



Independent Review

Automatic Call Distribution (ACD) System
A Project of the
State of Vermont Agency of Digital Services



**Submitted to the
State of Vert, Agency of Digital Services
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Final

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1.0 Executive Summary

For all Information Technology (IT) activities more than \$1 million, State of Vermont (State) statute (or at the discretion of the chief information officer [CIO]) requires an Independent Review by the Office of the CIO before the project can begin. The State Agency of Digital Services (ADS) engaged BerryDunn to perform an Independent Review of the Automatic Call Distribution Project (Project). This Independent Review began on November 6, 2023, and the presentation of findings is tentatively planned for the week of December 11, 2023.

The ACD system provides the functionality for 13 call centers operated by State agencies. This Project is to replace the current on-premises system with a new cloud-based one.

ADS plans to partner with Slalom to implement a service web-based ACD System and Interactive Voice Response (“IVR”) system (Solution) that will address the State’s immediate needs for a cloud-based ACD and IVR and be customizable and configurable to meet the State’s future capability needs.

This report is based on a single point in time and does not include information on Project progress after November 17, 2023. However, there are updates to each risk included in the Risk Register based on discussion during the presentation of this report. While conducting the Independent Review, BerryDunn identified six risks, with none having either high-impact and/or high likelihood of occurrence. This risk is listed in summary form in Section 1.3 and in detail in Attachment 2 – Risk Register.

1.1 Cost Summary

Table 1.1 includes a summary of the Project costs. More detail can be found in Section 5: Acquisition Cost Assessment and Section 10: Impact Analysis on Net Operating Costs.

Table 0.1: Cost Summary

IT Activity Life Cycle	Cost and Funding Source
Total Life Cycle Costs (Five Years)	\$3,444,948
Total Implementation Costs	\$1,322,063.00
New Annual Operating Costs (Five Years)	\$2,122,885.00
Current Annual Operating Costs (Five Years)	\$2,912,834.40
Difference Between Current and New Operating Costs (Five Years)	\$789,949.40
Funding Source(s) and Percentage Breakdown of Multiple Sources	100% State

1.2 Disposition of Independent Review Deliverables

Table 1.2 includes a summary of Independent Review findings; more detail is provided in later sections of the report.

Table 0.2: Independent Review Deliverables

Deliverable	Highlights From the Independent Review Include Explanations of Any Significant Concerns
Acquisition Cost Assessment	<p>The proposed Solution includes a one-time acquisition cost of \$1,442,779. The majority of acquisition costs on this Project are from payments to Slalom for implementation, installation, and configuration (totaling \$1,322,063) and ADS services (e.g., Enterprise Project Management Office [EPMO], Enterprise Architect [EA], and security, totaling \$120,716).</p> <p>Based on research that BerryDunn conducted using GovWin—a government contracting intelligence platform from Deltek—to examine what other state government and other agencies have paid for similar solutions and services. BerryDunn believes the anticipated cost for the new Solution is comparable to what peer states agencies have paid for similar solutions and those available in the market, although a direct comparison cannot be accurately made given the limited number projects similar in scope.</p>
Technology Architecture and Standards Review	<p>Based on documents reviewed and interviews with Slalom and ADS IT staff, BerryDunn learned that the Project aligns with the IT Modernization strategic goal in the ADS Strategic Plan. The Solution strengthens ADS' digital foundation by replacing legacy IT systems and deploying new systems with a cloud-based offering that reduces ADS' infrastructure footprint and total cost of ownership.</p> <p>The Solution will optimize the ACD process by allowing customers to help themselves. The Solution will also reduce departmental risk since the Solution is IRS 1075 compliant and Section 508 compliant.</p> <p>The State has worked with Slalom to determine that the State's AWS contract provides sufficient coverage for disaster recovery</p>
Implementation Plan Assessment	<p>Based on the draft contract and interviews, BerryDunn recommends the State require a detailed implementation plan with documented go-live requirements and expected hours per implementation phase from both the State and Slalom. Currently, the draft contract has minimal information regarding Slalom's approach to project management, training, testing, design, conversion, implementation planning, and implementation.</p>

Deliverable	Highlights From the Independent Review Include Explanations of Any Significant Concerns
Cost-Benefit Analysis	BerryDunn believes the benefits of the project outweigh the costs.
Impact Analysis on Net Operating Costs	While there is a net annual decrease in operational costs after implementation has been completed, the Project will not reach a break-even point within 5 years.
Analysis of Alternatives	A team of business and IT representatives from Vermont (VT) evaluated and scored pre-defined criteria of the 14 bidder's proposals they received. Based on the evaluation scores, the VT representatives recommended Slalom as the vendor for the State to contract with. Slalom scored the highest or tied for highest on score profile, solution, ProServ, and timeline.
Security Assessment	BerryDunn learned from documentation reviews that Slalom uses their own information security controls and adheres to security frameworks and government compliance protocols. Third-party auditors regularly test and verify the effectiveness of their security as part of the Solution's compliance programs. At the time BerryDunn conducted this IR, Slalom had not provided any documentation of their approach to continuous vulnerability management or assessment of compliance. BerryDunn recommends the State require this information be documented, reviewed, and included in the draft contract.

1.3 Risks Identified as High-Impact and/or Having a High Likelihood of Occurrence

Table 1.3 provides a summary of each high-impact or high-likelihood risk, including risk probability, impact, and overall rating. A complete Risk Register is included in Attachment 2.

Table 0.3: Project Risk Summaries and Ratings

Risk ID	Risk Description	Risk Likelihood/ Probability	Risk Impact	Overall Risk Rating
[None]	[None]	[None]	[None]	[None]

1.4 Other Key Issues

BerryDunn did not identify any other key issues.

1.5 Recommendation

Based on the assessment provided in this report, BerryDunn recommends the State proceed with contract signature.

1.6 Independent Reviewer Certification

I certify that this Independent Review Report is an independent and unbiased assessment of the proposed solution's acquisition costs, technical architecture, implementation plan, cost-benefit analysis, and impact on net operating costs based on the information the State made available to BerryDunn.

DocuSigned by: <i>Charlie Leadbetter</i> E0E8D00BAA8541F...	12/18/2023
Independent Reviewer Signature	Date

1.7 Report Acceptance

The electronic signature below represents the acceptance of this document as the final completed Independent Review Report.

DocuSigned by: <i>Alex Ivey</i> 289191A4D6AB4C0...	12/18/2023
ADS Oversight Project Manager	Date

DocuSigned by: <i>Denise Reilly-Hughes</i> 6041A76735A7442...	12/19/2023
State of Vert Chief Information Officer	Date

2.0 Scope of This Independent Review

2.1 In Scope

The scope of this document fulfills the requirements of State Statute, Title 3, Chapter 56, §3303(d).

The Independent Review Report includes:

- An acquisition cost assessment
- A technology architecture review and standards review
- An implementation plan assessment
- A cost analysis and model for benefit analysis
- An analysis of alternatives
- An impact analysis on net operating costs for the agency carrying out the activity
- A security assessment

This Independent Review used the following schedule:

- Week of November 6, 2023: Conduct a project planning meeting, develop a participation memo, schedule interviews, and review documentation
- Weeks of November 13: Conduct the first round of interviews and document initial findings, risks, and issues
- Weeks of November 20 and November 27, 2023: Conduct additional research and follow-up interviews and provide a preliminary Independent Review Report to the State
- Week of December 4, 2023: Collect feedback on, revise, and resubmit the Independent Review (IR) Report
- Week of December 11, 2023: Present IR Report findings, provide an updated report for signature, and facilitate a project closeout meeting (if requested)

2.2 Out of Scope

No items from State Statute, Title 3, Chapter 56, §3303(d) are out of scope for this IR

3.0 Sources of Information

3.1 Independent Review Participants

Table 3.1 includes a list of stakeholders who participated in fact-finding meetings and/or communications.

Table 0.1: Independent Review Participants

Name	Employer and Title	Participation Topic(s)
State Personnel		
Jim Lipinski	Director of Shared Services	<ul style="list-style-type: none"> General Project Information Implementation Plan Review
Leslie Baker	IT Manager- Service Desk	<ul style="list-style-type: none"> Cost-Benefit Analysis Risk Assessment
John Hunt	IT Enterprise Architect III	<ul style="list-style-type: none"> General Project Information Implementation Plan Review
David Ladoucer	IT Security Analyst	<ul style="list-style-type: none"> Technology Architecture and Standards Review Risk Assessment
Donna Amiot	Project Manager	<ul style="list-style-type: none"> General Project Information Cost-Benefit Analysis Risk Assessment
Slalom Personnel		
Chris Pierz	Slalom, Accountable Executive	<ul style="list-style-type: none"> General Project Information Implementation Plan Review Risk Assessment
Esta Amedeo	Slalom, Engagement Lead and Experience Design SME	
Mary Brauch	Slalom, Solution Owner (Project Manager)	
Christian Coello	Slalom, Solution Architect	
Nan Raviwongse	Slalom, Relationship Lead	

3.2 Independent Review Documentation

Table 3.2 below includes a list of the documentation used to compile this Independent Review.

Table 0.2: Independent Review Documentation

Document Name	Description	Source
Project Charter ACD Modernization	Contains the original project overview, objectives, scope, assumptions, risks, and organization	ACD Project SharePoint Site
IT ABC Form ACD Replacement	IT Activity Business Case & Cost Analysis (IT ABC) Form	ACD Project SharePoint Site
ACD Evaluation	Scoring sheet used to evaluate vendor procurement responses	ACD Project SharePoint Site
ACD MOD Stakeholder Register	Contains a list of ACD MOD stakeholders	ACD Project SharePoint Site
ACD Project Budget	Contains detailed invoices and a tracking page for comparison of actuals to budget	ACD Project SharePoint Site
ACD RFP	Request for ACD System	ACD Project SharePoint Site
Risk and Issue Report ACD MOD	Contains the initial Risks and Decisions Log entries	ACD Project SharePoint Site
Vermont-Slalom ACD Contract	Draft ADS contract with Slalom	ACD Project SharePoint Site
AUTOMATIC CALL DISTRIBUTION SYSTEM (ACD)	GovWin Bid Descriptions	GovWin
Unified Communications and Contact Center Replacement	GovWin Bid Descriptions	GovWin
INTREGRATED AUTOMATED CALL DISTRIBUTION/CALL RECORDING INTERGRATED	GovWin Bid Descriptions	GovWin

4.0 Project Information

4.1 Historical Background

ADS is the successor organization to the former Department of Information and Innovation (DII). The agency officially came into existence on April 17, 2017. ADS owns the current ACD system that is used by nine Agencies and Departments across Vermont government to support conversations with constituents. This Project is to replace the current on-premises system with a new cloud-based system. This Project supports ACD's following guiding principles:

- 'Transform our customer experience'
- 'Innovate and operate effectively, efficiently'
- 'Invest in our technology'
- 'Secure Vermont's data'
- 'Leverage cloud services'
- 'IT and business alignment'

In May 2023, the Vermont ADS released an RFP to establish contracts with one or more vendors that could provide and implement a ACD system. ADS received bids from 14 vendors and selected Slalom as its preferred vendor.

4.2 Project Goals

The successful outcome of the Project is defined by the following success criteria:

- Repeat calls are reduced
- Down time due to equipment failure is reduced
- Capital Expenditure for ACD is reduced
- ADS is Fed Ramp compliant and is easily upgraded/modified
- Call centers are more effective with fewer basic administration tickets for technical staff

4.3 Project Management Documentation

Table 4.1 provides a summary of the Project Management Documentation, descriptions, and frequency, as articulated in the contract with Slalom.

P – Primary Responsibility: Accountable for Task/Function

S – Secondary Responsibility: Provides Direction/Information to Primary

J – Joint Responsibility

I – Informed

Table 4.1: Project Deliverables and Frequency

Project Management Artifacts	Description	State	Contractor	Update Frequency
Project Charter	The Project Charter provides basic information about the Project. It includes a: Scope Statement (what's in and out of scope); list of Project Deliverables; high level Project Timeline; Key Roles & Responsibilities; known Risks, Assumptions and/or Constraints. It should be signed off on by the State.	P	I	Once unless affected by a change request
Stakeholder Register	It is the index of all Project stakeholders and their essential attributes.	P	S	Once unless affected by a change request
Project Management Plan	The Project Management Plan will dictate specifics on how the Contractor Project Manager will administer the Project and will include the following sections: <ol style="list-style-type: none"> 1. Change Management - <u>Will</u> dictate how changes will be handled including any Service level terms. 2. Communication Matrix- Will define the meeting matrix and escalation paths. 3. Requirements Management - <u>Will</u> dictate the approach that the requirements will be gathered, approved, and maintained. 4. Risk and Issues Management - <u>Will</u> dictate how risks and issues will be managed over the course of the Project. 	J	J	Once unless affected by a change request
Formal Acceptance Criteria	Criteria that establish what the acceptance and rejection criteria of each document.	J	J	Per Deliverable/ Sprint

Project Management Artifacts	Description	State	Contractor	Update Frequency
Formal Acceptance Sign-Off	Obtain sign-off at the completion of each Project deliverable as defined by the formal acceptance criteria.	P	S	Per Deliverable/ Sprint
Change Requests	Formal document which outlines any changes to the Contract scope, schedule, budget, and resources.	S	P	As Required
Change Requests Log	Tracks the specific change requests approved and their impact to the Project scope, budget, and schedule.	S	P	As Required
Risk/Issue Log	A log of all risks Issues (opened or closed) that could impact the Project. Risks should be outlined by their impact and their potential to occur. All risks and Issues should have an owner.	S	P	Weekly
Action Item Log	A log of open and resolved/completed actions items.	S	P	Weekly
Decision Log	A log of all decisions made over the course of the Project. Decisions should have a date and name of decider.	S	P	Weekly
Project Status Reports	Provides an update on the Project health, accomplishments, upcoming tasks, risks, and significant issues. The Status Report and the project color shall be assigned in consultation with the State Sponsor business lead and State Project manager. The Contract Project Manager will send the Project status to the SOV PM who will distribute it via the State PPM.	J	J	Weekly
Meeting Agenda/ Minutes	All scheduled meetings will have an agenda and minutes. The minutes shall contain risk issues, action items, and decision logs.	S	P	Per Occurrence
Lessons Learned	A compilation of the lessons learned having 20/20 hindsight. Lessons	S	P	After each Migration

Project Management Artifacts	Description	State	Contractor	Update Frequency
	learned shall be delivered in an Excel template and collected from each of the State and Contractor project team members to get a full 360-degree view of the Project in retrospect.			
Closeout Report	This report will include all the lessons learned, Project metrics, and a summary of the Project's implementation and outcome in operation.	S	P	Once

4.4 Project Phases, Milestones, and Schedule

Table 4.2 summarizes the proposed schedule by phase and estimated completion timing based on the estimated execution date in the contract. The execution date was pushed, so the expected completion dates will not be accurate to the schedule below.

Table 4.2: Proposed Project Phases, Dates, and Phase Descriptions

Phase	Expected Completion Date	Description
Discovery and Planning	11/24/2023	<ul style="list-style-type: none"> • Gather requirements • Build a product backlog of user stories • Conduct user interviews • Create User Personas • Storyboard training materials

Phase	Expected Completion Date	Description
Mobilize	1/6/2024	<ul style="list-style-type: none"> • Project Kickoff Meeting • Define and align on Minimum Viable Product (“MVP”) scope • Refine product backlog to get development ready • Establish agile delivery ceremonies and deployment cadence • Setup access to all tooling • Configure continuous integration, continuous delivery (“CI/CD”) pipeline • Configure test automation scripts • Call Center Stand up – Wave 1 • Configure • Test • Approve Vermont base code for Call Center as Code • Deploy Wave 1
Migrate	4/5/2024	Call Center Stand up <ul style="list-style-type: none"> • Configure • Test • Approve • Deploy
Post-Migrate	5/3/2024	Transition to Operations
Maintenance	10/27/2028	Long-term maintenance

5.0 Acquisition Cost Assessment

Table 5.1 includes a summary of acquisition costs reported to BerryDunn during this Independent Review.

Table 0.1: Acquisition Cost Assessment

Acquisition Costs	Cost	Comments
Vendor Implementation/Installation/Configuration	\$1,322,063.00	
ADS EPMO Project Oversight & Reporting	\$2,816.00	32 hours x \$88/hour
ADS EPMO Project Manager for Implementation	\$42,240.00	480 hours x \$88/hour
ADS EPMO Business Analyst for Implementation	\$0	
ADS Enterprise Architect Staff for Implementation	\$22,500.00	240 hours x \$88/hour
ADS Security staff for Implementation	\$28,160.00	
Other ADS IT Labor for Implementation	\$0	
Independent Review	\$25,000.00	
Total One-Time Acquisition Costs	\$1,442,779	

1. Cost Validation: Describe how you validated the acquisition costs.

BerryDunn validated acquisition costs during documentation review, an interview with the ADS project manager, and its review of the draft contract and IT ABC Form.

2. Cost Comparison: How do the acquisition costs of the proposed Solution compare to what others have paid for similar solutions? Will VT be paying more, less, or about the same?

BerryDunn researched GovWin—a government contracting intelligence platform from Deltek—to research what other state government agencies have paid for similar solutions and services. In Table 5.2, BerryDunn compared the anticipated cost for the Project to peer organizations that have undertaken similar initiatives or acquired similar systems.

Table 5.2: Cost Comparison for Peer Agencies

State Agency	System	Cost/Year	Vendor
City of Portland, Oregon	Automatic Call Distribution System (ACD) Opp: 12568. ACD GovWin IQ	\$480,000/2004	Synergen Inc.
Washington County Public Schools	Unified Communications (UC) and Contact Center (CC) Replacement Unified communications and contact center replacement GovWin IQ	\$965,958/2023	NWN Carousel Inc
Jefferson Parish of Louisiana	Integrated Automated Call Distribution/ Call Recording Integrated	\$307,000/2003	BellSouth

State Agency	System	Cost/Year	Vendor
	Opp 9096 Integrated ACD/Call Recording Integrated GovWin IQ		

Given potential differences in solutions and services procured by other states and the highly specific nature of this Project, this analysis is intended to be informational in nature and should not serve as a basis for what the State should be paying.

- 3. Cost Assessment:** Are the acquisition costs valid and appropriate in your professional opinion? List any concerns or issues with the costs.

Based on BerryDunn's analysis experience, the firm believes the State is paying comparable costs to similar solutions and services in the market.

6.0 State's Enterprise Architecture Guiding Principles

1. **State's Enterprise Architecture Guiding Principles:** Describe how the proposed Solution aligns with each of the State's Enterprise Architecture Guiding Principles.

a. **Assess how well the technology Solution aligns with the business direction**

Slalom's ACD Solution aligns with the IT Modernization strategic goal in the ADS Strategic Plan. The Solution strengthens ADS' digital foundation by replacing legacy IT systems and deploying new systems with a cloud-based offering that reduces ADS' infrastructure footprint and total cost of ownership.

b. **Assess how well the technology Solution maximizes benefits for the State**

Primary benefits the Solution provides the State will be those articulated in the IT ABC Form and the RFP, including:

- **Enterprise Alignment and Readiness:** The ACD system is used by nine organizations across State government to support conversations with their constituents. The value from Enterprise Alignment and Readiness will show up at each of the Agencies that use the ACD system. For example, Tax will be better able to field called in questions from taxpayers.
- **Customer Service Improvement:** The current system is not a cloud-based subscription model so tracking licensure expenses for bill back has been difficult. The current system also doesn't allow for the customer to help themselves i.e., setting out of office notices and other administrative changes which would empower our customers, resulting in faster turn around and less basic administration tickets for technical staff. Migrating to the proposed solution should help address these current shortcomings.
- **Risk Reduction:** The current system is on-prem and lacks the resiliency of the cloud. Moving to a cloud-based system should improve availability.
- **Compliance:** The current ACD system is not IRS 1075 compliant, and at least one of ADS' customers has a history of asking questions where the answer may involve information covered by IRS 1075 (and potentially other, e.g., HIPAA, data). The proposed future solution will provide these agencies with better capabilities to address these compliance requirements.
- **Technical Debt:** The current system is on-prem and lacks the functionality of modern systems. Moving to a cloud-based system will support the incremental addition of new functionality as customers require.

c. **Assess how well the information architecture of the technology Solution adheres to the principle of Information is an Asset**

Slalom's Solution will address the State's immediate needs for a cloud-based ACD and IVR and allow it to scale and evolve to meet the State's future capability needs. Slalom's

Solution is able to integrate with the Salesforce technology platform for Customer Relationship Management (“CRM”), and support integrations with legacy platforms and databases via the State’s current MuleSoft implementation.

d. Assess if the technology Solution will optimize process

Slalom’s cloud-based Solution is anticipated to allow for the customer to help themselves, i.e., setting out-of-office notices and other administrative changes which would empower customers, resulting in faster turn around and result in fewer basic administration tickets for technical staff.

e. Assess how well the technology Solution supports resilience-driven security

BerryDunn learned from Slalom’s proposal that their Solution is IRS 1075 compliant, uses an IVR system to verify callers quickly and accurately, and automatically redacts sensitive customer information from audio recordings and transcripts. Additionally, Slalom meets all security requirements ACD requested in their RFP: input validation, output encoding, authentication and password management, session management, access control, cryptographic practices, error handling and logging, data protection from unauthorized use, modification, disclosure or destruction, system configuration, communication security, database security, and file management.

2. Sustainability: Comment on the sustainability of the Solution’s technical architecture (i.e., is it sustainable?)

BerryDunn understands that Slalom’s Solution is not one ADS’ list of standardized applications as will result in a new solution needing to be sustained.

3. How does the Solution comply with the ADS Strategic Goals enumerated in the Agency of Digital Services Strategic Plan 2022 – 2026?

Slalom complies with the IT Modernization strategic goal in the ADS Strategic Plan. The Solution strengthens ADS’ digital foundation by replacing legacy IT systems and deploying new systems with a cloud-based offering that reduces ADS’ infrastructure footprint and total cost of ownership.

4. Compliance with the Section 508 Amendment to the Rehabilitation Act of 1973, as amended in 1998: Comment on the Solution’s compliance with accessibility standards as outlined in this amendment. Reference: <https://www.section508.gov/manage/laws-and-policies/>.

From the draft contract, BerryDunn learned that Slalom claims to follow the best practices in Section 508 of the Rehabilitation Act of 1973. Slalom provides an interface that incorporates the Section 508 requirements; however, accountability to the Section 508 Act is listed by Slalom as a challenge clients have experienced with implementation of their Solution. No detail is given as to how that has changed their approach to ensuring compliance with the Section 508 Act.

5. Disaster Recovery: What is your assessment of the proposed Solution’s disaster recovery plan? Do you think it is adequate? How might it be improved? Are there specific actions that you would recommend to improve the plan?

Based on BerryDunn's interview with Slalom and review of the draft contract, it is BerryDunn's belief that the disaster recovery plan might meet industry best practices and technical standards. Slalom's Solution includes backup and disaster recovery models and plans to ensure call center stability, uptime, and reliability in line with Vermont needs. Furthermore, the State has informed BerryDunn that the State's contract with AWS will cover potential gaps in disaster recovery coverage.

- 6. Data Retention:** Describe the relevant data retention needs and how they will be satisfied for or by the proposed solution.

BerryDunn learned from the draft contract and Slalom's proposal that Slalom will finalize retention policies during the implementation phase. Slalom writes in the draft contract that their Solution segregates data by account ID and instance ID to ensure that data can be accessed only by authorized users of a specific instance.

- 7. SLA:** What are the post-implementation services and service levels required by the State? Is the vendor-proposed SLA adequate to meet these needs in your judgment?

Post-implementation services and service levels required by the State are not detailed in the contract or Slalom's proposal. However, the State has since informed BerryDunn that the State's contract with AWS will cover potential gaps in service level expectations.

- 8. System Integration:** Is the data export reporting capability of the proposed solution consumable by the State? What data is exchanged, and what systems (State and non-State) will the solution integrate/interface with?

Data exporting and data exchanging are two capabilities that are not mentioned in the draft contract. In the RFP, ADS specifies they are seeking a system that can interface with the following systems: Customer Relationship Management, IVR, Workforce Management, Knowledge Management, and Sales and Marketing. BerryDunn recommends ADS discuss with Slalom prior to contract signature how they plan to export current data into the Slalom Solution, what data is exchanged, and what systems Slalom will be able to interface with and include supporting language in the draft contract.

7.0 Assessment of Implementation Plan

1. The reality of the implementation timetable.

The contract included a preliminary outline of a schedule—by task and estimated start and finish dates.

Table 7.1: Preliminary Implementation Tasks and Dates

Task Name	Expected Start and Finish Date
Assess - Discovery and Planning	11/1/23 – 11/24/23
Gather requirements	11/1/23 – 11/10/23
Build a product backlog of user stories	11/6/23 – 11/10/23
Start user interviews	11/13/23 – 11/24/23
Begin User Personas & Blueprints	11/13/23 – 11/24/23
Begin to identify training needs	11/20/23 – 11/24/23
Mobilize (Sprint zero)	11/27/23 – 1/26/24
Project Kickoff Meeting	11/27/23 – 11/27/23
Define and align on MVP scope	11/27/23 – 12/1/23
Refine product backlog to get development ready	11/27/23 – 12/1/23
Establish agile delivery ceremonies and deployment cadence	12/11/23 – 12/29/23
Setup access to all tooling	12/11/23 – 12/15/23
Configure continuous integration, continuous delivery (CI/CD) pipeline	12/29/23 – 1/4/24
Configure test automation scripts	12/4/23 – 12/8/23
Call Center Stand up Wave 1 (Sprint 1 - 3)	12/18/23 – 1/26/24
Sprint 1 & 2	12/18/23 – 1/26/24

Configure Amazon Web Services (AWS) Connect	12/18/23 – 1/12/24
Test	1/15/24 – 1/26/24
Sprint 3	1/15/24 – 1/26/24
Deploy Wave 1	1/15/24 – 1/26/24
Migrate - Call Center Stand up Wave 2-5 (sprints 4 - 9)	1/29/24 – 4/5/24
Sprint 4	1/29/24 – 2/9/24
Configure Test Deploy based on Sprint Backlog	1/29/24 – 2/9/24
Sprint 5	2/5/24 – 2/16/24
Configure Test Deploy based on Sprint Backlog	2/5/24 – 2/16/24
Deploy Wave 2	2/16/24 – 2/16/24
Sprint 6	2/19/24 – 3/1/24
Configure Test Deploy based on Sprint Backlog	2/19/24 – 3/1/24
Sprint 7	3/4/24 – 3/15/24
Configure Test Deploy based on Sprint Backlog	3/4/24 – 3/15/24
Deploy Wave 3	3/15/24 – 3/15/24
Sprint 8	3/18/24 – 3/29/24
Configure Test Deploy based on Sprint Backlog	3/18/24 – 3/29/24
Deploy Wave 4	3/29/24 – 3/29/24
Sprint 9	4/1/24 – 4/5/24
Configure Test Deploy based on Sprint Backlog	4/1/24 – 4/5/24
Deploy Wave 5	4/5/24 – 4/5/24

Post-Migrate (Sprint 10 and 11)	4/8/24 – 5/3/24
Sprint 10	4/8/24 – 4/19/24
Transition to Operations Planning and Execution	4/8/24 – 4/19/24
Sprint 11	4/22/24 – 5/3/24
Transition to Operations Planning and Execution	4/22/24 – 5/3/24
Maintenance	Tue 5/7/24 – 10/27/28
Long Term Maintenance	Tue 5/7/24 – 10/27/28

2. Readiness of impacted divisions/departments to participate in this solution/Project (consider current culture, staff buy-in, organizational changes needed, and leadership readiness).

Based on the interviews conducted with project leadership, project staff, and vendor personnel, BerryDunn determined that personnel associated with the ACD Project are excited and committed to the new system and its benefits. These benefits include improved functionality, flexibility, usability, and supportability of statewide call centers and its interfaces to multiple IVR modules. BerryDunn also determined based on these discussions that the business case and objectives of the ACD Project are well understood and supported by appropriate project and State personnel.

3. Do the milestones and deliverables proposed by the vendor provide enough detail to hold the vendor accountable for meeting the business needs in these areas?

a. Project Management

The preliminary implementation master schedule in the draft contract does not provide sufficient details for how Slalom will approach planning, managing, and controlling the Project. In particular, the implementation schedule did not include every project management activity and deliverable, any activities to be completed by the State including the review and approval of deliverables, or interim and final milestones including approval and payment milestones. During the interviews conducted with project leadership, project staff, and vendor personnel, BerryDunn learned the implementation schedule will be built-out during Project initiation to include these details.

b. Training

The preliminary implementation master schedule in the draft contract does not provide sufficient details for how Slalom will approach conducting training throughout

the Project. Phase one includes a task item to begin identifying training needs but there are no mentions of training after the initial identification.

c. Testing

The preliminary implementation master schedule in the draft contract does not provide sufficient details for how Slalom will approach conducting testing throughout the Project. Slalom mentioned in their proposal and interview with BerryDunn that testing will occur in every wave of the mobilize phase, but there is no time built in for user acceptance testing (UAT) in the preliminary implementation master schedule of the contract.

d. Design

The preliminary implementation master schedule in the draft contract does not provide sufficient details for how Slalom will approach designing the Solution. According to the preliminary implementation master schedule of the contract, Slalom will build a backlog of user stories, begin user interviews, and begin user personas and blueprints. These design activities will occur within the first three weeks of the Project's initiation.

e. Conversion

The preliminary implementation master schedule in the draft contract does not provide sufficient details for how Slalom will approach data conversion. Five days are dedicated to configuring continuous integration and a continuous delivery pipeline. Although there was a requirement in the RFP to "Describe your typical conversion plan to convert data from existing systems to your proposed solution (if applicable)," and an appropriate response was provided by Slalom which presented their proposed extract and transform process, there is no mention of either in the draft contract or schedule. To hold Slalom accountable for data conversion, BerryDunn recommends requesting a detailed data conversion schedule.

f. Implementation Planning

The preliminary implementation master schedule in the draft contract provides sufficient details for how Slalom will approach implementation planning. The 'mobilize' phase of the schedule defines scope, establishes agile delivery ceremonies and deployment cadence, and configures test automation scripts. Each of these activities has a start and end date that will help ADS hold Slalom responsible for implementation planning.

g. Implementation

The preliminary implementation master schedule in the draft contract provides sufficient details for how Slalom will approach implementation. Slalom will implement their Solution in five phases with 12 sprints, five waves, and a four-year maintenance period organized as follows:

- Phase 1 – Assess: Includes discovery and planning (requirements gathering, product backlog, user interviews, training storyboard).
- Phase 2 – Mobilize: Includes sprint 0 for kicking off project, sprints 1 and 2 for configuring AWS Connect, and sprint 3 for deploying wave 1.
- Phase 3 – Migrate: Includes sprints 4 to 9 and waves 2 to 5 for configuring, testing, approving, and deploying call centers.
- Phase 4 – Post Migrate: Includes sprints 10 and 11 for transitioning to operations planning and execution.
- Phase 5 – Maintenance: Includes 4 years of long-term maintenance.

4. Does the State have a resource lined up to be the project manager on the project? If so, does this person possess the skills and experience to be successful in this role in your judgment? Please explain.

Based on BerryDunn's interactions with the Project manager during this Independent Review, the firm is confident the individual has the skills and experience necessary for the role.

8.0 Cost Analysis and Model for Benefit Analysis

- 1. Analysis Description:** Provide a narrative summary of the cost-benefit analysis conducted. Be sure to indicate how the costs were independently validated.

BerryDunn evaluated the costs the State provided in the IT ABC Form and the draft contract. BerryDunn discussed the benefits of the Project during interviews with the State and incorporated that information in this report.

- 2. Assumptions:** List any assumptions made in your analysis.

The cost-benefit analysis was performed using the following assumptions:

- There is a five-year life cycle, with implementation activities beginning in Fiscal Year (FY) 2024
 - Maintenance and licensing payments will begin in FY 2024
 - All implementation and payments to Slalom will be made according to the contract
 - State labor costs are for implementation only, not for time spent during previous Project phases before contract execution (e.g., exploration, planning, contracting)
- 3. Funding:** Provide the funding source(s). If multiple sources, indicate the percentage of each source for both acquisition costs and ongoing operational costs over the duration of the system/service life cycle.

The Project will pay 100% of implementation and operating costs with State funds.

- 4. Tangible Costs and Benefits:** Provide a list and description of the tangible costs and benefits of this Project. It is “tangible” if it has a direct impact on implementation or operating costs (an increase = a tangible cost, and a decrease = a tangible benefit). The cost of software licenses is an example of a tangible cost. Projected annual operating cost savings is an example of a tangible benefit.

Tangible Costs

- Implementation services: \$1,201,347 (one-time cost)
- Maintenance, support, hardware, hosting, and licenses costs include:
 - Annual Slalom maintenance/service fees: \$214,852
 - Annual State maintenance costs: \$44,000
- State labor costs include:
 - ADS EPMO Project Oversight: \$2,816
 - ADS EPMO Project Manager: \$42,240
 - ADS EPMO BA: \$0

- ADS EA: \$22,500
- ADS Security Staff: \$28,160
- Other ADS Labor: \$0

Tangible Benefits

Based on the State's assumptions in the IT ABC Form, the State will experience tangible benefits by improving efficiency and automating processes as a result of implementing the new Solution. The State's assumptions for these savings are as follows:

- A net decrease to State costs resulting from: a reduction in operating costs, State labor costs, and/or infrastructure costs. The current annual State labor cost is \$299,209 and is projected to decrease to \$44,000.
- A reduction of technical debt by replacing reduction of costly, unsupportable systems and applications.

- 5. Intangible Costs and Benefits:** Provide a list and descriptions of the intangible costs and benefits. It is "intangible" if it has a positive or negative impact but is not cost related. Examples: Customer service is expected to improve (intangible benefit), or employee morale is expected to decline (intangible cost).

Intangible costs and benefits include:

- A new or improved customer service for internal or external customers. (Examples include service automation, improved access to information, improved service quality, faster turnaround times, etc.)
- A reduction of a risk to the State as a result of replacing an unstable system, improving security, implementing a sustainable Solution, etc.
- Improved availability to customers through the implementation of a cloud-based system.
- Becoming IRS 1075 compliant.

- 6. Costs vs. Benefits:** Do the benefits of this Project (consider both tangible and intangible) outweigh the costs in your opinion? Please elaborate on your response.

Given that the Project will not result in net savings for the State, BerryDunn is unable to determine whether the intangible benefits of the Project outweigh the costs.

- 7. IT ABC Form Review:** Review the IT ABC Form (Business Case/Cost Analysis) created by the State for this Project. Is the information consistent with your Independent Review and analysis? If not, please describe. Is the life cycle that was used appropriate for the technology being proposed? If not, please explain.

The draft IT ABC Form largely reflects BerryDunn's findings, and BerryDunn used it to inform the financial analysis.

However, The State did not anticipate a consumption-based solution when initially completing the IT ABC form and instead anticipated cost based on independent licenses. Slalom uses a consumption-based costing model, which will allow the State to realize significant savings compared to the estimates used in the IT ABC form. However, the State will not have the statistics needed to determine how much the State's usage will be until after the solution has been implemented for each State agency.

9.0 Analysis of Alternatives

1. Provide a brief analysis of alternative solutions that were deemed financially unfeasible.

BerryDunn has learned from documentation reviews that 14 vendors submitted proposals for this Project. Slalom was the third most financially feasible solution.

2. Provide a brief analysis of alternative technical solutions that were deemed unsustainable.

BerryDunn has learned from documentation reviews that alternative technical solution analysis was thorough and consistent across all 14 bidders. The chosen Solution had the highest score in profile and timeline and was tied for highest in ProServ.

3. Provide a brief analysis of alternative technical solutions where the costs for operations and maintenance were unfeasible.

The evaluation team reviewed and scored various aspects of vendor proposals. Table 9.1 below shows the evaluated vendors' weighted scores with totals.

Table 9.1: Summary of Proposal Scores

Rating Criteria	Bidder Evaluation Scores (Refer to Below List for Bidder Numbers)							
	1	2	3	4	5	6	7	8
Profile	150.00	146.63	147.75	147.00	138.00	132.75	145.88	133.13
Solution	173.69	168.87	171.58	164.49	171.85	164.91	168.34	168.95
ProServ	150.00	148.56	144.48	146.34	143.88	140.04	128.40	130.20
Maintenance and Support	148.50	149.50	141.38	143.88	149.00	149.13	140.88	146.00
Pricing	134.96	150.00	110.95	136.13	87.94	125.92	128.84	128.09
Timeline	140.00	125.00	135.0	110.00	130.00	105.00	75.00	75.00
Total	899.16	890.55	853.14	849.83	822.68	819.75	789.33	783.37

Table 9.2: Summary of Proposal Scores Continued

Rating Criteria	Bidder Evaluation Scores (Refer to Below List for Bidder Numbers)					
	9	10	11	12	13	14
Profile	146.25	145.50	130.50	146.25	124.50	130.50
Solution	163.24	167.43	168.58	165.85	169.51	161.43
ProServ	138.96	142.68	144.66	150.00	130.50	121.68

Rating Criteria	Bidder Evaluation Scores (Refer to Below List for Bidder Numbers)					
	9	10	11	12	13	14
Maintenance and Support	138.94	148.56	147.13	145.38	139.50	118.00
Pricing	79.44	71.13	53.51	0.00	66.56	105.63
Timeline	114.00	105.00	125.00	130.00	100.00	78.00
Total	782.83	782.30	771.38	739.47	732.57	717.24

Fourteen bids were received from the following vendors:

- | | |
|---------------------|-------------------------------|
| 1. Slalom | 8. GlobalTechnologySolutions |
| 2. Talkdesk | 9. Accelare |
| 3. EventusSolutions | 10. VoxaiSolutions |
| 4. Presidio | 11. TTECDigital |
| 5. Mediu | 12. InfosysPublicServices |
| 6. RingCentral | 13. ConvergenceOne |
| 7. NWN | 14. CGITechnologyandSolutions |

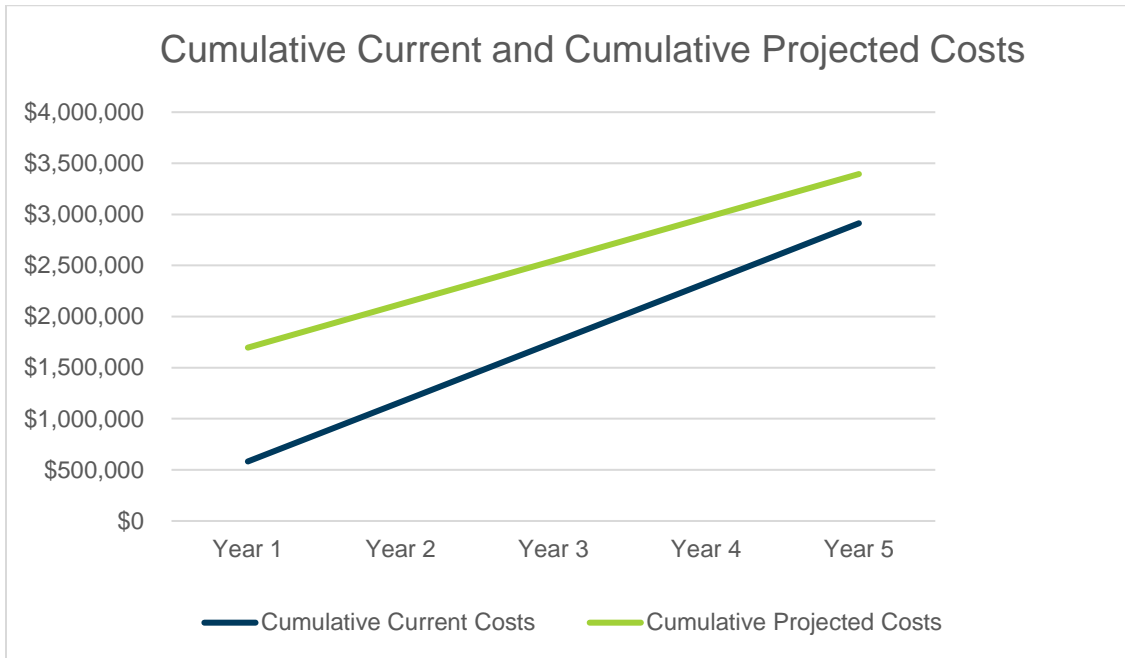
The evaluation team recommended the State pursue a contract with Slalom for the ACD system Solution.

10.0 Impact on Analysis of Net Operating Costs

1. Insert a table to illustrate the Net Operating Cost Impact.

Table 10.1, on the following page, illustrates the impact on net operating costs over five years. Please note, BerryDunn used the IT ABC Form that was approved at the time of fact-finding activities and might not reflect currently anticipated costs based on changes made to the Project's estimates since. Later versions of the IT ABC Form and/or the draft contract with Slalom might have more current information.

Table 10.1: Life Cycle Analysis



2. Provide a narrative summary of the analysis conducted and include a list of any assumptions.

BerryDunn conducted an impact analysis on net operating costs using the costs validated and verified in the acquisition cost assessment and cost-benefit analysis sections in this report. The following assumption was used during this analysis:

- There is a five-year life cycle, with implementation activities occurring during the first and years (FY 2024).
- The projected costs for FY 2023 Professional Services (Non-Software Costs) include:
 - Slalom's Implementation Services: \$1,201,347
 - Independent Review Services: \$25,000
- The projected cost for Other Costs (State Labor) includes the following for each year of implementation (i.e., FY 2024 and FY 2025):
 - ADS EPMO Project Oversight: \$2,816
 - ADS EPMO Project Manager: \$42,240
 - ADS EPMO BA: \$0
 - ADS EA: \$22,500
 - ADS Security Staff: \$28,160
 - Other ADS Labor: \$0
- The projected annual costs from FY 2023 through FY 2027 for Maintenance, Support, Hardware, Hosting, and Licenses include:
 - Slalom's Maintenance Services: \$214,852
 - ADS's Solution Maintenance Costs: \$165,725.00

3. Explain any net operating increases that will be covered by federal funding. Will this funding cover the entire life cycle? If not, please provide the breakouts by year.

All net operating costs (100%) will be covered by State funding.

4. What is the break-even point for this IT activity (considering implementation and ongoing operating costs)?

Based on the costs in the draft contract and IT ABC Form, there is not a break-even point prior to the end of FY 2028, as shown in Figure 10.2 below.

Figure 10.2: Baseline Current and Baseline Projected Costs

Description	Implementation /Maintenance	Implementation	Maintenance	Maintenance	Maintenance	Total
	FY24	FY25	FY26	FY27	FY28	
Maintenance, Support, Hardware, Hosting, and License Costs						
Enterprise Application – License Fees	\$0	\$0	\$0	\$0	\$0	\$0
Operating System – Hosting	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000.00
Support and Maintenance	\$114,852	\$114,852	\$114,852	\$114,852	\$114,852	\$574,260
Other Professional Services						
Vendor Implementation/ Installation/ Configuration	\$1,201,347	\$0	\$0	\$0	\$0	\$1,201,347
Implementation	\$0	\$0	\$0	\$0	\$0	\$0
Independent Review	\$25,000	\$0	\$0	\$0	\$0	\$25,000.00

State Labor Costs						
ADS EPMO Project Oversight	\$2,816	\$0	\$0	\$0	\$0	\$2,816
ADS EPMO Project Manager	\$42,240	\$0	\$0	\$0	\$0	\$42,240
ADS EPMO BA	\$0	\$0	\$0	\$0	\$0	\$0
ADS EA	\$22,500	\$0	\$0	\$0	\$0	\$22,500
ADS Security Staff	\$28,160	\$0	\$0	\$0	\$0	\$28,160
Other ADS Labor	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$220,000
Other Costs	\$165,725	\$165,725	\$165,725	\$165,725	\$165,725	\$828,625
Operating Costs	\$424,577	\$424,577	\$424,577	\$424,577	\$424,577	\$2,122,885
Total Implementation	\$1,322,063	\$0	\$0	\$0	\$0	\$1,322,063
Total Life Cycle Costs to be Paid with State Funds	\$1,746,640	\$424,577	\$424,577	\$424,577	\$424,577	\$3,444,948
Total Life Cycle Costs to Be Paid with Federal Funds	\$0	\$0	\$0	\$0	\$0	\$0

11.0 Security Assessment

1. Will the new system have its own information security controls, rely on the State's controls, or incorporate both?

BerryDunn learned from documentation reviews that Slalom uses their own information security controls and adheres to security frameworks and government compliance protocols. Third-party auditors regularly test and verify the effectiveness of their security as part of the Solution's compliance programs.

2. What method does the system use for data classification?

At the time BerryDunn conducted this IR, Slalom had not provided any security documentation that defines and qualifies their proposed data classification scheme.

3. What is the vendor's breach notification and incident response process?

BerryDunn learned from documentation reviews that Slalom uses their Solution's formal, documented policy and program for incident response and breach notifications that includes a white paper detailing the preparation for people and technology, simulation, iteration, and automation.

4. Does the vendor have a risk management program that specifically addresses information security risks?

BerryDunn learned from documentation reviews that Slalom's Solution is responsible for demonstrating and implementing compliance to ensure data center security controls meet or exceed those expected by the Federal Information Security Management Act (FISMA) for federal systems as described in FIPS 199 and 200. Today, the Solution GovCloud is authorized up to FedRAMP High and DoD IL5. Slalom also complies with the provisions of HIPAA's Privacy Rule and Security and the HITECH Act that are applicable to business associates and has been designed and is operated to comply with requirements for the handling of Federal Tax Information (FTI), as defined in IRS Publication 1075.

5. What encryption controls/technologies does the system use to protect data at rest and in transit?

BerryDunn learned from documentation reviews that the following encryption controls and technologies will be used to protect data at rest and in transit:

- All data exchanged is protected in transit using industry-standard Transport Layer Security (TLS) 1.2 or later encryption.
- Customers who are hosted on Government Cloud Plus use the customer database at AES-256 level encryption.
- Only independently tested and validated encryption used to protect sensitive information.

6. What format does the vendor use for continuous vulnerability management, what process is used for remediation, and how do they report vulnerabilities to customers?

At the time BerryDunn conducted this IR, Slalom had not provided any documentation of their approach to continuous vulnerability management or reporting vulnerabilities to customers.

Additionally, the only mention of remediation in Slalom's proposal is their specification that remediation of security breaches is limited to those that result from their fault or negligence. Slalom does not take responsibility for any remediation that occurs as a security breach of ADS' systems.

7. How does the vendor determine their compliance model and how is their compliance assessed?

At the time BerryDunn conducted this IR, Slalom had not provided any architecture or security documentation that defines and qualifies their compliance model and how their compliance is assessed.

12.0 Risk Assessment and Risk Register

The risks identified during this Independent Review can be found in Attachment 2 – Risk Register.

Attachment 1 – Life Cycle Cost-Benefit Analysis

Table A.1, on the following page, reflects a five-year life cycle cost analysis.

Table A.1: Life Cycle Costs by Year

Impact on Operating Costs	FY24	FY25	FY26	FY27	FY28	Five-Year Totals
Professional Services (Non-Software Costs)						
Current Costs	\$222,406	\$222,406	\$222,406	\$222,406	\$222,406	\$1,112,030.00
Projected Costs	\$1,316,199	\$114,852	\$114,852	\$114,852	\$114,852	\$574,260
Hardware, Hosting, and License Costs						
Current Costs	\$60,952.88	\$60,952.88	\$60,952.88	\$60,952.88	\$60,952.88	\$304,764.40
Projected Costs	\$265,725	\$265,725	\$265,725	\$265,725	\$265,725	\$1,328,625
Other Costs (State Labor)						
Current Costs	\$299,208.00	\$299,208.00	\$299,208.00	\$299,208.00	\$299,208.00	\$1,496,040.00
Projected Costs	\$114,416	\$44,000.00	\$44,000.00	\$44,000.00	\$44,000.00	\$315,716.00
Baseline Current Cost	\$582,566.88	\$582,566.88	\$582,566.88	\$582,566.88	\$582,566.88	\$2,912,834.40
Baseline Projected Costs	\$1,696,340	\$424,577	\$424,577	\$424,577	\$424,577	\$3,394,648.00
Cumulative Current Costs	\$582,566.88	\$1,165,133.76	\$1,747,700.64	\$2,330,267.52	\$2,912,834.40	\$2,912,834.40
Cumulative Projected Costs	\$1,696,340	\$2,120,917	\$2,545,494	\$2,970,071	\$3,394,648.00	\$3,394,648.00
Net Impact on Professional Services	(\$1,093,793)	\$107,544	\$107,544	\$107,544	\$107,544	(\$663,577.00)
Net Impact on Software Acquisition, Maintenance, Support, Licenses Costs, and Other	(\$204,772.12)	(\$204,772.12)	(\$204,772.12)	(\$204,772.12)	(\$204,772.12)	(\$1,023,860.60)
Net Impact on Operating Costs:	\$157,989.88	\$157,989.88	\$157,989.88	\$157,989.88	\$157,989.88	\$789,949.40

Attachment 2 – Risk Register

Data Element	Description
Risk #	Sequential number assigned to a risk to be used when referring to the risk.
Risk Likelihood/Probability, Impact, Overall Rating	Two-value indicator of the potential impact of the risk if it were to occur, along with an indicator of the probability of the risk occurring. Assigned values are High, Medium, or Low.
Source of Risk	Source of the risk, which might be interviews with the State, project documentation review, or vendor interview.
Risk Description	Brief narrative description of the identified risk.
Implication	A likely consequence of the identified risk.
State's Planned Risk Strategy	Strategy the State plans to take to address the risk. Assigned values are Avoid, Mitigate, Transfer, or Accept.
State's Planned Risk Response	Risk response the State plans to adopt based on discussions between State staff and BerryDunn reviewers.
Timing of Risk Response	Planned timing for carrying out the risk response, which might be prior to contract execution or subsequent to contract execution.
Reviewer's Assessment of State's Planned Response	Indication of whether BerryDunn reviewers think the planned response is adequate and appropriate, including recommendations if not.

Risk Rating Criteria			
Scale	Low	Medium	High
Impact	Condition does not impact quality and is unlikely to impact achievement of Project objectives. -OR- Condition might be mitigated through adjustment in effort to avoid impacts to Project objectives.	Condition might be mitigated through reduction or deferral of baseline scope to avoid impact to quality and/or moving date of key milestone. -OR- Condition might be mitigated by focused corrective actions to help ensure achievement of Project objectives.	Condition might require acceptance of agreed-upon modifications to avoid impact(s) to key Project objectives. -OR- Conditions might introduce risk to Project scope, quality of work products, system solution, and/or user experience.
Likelihood	1% – 39%	40% – 89%	90% – 100%

Risk #: #1	Risk Likelihood/Probability: Low	Risk Impact: Medium	Overall Risk Rating: Medium
Source of Risk: Interview with Project Management			
<p>Risk Description: The draft contract could use more detail regarding how the Project will manage releases and maintenance procedures.</p> <p>BerryDunn identified during its review of the draft contract that the draft contract does not differentiate which maintenance roles and responsibilities would be fulfilled by the State and Slalom.</p> <p>Without aligning detailed expectations on the Project release management plan and approach, the State might not receive the level of support it expects or needs from Slalom during the implementation of the Solution.</p>			
State's Planned Risk Strategy: Mitigate			
<p>State's Planned Risk Response: The State has added a request for an addition of a release management plan deliverable, which Slalom has agreed to. This deliverable will include roles and responsibilities for the State and Slalom</p>			
Timing of Risk Response: Prior to contract signature			
<p>Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.</p>			
<p>Updates Discussed During Presentation of Findings: The specific order of which call center will go first will be decided after the discovery phase. Adding detail in this area would be misleading since that has not been nor can be decided yet. There is time in the planning phase to build out a more detailed schedule.</p> <p>The State has included deliverable expectation documents and deliverable acceptance documents into the draft contract. The draft contract now has an operations plan and includes a no-go plan to further define the responsibilities and design the criteria to manage the workflows after Slalom's contract has expired.</p>			

Risk #: #2	Risk Likelihood/Probability: Medium	Risk Impact: Low	Overall Risk Rating: Low
Source of Risk: Interviews with Project Management and Project Leadership			
<p>Risk Description: The Project might not realize its anticipated tangible benefits of reducing State labor costs without a more detailed plan for how these resources will be reduced.</p> <p>BerryDunn identified during its review of the IT ABC Form that, while the Project anticipates a reduction in State labor as a result of the solution, it is unclear how the State will reduce these resources so that staffing costs are not simply redistributed. Without further detail on how these staff resources will be reduced in a manner that results in savings, the State might not realize its expected benefits.</p>			
State's Planned Risk Strategy: Accept			
<p>State's Planned Risk Response: The State recognizes that there might not be a direct labor reduction. However, the State believes there will be an increase in capabilities among the call centers without needing to increase the level of staffing support.</p>			
Timing of Risk Response: N/A			
<p>Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.</p>			
<p>Updates Discussed During Presentation of Findings: ADS manages the servers and applications while the system is on-premises. Each ADS administrator has a certain number of applications assigned to them. When the legacy system goes away, the system administrator will have capacity for additional systems. Most everything the administrator and service desk staff do today will go away as a result of moving the system to the cloud. The efficiency of the system, the consumption of the system, and the lack of maintenance by the State, will result in a reduction of state labor costs. Each call center will have their own system in the cloud which will allow for easy tracking of each call center's consumption.</p>			

Risk #: #3	Risk Likelihood/Probability: Low	Risk Impact: Medium	Overall Risk Rating: Medium
Source of Risk: Interviews with Project Management and Project Leadership			
<p>Risk Description: The draft contract could use additional controls to help enforce deliverable expectations between the State and Slalom.</p> <p>BerryDunn identified during its review of the draft contract that, while there was mention of the State Project Manager being responsible for the review and acceptance of deliverables, there was no detail regarding the State's expectations for deliverable quality, how much time the State would be allowed to review draft deliverables, and how many times the State would plan for Slalom to provide subsequent iterations of the deliverables to address items of feedback. The draft contract also does not mention how the contents of each deliverable will be agreed upon (e.g., the use of a deliverable expectations document [DED]) or how deliverables will be formally approved (e.g., use of a deliverable acceptance document [DAD]). Without these expectations defined and agreed-upon in the draft contract, the State and Slalom are at risk of being misaligned on the Project's deliverable review and approval processes.</p>			
State's Planned Risk Strategy: Mitigate			
State's Planned Risk Response: The State has already added language into the draft contract to this effect.			
Timing of Risk Response: Prior to contract signature			
Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.			
<p>Updates Discussed During Presentation of Findings: Similar to Risk 1, the State has added deliverable expectation document templates and requirements into the draft contract. The State has also added deliverable acceptance documents into the draft contract. A period of time to review the DED has been added and Slalom has a clear understanding of why this has been added to the draft contract. There have been 2-4 exchanges of red lines in the draft contract.</p>			

Risk #: #4	Risk Likelihood/Probability: Low	Risk Impact: Low	Overall Risk Rating: Low
Source of Risk: Interviews with Project Management and Slalom			
<p>Risk Description: The draft Project schedule could use additional detail to help define and agree upon the duration and timing for UAT, deployment testing, and go no-go decisions.</p> <p>BerryDunn identified during its review of the draft contract that while there is a draft schedule, the draft schedule could benefit from additional detail regarding the duration and timing for UAT, deployment testing, and go no-go decisions. Without further detail on these areas, the State and Slalom might be misaligned on expectations for the amount of time and resources the Project will need to dedicate to these activities prior to go-live.</p>			
State's Planned Risk Strategy: Mitigate			
<p>State's Planned Risk Response: The State will have additional information on when each agency will be ready for UAT once the project start date has been finalized. The State has also included a deliverable for a detailed draft project schedule in the draft contract, which will include tasks for UAT, deployment testing, and go no-go decisions for each agency.</p>			
Timing of Risk Response: Prior to contract signature			
Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.			
<p>Updates Discussed During Presentation of Findings:</p> <p>A detailed schedule is required in the draft contract and will be fulfilled after discovery. Each call center has a different level of testing required which will be flushed out during discovery.</p>			

Risk #: #5	Risk Likelihood/Probability: Low	Risk Impact: Medium	Overall Risk Rating: Medium
Source of Risk: Interviews with Project Management and Project Leadership			
<p>Risk Description: The draft contract does not include the Project's proposed organizational change management (OCM) deliverables.</p> <p>BerryDunn identified during its review of the draft contract that while there is a dedicated Slalom "Change Manager" role responsible for establishing a change management strategy (i.e., communication plan, training, deployment support, adoption measures and sustainment approach), it is unclear what deliverables Slalom will provide to the State as part of these efforts, when they will be provided, or what involvement might be required from the State in developing these deliverables or utilizing them to support the Project.</p> <p>Without further detail on these areas, the State and Slalom might be misaligned on expectations for how Slalom will support Project OCM activities, when these will be completed, and the State's role on OCM activities.</p>			
State's Planned Risk Strategy: Mitigate			
State's Planned Risk Response: The State is working with Slalom to add an additional deliverable ("Change Management Plan") for Slalom to provide, which will include these items.			
Timing of Risk Response: Prior to contract signature			
Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.			
<p>Updates Discussed During Presentation of Findings:</p> <p>The State has connected with Slalom and they have added several deliverables to the contract. There are now deliverables for OCM in the contract based on conversations with Slalom and what they are expecting to provide. The OCM plan and communication plan have been added to the draft contract, but it is currently up to the State to be the OCM implementers in engaging with the new system.</p>			

Risk #: #6	Risk Likelihood/Probability: Low	Risk Impact: Medium	Overall Risk Rating: Medium
Source of Risk: Interview with Project Management			
<p>Risk Description: The draft contract could use deliverable expectations for all deliverables.</p> <p>BerryDunn identified during its review of the draft contract that, while descriptions of Project management-related deliverables was included, several other deliverables mentioned elsewhere in the draft contract (e.g., RACI matrix, test plan, and leadership alignment strategy) did not have descriptions.</p> <p>Without aligning detailed expectations on the deliverables Slalom will provide, the State might not receive the level of detail or type of content it needs from Slalom and could result in delays and or contract amendments.</p>			
State's Planned Risk Strategy: Mitigate			
<p>State's Planned Risk Response: The State has worked with Slalom to include additional deliverable descriptions to the draft contract and will continue to review opportunities for additional deliverables and their descriptions.</p>			
Timing of Risk Response: Prior to contract signature			
<p>Reviewer's Assessment of State's Planned Response: BerryDunn accepts the State's planned response.</p>			
<p>Updates Discussed During Presentation of Findings:</p> <p>The State has worked with Slalom and added a complete expectation deliverable table into the contract. There are now 12 more deliverable expectation table. This has been completely addressed and reviewed by the State's team.</p>			