduct Initial BENEFIT ACCOUNT Conversion	Fri 10/23/15	Mon 10/26/15																				
1191	4b.3.1.8.2.2.5	Identify BENEFIT ACCOUNT Data Cleansing Projects	Tue 10/27/15	Thu 10/29/15																				
1192	4b.3.1.8.2.3	PAYEE	Fri 10/30/15	Mon 11/23/15																				
1193	4b.3.1.8.2.3.1	DRAFT Initial Data Conversion Strategy for PAYEE	Fri 10/30/15	Mon 11/2/15																				
1194	4b.3.1.8.2.3.2	Develop Initial PAYEE Extract	Tue 11/3/15	Mon 11/16/15																				
1195	4b.3.1.8.2.3.3	Develop Initial PAYEE Load	Tue 11/3/15	Mon 11/16/15																				
1196	4b.3.1.8.2.3.4	Conduct Initial PAYEE Conversion	Tue 11/17/15	Wed 11/18/15																				
1197	4b.3.1.8.2.3.5	Identify PAYEE Data Cleansing Projects	Thu 11/19/15	Mon 11/23/15																				
1198	5.8.2.5	PAYMENT HISTORY	Mon 9/14/15	Tue 10/6/15																				
1199	5.8.2.5.1	DRAFT Initial Data Conversion Strategy for PAYMENT HISTORY	Mon 9/14/15	Tue 9/15/15																				
1200	5.8.2.5.2	Develop Initial PAYMENT HISTORY Extract	Wed 9/16/15	Tue 9/29/15																				
1201	5.8.2.5.3	Develop Initial PAYMENT HISTORY Load	Wed 9/16/15	Tue 9/29/15																				
1202	5.8.2.5.4	Conduct Initial PAYMENT HISTORY Conversion	Wed 9/30/15	Thu 10/1/15																				
1203	5.8.2.5.5	Identify PAYMENT HISTORY Data Cleansing Projects	Fri 10/2/15	Tue 10/6/15																				
1204	5.8.2.7	Milestone: Preliminary Data Conversion Activities Concluded	Tue 10/6/15	Tue 10/6/15																				
1205	4b.3.1.8.3	Design and Develop Conversion Process	Tue 11/3/15	Tue 2/16/16																				
1206	4b.8.3.2	Complete the Mapping of Legacy to DPAS	Tue 11/3/15	Mon 11/9/15																				
1207	4b.8.3.3	Finalize Extract Layout	Tue 11/10/15	Mon 11/16/15																				
1208	4b.8.3.4	Develop Legacy Extract Program	Tue 11/17/15	Mon 12/21/15																				
1209	4b.8.3.5	Develop DPAS Load Program	Tue 11/17/15	Mon 12/21/15																				
1210	4b.8.3.6	Conduct Initial Testing of Legacy Extract Programs	Tue 12/8/15	Tue 1/12/16																				
1211	4b.8.3.7	Conduct Initial Testing of DPAS Load Programs	Tue 12/8/15	Tue 1/12/16																				
1212	4b.8.3.8	Load/Analyze/Reconcile Staging	Wed 12/16/15	Tue 2/16/16																				
1213	4b.8.3.9	Load/Analyze/Reconcile w/DPAS	Wed 12/16/15	Tue 2/16/16																				
1214	4b.8.4	Milestone: Completion of Data Conversion Programs Ready for User Acceptance Test	Tue 2/16/16	Tue 2/16/16																				
1215	4b.3.1.9	Data Bridging	Mon 9/14/15	Fri 2/5/16																				
1216	4b.3.1.9.1	Data Bridging/Interface Plan	Mon 9/14/15	Fri 10/30/15																				
1217	4b.3.1.9.1.1	Draft Data Bridging/Interface Plan	Mon 9/14/15	Fri 10/9/15																				
1218	4b.3.1.9.1.2	Review Data Bridging/Interface Plan	Mon 10/12/15	Fri 10/16/15																				
1219	4b.3.1.9.1.3	Finalize Data Bridging/Interface Plan	Mon 10/19/15	Fri 10/23/15																				
1220	4b.3.1.9.1.4	WVCPRB Project Management Review: Data Bridging/Interface Plan	Mon 10/26/15	Fri 10/30/15																				
1221	4b.3.1.9.1.5	Acceptance: Data Bridging/Interface Plan	Fri 10/30/15	Fri 10/30/15																				
1222	4b.3.1.9.2	Conduct / Document Bridging JAD Sessions	Mon 11/2/15	Fri 12/11/15																				
1223	4b.3.1.9.2.1	Payments Bridge	Mon 11/2/15	Fri 11/20/15																				
1224	4b.3.1.9.2.2	Active Death Bridge	Mon 11/23/15	Fri 12/11/15																				
1225	4b.3.1.9.3	Develop / Unit Test Legacy Bridge Programs	Mon 11/30/15	Fri 1/22/16																				
1226	4b.3.1.9.3.1	Payments Bridge	Mon 11/30/15	Fri 12/25/15																				
1227	4b.3.1.9.3.2	Active Death Bridge	Mon 12/28/15	Fri 1/22/16																				
1228	4b.3.1.9.4	Develop / Unit Test Bridges	Mon 12/14/15	Fri 2/5/16																				
1229	4b.3.1.9.4.1	Payments Bridge	Mon 12/14/15	Fri 1/8/16																				
1230	4b.3.1.9.4.2	Active Death Bridge	Mon 1/11/16	Fri 2/5/16																				
1231	4b.3.1.9.5	Milestone: Completion of Data Bridging Programs	Fri 2/5/16	Fri 2/5/16																				
1232	4b.3.1.10	Interfaces	Mon 8/31/15	Thu 12/3/15																				
1233	4b.3.1.10.1	Conduct / Document Interface JAD Sessions	Mon 8/31/15	Wed 9/23/15																				
1234	4b.3.1.10.1.1	Conduct / Document Vital Records Interface JAD Session	Mon 8/31/15	Tue 9/1/15																				
1235	4b.3.1.10.1.2	Conduct / Document Berwyn Death Match Interface JAD Session	Wed 9/2/15	Thu 9/3/15																				
1236	4b.3.1.10.1.3	Conduct / Document FDIC Interface (Routing Numbers) JAD Session	Fri 9/4/15	Mon 9/7/15																				
1237	4b.3.1.10.1.4	Conduct / Document Insurance TPAs Interface JAD Session	Tue 9/8/15	Wed 9/9/15																				
1238	4b.3.1.10.1.5	Conduct / Document IRS 1099 Interface JAD Session	Thu 9/10/15	Fri 9/11/15																				
1239	4b.3.1.10.1.6	Conduct / Document Printer 1099 Interface JAD Session	Mon 9/14/15	Tue 9/15/15																				
1240	4b.3.1.10.1.7	Conduct / Document Auditor Interface JAD Session	Wed 9/16/15	Thu 9/17/15																				
1241	4b.3.1.10.1.8	Conduct / Document Actuary Interface JAD Session	Fri 9/18/15	Mon 9/21/15																				
1242	4b.3.1.10.1.9	Conduct / Document Bank EFT Interface JAD Session	Tue 9/22/15	Wed 9/23/15																				
1243	4b.3.1.10.1.10	Milestone: Completion of Interface JAD Sessions	Wed 9/23/15	Wed 9/23/15																				
1244	4b.3.1.10.2	Develop Interface Components	Thu 9/24/15	Thu 12/3/15																				
1245	4b.3.1.10.2.1	Develop Vital Records to DPAS Interface	Thu 9/24/15	Tue 9/29/15																				
1246	4b.3.1.10.2.2	Develop DPAS to Berwyn Death Match Interface	Wed 9/30/15	Tue 10/6/15																				
1247	4b.3.1.10.2.3	Develop DPAS to FDIC Interface (Routing Numbers)	Wed 10/7/15	Fri 10/9/15																				
1248	4b.3.1.10.2.4	Develop Insurance TPAs to DPAS Interface	Mon 10/12/15	Thu 10/15/15																				

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ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1249	4b.3.1.10.2.5	Develop DPAS to IRS 1099 Interface	Fri 10/16/15	Thu 10/22/15																				
1250	4b.3.1.10.2.6	Develop DPAS to External Printer 1099 Interface	Fri 10/23/15	Thu 10/29/15																				
1251	4b.3.1.10.2.7	Develop DPAS to Insurance System Interface	Fri 10/30/15	Thu 11/5/15																				
1252	4b.3.1.10.2.8	Develop DPAS to Auditor Interface	Fri 11/6/15	Thu 11/12/15																				
1253	4b.3.1.10.2.9	Develop DPAS to Actuary Interface	Fri 11/13/15	Thu 11/19/15																				
1254	4b.3.1.10.2.10	Develop DPAS to Peoplesoft Financials Checks Interface	Fri 11/20/15	Thu 11/26/15																				
1255	4b.3.1.10.2.11	Develop DPAS to Bank EFT Interface	Fri 11/27/15	Thu 12/3/15																				
1256	4b.3.1.10.3	Milestone: Completion of Data Interface Programs	Thu 12/3/15	Thu 12/3/15																				
1257	4b.DEV.DRC	Develop Rule Components Solution	Mon 8/17/15	Wed 10/14/15																				
1258	4b.DEV.DRC.09604	Develop Rule Components	Mon 9/14/15	Fri 10/9/15																				
1259	4b.DEV.DRC.97070	Develop Test Case - Unit Test	Mon 8/17/15	Fri 9/11/15																				
1260	4b.DEV.DRC.97090	Execute Test Plan - Unit Test	Mon 9/14/15	Fri 9/25/15																				
1261	4b.DEV.DRC.09808	Perform Code Review	Mon 10/12/15	Wed 10/14/15																				
1262	4b.DEV.DRC	Develop Rules Components Solution Complete	Wed 10/14/15	Wed 10/14/15																				
1263	4b.DEV.DTM	Design Training Materials	Mon 9/7/15	Mon 12/21/15																				
1264	4b.DEV.DTM.02743	Develop End-User Training Curriculum	Mon 9/7/15	Fri 10/30/15																				
1265	4b.DEV.DTM.02741	Define Courseware Development Standards	Mon 9/7/15	Fri 10/30/15																				
1266	4b.DEV.DTM.02740	Conduct Training Developer Onboarding	Mon 11/2/15	Mon 11/2/15																				
1267	4b.DEV.DTM.02745	Develop Instructor-Led Training Course Outlines	Tue 11/3/15	Mon 11/30/15																				
1268	4b.DEV.DTM.02746	Develop Web-Based Training Outlines	Tue 11/3/15	Mon 11/30/15																				
1269	4b.DEV.DTM.02747	Develop Web-Based Training Storyboards	Tue 12/1/15	Mon 12/21/15																				
1270	4b.DEV.DTM.02755	Develop Training Environment and Training Data Approach	Mon 11/2/15	Fri 11/27/15																				
1271	4b.DEV.DTM.02758	Develop Trainer Preparation Plan	Mon 11/2/15	Fri 12/11/15																				
1272	4b.DEV.DTM	Design Training Materials Complete	Mon 12/21/15	Mon 12/21/15																				
1273	4b.DEV.DTC	Develop Test Cases	Mon 8/17/15	Fri 11/6/15																				
1274	4b.DEV.DTC.97070	Develop Test Case - System Test	Mon 8/17/15	Fri 11/6/15																				
1275	4b.DEV.DTC.97070	Develop Test Case - Performance Test	Mon 8/17/15	Fri 11/6/15																				
1276	4b.DEV.DTC.97070	Develop Test Case - Security Test	Mon 8/17/15	Fri 11/6/15																				
1277	4b.DEV.DTC.97070	Develop Test Case - Integration Test	Mon 8/17/15	Fri 11/6/15																				
1278	4b.DEV.DTC.97070	Develop Test Case - Smoke Test	Mon 8/17/15	Fri 11/6/15																				
1279	4b.DEV.DTC.97070	Develop Test Case - Regression Test	Mon 8/17/15	Fri 11/6/15																				
1280	4b.DEV.DTC	Develop Test Cases Complete	Fri 11/6/15	Fri 11/6/15																				
1281	4b.DEV.AQY	Assess Quality	Mon 8/17/15	Wed 8/19/15																				
1282	4b.DEV.AQY.01069	Perform Quality Assessment	Mon 8/17/15	Mon 8/17/15																				
1283	4b.DEV.AQY.03102	Perform Configuration Management Assessment	Tue 8/18/15	Tue 8/18/15																				
1284	4b.DEV.AQY.01098	Perform Project Reviews	Wed 8/19/15	Wed 8/19/15																				
1285	4b.DEV.AQY	Develop Quality Assessment Complete	Wed 8/19/15	Wed 8/19/15																				
1286	4b.DEV.CSP	Close Sub-phase	Tue 12/22/15	Wed 12/23/15																				
1287	4b.DEV.CSP.03100	Perform Phase-end Review	Tue 12/22/15	Tue 12/22/15																				
1288	4b.DEV.CSP.01052	Close Work Plan	Wed 12/23/15	Wed 12/23/15																				
1289	4b.DEV	Development (Construction) Complete	Mon 2/2/15	Mon 2/2/15																				
1290	4b.TST	Test	Mon 9/14/15	Fri 11/6/15																				
1291	4b.TST	Test Started	Mon 9/14/15	Mon 9/14/15																				
1292	4b.TST.ITS	Initiate Sub-phase	Mon 9/14/15	Wed 9/16/15																				
1293	4b.TST.ITS.01083	Acquire Project Team	Mon 9/14/15	Mon 9/14/15																				
1294	4b.TST.ITS.01033	Install and Configure Tools	Mon 9/14/15	Mon 9/14/15																				
1295	4b.TST.ITS.02816	Train Project Staff	Tue 9/15/15	Tue 9/15/15																				
1296	4b.TST.ITS.01081	Perform Method Coaching	Wed 9/16/15	Wed 9/16/15																				
1297	4b.TST.ITS	Initiate Sub-phase Complete	Wed 9/16/15	Wed 9/16/15																				
1298	4b.3.2.3	Develop Testing, Documentation, Training, & Implementation SOW	Mon 9/14/15	Wed 10/7/15																				
1299	4b.3.2.3.1	Draft Testing, Documentation, Training, & Implementation SOW	Mon 9/14/15	Fri 9/18/15																				
1300	4b.3.2.3.2	Review Testing, Documentation, Training, & Implementation SOW	Mon 9/21/15	Tue 9/22/15																				
1301	4b.3.2.3.3	Finalize Testing, Documentation, Training, & Implementation SOW	Wed 9/23/15	Wed 9/23/15																				
1302	4b.3.2.3.4	WVCPRB Project Management Review: Testing, Documentation, Training, & Implementation SOW	Thu 9/24/15	Wed 10/7/15																				
1303	4b.3.2.3.5	Acceptance Testing, Documentation, Training, & Implementation SOW	Wed 10/7/15	Wed 10/7/15																				
1304	4b.3.2.4	Testing Plan	Mon 9/14/15	Fri 11/20/15																				
1305	4b.3.2.4.1	DRAFT Testing Plan	Mon 9/14/15	Fri 10/30/15																				
1306	4b.3.2.4.1.1	Develop Vendor Acceptance Test Plans	Mon 9/14/15	Fri 10/9/15																				
1307	4b.3.2.4.1.2	Develop User Acceptance Test Plan	Mon 10/12/15	Fri 10/30/15																				
1308	4b.3.2.4.1.3	Develop Performance Test Plan	Mon 10/12/15	Fri 10/30/15																				
1309	4b.3.2.4.1.4	Develop Life Cycle Test Plan	Mon 10/12/15	Fri 10/30/15																				
1310	4b.3.2.4.2	Review DRAFT Testing Plan	Mon 11/2/15	Fri 11/6/15																				
1311	4b.3.2.4.3	Finalize Testing Plan	Mon 11/9/15	Fri 11/13/15																				

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ID	WBS	Name	Start	Finish	2013				2014				2015				2016				2017			
					Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1312	4b.3.2.4.4	WVCPRB Project Management Review: Completion of Test Plans	Mon 11/18/15	Fr 11/20/15																				
1313	4b.3.2.4.5	Acceptance: Completion of Test Plans	Fr 11/20/15	Fr 11/20/15																				
1314	4b.3.2.6	Vendor Acceptance Testing	Mon 11/23/15	Fr 1/8/16																				
1315	4b.3.2.5.1	Generate Test Data for Vendor Acceptance Testing	Mon 11/23/15	Fr 12/4/15																				
1316	4b.3.2.5.2	Milestone: Completion of Vendor Acceptance Testing Preparation	Fr 12/4/15	Fr 12/4/15																				
1317	4b.3.2.5.3	Update Requirement Traceability Matrix	Mon 12/7/15	Mon 12/7/15																				
1318	4b.3.2.5.3.1	Update columns for Retired Payroll Requirements	Mon 12/7/15	Mon 12/7/15																				
1319	4b.3.2.5.4	Conduct Vendor Acceptance Testing	Mon 11/23/15	Fr 1/8/16																				
1320	4b.3.2.5.5	Milestone: Complete Initial Vendor Acceptance Testing	Fr 1/8/16	Fr 1/8/16																				
1321	4b.3.2.5.6	Deliverable	Mon 12/28/15	Fr 1/1/16																				
1322	4b.3.2.5.6.1	DRAFT Vendor Acceptance Test Results	Mon 12/28/15	Mon 12/28/15																				
1323	4b.3.2.5.6.2	Review Vendor Acceptance Test Results	Tue 12/29/15	Tue 12/29/15																				
1324	4b.3.2.5.6.3	Finalize Vendor Acceptance Test Results	Wed 12/30/15	Wed 12/30/15																				
1325	4b.3.2.5.6.4	WVCPRB Project Management Review: Completion of Vendor Acceptance Testing	Mon 12/28/15	Fr 1/1/16																				
1326	4b.3.2.5.6.5	Acceptance: Completion of Vendor Acceptance Testing	Fr 1/1/16	Fr 1/1/16																				
1327	4b.3.2.6	Performance/Security/Integration Testing	Mon 11/23/15	Fr 1/15/16																				
1328	4b.3.2.6.1	Develop Performance Test Plan	Mon 11/23/15	Fr 11/27/15																				
1329	4b.3.2.6.2	Prepare Performance Tests	Mon 11/30/15	Fr 12/25/15																				
1330	4b.3.2.6.3	Milestone: Completion of Performance Test Preparation	Fr 12/25/15	Fr 12/25/15																				
1331	4b.3.2.6.4	Conduct Performance Tests	Mon 12/21/15	Fr 1/15/16																				
1332	4b.3.2.6.5	Milestone: Complete Performance Testing	Fr 1/15/16	Fr 1/15/16																				
1333	4b.3.2.7	Life Cycle Testing	Mon 11/23/15	Fr 12/25/15																				
1334	4b.3.2.7.1	Prepare Test Environment - Generate Test Data	Mon 11/23/15	Fr 11/27/15																				
1335	4b.3.2.7.2	Milestone: Completion of Life Cycle Test Preparation	Fr 11/27/15	Fr 11/27/15																				
1336	4b.3.2.7.3	Perform Life Cycle Testing	Mon 11/30/15	Fr 12/25/15																				
1337	4b.3.2.7.4	Milestone: Complete Initial Life Cycle Testing	Fr 12/25/15	Fr 12/25/15																				
1338	4b.TST.PDV	Plan Non-Production Deployment	Mon 9/14/15	Thu 9/17/15																				
1339	4b.TST.PDV.96640	Plan Software Release	Mon 9/14/15	Tue 9/15/15																				
1340	4b.TST.PDV.96700	Plan Software Build	Wed 9/16/15	Thu 9/17/15																				
1341	4b.TST.PDV	Plan Non-Production Deployment Complete	Thu 9/17/15	Thu 9/17/15																				
1342	4b.TST.PMT	Perform Smoke Testing	Mon 9/14/15	Mon 10/19/15																				
1343	4b.TST.PMT.97080	Stage Test Data	Mon 9/14/15	Mon 10/19/15																				
1344	4b.TST.PMT.97080.01	Draft Test Data Plan	Mon 9/14/15	Fr 9/25/15																				
1345	4b.TST.PMT.97080.02	Perform deliverable review of Test Data Plan	Mon 9/28/15	Wed 9/30/15																				
1346	4b.TST.PMT.97080.03	Submit Test Data Plan	Wed 9/30/15	Wed 9/30/15																				
1347	4b.TST.PMT.97080.04	Perform Client review of Test Data Plan	Thu 10/1/15	Wed 10/7/15																				
1348	4b.TST.PMT.97080.05	Revise Test Data Plan	Thu 10/8/15	Mon 10/12/15																				
1349	4b.TST.PMT.97080.06	Perform Final Client review of Test Data Plan	Tue 10/13/15	Mon 10/19/15																				
1350	4b.TST.PMT.97080.07	Sign-Off Test Data Plan	Mon 10/19/15	Mon 10/19/15																				
1351	4b.TST.PMT.97090	Execute Test Plan - Smoke Test	Mon 9/14/15	Fr 9/25/15																				
1352	4b.TST.PMT.97100	Perform Defect Management	Mon 9/28/15	Fr 10/9/15																				
1353	4b.TST.PMT	Perform Smoke Testing Complete	Fr 10/9/15	Fr 10/9/15																				
1354	4b.TST.PRT	Perform Regression Testing	Mon 9/14/15	Mon 10/19/15																				
1355	4b.TST.PRT.97080	Stage Test Data	Mon 9/14/15	Mon 10/19/15																				
1356	4b.TST.PRT.97080.01	Draft Test Data Plan	Mon 9/14/15	Fr 9/25/15																				
1357	4b.TST.PRT.97080.02	Perform deliverable review of Test Data Plan	Mon 9/28/15	Wed 9/30/15																				
1358	4b.TST.PRT.97080.03	Submit Test Data Plan	Wed 9/30/15	Wed 9/30/15																				
1359	4b.TST.PRT.97080.04	Perform Client review of Test Data Plan	Thu 10/1/15	Wed 10/7/15																				
1360	4b.TST.PRT.97080.05	Revise Test Data Plan	Thu 10/8/15	Mon 10/12/15																				
1361	4b.TST.PRT.97080.06	Perform Final Client review of Test Data Plan	Tue 10/13/15	Mon 10/19/15																				
1362	4b.TST.PRT.97080.07	Sign-Off Test Data Plan	Mon 10/19/15	Mon 10/19/15																				
1363	4b.TST.PRT.97090	Execute Test Plan - Regression Test	Mon 9/14/15	Fr 9/25/15																				
1364	4b.TST.PRT.97100	Perform Defect Management	Mon 9/28/15	Fr 10/9/15																				
1365	4b.TST.PRT	Perform Regression Testing Complete	Fr 10/9/15	Fr 10/9/15																				
1366	4b.TST.AQY	Assess Quality	Mon 9/14/15	Mon 9/14/15																				
1367	4b.TST.AQY.01069	Perform Quality Assessment	Mon 9/14/15	Mon 9/14/15																				
1368	4b.TST.AQY.03102	Perform Configuration Management Assessment	Mon 9/14/15	Mon 9/14/15																				
1369	4b.TST.AQY.01098	Perform Project Reviews	Mon 9/14/15	Mon 9/14/15																				
1370	4b.TST.AQY	Test Quality Assessment Complete	Mon 9/14/15	Mon 9/14/15																				
1371	4b.TST.CSP	Close Sub-phase	Mon 10/12/15	Mon 10/12/15																				
1372	4b.TST.CSP.03100	Perform Phase-end Review	Mon 10/12/15	Mon 10/12/15																				
1373	4b.TST.CSP.01052	Close Work Plan	Mon 10/12/15	Mon 10/12/15																				
1374	4b.TST	Testing Complete	Mon 2/2/15	Mon 2/2/15																				

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					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1375	4b.3.3	Security Certification and Accreditation	Mon 8/17/15	Tue 9/1/15															
1376	4b.3.3.1	Conduct Security Audit	Mon 8/17/15	Tue 8/18/15															
1377	4b.3.3.2	Review Security Audit findings and Resolve issues	Wed 8/19/15	Tue 9/1/15															
1378	4b.3.4	Documentation	Mon 8/17/15	Fri 10/30/15															
1379	4b.3.4.1	User Documentation	Mon 8/17/15	Fri 10/30/15															
1380	4b.3.4.1.1	Update/Develop User Procedures Guide	Mon 8/17/15	Fri 9/11/15															
1381	4b.3.4.1.2	Review User Procedures Guide	Mon 9/14/15	Fri 9/25/15															
1382	4b.3.4.1.3	Finalize User Documentation	Mon 9/28/15	Fri 10/2/15															
1383	4b.3.4.1.4	Update/Develop Online Help	Mon 10/5/15	Fri 10/16/15															
1384	4b.3.4.1.5	Review Online Help	Mon 10/19/15	Fri 10/30/15															
1385	4b.3.4.2	Technical Documentation	Mon 8/17/15	Fri 10/16/15															
1386	4b.3.4.2.1	Develop Technical Documentation	Mon 8/17/15	Fri 9/18/15															
1387	4b.3.4.2.2	Review Technical Documentation	Mon 9/21/15	Fri 10/2/15															
1388	4b.3.4.2.3	Finalize Technical Documentation	Mon 10/5/15	Fri 10/9/15															
1389	4b.3.4.2.4	WVCPRB Project Management Review: Delivery of Documentation	Mon 10/12/15	Fri 10/16/15															
1390	4b.3.4.2.5	Acceptance: Delivery of Documentation	Fri 10/16/15	Fri 10/16/15															
1391	4b.3.5	WVCPRB Audit #2	Mon 2/15/16	Fri 3/25/16															
1392	4b.3.5.1	Examines new DPAS system functionality and Auditability	Mon 2/15/16	Fri 2/19/16															
1393	4b.3.5.2	Reviews design, development and testing of the new DPAS system	Mon 2/22/16	Fri 2/26/16															
1394	4b.3.5.3	Develops a test program and sampling plan to test data conversion	Mon 2/29/16	Fri 3/4/16															
1395	4b.3.5.4	Audit/Accounting Certifications	Mon 3/7/16	Fri 3/25/16															
1396	4b.3.5.4.1	System Compliance with Generally Accepted Accounting Principles (GAAP)	Mon 3/7/16	Fri 3/11/16															
1397	4b.3.5.4.2	Internal Controls and Segregation of Duties	Mon 3/7/16	Fri 3/11/16															
1398	4b.3.5.4.3	Auditability of the new DPAS system	Mon 3/7/16	Fri 3/11/16															
1399	4b.3.5.4.4	Accuracy of Conversion programs and converted data in the new DPAS system	Mon 3/7/16	Fri 3/11/16															
1400	4b.3.5.4.5	WVCPRB Project Management Review: Delivery of IPA/A Certifications #2	Mon 3/14/16	Fri 3/25/16															
1401	4b.3.5.4.6	Acceptance: Delivery of Certifications	Fri 3/25/16	Fri 3/25/16															
1402	4b.3.6	Transition	Mon 2/8/16	Mon 7/4/16															
1403	4b.UAT	UAT	Mon 2/15/16	Mon 6/6/16															
1404	4b.UAT	UAT Started	Mon 2/15/16	Mon 2/15/16															
1405	4b.UAT.IAT	Initiate Sub-phase	Mon 2/15/16	Wed 2/17/16															
1406	4b.UAT.IAT.01083	Acquire Project Team	Mon 2/15/16	Mon 2/15/16															
1407	4b.UAT.IAT.01033	Install and Configure Tools	Mon 2/15/16	Mon 2/15/16															
1408	4b.UAT.IAT.02816	Train Project Staff	Tue 2/16/16	Tue 2/16/16															
1409	4b.UAT.IAT.01081	Perform Method Coaching	Wed 2/17/16	Wed 2/17/16															
1410	4b.UAT.IAT	Initiate Sub-phase Complete	Wed 2/17/16	Wed 2/17/16															
1411	4b.UAT.3	Perform User Acceptance Testing	Mon 2/15/16	Wed 5/4/16															
1412	4b.UAT.3.1	Prepare Test Environment - Generate Test Data	Mon 2/15/16	Fri 2/19/16															
1413	4b.UAT.3.2	Milestone: Completion of User Acceptance Test Preparation	Fri 2/19/16	Fri 2/19/16															
1414	4b.UAT.3.3	WVCPRB Project Management Review: Commencement of User Acceptance Testing	Mon 2/22/16	Fri 2/26/16															
1415	4b.UAT.3.4	Acceptance: Commencement of User Acceptance Testing	Fri 2/26/16	Fri 2/26/16															
1416	4b.UAT.3.5	Perform User Acceptance Testing	Mon 2/15/16	Fri 4/22/16															
1417	4b.UAT.3.6	Milestone: Complete User Acceptance Testing	Fri 4/22/16	Fri 4/22/16															
1418	4b.UAT.3.7	Deliverable	Mon 4/25/16	Wed 5/4/16															
1419	4b.UAT.3.7.1	DRAFT User Acceptance Test Results	Mon 4/25/16	Tue 4/26/16															
1420	4b.UAT.3.7.2	Review User Acceptance Test Results	Wed 4/27/16	Thu 4/28/16															
1421	4b.UAT.3.7.3	Finalize User Acceptance Test Results	Fri 4/29/16	Fri 4/29/16															
1422	4b.UAT.3.7.4	Update Requirement Traceability Matrix	Mon 5/2/16	Wed 5/4/16															
1423	4b.UAT.3.7.4.1	Updates to for Retired Payroll Requirements	Mon 5/2/16	Wed 5/4/16															
1424	4b.UAT.3.7.5	WVCPRB Project Management Review: Acceptance of the System by Users	Mon 4/25/16	Fri 4/29/16															
1425	4b.UAT.3.7.6	Acceptance: Acceptance of the System by Users	Fri 4/29/16	Fri 4/29/16															
1426	4b.UAT.PMT	Perform Smoke Testing	Mon 3/28/16	Fri 4/22/16															
1427	4b.UAT.PMT.97090	Execute Test Plan - Smoke Test	Mon 3/28/16	Fri 4/8/16															
1428	4b.UAT.PMT.97100	Perform Defect Management	Mon 4/11/16	Fri 4/22/16															
1429	4b.UAT.PMT	Perform Smoke Testing Complete	Fri 4/22/16	Fri 4/22/16															
1430	4b.UAT.PRT	Perform Regression Testing	Mon 4/11/16	Mon 5/9/16															
1431	4b.UAT.PRT.97080	Stage Test Data	Mon 4/11/16	Mon 4/11/16															
1432	4b.UAT.PRT.97090	Execute Test Plan - Regression Test	Tue 4/12/16	Mon 4/25/16															
1433	4b.UAT.PRT.97100	Perform Defect Management	Tue 4/26/16	Mon 5/9/16															
1434	4b.UAT.PRT	Perform Regression Testing Complete	Mon 5/9/16	Mon 5/9/16															
1435	4b.UAT.AQY	Assess Quality	Mon 4/18/16	Wed 4/20/16															
1436	4b.UAT.AQY.01069	Perform Quality Assessment	Mon 4/18/16	Mon 4/18/16															
1437	4b.UAT.AQY.03102	Perform Configuration Management Assessment	Tue 4/19/16	Tue 4/19/16															

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1438	4b.UAT.AQY.01098	Perform Project Reviews	Wed 4/20/16	Wed 4/20/16															
1439	4b.UAT.AQY	UAT Quality Assessment Complete	Wed 4/20/16	Wed 4/20/16															
1440	4b.UAT.CSP	Close Sub-phase	Mon 4/25/16	Mon 4/25/16															
1441	4b.UAT.CSP.03100	Perform Phase-end Review	Mon 4/25/16	Mon 4/25/16															
1442	4b.UAT.CSP.01052	Close Work Plan	Mon 4/25/16	Mon 4/25/16															
1443	4b.UAT	UAT Complete	Mon 4/25/16	Mon 4/25/16															
1444	4b.TRN	Train	Mon 2/8/16	Wed 3/30/16															
1445	4b.TRN	Train Started	Thu 3/24/16	Thu 3/24/16															
1446	4b.TRN.ITR	Initiate Sub-phase	Thu 3/24/16	Mon 3/28/16															
1447	4b.TRN.ITR.01083	Acquire Project Team	Thu 3/24/16	Thu 3/24/16															
1448	4b.TRN.ITR.01033	Install and Configure Tools	Thu 3/24/16	Thu 3/24/16															
1449	4b.TRN.ITR.02816	Train Project Staff	Fri 3/25/16	Fri 3/25/16															
1450	4b.TRN.ITR.01081	Perform Method Coaching	Mon 3/28/16	Mon 3/28/16															
1451	4b.TRN.ITR	Initiate Sub-phase Complete	Mon 3/28/16	Mon 3/28/16															
1452	4b.UAT.4.2.3	Training Plan & Materials	Mon 2/8/16	Fri 3/18/16															
1453	4b.UAT.4.2.3.1	Develop Training Plan	Thu 2/25/16	Fri 3/4/16															
1454	4b.UAT.4.2.3.1.1	DRAFT Training Plan	Thu 2/25/16	Wed 3/2/16															
1455	4b.UAT.4.2.3.1.2	Review Training Plan	Thu 3/3/16	Thu 3/3/16															
1456	4b.UAT.4.2.3.1.3	Finalize Training Plan	Fri 3/4/16	Fri 3/4/16															
1457	4b.UAT.4.2.3.2	Develop End User Training Materials	Mon 2/8/16	Fri 3/11/16															
1458	4b.UAT.4.2.3.2.1	DRAFT End User Training Materials	Mon 2/8/16	Fri 3/4/16															
1459	4b.UAT.4.2.3.2.2	Review End User Training Materials	Mon 3/7/16	Wed 3/9/16															
1460	4b.UAT.4.2.3.2.3	Finalize End User Training Materials	Thu 3/10/16	Fri 3/11/16															
1461	4b.UAT.4.2.3.3	WVCPRB Project Management Review: Completion of Training Plan & Training Materials	Mon 3/14/16	Fri 3/18/16															
1462	4b.UAT.4.2.3.4	Acceptance: Completion of Training Plan & Training Materials	Fri 3/18/16	Fri 3/18/16															
1463	4b.UAT.4.2.4	Conduct Testing Team Training	Mon 3/21/16	Mon 3/28/16															
1464	4b.UAT.4.2.4.1	Prepare for UAT Testing Team Training	Mon 3/21/16	Wed 3/23/16															
1465	4b.UAT.4.2.4.2	Conduct UAT Testing Team Training Overview	Thu 3/24/16	Mon 3/28/16															
1466	4b.UAT.4.2.5	End User Training Activities	Mon 2/22/16	Wed 3/30/16															
1467	4b.UAT.4.2.5.1	Schedule Training Sessions	Mon 2/22/16	Mon 2/22/16															
1468	4b.UAT.4.2.5.2	Register Users	Tue 2/23/16	Tue 2/23/16															
1469	4b.UAT.4.2.5.3	Compile/Print Training Manuals and User Documentation	Tue 2/23/16	Wed 3/2/16															
1470	4b.UAT.4.2.4b.UAT.4	Conduct End User Training	Thu 3/3/16	Wed 3/23/16															
1471	4b.UAT.4.2.5.5	WVCPRB Project Management Review: Completion of Training	Thu 3/24/16	Wed 3/30/16															
1472	4b.UAT.4.2.5.6	Acceptance: Completion of Training	Wed 3/30/16	Wed 3/30/16															
1473	4b.TRN.AQY	Assess Quality	Thu 3/24/16	Thu 3/24/16															
1474	4b.TRN.AQY.01089	Perform Quality Assessment	Thu 3/24/16	Thu 3/24/16															
1475	4b.TRN.AQY.03102	Perform Configuration Management Assessment	Thu 3/24/16	Thu 3/24/16															
1476	4b.TRN.AQY.01098	Perform Project Reviews	Thu 3/24/16	Thu 3/24/16															
1477	4b.TRN.AQY	Train Quality Assessment Complete	Thu 3/24/16	Thu 3/24/16															
1478	4b.TRN.CSP	Close Sub-phase	Tue 3/29/16	Wed 3/30/16															
1479	4b.TRN.CSP.03100	Perform Phase-end Review	Tue 3/29/16	Tue 3/29/16															
1480	4b.TRN.CSP.01052	Close Work Plan	Wed 3/30/16	Wed 3/30/16															
1481	4b.TRN	Training Complete	Wed 3/30/16	Wed 3/30/16															
1482	4b.DEP	Deploy	Thu 2/18/16	Mon 7/4/16															
1483	4b.DEP.4.3.1	Conduct Phase 4 Deployment Activities	Thu 2/18/16	Mon 5/2/16															
1484	4b.DEP.4.3.1.1	Confirm Production Environment	Thu 2/18/16	Mon 2/22/16															
1485	4b.DEP.4.3.1.2	Convert / Reconcile Final Data	Tue 2/23/16	Thu 2/25/16															
1486	4b.DEP.4.3.1.3	Review Conversion Results	Fri 2/26/16	Tue 3/1/16															
1487	4b.DEP.4.3.1.4	WVCPRB Project Management Review: Completion of the Conversion Process	Wed 3/2/16	Tue 3/8/16															
1488	4b.DEP.4.3.1.5	Acceptance: Completion of the Conversion Process	Tue 3/8/16	Tue 3/8/16															
1489	4b.DEP.4.3.1.6	Develop Draft Production Transition Document	Wed 3/2/16	Tue 3/8/16															
1490	4b.DEP.4.3.1.7	Milestone: Review Draft of Support Plan	Tue 3/8/16	Tue 3/8/16															
1491	4b.DEP.4.3.1.8	Execute Cutover - "Go-Live" Checklist	Wed 3/2/16	Wed 3/2/16															
1492	4b.DEP.4.3.1.9	Review Cutover	Thu 3/3/16	Fri 3/4/16															
1493	4b.DEP.4.3.1.10	Milestone: System Acceptance - "Go Live" Benefits	Mon 5/2/16	Mon 5/2/16															
1494	4b.DEP.4.3.2	Milestone: Benefits Phase into Production	Mon 5/2/16	Mon 5/2/16															
1495	4b.DEP.4.3.3	Conduct Network and Application Vulnerability Assessment #3	Mon 5/2/16	Wed 6/8/16															
1496	4b.DEP.4.3.3.1	Discuss goals of assessment with CISO (Chief Information Security Officer)	Mon 5/2/16	Mon 5/2/16															
1497	4b.DEP.4.3.3.2	Create Assessment Test Plan	Tue 5/3/16	Mon 5/16/16															
1498	4b.DEP.4.3.3.3	Execute Vulnerability Assessment	Tue 5/17/16	Mon 5/23/16															
1499	4b.DEP.4.3.3.4	Discuss Assessment results with WVCPRB IT and Deloitte IT	Tue 5/24/16	Wed 5/25/16															
1500	4b.DEP.4.3.3.5	Rectify identified shortcomings and prioritize repairs	Thu 5/26/16	Wed 6/8/16															

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

ID	WBS	Name	Start	Finish	2013			2014			2015			2016			2017		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1501	4b DEP.4.3.4	Milestone: Rollout; 60 Day Acceptance	Mon 7/4/16	Mon 7/4/16															
1502	4.DEP	Project Go-Live	Mon 5/2/16	Mon 5/2/16															
1503	4b.5	Deliver Source Code	Mon 5/2/16	Fri 5/6/16															
1504	4b.5.1	WVCPRB Project Management Review: Delivery of Source Code	Mon 5/2/16	Fri 5/6/16															
1505	4b.5.2	Acceptance: Delivery of Source Code	Fri 5/6/16	Fri 5/6/16															
1506	4b.6	Conduct Warranty Support Activities	Mon 5/2/16	Tue 6/28/16															
1507	4b.6.1	WVCPRB Project Management Review: Warranty	Mon 5/2/16	Fri 5/13/16															
1508	4b.6.2	Acceptance: Warranty	Fri 5/13/16	Fri 5/13/16															
1509	4b.6.3	Staff HelpDesk	Mon 5/2/16	Tue 6/28/16															
1510	4b.6.4	Post Implementation Support - 60 days post go-live	Mon 5/2/16	Tue 6/28/16															
1511	5.WARR	Phase 5: Post Implementation Warranty	Mon 11/2/15	Fri 6/30/17															
1512	5.WARR.5.1	Milestone: Complete Active Member Phase Lessons Learned Meeting	Mon 11/2/15	Mon 11/2/15															
1513	5.WARR.5.2	Develop Warranty - Post Implementation Warranty Support SOW	Tue 11/3/15	Mon 11/30/15															
1514	5.WARR.5.2.1	Draft Warranty - Post Implementation Support SOW	Tue 11/3/15	Mon 11/9/15															
1515	5.WARR.5.2.2	Review Warranty - Post Implementation Support SOW	Tue 11/10/15	Thu 11/12/15															
1516	5.WARR.5.2.3	Finalize Warranty - Post Implementation Support SOW	Fri 11/13/15	Mon 11/16/15															
1517	5.WARR.5.2.4	WVCPRB Project Management Review: Warranty - Post Implementation Support SOW	Tue 11/17/15	Mon 11/30/15															
1518	5.WARR.5.2.5	Acceptance: Warranty - Post Implementation Support SOW	Mon 11/30/15	Mon 11/30/15															
1519	5.WARR.5.3	Warranty - Support	Mon 11/2/15	Fri 6/30/17															
1520	5.WARR.5.4	Conduct Network and Application Vulnerability Assessment #4	Tue 11/3/15	Fri 12/18/15															
1521	5.WARR.5.4.1	Discuss goals of assessment with CISO (Chief Information Security Officer)	Tue 11/3/15	Wed 11/4/15															
1522	5.WARR.5.4.2	Create Assessment Test Plan	Thu 11/5/15	Wed 11/11/15															
1523	5.WARR.5.4.3	Execute Vulnerability Assessment	Thu 11/12/15	Wed 11/18/15															
1524	5.WARR.5.4.4	Discuss Assessment results with WVCPRB IT and Deloitte Tech Staff	Thu 11/19/15	Fri 11/20/15															
1525	5.WARR.5.4.5	Rectify identified shortcomings and prioritize repairs	Mon 11/23/15	Fri 12/18/15															
1526	6.SUPP.6.SUPP	Phase 6: Post Implementation Support	Fri 7/1/16	Fri 6/30/17															
1527	6.SUPP.6.1	Develop Post Implementation Support SOW	Fri 7/1/16	Fri 7/1/16															
1528	6.SUPP.6.1.1	Draft Post Implementation Support SOW	Fri 7/1/16	Thu 7/7/16															
1529	6.SUPP.6.1.2	Review Post Implementation Support SOW	Fri 7/8/16	Tue 7/12/16															
1530	6.SUPP.6.1.3	Finalize Post Implementation Support SOW	Wed 7/13/16	Thu 7/14/16															
1531	6.SUPP.6.1.4	WVCPRB Project Management Review: Post Implementation IT Support SOW	Fri 7/15/16	Thu 7/28/16															
1532	6.SUPP.6.1.5	Acceptance: Post Implementation IT Support SOW	Thu 7/28/16	Thu 7/28/16															
1533	6.SUPP.6.2	Post Implementation IT Support (Twelve Months)	Mon 6/27/16	Fri 6/30/17															
1534	7.OPT	Phase 7 Project Options	Thu 10/17/13	Tue 8/30/16															
1535	7.OPT.7.1	Option 1 - HW Procurement by Vendor (Included in Phase 3)	Thu 10/17/13	Mon 11/18/13															
1536	7.OPT.7.2	Option 2 - SW Procurement by Vendor (Included in Phase 3)	Thu 10/17/13	Mon 11/18/13															
1537	7.OPT.7.3	Option 4 - Data Cleansing	Mon 12/2/13	Fri 10/31/14															
1538	7.OPT.7.3.1	Benefits Data Cleansing Effort	Mon 12/2/13	Fri 2/21/14															
1539	7.OPT.7.3.2	Membership Data Cleansing Effort	Mon 2/24/14	Fri 10/31/14															
1540	7.OPT.7.5	Option 5 - Vendor Delivery of Employer Training	Tue 8/25/15	Mon 1/18/16															
1541	7.OPT.7.6	Option 7 - DROP Processing	Fri 7/1/16	Tue 8/30/16															
1542	7.OPT.7.6.1	Enrollment & Maintenance	Fri 7/1/16	Thu 7/14/16															
1543	7.OPT.7.6.1.1	Design Enrollment & Maintenance	Fri 7/1/16	Thu 7/7/16															
1544	7.OPT.7.6.1.2	Develop (Build) Enrollment & Maintenance	Fri 7/1/16	Thu 7/14/16															
1545	7.OPT.7.6.1.3	Test Enrollment & Maintenance	Fri 7/1/16	Thu 7/7/16															
1546	7.OPT.7.6.1.4	Implement Enrollment & Maintenance	Fri 7/1/16	Fri 7/1/16															
1547	7.OPT.7.6.2	Transaction Processing	Mon 7/14/16	Mon 8/1/16															
1548	7.OPT.7.6.2.1	Design Transaction Processing	Mon 7/14/16	Fri 7/8/16															
1549	7.OPT.7.6.2.2	Develop (Build) Transaction Processing	Mon 7/11/16	Fri 7/22/16															
1550	7.OPT.7.6.2.3	Test Transaction Processing	Mon 7/25/16	Fri 7/29/16															
1551	7.OPT.7.6.2.4	Implement Transaction Processing	Mon 8/1/16	Mon 8/1/16															
1552	7.OPT.7.6.3	Reporting and Inquiry	Tue 8/2/16	Tue 8/30/16															
1553	7.OPT.7.6.3.1	Design Reporting & Inquiry	Tue 8/2/16	Mon 8/8/16															
1554	7.OPT.7.6.3.2	Develop (Build) Reporting & Inquiry	Tue 8/9/16	Mon 8/22/16															
1555	7.OPT.7.6.3.3	Test Reporting & Inquiry	Tue 8/23/16	Mon 8/29/16															
1556	7.OPT.7.6.3.4	Implement Reporting & Inquiry	Tue 8/30/16	Tue 8/30/16															
1557	10	Project Management Activities	Fri 10/18/13	Mon 7/31/17															
1558	10.1	Prepare Status Reports / Attend PM Meetings	Fri 10/18/13	Mon 7/31/17															
1559	10.2	Prepare Status Reports / Attend Steering Committee Meetings	Mon 11/11/13	Tue 7/14/17															
1560	10.3	Update Project Workplan	Fri 10/18/13	Mon 7/31/17															

Attachment 2 – Vendor Certifications and Affirmations

In this attachment, Deloitte provides updated responses to the Vendor Certifications and Affirmations as detailed from Section I-1.1 of our technical proposal.

RFP Reference: Page 69

Deloitte brings the leading solution and most experienced team for large statewide pension administration in realizing WVCPRB's vision of an integrated line of business solution capable of supporting your mission well into the 21st Century. Deloitte will serve as the prime contractor and is the single point of contact to WVCPRB for services provided for the project.

Affirmations

RFP reference: Page 69

In this section, the vendor should include the following statements of affirmation:

- A statement regarding the vendor's legal structure (e.g., a LLC, a corporation), Federal tax identification number, and principal place of business

Deloitte Consulting LLP is a Limited Liability Partnership. Our Federal Tax Identification Number is 06-1454513. Our headquarters is located at 30 Rockefeller Plaza, New York, NY 10112. Additionally, Deloitte maintains a project office in Charleston, WV, located at 1012 Kanawha Blvd East.

RFP reference: Page 69

- A list of the people who prepared the vendor's proposal, including their titles

Deloitte's proposal was prepared by the individuals listed in Table 3:

Name	Title
Andres, Mike	Director
Bauer, Pat	Principal
Dorman, Rick	Principal
Gubbins, Joe	Manager
Harris, Tim	Director
Holley, Brill	Manager
Jensen, James	Consultant
Keipper, Eric	Sr. Manager
Lalwani, Satish	Sr. Manager
Mascarenhas, Mel	Manager
Navalgi, Santosh	Sr. Consultant

Name	Title
Perkins, Timothy	Principal
Poole, Franklin	Specialist Senior
Tharp, Rick	Sr. Consultant
Tyree, Cristina	Pursuit Manager
Vos, Robert	Manager
Waller, Jay	Sr. Manager
Weber, Chris	Sr. Consultant
Zacharias, Thomas	Director
Zalaznik, Keith	Sr. Manager

Table 3. List of People who Prepared Proposal.

RFP reference: Page 69

- The name, phone number, and fax number of a contact person who has authority to answer questions regarding the vendor's proposal

Patrick Bauer, Principal, is authorized to answer questions regarding Deloitte's proposal. His contact information is as follows; in addition to the required information, we have provided his email address as an alternative contact.

Patrick D Bauer, Principal
111 S. Wacker Drive
Chicago, IL 60606-4301
Phone: +1 312 486 1519
Fax: +1 312 247 1519
Email: pbauer@deloitte.com

RFP reference: Page 69

- A list of all subcontractors, if any, that the vendor intends to use on the project if the vendor is selected to do the work – for each proposed subcontractor, the vendor should include (in Vendor Exhibit 21 of the technical proposal) a letter from the subcontractor, signed by someone authorized to legally bind the subcontractor, with the following information included in the letter:
 - The subcontractor's legal status, tax identification number, and principal place of business address
 - The name and phone number of someone who is authorized to legally bind the subcontractor to contractual obligations
 - A description of the work the subcontractor is tentatively slated to complete during the project
 - A commitment to do the work if the vendor is selected
 - A statement that the subcontractor has read and understood the RFP and intends to comply with the requirements of the RFP

Deloitte does not plan on using any subcontractors at this time. However, we reserve the right to utilize subcontractors for work on this project in accordance with the terms of the final contract.

RFP reference: Page 69

- A statement affirming the proposed Project Manager is an employee of the prime contractor

Satish Lalwani, our proposed Project Manager, is an employee of Deloitte Consulting LLP.

RFP reference: Page 69

- A statement affirming the vendor's commitment to develop a full set of all of the rules, regulations, procedures, and practices that need to be accommodated in the new solution (refer to Appendix D, Section 2.6.1.4 for additional information)

As provided in the executed Contract, Deloitte affirms its commitment to develop a full set of the rules, regulations, procedures, and practices that need to be accommodated in the new solution.

RFP reference: Page 69

- Affirmation of the vendor's responsibility for the life of the contract for all contractual activities, products, and deliverables offered in the proposal whether or not that contractor directly performs or provides them. This includes providing an overall project plan and a plan for each functional rollout phase, the detailed requirements definition, all necessary hardware and software components (if those options are authorized), including fully integrated workflow and imaging capabilities, an LOB solution, system integration services, enablement of all interfaces described in this RFP, test preparation and execution (including training and assisting WVCPRB with its testing responsibilities) of all elements of the vendor's solution (not just customized elements), data conversion, training for users, employers, and IT staff, documentation, process change recommendations, organizational recommendations, and implementation of any other proposed technologies, as well as first-line problem resolution.

As provided in Deloitte's Proposal and the executed Contract, and subject to the separately executed license and maintenance agreements for third party products, Deloitte affirms its responsibility for the life of the contract for contractual activities, products, and deliverables offered in the proposal, whether or not we directly perform or provide them. This includes providing an overall project plan and for each functional rollout phase, the detailed requirements definition, necessary hardware and software components (if those options are authorized), including fully integrated workflow and imaging capabilities, an LOB solution, system integration services, enablement of the interfaces described in this RFP, test preparation and execution (including training and assisting WVCPRB with its testing responsibilities) of the elements of the vendor's solution (not just customized elements), data conversion, training for users, employers, and IT staff, documentation, process change recommendations, organizational recommendations, and implementation of any other proposed technologies, as well as first-line problem resolution.

RFP reference: Page 69

- Affirmation that the vendor's organization is the prime contractor and the primary point of contact with regard to contractual matters. The vendor should acknowledge that should any third party provider go out of business or otherwise become unable to fulfill its contractual obligations to WVCPRB with respect to this procurement, WVCPRB intends to hold the vendor responsible for the delivery of the same or equivalent products and services at the contractually agreed upon price.

Deloitte will be the primary point of contact for contractual matters. Deloitte acknowledges that WVCPRB intends to hold the vendor responsible for the delivery of the same or equivalent products and services at the contractually agreed upon price should any third party provider go out of business or otherwise become unable to fulfill its contractual obligations to WVCPRB with respect to this procurement. This provision will require discussion of related issues such as enforcement/assignment of the state rights against the third party, the nature and materiality of the nonperformance and impact on the project, impact of system acceptance on this obligation, duties to mitigate, and how this remedy aligns with other available remedies.

RFP reference: Page 69

- Affirmation that the vendor has reviewed the "Current 'As Is' Business Functionality," as provided in the RFP.

Deloitte has reviewed the Current "As Is" Business Functionality", as provided in the RFP.

RFP reference: Page 70

- Affirmation that all requirements expressed in this RFP are anticipated to be met by the solution implemented by the vendor unless an explicit written agreement to delete one or more of the RFP's provisions is signed by both WVCPRB and the vendor (see Appendix D, Section 2.6.3.7 Change Orders, Change Control and Reporting).

As provided in the executed Contract, Deloitte affirms our understanding that the requirements expressed in this RFP must be met by the solution implemented by us, unless a written agreement to delete one or more of the RFP's provisions is signed by both WVCPRB and Deloitte.

RFP reference: Page 70

- For the period of time starting on the issuance date of the RFP and up until the award of a resulting contract, identification of any contact that the vendor, a lobbyist, or any other third party which has been retained by the vendor in any manner has had with WVCPRB staff, WVCPRB Board members, West Virginia legislators, the office of the Governor of West Virginia, or legislative or gubernatorial staff related to the procurement. In addition describe the nature of the contact, the dates, and the substance thereof. Failure to do so accurately may be grounds for rejection of your proposal and/or cancellation of any subsequent contract.

Neither Deloitte Consulting, nor our lobbyist, TSG Consulting, have had any contact with any staff, Board members, legislators, or the office of the Governor since the issuance of the RFP. During social events related to the gubernatorial election, members of Deloitte and our lobbyist have attended functions where staff, Board members, legislators, and members of the Governor's office have been present but no conversations related to details of this procurement took place. We believe all instances of communication to be compliant with WV State purchasing laws and legislative rules.

Certifications

RFP reference: Page 70

The vendor should also include the following seven certifications:

1. Certification regarding whether the vendor has ever had a contract terminated for default or cause. If so, the vendor should submit full details, including the other party's name, address, and telephone number.

Deloitte Consulting has performed thousands of client engagements. However, we do not centrally track project cancellations. Because we have made prior inquiry into default terminations to answer similar questions in other competitions, based upon available information and belief, we can state that we are not aware of any formal default terminations (i.e., issuance of cure notice followed by a notice that the contract was terminated for default) in the preceding five (5) years. In addition, Deloitte Consulting can affirmatively state that there have been no determinations by any court in the preceding five (5) years that Deloitte Consulting breached or defaulted in its contractual obligations to a client.

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2. Certification regarding whether the vendor has ever been assessed any penalties in excess of five thousand dollars (\$5,000), including liquidated damages, under any of its existing or past contracts with any organization (including any governmental entity). If so, the vendor should provide complete details, including the name of the other organization, the reason for the penalty, and the penalty amount for each incident.

Deloitte Consulting has performed thousands of engagements and does not centrally track or record the assessment of liquidated damages or other penalties. It is our good faith belief that such assessments are uncommon and do not reflect a lack of responsibility on Deloitte Consulting's behalf. In connection with Deloitte Consulting's prior retirement projects, we can affirmatively state that we have had no such assessments.

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3. Certification regarding whether a client has ever demanded payment of a performance bond or a bid bond of the vendor. If so, provide the name of the client, client contact information and an explanation of the circumstances.

On information and belief, there have been no claims made against any performance or bid bonds.

RFP reference: Page 70

4. Certification regarding whether the vendor has ever been, or is currently, the subject of any governmental action limiting the right of the vendor to do business with that entity or any other governmental entity.

On information and belief, there have been no such limitations on Deloitte Consulting. Deloitte Consulting can affirmatively state it has never been suspended or debarred in connection with its public services practice.

RFP reference: Page 70

5. Certification regarding whether trading in the stock of the offering company has ever been suspended. If so, provide the date(s) and explanation(s).

Deloitte is organized as a Limited Liability Partnership; therefore, we do not have publically traded stock.

RFP reference: Page 70

6. Certification regarding whether the vendor, any officer of the vendor, or any owner of a twenty percent (20%) interest or greater in the vendor has filed for bankruptcy, reorganization, a debt arrangement, moratorium, or any proceeding under any bankruptcy or insolvency law, or any dissolution or liquidation proceeding.

Neither Deloitte Consulting nor its affiliated entities have filed or been the subject of any such proceedings. Deloitte Consulting is a partnership and no individual partners/principals own a 20% interest. On information and belief, none of the principals/partners who serve in officer type roles have filed or been subject to any such proceedings.

RFP reference: Page 70

7. Certification regarding whether the vendor, any officer of the vendor, or any owner with a twenty percent (20%) interest or greater in the vendor has been convicted of a felony or is currently under indictment on any felony charge.

Neither Deloitte Consulting nor its affiliated entities have been convicted of a felony or are under indictment. Deloitte Consulting is a partnership and no individual partners/principals own a 20% interest. On information and belief, none of the principals/partners who serve in officer type roles have been convicted of a felony. None are under indictment.

RFP reference: Page 70

If the answer to any of the last seven (7) certification items above is affirmative, the vendor should provide complete details about the matter. An affirmative answer to any of these items will not automatically disqualify a vendor from consideration. However, at the sole discretion of the Evaluation Committee, such an answer and a review of the background details may result in a rejection of the vendor's proposal. The committee will make this decision based on its determination of the seriousness of the matter, the matter's possible impact on the vendor's performance on this project, and the best interests of the State.

As addressed above, there are no matters that rise to a level of "seriousness" that call into question Deloitte Consulting's ability to perform or otherwise warrant a decision by the State that it would be in the State's best interest to reject Deloitte Consulting's proposal.

Attachment 3 - Project Staffing & Key Personnel

Deloitte presents our updated staffing information in this attachment. The attachment is organized as follows:

- Project Team Organization and Key Personnel
- Key Personnel Commitments
- Active Retirement Projects
- Resource Summary by Phase & Preliminary Project Staffing Plan
- Key Personnel Resumes

Deloitte is proposing a team with extensive experience implementing public sector pension line of business systems with requirements similar to that of WVCPRB. We believe our proposed team sets us apart from our competition and provides WVCPRB with leading staff for a successful project. Our project organization is displayed in Figure 1, followed by roles and responsibilities of our key personnel in Table 1.

Our organizational chart contains only two changes from our submitted technical proposal. While this clarification provides refreshed details regarding our key personnel, additional details regarding our non-key personnel identified on our organizational chart can be found in Section I-2.4 of our technical proposal. The changes to our organizational structure include:



“Over the past 16 years, I have thoroughly enjoyed working with public retirement clients to achieve their goals. I very much look forward to working with WVCPRB, in implementing a new line of business solution.”

Tom Zacharias will serve as the WVCPRB Project Director. He has been serving the public retirement industry as a consultant for 16 years in various roles. Most notably, Tom was the Project Director to implement New Line of Business solutions for the Kentucky Retirement System, Louisiana State Employees Retirement System and Georgia

Employees' Retirement System and also served as the Project Manager for the Teachers Retirement System of Georgia and Connecticut Teachers Retirement Board implementations.



“I'm very excited to work with WVCPRB to help modernize their technology and business processing.”

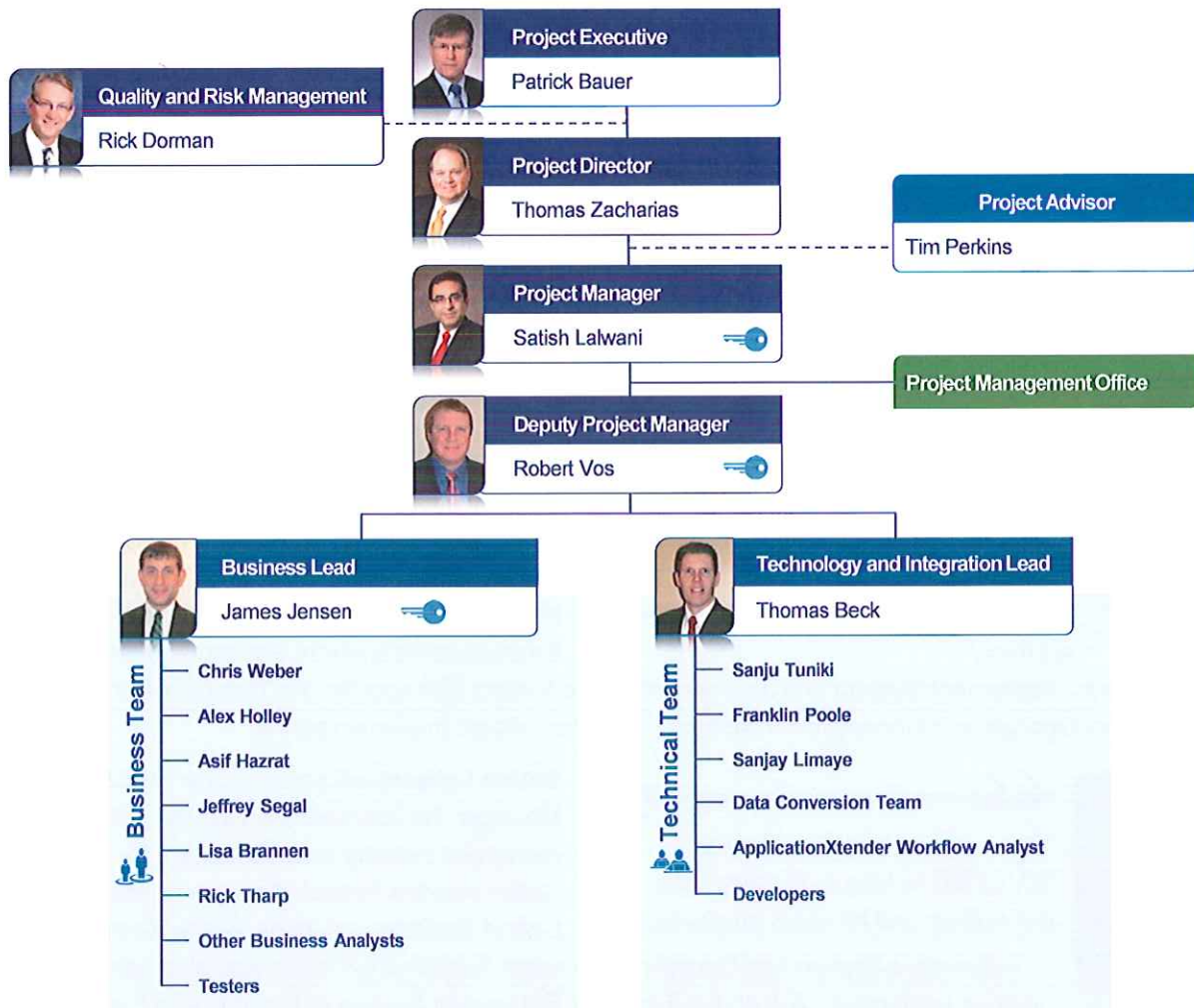
Satish Lalwani will serve as the WVCPRB Project Manager. He has been serving the public retirement industry as a consultant for 15 years. Satish was the Project Manager to implement New Line of Business solutions for the Kentucky

Retirement System and Georgia Employees' Retirement System and also served in various leadership roles on the Teachers Retirement System of Georgia and Florida Retirement System implementations.

Project Team Organization & Key Personnel

The first challenge for any large, complex project is building a cohesive team. The nucleus of our proposed team has worked together on various retirement projects including the Tennessee Consolidated Retirement System (TCRS), North Carolina Department of State Treasurer (NCDST), Louisiana State Employees' Retirement System (LASERS), Teachers Retirement System of Georgia (TRSGA), Employees' Retirement System of Georgia (ERSGA), and Kentucky Retirement System (KRS) projects. This will reduce project start-up time. The reporting structure of our proposed team is represented in Figure 3.

Deloitte Proposed Team Structure



WV_CPRB_New LOB-018_19

Figure 3. Deloitte's Project Team.

Our project team has the necessary talent, experience, and leadership to deliver the WVCPRB vision.

This is a highly motivated project team consisting of some of our resources most experienced in successfully delivering public retirement projects. From our experience and observation, people are what make the difference between implementation success and failure. Our team and people are our strength.

The technology and application software we are delivering is sophisticated, the processes we will deploy are mature, and our methodologies have been demonstrated to work. But the experience, skills, and knowledge of the Deloitte team members will be the most critical element in the success of this project. Our key personnel are presented in the following Table 4.







Professional Staff/Position	Area of Expertise	Responsibility/Task	Sub-Contractor Yes/No	Proposed Location	Assigned
 Satish Lalwani <i>Project Manager</i> Atlanta, GA	Project Management, Pension System Administration 	<ul style="list-style-type: none"> • Reports to the Project Director • Responsible for the day-to-day activities and personnel • Confirms that all deliverables meet the standards set forth for the project • Monitors and reports the project's progress • Coordinates and integrates individual project teams across all modules 	No	Onsite	Full Time
 Robert Vos <i>Deputy Project Manager</i> Cincinnati, OH	Project Management, Pension System Administration 	<ul style="list-style-type: none"> • Reports to the Project Manager • Manages the business and technical teams and day-to-day activities • Develops and Implements the Architecture and Deployment Plan • Confirms that all technical deliverables meet the standards set forth for the project • Monitors and reports the project's progress • Coordinates and integrates individual technical and business project teams across all modules 	No	Onsite	Full Time
 James Jensen <i>Business Lead</i> Tallahassee, FL	Business Lead, Pension System Administration 	<ul style="list-style-type: none"> • Reports to the Deputy Project Manager • Manages the business team and day-to-day business analysis activities • Responsible for requirements gathering and definition, design, and testing • Leads requirement confirmation, fit/gap analysis, DPAS customization design, and testing cycles • Works closely with the WVCPRB business managers, subject matter experts, and users • Confirms that all deliverables meet the standards set forth for the project 	No	Onsite	Full Time

Table 4. Deloitte's Key Personnel Form the Foundation for Our Project Team.

We confirm our understanding that these designated key staff members should not be reassigned for at least a year following the commencement of the portion of the project for which they are responsible without WVCPRB's prior written agreement.

Key Personnel Commitments

Deloitte's proposed key personnel's commitments are presented in the following table (Table 5). By the start of the WVCPRB project, the two key staff members that are currently assigned to Tennessee, will have completed their responsibilities and be available for West Virginia, eliminating any conflict in scheduling or commitment. Satish Lalwani does not have any current conflicting commitment.




Name and Proposed Role	Current Project	Currently Proposed
Satish Lalwani, Project Manager 	No current full-time project, acting as advisor to DPAS projects	WVCPRB only
Robert Vos, Deputy Project Manager 	Tennessee Consolidated Retirement System Project	WVCPRB only
James Jensen, Business Lead 	Tennessee Consolidated Retirement System Project	WVCPRB only

Table 5. Proposed Key Staff and non-key Staff in a Lead Role.

As the largest professional services organization in the world, Deloitte has the capacity to deliver an exceptional team to WVCPRB. The key personnel listed above will be the foundation for that team.

Deloitte's Active Retirement Projects

Deloitte's current active retirement projects are listed in Table 6 below. Since our technical proposal submission last December, we have completed the Kentucky Retirement System project, implemented Payroll functionality in Tennessee and have initiated the Illinois Municipal Retirement Fund project.

Active Retirement Projects	Status
Florida Division of Retirement	<ul style="list-style-type: none"> Currently providing application, operations, and maintenance support Active project since 1997
North Carolina Retirement System	<ul style="list-style-type: none"> Currently providing post-implementation support Active project since 2004
Tennessee Consolidated Retirement System	<ul style="list-style-type: none"> Currently in Active Membership Construction and Payroll post-implementation support Active project since December 2010
Illinois Municipal	<ul style="list-style-type: none"> Currently in Requirements Confirmation Active project since February 2013

Table 6. Deloitte's Current Active Retirement Projects.

With the bench strength of Deloitte, both nationally and locally, along with the completion of Tennessee Retirement System project responsibilities we have the experienced resources required to completely staff this important project.

Resource Summary by Phase & Preliminary Project Staffing Plan

Deloitte has updated our project work plan and staffing plan to align with the project start date and order of phases prescribed in the BAFO (including implementing Membership first followed by Benefits) and made necessary adjustments based on the State's clarifications. Table 7 presents the updated estimated number of hours by project phase, organization, and staff category. Tables 8 through 13 present the estimated number of hours by month, organization, and staff category for the duration of the project. This is presented in six tables, one for each calendar year of the project. These tables do not include hours for the additional WVCPRB end users that may be invited to user acceptance testing or end user training.

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Phase 1	Phase 2	Phase 3	Phase 4A	Phase 4B	Phase 5	Phase 6	Total
Manager	1,285	1,122	221	15,631	9,630	2,754	0	30,644
Business Analyst	0	3,112	0	39,684	21,419	10,725	2,088	77,029
Programmer	29	495	319	37,458	28,443	14,046	2,088	82,879
Other	0	0	312	6,948	6,552	0	0	13,812
Deloitte Total	1,314	4,730	853	99,721	66,044	27,525	4,176	204,363
Manager	426	260	44	2,805	1,678	796	0	6,009
Business Analyst	0	104	0	2,162	1,037	0	0	3,302
Programmer	0	0	208	3,058	1,791	581	0	5,638
Other	0	0	0	1,132	686	0	0	1,818
Subject Matter Expert	0	2,756	0	14,310	8,713	2,798	0	28,578
WVCPRB Total	426	3,120	252	23,466	13,905	4,175	0	45,345
Manager	1,712	1,382	265	18,436	11,307	3,550	0	36,652
Business Analyst	0	3,216	0	41,846	22,456	10,725	2,088	80,331
Programmer	29	495	527	40,516	30,234	14,627	2,088	88,516
Other	0	0	312	8,080	7,239	0	0	15,631
Subject Matter Expert	0	2,756	0	14,310	8,713	2,798	0	28,578
Grand Total	1,740	7,850	1,105	123,188	79,949	31,700	4,176	249,708

Table 7. Number of Estimated Hours by Project Phase, Organization, and Staff Category.

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
Manager	0	0	0	0	0	0	0	0	0	258	521	722
Business Analyst	0	0	0	0	0	0	0	0	0	0	0	704
Programmer	0	0	0	0	0	0	0	0	0	0	17	282
Other	0	0	0	0	0	0	0	0	0	0	0	106
Deloitte Total	0	0	0	0	0	0	0	0	0	258	538	1,813
Manager	0	0	0	0	0	0	0	0	0	78	168	194
Business Analyst	0	0	0	0	0	0	0	0	0	0	0	35
Programmer	0	0	0	0	0	0	0	0	0	0	0	70
Other	0	0	0	0	0	0	0	0	0	0	0	0
Subject Matter Expert	0	0	0	0	0	0	0	0	0	0	0	933
WVCPRB Total	0	0	0	0	0	0	0	0	0	78	168	1,232
Manager	0	0	0	0	0	0	0	0	0	336	689	915
Business Analyst	0	0	0	0	0	0	0	0	0	0	0	739
Programmer	0	0	0	0	0	0	0	0	0	0	17	352
Other	0	0	0	0	0	0	0	0	0	0	0	106
Subject Matter Expert	0	0	0	0	0	0	0	0	0	0	0	933
Grand Total	0	0	0	0	0	0	0	0	0	336	706	3,045

Table 8. Number of Estimated Hours by Month, Organization, and Staff Category – 2013

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14
Manager	754	656	689	722	1,019	974	1,067	974	1,021	1,067	928	1,067
Business Analyst	1,288	1,120	1,248	1,308	1,308	1,248	1,367	1,248	2,944	3,077	2,676	3,077
Programmer	294	256	2,004	2,099	2,099	1,626	1,781	1,626	2,562	2,678	2,329	2,678
Other	110	96	34	35	211	202	221	202	211	221	192	221
Deloitte Total	2,447	2,128	3,974	4,164	4,637	4,050	4,436	4,050	6,737	7,044	6,125	7,044
Manager	202	176	185	176	176	168	184	168	176	184	160	184
Business Analyst	37	32	168	176	176	168	184	168	35	37	32	37
Programmer	74	64	185	194	194	185	202	185	194	202	176	202
Other	0	0	34	35	35	34	147	134	0	0	0	0
Subject Matter Expert	975	848	890	933	933	890	975	890	933	975	848	975
WVCPRB Total	1,288	1,120	1,462	1,514	1,514	1,445	1,693	1,546	1,338	1,398	1,216	1,398
Manager	957	832	874	898	1,195	1,142	1,251	1,142	1,197	1,251	1,088	1,251
Business Analyst	1,325	1,152	1,416	1,484	1,484	1,416	1,551	1,416	2,979	3,114	2,708	3,114
Programmer	368	320	2,189	2,293	2,293	1,811	1,983	1,811	2,755	2,881	2,505	2,881
Other	110	96	67	70	246	235	368	336	211	221	192	221
Subject Matter Expert	975	848	890	933	933	890	975	890	933	975	848	975
Grand Total	3,735	3,248	5,436	5,677	6,150	5,495	6,128	5,596	8,075	8,442	7,341	8,442

Table 9. Number of Estimated Hours by Month, Organization, and Staff Category – 2014

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Manager	1,021	928	1,021	1,021	993	1,021	1,067	974	1,021	1,021	974	1,067
Business Analyst	2,944	2,836	3,391	3,391	1,960	2,449	4,040	3,500	3,469	3,469	3,143	3,442
Programmer	2,562	2,329	4,396	4,594	3,362	3,324	3,760	3,412	3,575	3,575	2,825	3,094
Other	211	192	387	387	916	1,157	1,210	1,105	1,157	981	202	819
Deloitte Total	6,737	6,285	9,195	9,393	7,231	7,952	10,078	8,991	9,222	9,046	7,144	8,423
Manager	176	176	194	176	168	176	184	168	176	176	168	184
Business Analyst	35	32	176	176	168	176	184	168	176	176	0	0
Programmer	194	176	264	194	185	194	202	185	194	194	185	202
Other	0	0	35	35	118	229	239	218	141	35	0	0
Subject Matter Expert	933	848	933	933	890	933	975	890	933	933	890	975
WVCPRB Total	1,338	1,232	1,602	1,514	1,529	1,707	1,785	1,630	1,619	1,514	1,243	1,362
Manager	1,197	1,104	1,214	1,197	1,161	1,197	1,251	1,142	1,197	1,197	1,142	1,251
Business Analyst	2,979	2,868	3,567	3,567	2,128	2,625	4,224	3,668	3,645	3,645	3,143	3,442
Programmer	2,755	2,505	4,660	4,787	3,547	3,518	3,963	3,597	3,768	3,768	3,010	3,297
Other	211	192	422	422	1,033	1,386	1,449	1,323	1,298	1,016	202	819
Subject Matter Expert	933	848	933	933	890	933	975	890	933	933	890	975
Grand Total	8,075	7,517	10,796	10,906	8,760	9,659	11,863	10,621	10,841	10,559	8,388	9,784

Table 10. Number of Estimated Hours by Month, Organization, and Staff Category – 2015

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Manager	974	974	1,067	974	691	612	189	207	198	189	0	0
Business Analyst	1,530	1,908	2,089	1,530	1,496	1,496	903	782	748	546	572	572
Programmer	1,439	1,456	1,594	1,456	1,650	1,650	1,302	1,426	1,364	1,302	770	770
Other	748	748	819	714	0	0	0	0	0	0	0	0
Deloitte Total	4,691	5,086	5,570	4,674	3,837	3,758	2,394	2,415	2,310	2,037	1,342	1,342
Manager	168	168	184	168	101	101	34	37	35	34	35	35
Business Analyst	134	134	147	134	0	0	0	0	0	0	0	0
Programmer	185	185	202	185	194	194	0	0	0	0	0	0
Other	34	134	147	34	0	0	0	0	0	0	0	0
Subject Matter Expert	890	890	975	890	933	933	0	0	0	0	0	0
WVCPRB Total	1,411	1,512	1,656	1,411	1,228	1,228	34	37	35	34	35	35
Manager	1,142	1,142	1,251	1,142	792	713	223	244	233	223	35	35
Business Analyst	1,664	2,042	2,237	1,664	1,496	1,496	903	782	748	546	572	572
Programmer	1,624	1,641	1,797	1,641	1,844	1,844	1,302	1,426	1,364	1,302	770	770
Other	781	882	966	748	0	0	0	0	0	0	0	0
Subject Matter Expert	890	890	975	890	933	933	0	0	0	0	0	0
Grand Total	6,102	6,598	7,226	6,085	5,064	4,985	2,428	2,452	2,345	2,071	1,377	1,377

Table 11. Number of Estimated Hours by Month, Organization, and Staff Category – 2016

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Manager	0	0	0	0	0	0	0	0	0	0	0	0
Business Analyst	374	340	391	340	391	374	0	0	0	0	0	0
Programmer	770	700	805	520	391	374	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Deloitte Total	1,144	1,040	1,196	860	782	748	0	0	0	0	0	0
Manager	35	32	37	32	37	35	0	0	0	0	0	0
Business Analyst	0	0	0	0	0	0	0	0	0	0	0	0
Programmer	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Subject Matter Expert	0	0	0	0	0	0	0	0	0	0	0	0
WVCPRB Total	35	32	37	32	37	35	0	0	0	0	0	0
Manager	35	32	37	32	37	35	0	0	0	0	0	0
Business Analyst	374	340	391	340	391	374	0	0	0	0	0	0
Programmer	770	700	805	520	391	374	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0
Subject Matter Expert	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1,179	1,072	1,233	892	819	783	0	0	0	0	0	0

Table 12. Number of Estimated Hours by Month, Organization, and Staff Category – 2017

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

Category	CY 2013	CY 2014	CY 2015	CY 2016	CY 2017	Total
Manager	1,500	10,939	12,129	6,076	0	30,644
Business Analyst	704	21,909	38,034	14,172	2,210	77,029
Programmer	298	22,032	40,809	16,179	3,560	82,879
Other	106	1,955	8,724	3,028	0	13,812
Deloitte Total	2,608	56,835	99,696	39,454	5,770	204,363
Manager	440	2,139	2,122	1,100	208	6,009
Business Analyst	35	1,250	1,467	550	0	3,302
Programmer	70	2,056	2,367	1,144	0	5,638
Other	0	419	1,050	349	0	1,818
Subject Matter Expert	933	11,066	11,066	5,512	0	28,578
WVCPRB Total	1,478	16,930	18,073	8,655	208	45,345
Manager	1,940	13,078	14,251	7,176	208	36,652
Business Analyst	739	23,159	39,501	14,722	2,210	80,331
Programmer	369	24,088	43,176	17,323	3,560	88,516
Other	106	2,374	9,774	3,377	0	15,631
Subject Matter Expert	933	11,066	11,066	5,512	0	28,578
Grand Total	4,086	73,766	117,768	48,110	5,978	249,708

Table 13. Number of Estimated Hours by Year CY 2013 to CY 2017

Key Personnel Resumes

Deloitte presents updated resumes of our key personnel as follows:

- Satish Lalwani, Project Manager
- Robert Vos II, Deputy Project Manager
- James Jensen, Business Lead

SATISH LALWANI, PMP

PROJECT MANAGER



PROJECT-RELATED WORK EXPERIENCE

Satish Lalwani is a Senior Manager in Deloitte's State Government practice. In this role, Satish has focused on serving as advisor, developing, and providing solutions to better manage public retirement organization and has successfully completed and managed application development projects for 14 years. He is proficient in a variety of project management methodologies, controls, and processes, as well as technology platforms. In addition, Satish is a functional specialist in business processes for public retirement systems. He served as a project manager for the implementation of Deloitte's Pension Administration Solution for the Kentucky Retirement System and Employee's Retirement System of Georgia.



EDUCATION

Bachelors of Engineering

- Mumbai University, India



PROFESSIONAL TRAINING AND CERTIFICATIONS

- Project Management Institute - Certified Project Management Professional (PMP)
- Management Foundations - Yale University, School of Management



PRODUCT EXPERIENCE

- 14 years Implementing DPAS Solution to Public Sector clients



WORK EXPERIENCE

Kentucky Retirement System (KRS) – Strategic Technology Advancements for the Retirement of Tomorrow (START) Project

Project Manager

February 2009 to March 2013

Size and Scope:

Kentucky Retirement System (KRS) will modernize KRS business processing and pension administration systems. Deloitte is replacing KRS' legacy systems with DPAS 4.0, our proprietary browser-based, SOA architected, pension administration solution. The solution includes comprehensive functionality related to employer reporting of member contributions, managing of member accounts, benefit calculations and payroll. Specifically, when implemented, the system services and manages the accounts for nearly 300,000 state and local government employees and generates over 80,000 payments per month for retirees. A self-service web portal was established for retirees and is being implemented for members and employers deploying significant Internet functionality to these stakeholders' further increasing efficiencies. The program also includes integration with IBM FileNet P8 Imaging and Workflow with approximately 20 million documents online. This program was completed in March, 2013.

Responsibilities:

Satish leads and manages the implementation and delivery of the solution and the daily project work of more than 30 team members. This includes developing, maintaining, and controlling the project work plan and budget, communication with client executives, status reporting, team building, and performance management.

Louisiana State Employees' Retirement System (LASERS)

Project Advisor

October 2008 to December 2008

Size and Scope:

To modernize the LASERS pension administration systems, Deloitte replaced LASERS legacy systems with Deloitte's Pension Administration Solution (DPAS) 3.0. DPAS 3.0 is a browser-based solution based on a service-oriented architecture (SOA). The solution includes comprehensive functionality related to employer reporting of member contributions, benefit calculations, and payroll. A self-service web portal was established for retirees, members and employers. This project also included integrating with JD Edwards financials and IBM Content Manager for imaging and workflow. This multi-phase project started in August 2004 and went into production in March 2008. Deloitte is currently providing post-implementation support.

Responsibilities:

Satish served as a Deloitte Project Advisor for the project, providing input and guidance to the Deloitte project team and client.

North Carolina Retirement System Division (NCRSD)

Project Advisor

April 2008 to September 2008

Size and Scope:

Deloitte replaced the division's aging legacy mainframe system with the implementation of Deloitte's Pension Administration Solution (DPAS). The new system is a modern browser based solution that manages all operational functions of the division including accounting, payroll, benefit calculations, contribution reporting, call center, member self-service, and imaging and workflow. The DPAS technical environment includes a fully SOA compliant Microsoft .NET application that is integrated with EMC Application Xtender for imaging and workflow.

Responsibilities:

Satish was an advisor to the Deloitte Pension Administration Solution (DPAS) implementation teams. He also managed the DPAS transfer of knowledge and transition of support to the NCRSD client team.

Employees Retirement System of Georgia (ERSGA)

Project Manager

January 2005 to February 2006

Size and Scope:

Satish Lalwani served as Project Manager for the Pension and Retirement Information System (PARIS) project to modernize ERSGA's pension administration systems. The solution includes comprehensive functionality related to employer reporting of member contributions, benefit calculations, and payroll. A self-service web portal was established for members, retirees, and employers. This project also included the implementation of FileNet imaging and workflow and integration with the Microsoft Dynamics accounting system. This multi-phase project started in December 2004 and was completed in November 2007. Operations and maintenance were transitioned to ERSGA.

Responsibilities:

Mr. Lalwani managed all phases of the project including planning, executing, controlling, and closing. He provided project leadership and supervised 25 consultants. He was responsible for scope and risk management, requirements, stakeholder management, staffing, project scheduling, status reporting, assigning and prioritizing project-related work.

State of Georgia – Teachers Retirement System of Georgia (TRSGA)

Business Lead

November 2001 to June 2005

Size and Scope:

Mr. Lalwani was full time on site, managing the reengineering of several business processes at TRSGA. He was responsible for overall application design relating to the collecting and managing of employer contribution information and member accounts while leading the reengineering of the employer reporting process, interface design, and implementation planning efforts. He was actively involved in all key project decisions. Mr. Lalwani provided project leadership and supervised approximately 12 consultants executing all functional and technical aspects of design, development, testing, conversion, end-user training, and deployment.

Responsibilities:

Mr. Lalwani was the Business Lead for Pension Administration Services Solution (PASS) project to modernize TRSGA's pension administration systems. He was the project manager during the post implementation phase of the Pension Administration Services Solution (PASS) project. Mr. Lalwani supervised approximately 12 consultants, managed project financials, and provided stakeholder management.

State of Florida – Florida Retirement System (FRS)

Application Architect

January 1998 to October 2001

Size and Scope:

The purpose of the project was to bring about process and technological improvements so that the program could provide more timely services to retirement system members and employing agencies and avoid costs by slowing the growth in program staff. Prior to this initiative, the program staff were using antiquated technologies (paper records, microfilm, microfiche) and labor intensive manual processes to access member records and respond to information requests. The new system is a fully integrated, imaging/workflow-enabled application designed to improve the quality and scope of the retirement services the Division provides to Florida's public employees and agencies. It includes an electronic document management and workflow component using ViewStar running on Windows NT and integrated with the business application software. This client/server application runs on a combination of Windows NT clients and Oracle's Relational Database Management System (RDBMS) operating on a DEC Alpha server running Digital UNIX.

The portal provided information and services directly to the Division of Retirement's customers: members, employers, and retirees. The self-service web portal for RIM was designed and developed over Microsoft's Distributed Internet Architecture (DNA) using Microsoft Visual InterDev and Microsoft Visual Basic. Mr. Lalwani led the Contributions and Enrollments module design and development efforts. He also assisted in the design and development of the Retired Payroll and Active Member modules. He mentored a team of developers actively involved in development of the various modules.

Responsibilities:

Mr. Lalwani was Manager and Application Architect on the Re-engineering, Improvement, and Modernization (RIM) project to improve FRS's efficiency and effectiveness. Mr. Lalwani was responsible for the design, development, implementation, and deployment of the self service web portal for RIM.

ROBERT VOS II, PMP

DEPUTY PROJECT MANAGER



PROJECT-RELATED WORK EXPERIENCE

Robert Vos has 16 years of system integration and project management experience, 5 years of which have been as a member of Deloitte's National Retirement practice. Robert is a certified Project Management Professional (PMP) and previously sat on the Board of Directors for the Bluegrass Chapter of PMI. He has extensive retirement knowledge and has served as the PMO lead and functional design lead for several DPAS modules on the Kentucky Retirement Systems project. Mr. Vos is currently the Deputy Project Manager on our Tennessee Consolidated Retirement System DPAS implementation and is based out of our Tallahassee, FL office.



EDUCATION

Bachelors of Science

- Florida State University

Management Foundations

- Yale University School of Management

Associates Degree

- Miami Dade College



PROFESSIONAL TRAINING AND CERTIFICATIONS

- Certified Project Management Professional (PMP)
- Member - Project Management Institute (PMI)
- Board of Directors Bluegrass Chapter PMI - Lexington KY
- Lean Six Sigma Yellow Belt



WORK EXPERIENCE

Tennessee Consolidated Retirement System – DPAS Implementation

Deputy Project Manager

October 2011 to Present

Size and Scope:

The Tennessee Consolidated Retirement System (TCRS) provides pension services and administers retirement benefits to more than 219,000 active members and 117,000 retirees, including membership enrollment, employer reporting and contribution accounting, benefit calculations for service and disability retirement, service purchase, refund processing, survivor death benefits, and online self-service for employers, members, and retirees. Tackling 1,700 business and technical requirements, this DPAS implementation designs, develops, and implements new pension administration and imaging and workflow systems. The upgraded pension administration system handles all member functions from initial enrollment through retirement and death. All incoming TCRS forms and correspondence are imaged and indexed to the department's enterprise content management system. TCRS employees now have the capability to conduct work from digital images and to track and manage work via workflows. Enhanced customer service functions will be supported by DPAS screens specifically designed to provide large amounts of information in an intuitive, easy navigable interface.

Responsibilities:

Manages the business and technical teams and day-to-day activities. Responsible for managing the project management plan and processes throughout the entire project lifecycle. This includes developing, maintaining, and controlling the project workplan and budget, communication with client executives, status reporting, team building, and performance management.

Kentucky Retirement Systems – DPAS Implementation

Project Management Office (PMO) Lead and Functional Lead

February 2008 to September 2011

Size and Scope:

The DPAS implementation replaced the KRS legacy system. The DPAS-based system includes new member enrollment, wage and contribution collection and reconciliation, benefit estimates, annual statements, disability and retirement processing, and retiree payroll. The new system is completely browser based; significant DPAS functionality is deployed to the Internet and allows members, retirees, and employees to conduct business with KRS in a self-service mode. The DPAS technical environment includes a fully SOA-compliant .NET application that is tightly integrated with FileNet P8 for imaging and workflow—with approximately 20 million documents online. DPAS uses the ILOG Rules Engine for complex calculations. The system helps KRS administer retirement benefits for approximately 267,000 state and local government employees, including state employees, police, city and county workers, and non-teaching staff of local school boards and state universities. It generates more than 80,000 retiree payments per month.

Responsibilities:

Functional lead and a Subject Matter Specialist (SMS) for several process areas of the DPAS product. Design lead duties include the complete system development lifecycle (SDLC) of several core modules with custom .NET DPAS application. This includes leading JAD sessions, requirements confirmation and analysis, design development, test script development, test script execution, and training materials and course development. In addition, duties include data conversion lead managing both client and internal staff. PMO duties include leading the execution of activities within the PMO, including strategic initiatives, project work plan generation and management, task monitoring, requirements analysis (Gap/Fit), issue and risk mitigation/management, interdependencies, and setting consistent standards and processes for the project as a whole. Deliverable owner of all Project Management related deliverables including providing QA of all project related deliverables to confirm consistency and compliance with terms and conditions of contract.

City of Miami Gardens – IT Network Design and Implementation

Deputy Project Manager and Subject Matter Specialist

January 2007 to February 2008

Size and Scope:

Miami Gardens is the third-largest city in Miami-Dade County, Fla., with approximately 110,000 residents. In the past, the city contracted police services from the county, but, in July 2006, with its crime rate skyrocketing, the Miami Gardens City Council decided to establish its own 200-person police department from scratch.

Faced with such an aggressive goal, the city sought consulting services to help design, acquire and implement the necessary advanced public safety communications infrastructure to support the day-to-day operations of its new police department. In early 2007, the city awarded the contract. Almost immediately, we confronted a challenge: all operations associated with the new police department, including every communications system, had to be operational by December 2007 – just ten months after the contract award.

Responsibilities:

Served as Subject Matter Specialist (SMS) and Deputy Project Manager on the City of Miami Gardens Police Department IT Network Design and Installation including the implementation management of a third party vendor's CAD/RMS/MDC system. Responsibilities included the management of the design, implementation, proposal development, procurement, and vendor evaluations for a Citywide VoIP network implementation. Project Management duties included managing a team of IT architects, network analysts, and security analysts to confirm network is secure from outside sources that interface with the Police Departments Network, including FDLE FCIC/NCIC, CJNET, wireless service providers, and the Internet. Also responsible for complete client satisfaction from an executive level perspective. Responsibilities also included financial and budget management. This project was within budget and delivered on time.

State of Florida – PeopleSoft Implementation

Technical Testing Lead

January 2005 to February 2006

Size and Scope:

The project consisted of a Statewide ERP implementation by upgrading and modernizing the state's core operational software and IT infrastructure, specifically its accounting, cash management, procurement and human resources functions. Prior to this project the state systems ran on five separate tools. The state's goal for this project was to create a comprehensive statewide financial management system that uses one database to manage the state's financials including accounts receivable, billing, accounts payable, general ledger, fixed assets, purchasing, contracts, projects and grants. At peak, the project team consisted of 125 team members.

Responsibilities:

Contributed to the strategic and tactical direction of testing teams including developing and implementing methodologies, tools, leading practices, and providing software-testing experience to developers and engineers. Developed processes to enable testing teams to perform more efficiently and effectively, as well as established, monitoring and reporting on measurable outcomes. Developed several feasibility studies and cost benefit analysis.

Florida State Technology Office

Contract Manager and IT Procurement Manager

January 2004 to January 2005

Size and Scope:

The project consisted of a Statewide technology outsourcing of technology services and provided desktop management, e-government services and desktop services for maintaining and improving services delivered through the state technology office's data center. Project team consisted of 80-100 team members.

Responsibilities:

Responsibilities include contract management, IT procurement and vendor relations for the complete outsourcing of the State of Florida's State Technology Office. This position required continual coordination and follow-up with, numerous vendors, customer project managers, and client product managers. Responsibility for working diligently toward products, services, and maintenance needs were delivered in accordance with master contract and service level agreements. Negotiated information technology purchases exceeding \$5 million, resulting in a savings of over \$1 million dollars for the State of Florida. Provided outsourcing services to Florida's State Technology Office. All operations of and services provided by the data center were outsourced. Project realized over \$3M in savings to the State in the first year.

Florida Department of Health – State Immunization Registry Implementation

Deputy Project Manager

March 2001 to December 2003

Size and Scope:

Florida State Health Online Tracking System (SHOTS) is a free, statewide, centralized online immunization registry that helps health-care providers and schools keep track of immunization records. The project team consisted of 15-20 team members, implementation took three years.

Responsibilities:

Deputy Project Manager responsible for maintaining control of all project related issues, including requirements analysis, project work plan, situation analysis and communications, planning, and end user support for the SHOTS an immunization registry program within the Bureau of Immunization – Disease Control. Responsible for preparing reports and special studies with recommendations regarding areas for improvement in order to meet federal, state, and departmental goals. Provide and develop recommendations for short and long-range strategic plans following critical evaluation of specific project areas.

JAMES (JIM) JENSEN, PMP

BUSINESS LEAD



PROJECT-RELATED WORK EXPERIENCE

Jim Jensen is a Senior Consultant in Deloitte's Public Sector practice. His seven years of experience is focused on implementing state government pension administration system solutions. He is currently working on the Tennessee Consolidated Retirement System DPAS Implementation as the Employer Contribution Reporting team lead. His primary project work experience is in the active member business areas including employer contribution reporting, membership maintenance, benefit estimates and retirement calculations. He also has prior project experience with retired payroll business areas such as benefit payments.



EDUCATION

Bachelors of Science – Management Information Systems

- Florida State University



PROFESSIONAL TRAINING AND CERTIFICATIONS

- Project Management Professional (PMP)
- Advanced Business Consulting for Technologists
- State Government Business Simulation



WORK EXPERIENCE

Tennessee Consolidated Retirement System – Concord Implementation

Employer Reporting & Active Member Implementation Lead

October 2011 to Present

Size and Scope:

The Tennessee Consolidated Retirement System (TCRS) provides pension services and administers retirement benefits to more than 219,000 active members and 117,000 retirees, including membership enrollment, employer reporting and contribution accounting, benefit calculations for service and disability retirement, service purchase, refund processing, survivor death benefits, and online self-service for employers, members, and retirees. Tackling 1,700 business and technical requirements, this DPAS implementation designs, develops, and implements new pension administration and imaging and workflow systems. The upgraded pension administration system handles all member functions from initial enrollment through retirement and death. All incoming TCRS forms and correspondence are imaged and indexed to the department's enterprise content management system. TCRS employees now have the capability to conduct work from digital images and to track and manage work via workflows. Enhanced customer service functions will be supported by DPAS screens specifically designed to provide large amounts of information in an intuitive, easy navigable interface.

Responsibilities:

Led the employer contribution reporting functional team responsible for eight individual business processes. Responsibilities began during the requirements confirmation phase of the project and continue through design and later SDLC phases. Also responsible for the overall active member implementation of DPAS and coordinating daily activities amongst the business team.

Florida Retirement System

Active Member Team Lead

July 2010 to September 2011

Size and Scope:

The Florida Retirement System (FRS) is the fourth-largest state retirement system in the country. FRS has over 640,000 active members and provides retirement benefits to over 300,000 payees. Deloitte provides application support for the IRIS (Integrated Retirement Information System) application as well as self-service functionality for members, retirees, and employers. The IRIS application includes full integration with the workflow and imaging system. The project provides regular enhancements to line of business and self-service application functionality as well as the system updates necessary due to legislative changes.

Responsibilities:

Responsible for leading the functional/technical enhancements of active member business processes including benefit claims, member enrollment and contributions as well as the optional retirement program. Role included the development and confirmation of client functional requirements and test conditions as well as coordinating user acceptance testing of enhancements. Responsibilities included assigning enhancements to business analysts/developers and managing their workload. Performed standard project reviews of developed documentation in order to confirm that document project standards were followed.

Florida Retirement System

Employer Reporting Lead/Business Analyst

February 2006 to June 2010

Size and Scope:

The Florida Retirement System (FRS) is the fourth-largest state retirement system in the country. FRS has over 640,000 active members and provides retirement benefits to over 300,000 payees. Deloitte provides application support for the IRIS (Integrated Retirement Information System) application as well as self-service functionality for members, retirees, and employers. The IRIS application includes full integration with the workflow and imaging system. The project provides regular enhancements to line of business and self-service application functionality as well as the system updates necessary due to legislative changes.

Responsibilities:

Led the team responsible for the design and development of the employer contribution reporting functional areas as well as provided additional support for benefit calculations, Optional Retirement Program, and retired payroll processing. Responsibilities also included enhancement design and development to workflow and imaging. Served as a leader during the project to re-design the architecture of the self-service application.

Attachment 4 – Hardware & Commodity Software

Deloitte presents our updated Hardware and Commodity Software lists in this attachment. The costs for these components are provided on the appropriate schedules in the BAFO Cost Proposal. This attachment is organized as follows:

- Leveraged Components
- Hardware
- Commodity Software

Leveraged Components

Deloitte has reviewed WVCPRB existing hardware and software assets and identified several components that will be leveraged in our solution as shown in the Table 14 below.

Leveraged WVCPRB HW/SW Components

Existing Hardware	Existing Software
<ul style="list-style-type: none">• Datacenter Facilities (power distribution units and uninterruptible power supplies)• Networking Components WVCPRB (core switches and routers)• Networking Components WVOT (core switches, load balancing switches and routers)• Security Devices (firewalls and intrusion prevention and detection)• Backup Devices• Desktop Workstations and monitors• Scanners	<ul style="list-style-type: none">• Active Directory• SFTP/FTP• Tivoli Backup• EMC Avamar• EMC ApplicationXtender Image Licenses• Solarwinds• Windows Patching Software• What's Up Gold• Standard & Specialty Workstation Software (including MS Office, Internet Explorer, etc.)

Table 14. Leveraged WVCPRB HW/SW Components

Hardware

Deloitte recommends using hardware platforms from a preferred Tier 1 hardware company. The platform vendor we evaluated and selected for enterprise server and storage products provides leading-edge technology that meets recognized industry standards. We recommend Hewlett-Packard (HP) because of its reputation, its widely available service and support system, and the existing investment WVCPRB has in HP products. In addition, Deloitte recommends the EMC VNX5300 SAN. In our experience, there is a good return on investment (ROI) for implementing a SAN. Although direct attached storage (DAS) may cost less in upfront capital outlay, SAN attached storage provides technical, availability, disaster recovery, and management benefits that can make the investment in SAN storage pay for itself in very short order.

Our updated hardware list is presented in Table 15 as follows:

1 Item #	2 QTY	3 Manufacturer	4 Model	5 Description/Specifications
1	4	Canon	DR-7550c	Imaging and workflow scanners. Includes 1 year of support.
2	4	Cisco	3750-48T-S	Production and Test environment Network Switches (48 Gigabit Ports). Includes 1 year of support.
3	1	EMC	VNX5300	Production Storage Area Network (10 TB FC, 8TB SATA and RecoverPoint Appliances/Brocade SAN Switches, Software with Rack) Includes 3 years of support.
4	1	EMC	VNX5300	Test/Training/Dev/DR Storage Area Network (15 TB FC and 8TB SATA with Rack) Includes 3 years of support.
5	1	EMC	N/A	Production 2.6 TB SATA storage for storing one year of recorded Telephone calls in WAV file format. Includes 3 years of support.
6	2	HP	HP BladeSystem Blc7000	HP BladeSystem Blc7000 Enclosure, HP VC Fix Fbrc, 10Gb Ethernet, Dual Power Supplies. Includes 5 years of support.
7	6	HP	HP ProLiant BL460c	Blade Servers - HP ProLiant BL460c Gen8 Blade Server, No OS, Dual Intel® Xeon® E5-2650 (8 core, 2.00 GHz, 20MB, 95W), 128GB 1333MHz dual-ranked RAM, NO HDD. Includes 5 years of support.
8	6	HP	HP ProLiant BL460c	Blade Servers - HP ProLiant BL460c Gen8 Blade Server, No OS, Dual Intel® Xeon® E5-2650 (8 core, 2.00 GHz, 20MB, 95W), 128GB 1333MHz dual-ranked RAM, NO HDD. Includes 5 years of support.
9	9	HP	HP ProLiant BL460c	6 Core Dual Intel® Xeon® E5-2640 (6 core, 2.50 GHz, 15MB, 95W), 64GB RAM, 1333MHz dual-ranked RAM, NO HDD. Includes 5 years of support.
10	17	HP	6000 Pro	Training and Scanner Workstations Core2 E8500, 4GB Memory, 250GB HD, 19" monitor. Includes 4 years of support.
11	2	HP	42U rack	HP 642 Intelligent Rack
12	2	HP	LaserJet 9050dn	Monochrome Printer. 1st page out-8 sec. 50ppm with 600x600 dpi. Prints up to A3 (B size) media, 128mb RAM, 100-sheet multipurpose tray, 2x500-sheet tray & duplexer. Parallel Port, two open EIO Slots and embedded Fast Ethernet Print Server. Includes 1 year of support.
13	1	OpenText	Fax Gateway 2100	Fax Gateway 2100, Module Fax Gateway, 1 T1/E1/J1 SIP/T.38. Includes 1 year of support.
14	1	OpenText	Fax Gateway Install	RightFax Complete System Installation via Remote Access. Includes up to 2 days. Includes 1 year of support.

Table 15. Detailed Listing of Hardware Components.

Commodity Software

Deloitte is proud of the products that form the foundation for DPAS. Software products from vendors that set the standards in the commodity software industry will achieve the functionality requested in the RFP. Our updated Commodity Software list is provided in Table 16.

Deloitte's Response to Request for Best and Final Offers (BAFO)
West Virginia Consolidated Public Retirement Board (WVCPRB)
New Line of Business Solution RFP CPR12026

1 Item #	2 # of Copies	3 Manufacturer	4 Model	5 Description
1	2	Adobe	Adobe Captivate 6	eLearning Development Software. Includes 1 year of support.
2	1	Adobe	Adobe RoboHelp 10	Help Authoring. Includes 1 year of support.
3	3	Balsamiq	Mockups for Desktop	Screen Mockup Tool. Includes lifetime support.
4	1	Embarcadero	Embarcadero ER/Studio Data Architect	Database Modeling. Includes 1 year of support.
5	24	EMC	EMC VMware vSphere Enterprise Plus	vSphere Host Server Software. Includes 1 year of support.
6	2	EMC	EMC VMware vCenter Site Recovery Manager	vSphere Disaster Recovery Software. Includes 1 year of support.
7	1	EMC	EMC VMWare vCenter Server Standard	vSphere Management Server Software. Includes 1 year of support.
8	2	EMC	EMC APPXTENDER SERVER - 25 CC USER PACK	Imaging and Workflow Components. Includes 1 year of support.
9	1	EMC	EMC APPXTENDER WORKFLOW MANAGER SERVER	Imaging and Workflow Components. Includes 1 year of support.
10	1	EMC	EMC APPXTENDER WORKFLOW MANAGER - FORMS	Imaging and Workflow Components. Includes 1 year of support.
11	10	EMC	EMC APPXTENDER WORKFLOW MGR - 5 CC USER PK	Imaging and Workflow Components. Includes 1 year of support.
12	2	EMC	EMC APPXTENDER CONNECTOR - 25 CC USERS	Imaging and Workflow Components. Includes 1 year of support.
13	1	EMC	EMC APPXTENDER OCR SERVER	Imaging and Workflow Components. Includes 1 year of support.
14	1	EMC	EMC APPEXTENDER Public Web Access - 75 CC User Pack	Imaging and Workflow Components. Includes 1 year of support.
15	2	EMC	EMC VERITY K2 SERVER	Imaging and Workflow Components. Includes 1 year of support.
16	2	EMC	EMC VERITY K2 CLIENT - 25 CC USERS	Imaging and Workflow Components. Includes 1 year of support.
17	1	EMC	CAPTIVA ENTERPRISE SVR + ADV RECOG 1M PPY BUNDLE	Capturing Software Components. Includes 1 year of support.
18	5	EMC	CAPTIVA SERVER VOL + ADV RECOG +100K PPY PERPETUAL	Capturing Software Components. Includes 1 year of support.
19	3	EMC	CAPTIVA ATTENDED CLIENT	Capturing Software Components. Includes 1 year of support.
20	1	EMC	CAPTIVA SCANPLUS MODULE (STANDARD)	Capturing Software Components. Includes 1 year of support.
21	1	EMC	EMC APPXTENDER SERVER - 5 CC USER PACK	Imaging and Workflow Components. Includes 1 year of support.
22	1	EMC	EMC APPXTENDER WORKFLOW MANAGER SERVER	Imaging and Workflow Components. Includes 1 year of support.
23	1	EMC	EMC APPXTENDER WORKFLOW MANAGER - FORMS	Imaging and Workflow Components. Includes 1 year of support.
24	1	EMC	EMC APPXTENDER WORKFLOW MGR - 5 CC USER PK	Imaging and Workflow Components. Includes 1 year of support.
25	1	EMC	EMC APPXTENDER CONNECTOR - 5 CC USERS	Imaging and Workflow Components. Includes 1 year of support.

1 Item #	2 # of Copies	3 Manufacturer	4 Model	5 Description
26	1	InRule	InRules irServer, iAuthor, iSDK	Rules Engine Runtime Server and Business Rule Authoring. Includes 1 year of support.
27	2	Funasset	Funasset SilentPrint Pro	Printing Software. Includes 1 year of support.
28	1	Melissa Data	Melissa Data Web Smart Web Service	Address Validation. Includes 1 year subscription.
29	85	Microsoft	Microsoft Sharepoint Standard CAL	Collaboration and Forms Software. Includes 1 year of support.
30	1	Microsoft	Microsoft Sharepoint 2013	Collaboration and Forms Software. Includes 1 year of support.
31	85	Microsoft	Microsoft Sharepoint Standard CAL	Collaboration and Forms Software. Includes 1 year of support.
32	12	Microsoft	Microsoft SQL 2012 Enterprise Edition	Database Software. Includes 1 year of support.
33	12	Microsoft	Microsoft SQL 2012 Standard Edition	Database Software. Includes 1 year of support.
34	35	Microsoft	Microsoft System Center 2012 Standard Edition	System and Application Monitoring. Includes 1 year of support.
35	4	Microsoft	Microsoft Windows 2012 Standard	Operating System. Includes 1 year of support.
36	12	Microsoft	Microsoft Windows 2012 Datacenter	Operating System. Includes 1 year of support.
37	20	Microsoft	Microsoft Windows Remote Desktop CAL	Remote Desktop Calls. Includes 1 year of support.
38	1	Microsoft	Microsoft Visual Studio Ultimate	Development Tools. Includes 1 year of support.
39	3	Microsoft	Microsoft Visual Studio Professional	Development Tools. Includes 1 year of support.
40	1	Microsoft	Microsoft Team Foundation Server	Version Control, Defects Tracking. Includes 1 year of support.
41	20	Microsoft	Microsoft Team Foundation Server CAL	Version Control, Defects Tracking. Includes 1 year of support.
42	1	Open Text	OpenText RightFax Enterprise Server	Fax System. Includes 1 year of support.
43	1	Open Text	OpenText RightFax Professional Services Web Services	Fax System. Includes 1 year of support.
44	1	Open Text	OpenText FoIP Enable an Existing RightFax Document Delivery Channel	Fax System. Includes 1 year of support.
45	3	Open Text	OpenText RightFax Document Delivery Channel – FoIP Enabled	Fax System. Includes 1 year of support.
46	1	Open Text	OpenText RightFax PDF Module	Fax System. Includes 1 year of support.
47	1	Redgate	Redgate SQL Compare 5 User License	Database Schema Comparison and Data Synchronization Software. Includes 1 year of support.
48	12	RightSignature	RightSignature	Esignature subscription for Self-service. Includes 1 year subscription.
49	3	Telerik	Telerik RadControls for ASP.NET Ajax	UI components and controls. Includes 1 year of support.
50	6	Verisign	VeriSign Secure Site Pro with EV	SSL Certificate. Includes 2 year subscription.

Table 16. Detailed Commodity Software List