



## New Hampshire Liquor Commission

50 Storrs Street, P.O. Box 503  
Concord, N.H. 03302-0503  
(603) 271-1705

Joseph W. Mollica  
Chairman

Michael R. Milligan  
Commissioner

June 15, 2016

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Executive Council  
State House  
Concord, New Hampshire 03301

### REQUESTED ACTION

Authorize the New Hampshire Liquor Commission (the "Commission"), to enter into a contract with AlfaPeople Incorporated (AlfaPeople), 405 Lexington Avenue, 25<sup>th</sup> Floor, New York, NY 10174 (vendor # 251707) in an amount not to exceed \$30,000,000.00 to provide a front office point-of-sale solution for Commission retail outlets and back office supporting services that will replace the current system. The contract will also provide technical support for the software and hardware for the duration of the contract. This contract is effective upon Governor and Council approval through June 30, 2026. Funding for this contract shall be paid with 100% Liquor Funds.

Funds are available in SFY2017 and are anticipated to be available in SFY2018 through SFY2026 bases upon the availability and continued appropriations of funds in the future operating budget, with the ability to adjust encumbrances between State Fiscal Years through the Budget Office, if needed and justified.

#### 02-77-77-77 – LIQUOR COMMISSION

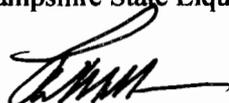
Fiscal Year	Co.-Activity-Attg.unit-Class Code	Class Title	Amount
2017	030-770012-79570000-034	Capital Projects	\$4,478,623.21
2018	030-770012-79570000-034	Capital Projects	\$7,312,780.70
2018	012-771512-10300000-020	Current Expenses	\$1,000.00
2018	012-771512-10300000-024	Maint. Other Than Build.-Grnds	\$897,388.00
2018	012-771512-10300000-030	Equipment	\$150,000.00
2019	012-771512-10300000-020	Current Expenses	\$1,000.00
2019	012-771512-10300000-022	Rents-Leases Other Than State	\$255,000.00
2019	012-771512-10300000-024	Maint. Other Than Build.-Grnds	\$967,788.00
2019	012-771512-10300000-030	Equipment	\$355,000.00
2020	012-771512-10300000-020	Current Expenses	\$1,000.00
2020	012-771512-10300000-022	Rents-Leases Other Than State	\$63,000.00
2020	012-771512-10300000-024	Maint. Other Than Build.-Grnds	\$967,788.00
2020	012-771512-10300000-030	Equipment	\$355,000.00

<b>Fiscal Year</b>	<b>Co.-Activity-Attg.unit-Class Code</b>	<b>Class Title</b>	<b>Amount</b>
2021	012-771512-10300000-020	Current Expenses	\$1,000.00
2021	012-771512-10300000-022	Rents-Leases Other Than State	\$1,093,000.00
2021	012-771512-10300000-024	Maint. Other Than Build.-Grnds	\$942,788.00
2021	012-771512-10300000-030	Equipment	\$355,000.00
2022	012-771512-10300000-020	Current Expenses	\$1,000.00
2022	012-771512-10300000-022	Rents-Leases Other Than State	\$1,348,000.00
2022	012-771512-10300000-024	Maint. Other Than Build.-Grnds	\$959,788.00
2022	012-771512-10300000-030	Equipment	\$355,000.00
2023	012-771512-10300000-020	Current Expenses	\$1,000.00
2023	012-771512-10300000-022	Rents-Leases Other Than State	\$1,030,000.00
2023	012-771512-10300000-024	Maint. Other Than Build.-Grnds	962,788.00
2023	012-771512-10300000-030	Equipment	355,000.00
2024	012-771512-10300000-020	Current Expenses	\$1,000.00
2024	012-771512-10300000-024	Maint. Other Than Build.-Grnds	949,788.00
2024	012-771512-10300000-030	Equipment	355,000.00
2025	012-771512-10300000-020	Current Expenses	\$1,000.00
2025	012-771512-10300000-022	Rents-Leases Other Than State	255,000.00
2025	012-771512-10300000-024	Maint. Other Than Build.-Grnds	952,788.00
2025	012-771512-10300000-030	Equipment	355,000.00
2026	012-771512-10300000-020	Current Expenses	\$1,000.00
2026	012-771512-10300000-024	Maint. Other Than Build.-Grnds	969,788.00
2026	012-771512-10300000-030	Equipment	355,000.00
		<b>Total:</b>	<b>\$27,405,095.91</b>

**EXPLANATION**

This contract provides a software and hardware solution that will deliver a new Point-Of-Sale (POS) system in the Commission's retail stores as well as replace the outdated back-office application. It will allow for future technology upgrades to augment the Commission's effort to increase sales and provide outstanding customer service. It will assist the Commission's effort to remain competitive with other retailers in the market place and increase internal efficiency. The solution will be PCI compliant and will include upgrades to the licensee and consumer web systems. The repair, warranty, maintenance, support and updates to hardware and software are included after implementation. Project implementation is expected to take approximately 24 months. Independent and continuous project oversight will be maintained by the Commission, the Department of Information Technology and our consultants Berry Dunn. See Attachment 1 for a detailed account of project justification and scoring.

Respectfully Submitted,  
New Hampshire State Liquor Commission



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Joseph W. Mollica, Chairman



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**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF INFORMATION TECHNOLOGY**  
27 Hazen Dr., Concord, NH 03301  
Fax: 603-271-1516 TDD Access: 1-800-735-2964  
[www.nh.gov/doit](http://www.nh.gov/doit)

**Denis Goulet**  
*Commissioner*

June 16, 2016

Joseph W. Mollica  
Chairman  
New Hampshire State Liquor Commission  
50 Storrs Street  
Concord, NH 03301-0503

Dear Chairman Mollica:

This letter represents formal notification that the Department of Information Technology (DoIT) has approved your agency's request to enter into a contract with AlfaPeople Incorporated as a result of RFP, as described below and referenced as DoIT No. 2016-020.

The purpose of this contract is for the implementation of point of sale (POS) hardware and software including application development, and related services to replace the current legacy systems. The contract term will include an implementation period as proposed by the bidder including ten (10) years of production operation and support. The funding amount is \$27,405,095.91 effective upon Governor and Council Approval through June 30, 2026.

A copy of this letter should accompany the New Hampshire State Liquor Commission's submission to the Governor and Executive Council for approval.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Goulet", written over a horizontal line.

Denis Goulet

DG/mh  
Contract 2016-020  
cc: Aidan Henderson, NHSLC

## ATTACHMENT 1

**RECOMMENDATION:** The Evaluation Committee (Committee) recommends a contract be issued to AlfaPeople Incorporated (AlfaPeople) for the Next Generation Retail Business Systems Request for Proposal (RFP) 2016-01. AlfaPeople has been found to be the most advantageous offer to the State and the NH Liquor Commission including price and other factors considered.

An independent auditing company (Berry Dunn) oversaw the governance of the RFP process including managing a separate cost proposal opening after the Committee had reviewed and scored all technical and functional evaluations.

A check of the U.S. Government System for Award Management found no negative records. A search of the State Debarred Parties List showed no negative results. AlfaPeople will provide PCI Attestation for their solution.

The contract term will include an implementation period as proposed by the bidder plus production operation and support for a period of ten (10) years. The time period represents the greatest return on the capital investment for the Commission. The contract will have extension options not to exceed two (2) three (3) year terms unless authorized by the State.

**JUSTIFICATION:** The purpose of the RFP was to solicit bid proposals for a contractor to provide a front office and back office point-of-sale solution and supporting services that will replace the current systems. The NHLC requirement within the RFP includes but is not limited to:

- A scalable and flexible solution that will allow for easier future technology migrations
- Adherence to PCI and other compliance requirements
- Replacement of the Retail Store Point of Sale hardware and software
- Replacement of the current Licensee and consumer web systems
- Replacement of major retail in-store infrastructure to support the network and POS
- Replacement of the supporting Back office applications and hosting services
- Associated security features, data encryption, and application data back up
- Repair, warranty, maintenance, support and updates to hardware and software of which the Commission has the opportunity to remove the maintenance contract and bid separately

The new system will operate across the state network and the solution will need to be reviewed and approved by the Department of Information Technology upon Commission approval to proceed. The RFP was issued on August 4<sup>th</sup> and contained provisions for the submission of a Bid Proposal and a Best and Final Offer (BAFO) process. Vendor Proposals were opened on September 17<sup>th</sup> 2015 beginning at 02:15PM through 04:50PM. Proposals were received from three (3) companies (AlfaPeople, Blue Horseshoe and SkillNet).

The proposed scoring methodology was provided in Section 4 of the RFP. A proposal could receive a combined price and technical score of 100% (which is defined as 15% for Cost and 85% for technical and

narrative evaluation). The total technical score would be added to the total price score for each bidder and the bidder with the most points would win the award. Bidders had to receive 70% of the total points in Round 2 - Technical Evaluation to proceed to Round 3 – Presentation & Demonstration. Only one (1) vendor (AlfaPeople) met and exceeded the 70% benchmark

The combined scoring comparison for all vendors is:

	AlfaPeople	Blue Horseshoe	SkillNet
Round 1 – RFP Documentation Requirements	Pass	Pass	Fail
Round 2 – Technical Evaluation	80.40%	59.80%	35.70%
Round 3 – Presentation & Demonstration	80.40%	-	-
Round 4 – Cost Proposal	15.00%	5.00%	2.00%
Round 5 - BAFO	15.00%	-	-

Vendor Interviews and Product Demonstrations were conducted on November 4, 2015. Only one vendor, AlfaPeople, received 80.40% of the maximum available points.

**SCORING & EVALUATION:** All assignment of points was scored by the Committee. All proposals were evaluated using the same criteria and scoring process. Proposals were evaluated on Technical and Cost scoring and Vendors were required to submit separate Technical and Cost proposals. Technical and Cost proposals were opened and evaluated separately. Vendors had to submit Technical and Cost proposals in separate envelopes.

Evaluation of proposals was completed in five rounds and evaluated according to the following criteria:

	Evaluation Criteria	Weight	AlfaPeople	Blue Horseshoe	Skillnet
A.	<b>Initial Screening.</b> Proposals will undergo a pass/fail criteria review. Those receiving one or more fail scores will not be considered further.	Pass/Fail	Pass	Pass	Fail
B.	<b>Functional and Technical Level of Fit.</b> The responses to the Requirements Matrix (Appendix A) and the responses in Appendices B through M will constitute the Technical Score.	45%	20.14%	20.66%	16.30%
C.	<b>Approach.</b> An evaluation will be made of the likelihood that the vendor's implementation plan and schedule will meet the needs of the project.	20%	15.17%	10%	2.5%
D.	<b>Experience and Qualifications.</b> Proposals will be evaluated for the necessary staff and company qualifications and experience.	20%	16.44%	8.57%	4.0%
E.	<b>Cost.</b> The points for Cost will be computed by	15%	15%	11.56%	7.56%

Adding the amount of the lowest response bid received by each bidder's total proposed cost including hardware, and any software or customizations proposed, maintenance fees, license fees, etc.	Total:	100%	78.50%	59.80%	35.70%
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1. **Round 1 - Initial Screening:** Proposals were evaluated on pass/fail criteria. The State conducted an initial screening step to verify vendor compliance with submission requirements and to confirm that the Proposal satisfied the conditions defined in the RFP.

Pass/Fail Criteria	Weight	AlfaPeople	Blue Horseshoe	Skillnet
A. <b>Timely receipt.</b> The proposal was received on the date specified and by the time specified and at the location specified.	Pass/Fail	Pass	Pass	Pass
B. <b>Completeness.</b> Responses to this RFP must be complete. Responses that do not include the proposal content requirements identified within this RFP and subsequent Addenda and do not address each of the items listed below will be considered incomplete, be rated a Fail in the Evaluation Criteria, and will receive no further consideration. The State, however, reserves the right to waive minor irregularities or omissions in response. The proposal includes all mandatory portions of the response: <ul style="list-style-type: none"> <li>• Signed cover letter guaranteeing proposal for minimum number of days from receipt (210 days).</li> <li>• Complete technical proposal</li> <li>• Complete cost proposal for mandatory deliverables</li> <li>• Complete response to functional and technical requirements, including a response of "standard" or "custom" for all mandatory requirements.</li> <li>• Complete essay/vendor response.</li> <li>• Statement of use of off-shore contracting</li> <li>• Proof of insurance</li> <li>• Proof of PCI Attestation</li> <li>• Proof of performance bond</li> <li>• Three years of financial</li> </ul>	Pass/Fail	Pass	Pass	Fail

statements

C.

<p><b>Propose format.</b></p> <ul style="list-style-type: none"> <li>• 5 printed hard copies of the technical proposal each in a three-ring binder with sections separated by tabs.</li> <li>• 5 hard copies of the cost proposal.</li> <li>• 1 redacted hard copy of the technical proposal in a three-ring binder with sections separated by tabs.</li> <li>• 1 redacted hard copy of the cost proposal.</li> <li>• 2 electronic copies of the technical proposal in one of the following mediums: DVD, CD or USB.</li> <li>• 2 electronic copies of the cost proposal in one of the following mediums: DVD, CD or USB.</li> <li>• Hard copies of technical proposal uses Times New Roman, Helvetica, Arial or Calibri 11 point font.</li> <li>• The proposal was not in an online file location, faxed or emailed.</li> </ul>	Pass/Fail	Pass	Pass	Pass
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D.

**Minimum Experience.** Minimum experience of the size and scope of this project with other customers in the past 5 years.

Pass/Fail      Pass      Pass      Pass

E.

**Altered RFP.** No evidence that responses have been provided to all altered RFP. RFP templates. All RFP templates have been used and any modified or altered proposal templates have been provided.

Pass/Fail      Pass      Pass      Pass

F.

**Disbarment.** Vendor is not disbarred or is otherwise ineligible to provide services. Neither the vendor nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or State agency.

Furthermore, Vendors, its principals and named subcontractors that are identified on the list of Federally debarred, suspended or other excluded parties located at [www.sam.gov](http://www.sam.gov) or have been convicted of or pled guilty to any crimes involving dishonesty or false statement or of any felony offenses in any federal or state court in the United States shall be

Pass/Fail      Pass      Pass      Pass

	declared ineligible for this Proposal.				
G.	Ability to Complete Work. Vendor has attested that they can complete the work described in the RFP.	Pass/Fail	Pass	Pass	Pass
H.	Terms and Conditions. Vendor agrees in writing to be bound by the non-negotiable terms and conditions of the RFP	Pass/Fail	Pass	Pass	Fail

2. **Round 2 - Technical Evaluation:** Responses to the RFP must have been complete and any that did not include the proposal content requirements identified within the RFP and subsequent Addenda and did not address each of the items requested were considered incomplete.

The Technical Evaluation score will be a maximum of 85% of the total Final Score. Proposals receiving a minimum threshold of 70% of the points in the First Round of Technical Evaluation are eligible to proceed to Round 3 - Technical Evaluation –Presentations and Product Demonstrations.

Proposals were evaluated based on the following categories: Functional and Technical Level of Fit, Approach, and Experience and Qualifications. The following criteria and evaluation weight were applied for Round 2:

Technical Evaluation Criteria	Weight	AlfaPeople	Blue Horseshoe	Skillnet
A. <b>Functional and Technical Level of Fit.</b> The responses to the Requirements Matrix (Appendix A) and the responses to Appendices B through M will constitute the Technical Score.	45%	20.14%	20.86%	16.30%
B. <b>Approach.</b> An evaluation will be made of the likelihood that the Vendor's implementation plan and schedule will meet the needs of the Next Generation Retail Business Systems project.	20%	15.17%	10%	2.5%
C. <b>Experience and Qualifications.</b> Proposals will be evaluated for the secondary staff and company qualifications and experience.	20%	16.44%	8.37%	4.0%
<b>Percent of Final Score Based on Technical Evaluation:</b>	<b>85%</b>	<b>60.90%</b>	<b>46.20%</b>	<b>26.80%</b>

3. **Round 3 – Technical Evaluation - Presentations and Product Demonstrations:** Vendors whose proposals had met the minimum threshold of points in the first round of Technical Evaluation were invited to make a presentation and provide a product demonstration. Performance in the oral presentation and product demonstration may result in adjustment of

the First Round Technical Evaluation score. Those proposals completing the Second Round of Technical Evaluation will then receive a Cost Evaluation.

A structured agenda was used for oral interviews and product demonstrations to ensure standard coverage of for each invited Vendor. After Round 3 there were no changes to the Vendor's proposal scoring.

**4. Round 4 - Cost Evaluation:** Costs proposals constituted 15% of the Final Score and were evaluated only after the Technical Evaluation was completed. Cost Proposal scoring was scored on the formula *Lowest Responsive Bidders Total Cost / Bidders Total Proposed Cost x.015 = Total Score*. All Vendors cost proposals were opened and reviewed separately to the RFP Technical Evaluations and were overseen by representatives of Berry Dunn. One vendor (Skillnet) did not include a full cost proposal and was eliminated.

	Cost Proposal Scoring	AlfaPeople	Blue Horseshoe	Skillnet
A.	Vendor Proposal Costs	c. \$11.7 Million	c. \$33.2 Million	c. \$15 Million
B.	Vendor Proposal Cost Scores	15%	5%	2%

**5. Round 5 - Final Score:** Technical and Cost Evaluation scores were added together to create a Final Score. The proposal with the highest Final Score was considered the winning proposal.

AlfaPeople had the highest score and is considered the winning bidder. The Evaluation Committee respectfully requests approval to proceed with AlfaPeople's proposal by issuance of a contract agreement.

**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name Liquor Commission		1.2 State Agency Address PO BOX 503, 50 Storrs Street, Concord NH 03302	
1.3 Contractor Name AlfaPeople Inc.		1.4 Contractor Address 405 Lexington Avenue, 25th Floor, New York NY 10174	
1.5 Contractor Phone Number (917) 368-8088	1.6 Account Number 02-030-077-7700-7957-34-500099 12-77-77-771512-1030-30-500312 12-77-77-771512-1030-30-500311 12-77-77-771512-1030-30-500313 12-77-77-771512-1030-22-500257 12-77-77-771512-1030-24-500230 12-77-77-771512-1030-24-500231 12-77-77-771512-1030-20-500249	1.7 Completion Date 06/30/2026	1.8 Price Limitation \$30,000,000
1.9 Contracting Officer for State Agency Aidan Henderson		1.10 State Agency Telephone Number (603) 230-7015	
1.11 Contractor Signature 		1.12 Name and Title of Contractor Signatory Joseph W. Mollica, Chairman	
1.13 Acknowledgement: State of <u>N.H.</u> , County of <u>Merrimack</u> On <u>June 14, 2016</u> , before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
1.13.1 Signature of Notary Public or <del>Justice of the Peace</del>  <div style="display: flex; align-items: center;"> <span style="margin-right: 10px;">[Seal]</span>  </div>			
1.13.2 Name and Title of Notary of Justice of the Peace <b>ANNE E. BOGART</b> <b>NOTARY PUBLIC, NEW HAMPSHIRE</b> <b>MY COMMISSION EXPIRES 4-11-2018</b>			
1.14 State Agency Signature 		1.15 Name and Title of State Agency Signatory <b>Joseph W. Mollica</b> <b>Chairman</b>	
Date: <u>6/15/16</u>			

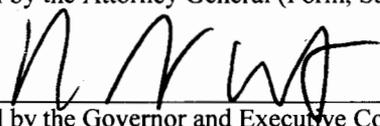
1.16 Approval by the N.H. Department of Administration, Division of Personnel (*if applicable*)

By:

Director, On:

1.17 Approval by the Attorney General (Form, Substance and Execution) (*if applicable*)

By:



On:

6/15/16

1.18 Approval by the Governor and Executive Council (*if applicable*)

By:

On:

Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

#### **8. EVENT OF DEFAULT/REMEDIES.**

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

8.1.1 failure to perform the Services satisfactorily or on schedule;

8.1.2 failure to submit any report required hereunder; and/or

8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

#### **9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.**

9.1 As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

**10. TERMINATION.** In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

**11. CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

**12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.** The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written notice and consent of the State. None of the Services shall be subcontracted by the Contractor without the prior written notice and consent of the State.

**13. INDEMNIFICATION.** The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

#### **14. INSURANCE.**

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate; and

14.1.2 special cause of loss coverage form covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

**2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement as indicated in block 1.18, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.14 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. This may include the requirement to utilize auxiliary aids and services to ensure that persons with communication disabilities, including vision, hearing and speech, can communicate with, receive information from, and convey information to the Contractor. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than thirty (30) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each certificate(s) of insurance shall contain a clause requiring the insurer to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than thirty (30) days prior written notice of cancellation or modification of the policy.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A (*Workers' Compensation*).

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

**16. WAIVER OF BREACH.** No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

**17. NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

**18. AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no

such approval is required under the circumstances pursuant to State law, rule or policy.

**19. CONSTRUCTION OF AGREEMENT AND TERMS.**

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

**20. THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

**21. HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

**22. SPECIAL PROVISIONS.** Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

**23. SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

**24. ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.

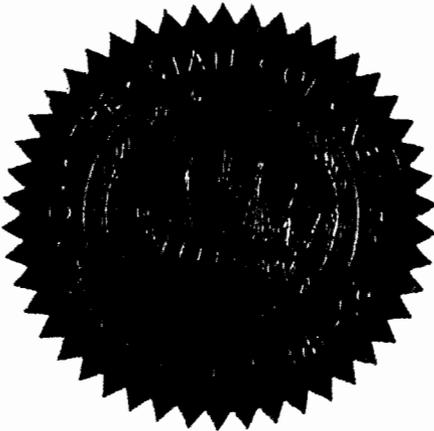
  
6/19-2016

# **SUPPORTING DOCUMENTS**

State of New Hampshire  
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that ALFAPEOPLE INC., a(n) Delaware corporation, is authorized to transact business in New Hampshire and qualified on March 18, 2016. I further certify that all fees required by the Secretary of State's office have been received.



In TESTIMONY WHEREOF, I hereto  
set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 24<sup>th</sup> day of March, A.D. 2016

A handwritten signature in black ink, appearing to read "William M. Gardner". The signature is written in a cursive, flowing style.

William M. Gardner  
Secretary of State



- Search
- By Business Name
- By Business ID
- By Registered Agent
- Annual Report
- File Online
- Guidelines
- Name Availability
- Name Appeal Process

**Receive your Annual Report Notice by email!**

*You asked and we delivered!* To receive your Annual Report Reminder Notice by email, click [here](#) to complete the online request form.

**Who needs to file?** If your entity is registered as a Corporation, Limited Liability Company, Professional Corporation, Professional LLC, Limited Liability Partnership, New Hampshire Investment Trust, Consumer Cooperative, Cooperative Marketing and Rural Electrification Association, you need to file annually.

Note: You will need your Business Identification Number to enroll. If you do not have it handy, you may easily look it up by using our [Business name Lookup](#) tool.

Search Type: Starting With                      Search Criteria: alfapeople  
 Search Date: 6/14/2016                      Search Time: 08:25

Click on the Entity Name or Business ID to view more information.

Entity Name	Business ID	Type	Entity Status	Entity Creation Date
ALFAPEOPLE INC.	740635	Corporation	Good Standing	3/18/2016
ALFAPEOPLE INC.	740635	Corporation	Good Standing	3/18/2016

Records Returned 1 to 2

**Important Note: The status reflected for each entity on this website only refers to the status of the entity's filing requirements with this office. It does not necessarily reflect the disciplinary status of the entity with any state agency. Requests for disciplinary information should be directed to agencies with licensing or other regulatory authority over the entity.**

**CERTIFICATE OF AUTHORITY/VOTE**  
(Corporation with Notary Seal)

I, Lucia Hoiden, do hereby certify that:  
(Name of Clerk of the Corporation, can not be the one who signed the contract)

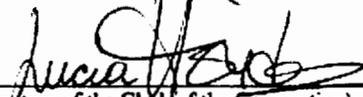
1. I am a duly elected Clerk of AlfaPeople Inc.  
(The Corporation)
2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the Corporation duly held on 1/5-2016.  
(Date given authority)

RESOLVED: That this Corporation enter into a contract with the State of New Hampshire, acting through its State Liquor Commission, Division of Administration, for the provision of  
  
Implementation and consulting services for Next Generation Retail Business Systems services.

RESOLVED: That the Managing Partner  
(Title of one who signed the contract)

is hereby authorized on behalf of this Corporation to enter into the said contract with the State and to execute any and all documents, agreements and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate.

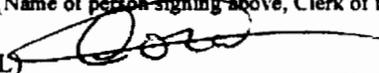
3. The forgoing resolutions have not been amended or revoked, and remain in full force and effect as of 6/29-2016.  
(Date Contract Signed)
4. Erik Hoiden (is/are) the duly elected Managing Partner of the Corporation.  
(Name of Contact Signatory) (Title of Contract Signatory)

  
(Signature of the Clerk of the Corporation)

STATE OF New York

County of Manhattan

The foregoing instrument was acknowledged before me this 14<sup>th</sup> day of June,  
2016 by Lucia E Hoiden.  
(Name of person signing above, Clerk of the Corporation)

(NOTARY SEAL)   
Notary Public / Justice of the Peace

Commission Expires: 02/23/2019

CINEDIZIE C CINOLIE  
Notary Public - State of New York  
ID: 6105-10037  
Qualified in Manhattan County  
My Commission Expires Feb 23, 2019



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/14/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Johnson Stevens Curran Agency Inc 30 Main Street Suite 302 Danbury, CT 06810	<b>CONTACT NAME:</b> MaryAnn Grogan	<b>FAX (A/C, No):</b>	
	<b>PHONE (A/C, No, Ext):</b> (203) 743-2844	<b>E-MAIL ADDRESS:</b> maryann@jscurran.com	
<b>INSURED</b> AlfaPeople, Inc. 405 Lexington Ave., FL 26 New York, NY 10174	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> Sentinel Insurance Co		11000
	<b>INSURER B:</b> Multiple Companies		00914
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
<b>INSURER F:</b>			

### COVERAGES

### CERTIFICATE NUMBER:

### REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			31SBAPJ3188	05/15/2016	05/15/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
	<b>AUTOMOBILE LIABILITY</b> ANY AUTO ALL OWNED AUTOS HIRED AUTOS SCHEDULED AUTOS NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<b>UMBRELLA LIAB</b> OCCUR <b>EXCESS LIAB</b> CLAIMS-MADE DED RETENTION \$ 0			31SBAPJ3188	05/15/2016	05/15/2017	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	31WECCQ5232	05/30/2016	05/30/2017	PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

### CERTIFICATE HOLDER

### CANCELLATION

NH Liquor Commission 50 Storrs Street P.O. Box 503 Concord, NH 033020503	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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# EXHIBIT A

# Exhibit A

## Statement of Work

### State of New Hampshire

### Liquor Commission



Prepared for  
State of New Hampshire  
Liquor Commission  
50 Storrs Street  
Concord NH 03301

Prepared by  
**Peter Chalem**

Contributors  
**Erik Hoiden**



## Trademark

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## 1. OBJECTIVES

The New Hampshire Liquor Commission (“NHLC”) has engaged AlfaPeople to design, develop and deploy the Next Generation Retail Business Systems (RFP-2016-01). The Next Generation Retail Business Systems will replace the current NHLC wholesale and retail point of sale (POS) systems applications and hardware, store infrastructure, hardware and back office applications and hardware. The AlfaPeople solution will provide complete front office and back office systems in support of the retail stores’ POS as well as the functional areas of sales and marketing, merchandising, distribution, headquarter operations, store operations, financial administration, enforcement, licensing, and Business to Business (B2B) and Business to Consumer (B2C) e-commerce functions. Associated warranties, maintenance, training, hardware, support, and implementation services will be provided.

The Next Generation Retail Business System will replace all legacy NHLC systems. Specifically, Next Generation Systems will replace the current ACR and hardware systems and replace the MAPPER system with a Microsoft Dynamics AX based POS solution which will include all associated warranties, maintenance, training, software and hardware, support, and implementation services. MAPPER is a Unisys Business Information Server (BIS), and is a rapid-application development and information access tool that has been utilized by NHLC for the last 30 years. Next Generation Retail Business Systems will be implemented based on the standard Microsoft Dynamics Processes.

The work on this project is a collaborative effort between all parties. AlfaPeople is responsible for delivering the entire solution, based on the requirements and will act as the Prime Contractor. The NHLC is responsible for actively participating in all phases of the project and will have knowledgeable resources involved.

AlfaPeople responses to the RFP and Requirements Matrix, and the AlfaPeople response to the narratives are incorporated herein.

## 2. PROJECT APPROACH

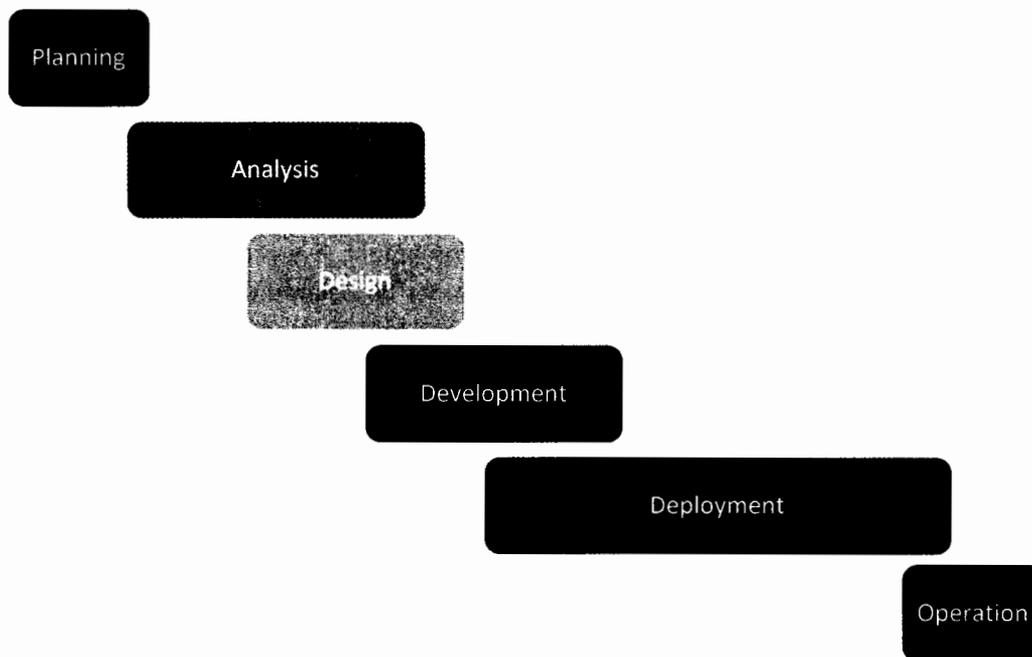
### 2.1 METHODOLOGY

This project will follow AlfaPeople’s Approach Implementation Methodology (AIM) which combines project management disciplines with field-tested best practices. The methodology includes specific implementation processes that represent the skills and experience of the AlfaPeople team. We believe that this makes the implementation more valuable by involving key resources in the configuration of the system at an early stage of the project.

Knowledge transfer is a key factor to success. As such, the methodology is focused on providing training as soon as possible and providing continuous training and knowledge transfer from AlfaPeople to NHLC throughout the project.



The table below depicts the major phases for this methodology:



The above listed phases are not symbolic of a traditional waterfall model, but can overlap each other, based on the specific work streams or activities. The analysis of the store ops area can consist of up to 35 processes. Each of these will be presented in workshops, and if agreed upon, the design can be developed and approved before the remaining workshops are finalized. This will speed up the process and ensure the highest level of attention to detail.

The goal is to have a solution that follows best practices and can be deployed throughout the NHLC with a minimal amount of disruption to daily business. Knowledge transfer will begin at the outset of the project so all involved parties understand the functionality of the solution and can make informed decisions.

## 1.2 PROJECT PHASES

The project activities and deliverables are described below. A more detailed plan of the project and involved resources from AlfaPeople is attached as **Appendix 1: High Level Project Plan**.

After each phase section a RACI (Responsible, Accountable, Consulted, Informed) table describes the delineation of duties and responsibility. The RACI is not fully comprehensive and will be updated in the Planning Phase.

Each phase will have a start and exit criteria defined, to be agreed upon in the planning phase. These will consist of many activities with separate exits. An exit in one work stream can drive the start of the next phase for this work stream. In the planning phase all exit criteria will be defined in detail.



## General Project Management RACI:

Phase	Activities	AP	NHLC	Deliverable
Project Management	Conduct weekly Status meetings	R,A	R,I	Non-Software
	Conduct Steering Committee meetings	C,A	R,I	Non-Software
	Conduct Monthly Status meetings	R,A	C,I	Non-Software
	Ensure sign-off of all Milestones	R,A	A,I	Written
	Track and Report Issues	R,A	A,C,I	Written
	Track and Report Risks	R,A	A,C,I	Written
	Track and Report Defects	R,C	A,I	Written
	Monitor and Update Project Plan	R,A	C,I	Written
	Schedule Resources	R,A,C,I	R,A,I,C	Non-Software
	Project Close Out	R,A	C,I	Non-Software

In the planning phase, the final project plan will be agreed to.

The initial phase is designed to prepare all plans and artifacts and to agree on the initial project plan, as well as presenting the high level design plan and mapping of the requirements.

A kick-off session will be held with all involved parties, in order to create a basic understanding of the project, the tasks involved, the participation requirements and overall goals.

### Deliverable:

- Project Kickoff Meeting
- High Level Design Document
- Mapping Requirements to Standard Processes
- Review requirements with the NHLC

Artifacts and plans include the following working documents:

- Organizational Change Management Plan
- Change Order Management Plan
- Communication Plan
- Quality, Issues and Defect Tracking Plan
- Testing Plan (Incl. Regression, Unit, End-to-End etc.)
- Training Plan
- Development Plan
- System Configuration Plan
- Migration Plan
- Interface Plan w. Test Plan (incl. Decommission Plan for stores)
- Migration Plan (incl. Test Plan)
- Deployment and Cut Over Plan (incl. Go Live Checklist)
- End User Support Plan
- PCI Compliance Plan



- User, Role and Security plan
- Technical Software Configuration & Infrastructure Management Plan
- Updated Requirements list
- Requirements Traceability Matrix

Phase	Activities	AP	NHLC	Deliverable
Planning	Project Plan	R,A	C,I	Written
	Requirement Management Plan	R,A	C,I	Written
	Change Order Management Plan	R,A	C,I	Written
	Test Management Plan	R,A	C,I	Written
	Training Management Plan	R,A	C,I	Written
	Data Migration/Conversion Plan	R,A	C,I	Written
	System Configuration Plan	R,A	C,I	Written
	End User Support Plan	R,C	A,I	Written
	Interface Plan	R,A	C,I	Written
	Deployment Cutover Plan	R,A	C,I	Written
	PCI Compliance Plan	R,C	A,I	Written
	User Role and Security Plan	R,C	A, I	Written
	Issue Management Plan	R,A	C,I	Written
	Defects Management Plan	R,A	C,I	Written
	Quality Management Plan	R,A	C,I	Written
	Plan and execute Project Kickoff	R,A	R,C,I	Written

## 2.4 ANALYSIS

During this phase, detailed analysis workshops will be conducted to design the system to meet the specific requirements in scope. The starting point for this effort will be the RFP document which will serve as an input to these workshops. For the workshops to be successful, it is imperative that the NHLC provide the correct business resources with decision-making authority. Workshops without appropriate representation may lead to inefficiencies and rework later in the program.

The workshops will define the solution, based on the standard processes and the requirements, covered by these. The workshops will be followed by a Fit/ Gap document for each workshop that will be approved by the NHLC.

### Key Activities:

- Facilitate project planning, preparation, and Kickoff;
- Plan and conduct Requirements Workshops
- Conduct Integration and Data Migration Workshops (AlfaPeople & NHLC)
- Consolidate Requirements and Gap Analysis (AlfaPeople)
- Conduct Intermediate Business Solutions Architecture Assessment
- Review and decide on strategies for migration and deployments (AlfaPeople & NHLC)



**Deliverables:**

- Gap Analysis
- Interface Plan
- Training
- Updated MS Project Schedule (maintained and updated bi-weekly)
- Weekly Project Status Reports
- Weekly Project Status Meetings

Phase	Activities	AP	NHLC	Deliverable
<b>Analysis</b>	Set up and Configure initial Environments	R,A	C,I	Software
	Overview Training	R,A	C,I	Non-Software
	IT Technical Overview Training	R,A	C,I	Non-Software
	Conduct Requirements/Configuration Workshops	R,A,C	I	Non-Software
	Conduct Functional Track Specific Training	R,A	R,I	Non-Software
	Conduct Fit GAP Analysis	R,A,C	I	Non-Software
	Create Functional Configuration Design Document	R,A	C,I	Written
	Conduct Integration ( Interface) Points Workshop	R,A	C,I	Non-Software
	Conduct BPO AX Data Structure and Migration Template Training	R,A	C,I	Non-Software
	Conduct Reference Data Training	R,A	C,I	Written
	Conduct Migration Points and Data source Workshops	R,A	C,I	Non-Software
	Provide Legacy Data and Clean Up	C,I	R,A	Written
	Conduct Reports and Statement Points workshops	R,A	C,I	Non-Software
	Conduct Solution Architecture Workshops	R,C	A,I	Non-Software
	Finalize Requirements Traceability Matrix	R,A,I	C	Written
	Conduct TFS Training	R,A,C	I	Non-Software

**DESIGN**

The goal of the Design Phase is to define how the business requirements will be implemented. This Phase includes design of the overall Microsoft Dynamics solution configuration and the design of specific customizations and integrations needed to satisfy business requirements identified during the Analysis Phase. The customizations can range from simple user interface or report modifications to complex functionality additions or modifications. The Design Phase also includes mapping of the interfaces and designing processes for the Integration and Interface Activity and the Data Migration Cross-Phases. At the end of the Design Phase, the Master Project Plan will be updated and evaluated for impacts to scope and timeline.



**Key Activities:**

- Finalize infrastructure design for all environments
- Create Functional Requirement Document (FRD)
- Data Migration Workshops and configuration
- Update and finalize Deployment and Cut Over Plan
- Update Master Project Plan
- Complete project planning for following phases (Development, Deployment & Operation)

**Deliverables:**

- Functional Requirements Documents
- Data Migration Plan
- Deployment Plan
- Training
- Updated MS Project Schedule (maintained and updated bi-weekly)
- Weekly Project Status Reports
- Weekly Project Status Meetings

Phase	Activities	AP	NHLC	Deliverable
Design	Configure and Set up Environments	R,A	C,I	Software
	Create Functional Modification Design Document for pending GAPS and complexity	R,A	C,I	Written
	Conduct Knowledge Transfer AX Security and User Setup	R,C	A,I	Written
	Security Role Design	R,C	A,I	Written
	Conduct Financial Reporting Management Training	R,A,C	I	Non-Software
	Conduct Training BI and Cubes	R,A	C,I	Non-Software
	Reports and Statement Design	R,A,C	C,I	Written
	Workflow Update and Design	R,A,C	C,I	Written
	Create Integration and Interface Design Documentation	R,A,C	C,I	Written
	Create Data Conversion and Migration Design Documentation	R,A	C,I	Written
	Conduct Design Workshop Show and Tells	R,A	C,I	Non-Software
	Evaluate Source Data	A,C,I	R	Software
	Determine Data Cleansing Requirements	R,C,I	A	Written
	Establish Data Filtering Parameters	R,A,C	I	Written
	Assign Data Migration Responsibilities	R,A,C	I	Written
	Review Data Migration Scope	R,A	C,I	Written
	Define Data Migration Plan	R,A	C,I	Written
	Data Migration Design	R,A	C,I	Software
	Design Integration and Interface Components	R,A,C	I	Software



	Create Test Scripts for Data Migration	R,A,C	A,I,C	Written
	Integration and Interface Mapping	R,A,C	I	Software



The goal of the Development Phase is to configure the system and develop the customizations, integrations and data migration processes that are defined and approved in the design specifications. The major deliverables are the completed feature System and Hardware Configurations for Production, Training and Additional Documentation, Enterprise Design Document, Performance Test Scripts, UAT Scripts, Data Results, Process Test Results, and Integration and Interface Test Results.

**Key AlfaPeople Activities**

- Set up system configuration of the standard solution according to the design specifications
- Build enhancements, integrations and migration scripts
- Assist in Developing end user training manuals
- Assist in creating unit and UAT test scripts
- Assist in security and roles set up

**Deliverables:**

- Software Configuration Plan
- Testing Plans
- Training Plan
- Delivery of a Test-Ready Version of Solution
- Training
- Updated MS Project Schedule (maintained and updated bi-weekly)
- Weekly Project Status Reports
- Weekly Project Status Meetings

Phase	Activities	AP	NHLC	Deliverable
<b>Development</b>	Develop Detailed Training Plan	R,A	R,I	Written
	Develop System Test Cases	R,A	R,I	Written
	Develop Unit Test Cases	R,A	C,I	Written
	Custom Code Development	R,A	C,I	Software
	Conduct Unit Testing	R,A	C,I	Non-Software
	Develop User Acceptance Test Cases	R,A	R,,I	Written
	Develop Transition Plan	R,A	R,I	Written
	Develop Disaster Recovery Plan	R,A	R,I	Written
	Create Data Conversion Scripts	R,A	R,C	Written
	Create Solution Architecture Documentation	R,A	R,C,I	Written
	Conduct Development Configuration Testing	R,A	C,I	Written
	Conduct Migration Testing and UAT	R,A	A,R	Non-Software
	Finalize Production Environment Specification	R,A	C,I	Written
	Finalize Data Migration Scripts	R,A	R,C,I	Software



Build Performance Test Environments	R,A	C,I	Software
Finalize Integration and Interface Design	R,A	R,C,I	Software
Deploy Security Roles	C,I	R,A	Software
Build Data Migration Scripts	R,A	R,C,I	Software
Update and finalize Deployment and Cut Over Plan	R,A	R,C,I	Written
Finalize Solution Design Document	R,A	R,C,I	Written

## DEPLOYMENT

The Deployment Phase is where all the efforts of the project team will come together for a successful transition to the new Microsoft Dynamics AX product. There are several important activities that must be completed in order to reach the end goal. This Phase includes all the activities related to Performance and User Acceptance Testing, End-User Training, and the actual cut-over to the new production environment and roll out of the stores.

The Store Roll-Out will be following the detailed store-by-store plan. Roll-Out will be planned for multiple stores in a geographic area. All hardware will be staged with software installed. The hardware will be delivered to the store the day before the installation. A technician will install all hardware and a trainer will train the personnel the day before Go-Live. The training will be repeated on a second day for cashiers who are not available on the first day. Training of Store Managers and other employees acting as managers will be held in larger groups for the area. All details will be in the Deployment Plan.

### Key Activities:

- Complete project preparation: AlfaPeople will provide the deployment sites with an Information and Action Item Packet prior to commencing the actual deployment. This packet will contain information about the core solution, as well as instructions on how to prepare for the implementation activities such as master and transaction data for migration, training and requirements validation, etc.
- Build Training and Operations Guides (as needed)
- Participate in NHLC's change management processes
- Conduct End User Training assistance
- Assist in UAT, Data Migration, and End User Training
- Assist in Performance & Stress Testing prior to go live
- Assist in Security Testing prior to go live and upon new releases
- Go live and assist in production support for HQ
- Deploy hardware and software as required including initial go live requirements
- Perform project related activities for store builds, store moves as a separate project

### Deliverables:

- Interface Testing
- Regression Testing
- Load and Stress Testing
- End to End Testing



- User Acceptance Testing
- Data Migration and Data Migration Testing
- Updated Procedures Manual
- Training
- Updated MS Project Schedule (maintained and updated bi-weekly)
- Weekly Project Status Reports
- Weekly Project Status Meetings

Phase	Activities	AP	NHLC	Deliverable
	Build UAT and Staging Environment	R,A	C,I	Software
	Production Environment Installation	R,A	C,I	Software
	Conduct Train the Trainer Training	R,A	R,C,I	Non-Software
	Review Go Live Cutover Plan	R,A	R,C,I	Non-Software
	Conduct End User Training	C,I	R,A	Non-Software
	Conduct Integration Testing	R/A	R,C,I	Non-Software
	Conduct Training for User Help and System Documentation	R,A	R,I	Non-Software
	Create Decommission Plan	R,A	R,I	Written
	Conduct UAT Prep Training	R,A	R,C,I	Non-Software
	Conduct UAT System Testing	C,I	R,A	Non-Software
	Conduct UAT Regression Testing	C,I	R,A	Non-Software
	Conduct Go Live Readiness Assessment	A,R	R,C,I	Non-Software
	Finalize Production Environment	R,A	R,C,I	Software
	Train End User HO Staff	R,A,C	R,I	Non-Software
	Train Pilot Store Staff	R,A,C	R,I	Non-Software
	Complete Data Preparation	R	R,A	Software
	Migrate Production Data	R,A	R,I,C	Software
	Execute Go Live Cutover Plan	R,A,C	R,I	Non-Software



The goal of the Operation Phase is to transition the NHLC from the implementation project into on-going support following a successful go-live. The deliverables for this phase include the transition of the NHLC's Solution to the support organization. Project closing takes place when the agreed upon project documentation is provided to the NHLC.

**Deliverables:**

- Deployment and Post Installation Warranty Period
- Project Close-Out and Project Documentation
- Weekly Project Status Reports
- Weekly Project Status Meetings

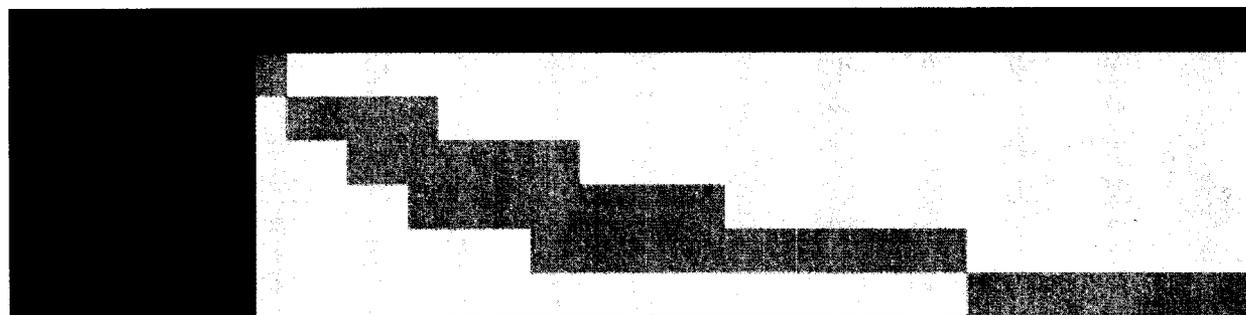


Phase	Activities	AP	NHLC	Deliverable
	Post Go Live System Operation and Support	R,A	R,A	Non-Software
	System Monitor and Optimization	R,A	R,C,I	Non-Software
	Conduct Training for Staff of remaining stores	R,A,C	R,I	Non-Software
	Execute Roll Out Plan for remaining stores	R,A,C	R,I	Non-Software
	Execute Post Go Live Support Plan for 90 Days	R,A,C	R,C,I	Non-Software

## 2.9 TIMELINE

It is estimated that this engagement will be performed according to the timeline depicted below. The actual timeline for this engagement will be relative to the project start date. All dates and durations provided are estimates only.

Below is a high level estimate of the Project Plan. A complete Project Plan can be found in **Appendix 1: High Level Project Plan**



## 2.10 SERVICE DELIVERABLE ACCEPTANCE

All defined approval activities will be part of the Project Plan and must be signed, before any activity is considered closed.

The list of deliverables will be defined in the planning phase.

All deliverables will have a Deliverable Acceptance Form (DAF) signed by both parties. Please see **Appendix 2: Deliverable Acceptance Form Template**.

The defined requirements from the RFP will be reviewed and combined into standard Dynamics AX process workflows. These workflows will have the reference to the requirements and will be the working model to implement the solution. When a workflow is approved, the referenced requirements are automatically approved. Where a workflow is inherent to an additional workflow or workflows in a process, it is only when all workflows work cohesively that they will be reviewed for approval by the NHLC.



Once a project phase is closed, it will require executive review/approval to make changes (for example, a management change at the NHLC should NOT allow the requirements to be revised).

At specified milestones throughout the project, AlfaPeople will submit completed Project Service Deliverables for NHLC's timely review and approval.

NHLC may provide its acceptance and/or rejection of deliverables electronically via email.

The NHLC will review the Written Deliverables for an Acceptance Period of ten (10) business days after receiving written certification from AlfaPeople that the written deliverable is final, complete, and ready for review. The NHLC will notify AlfaPeople in writing of its acceptance or non-acceptance of a deliverable by the end of the ten (10) business day Review Period. If any deficiencies exist, the NHLC will notify AlfaPeople in writing of the deficiency and AlfaPeople must correct the deficiency within five (5) business days of receiving notice from the NHLC at no charge to the NHLC.

Upon receipt of the corrected deliverable, the NHLC will have five (5) business days to review the corrected Written Deliverable and will notify AlfaPeople in writing by the end of the five (5) business day period of its acceptance or rejection thereof.

The NHLC requires that an integrated and coherent approach to complete system testing, security review and testing, deficiency correction, acceptance, and training, and that warranty services be provided to ensure a successful Project.

AlfaPeople is required to customize its proposed Test Plan methodology to reflect the needs of the Project and include the details of its Test Plan methodology in the detailed Implementation Plan (the first Project deliverable). A separate Test Plan and set of test materials will be prepared for each Software function or module.

In addition, AlfaPeople will provide a mechanism for reporting actual test results vs. expected results and for the resolution and tracking of all errors and problems identified during test execution. AlfaPeople will also provide training as necessary to the NHLC staff responsible for test activities. AlfaPeople will frequently provide information and configuration details including change order configurations to the State's Software Configuration Management (SCM) prior to production use. Licenses and user names will be provided to AlfaPeople for such use.

The NHLC requires an integrated approach to complete architectural design including system testing, security testing, deficiency correction, communications, acceptance and that maintenance and warranty services be provided to ensure a successful Project.



AlfaPeople is required to customize its proposed architecture for front office, back office, datacenter, retail infrastructure and methodology to reflect the needs of the NHLC and include the details of its methodology in the detailed Implementation.

The Architecture Plan will also incorporate applications and software requirements.

AlfaPeople will frequently provide asset disposition, information and configuration details including change order configurations to the NHLC's Program Manager prior to production use.

The NHLC will review Non-Software Deliverables to determine whether any deficiency exists and notify AlfaPeople in writing of its acceptance or non-acceptance of the Non-Software Deliverable. AlfaPeople must correct the deficiencies within five (5) business days, or within the period identified in the Implementation Plan, as applicable. Following correction of the deficiency, the NHLC will notify AlfaPeople in writing of its acceptance or rejection of the deliverable.

1. AlfaPeople must facilitate an on-site Project Kick-Off Meeting to be held within fourteen (14) calendar days of contract award or as agreed upon in writing by the NHLC Project Sponsor;
2. AlfaPeople must attend Status Meetings to be held weekly during the set-up and deployment phase of the Project and monthly during the support and maintenance phase of the Project; and
3. AlfaPeople will prepare the meeting agenda, take meeting minutes and action items and shall distribute minutes of the meetings within 48 hours.

Risks and Issues that are outside the scope of the contract and feedback provided after a Service Deliverable has been deemed accepted will be addressed as a potential change of scope pursuant to the Change Management process outlined in this SOW.

#### 2. 14. 1 Functioning Components or Solution Deliverable(s)

The Application solution is typically comprised of configured commercial software and custom source code and associated objects. Review and acceptance of the functions or custom source code, for this SOW only, is based on approval by the NHLC Project Manager.

#### 2. 14. 2 Development Acceptance

NHLC's acceptance and sign off of a Customization represents the following:

- The work for that Customization was completed successfully either as planned or as modified during that Customization.
- Acceptance of the Customization does not signify acceptance of the complete solution which will be accepted using the deliverable acceptance process, defined above, at the conclusion of the project.



**2. 14. 3 Testing**

The following testing will be part of the project:

Actiiviity	Activities	Organization	
		AP	NH
<u>Testing</u>	Unit testing	R,A	I
	System testing	R,A	I
	Integration testing	R,A	R
	Performance testing	R,A	I
	UAT (User Acceptance Test)	C	R,A
	UAD (User Acceptance of Data)	C	R,A
	Security and penetration testing	R,A	R,C
	Regression testing	R,A	R

AlfaPeople will provide the test cases with assistance from NHLC and NHLC will provide the test data for all test types.

During testing, the NHLC and AlfaPeople will jointly agree on solution-related defects and their priority. The AlfaPeople team will resolve all in scope defects. Defect priorities are shown in the following table:

Severity Code	Description	Example
1	A critical application function is unusable or unavailable and no workaround exists.	POS store server does not turn on or boot up properly Or E2B customers cannot pay using credit or debit card
2	A problem has made a critical application function unusable or unavailable but a workaround exists. or A problem has made an important application function unusable or unavailable and no workaround exists.	POS Printer not working, POS Software does not recognize hardware, inability to print. or Scanners or manual SKU entry are not recognized in the POS register
3	A problem has diminished critical or important application functionality or performance but the functionality still performs as specified in the user requirements.	Terminal cannot read EMV reader but mag swipe does work.



4

A problem has diminished supportive application functionality or performance.

User needs help but not immediately. General requests for setup such as; new store, store move, feature changes, relocation, adding / changing service.

AlfaPeople will provide access to TFS to NHLC for purposes of logging progress in UAT. There will be one access for admin users and unlimited access for standard users, with no extra cost to the NHLC.

**Note:** Application Change Requests (DCR) are not in scope. Product (application) related issues will be addressed through the Microsoft Software Assurance and the AlfaPeople support already included.

## 2.15 PROJECT GOVERNANCE

This section outlines the project governance structure and processes the AlfaPeople Team will adhere to for this engagement. Further governance will be defined in the planning phase.

### 2.15.1 Project Management

The project will be managed by a Project Manager (PM) from AlfaPeople as well as the NHLC Project Manager with project oversight from Berry Dunn. The expected workload for both the NHLC and AlfaPeople PM will be fulltime.

The scheduled meetings are weekly status meetings, monthly Steering Committee meetings and quarterly meetings with project sponsors.

All documentation will be stored in an AlfaPeople provided SharePoint site with access for all involved parties.

### 2.15.2 Project Tools

The primary tools used for managing the project will be Microsoft standard tools, such as SharePoint for all documentation and Team Foundation Server for process requirements, issues and development, as well as testing. Additional tools that will be utilized include MS Office, MS Project and MS Visio.

A SharePoint site will be set up by AlfaPeople with access for all participating team members and will function as the repository for all project documents, status reports etc.

### 2.15.3 Communication Plan

The following will be used by both parties to provide formal communications during the course of the project:

1. The AlfaPeople Project Manager, working in conjunction with the NHLC Project Manager, will create a Communication Plan as part of the Master Project Management Plan.
2. Project managers will compile weekly status reports for distribution to both NHLC and AlfaPeople management.



3. Weekly status meetings will be held to review the project’s overall status, the acceptance of deliverables, the project schedule, and open issues noted in the status report.
4. An Executive Steering Committee will conduct monthly meetings.

### 2.15.3.1 Key Information

The following key information will be considered when defining the communications plan:

- Communication objectives
- Target audiences
- Purpose of the communication
- Key messages and content
- Sources of the information
- Frequency of the communications
- Format and Delivery
- Communication success levels

### 2.15.3.2 Communication Roles and Responsibilities

The following are project roles and a high level description of their communication responsibilities:

Role	Responsibility
<b>Project Sponsor</b>	Provide high level direction related to project goals and objectives. Keep the project team informed of key management decisions that may influence the project either positively or negatively.
<b>Steering Committee</b>	Communicate with the project team and project sponsor on project related issues and risks. Communicate any changes in project direction, goals and/or objectives in a timely manner.
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Prepare and communicate high level status, budget, schedule, risk and issue information to the NHLC project manager.</li> <li>• Disseminate progress strategy and plan information to the project team.</li> <li>• Ensure effective communication mechanisms exist between different project teams.</li> </ul>
<b>NHLC Project Manager</b>	<ul style="list-style-type: none"> <li>• Manage communication to the user community.</li> <li>• Manage the marketing communication to NHLC customers.</li> <li>• Prepare information to be passed to NHLC management.</li> </ul>
<b>Solution Responsible(s)</b>	Ensure regular communication of information between the project teams
<b>Process Owners</b>	<ul style="list-style-type: none"> <li>• Communicate any identified risks, issues or concerns to the project manager in a timely manner.</li> <li>• When needed, communicate with other members of their department to clarify business processes.</li> </ul>
<b>End Users</b>	Communicate requirements with the project team.



### 2.15.3.3 Communication Matrix

The Communication Matrix is used to specify who gets what information, when they get it, how they get it, etc. The table below contains examples of the types of information that are typically communicated on a software implementation project. This table must be reviewed and modified to meet the specific needs of the project. Below are examples of forms of Communication:

Communication	Source	Audience	Frequency	Timing	Delivery Method	Format
<b>Risk Log</b>	All	Project Team	Updated weekly	For each project team meeting	Project team meeting	SharePoint project database
<b>Issue Log</b>	Project Team	Project Team	Updated Weekly	For each project team meeting	Project team meeting	SharePoint project database
<b>Change Request Log</b>	NHLC (BD or IT)	Project Team	One-off	Project startup	For each Project team meeting	Word
<b>Statement of Work</b>	AlfaPeople Project Manager	Project Team	One-off	Project startup	Kick-off meeting	Word
<b>Project Status / Progress / Forecasting Reports</b>	AlfaPeople Project Manager	Steering Committee, Project Sponsor, Project Team, AlfaPeople and NHLC management	Weekly	Monday at Noon	Email	Word
<b>Project Steering Committee meeting minutes</b>	AlfaPeople Project Administrator	Steering Committee, key project team members, Project Executive and project managers	For each meeting	Within 1 day of the meeting	Email	Word
<b>Misc. Meetings: Agenda and Minutes</b>	Meeting Chair	Attendees and other as required	For each meeting	Within 1 day of the meeting	Email	Word
<b>Project Closure Report</b>	AlfaPeople Project Manager(s)	NHLC management, AlfaPeople management	One-off	Last week of project	Project close meeting	Word
<b>Project Plan (and updates)</b>	AlfaPeople Project Manager(s)	Project team	Weekly	Monday noon	Project team meeting	MS Project
<b>Quality Review Documentation</b>	Originator of review / AlfaPeople project manager	Steering Committee	For each review	As performed	Presentation	PowerPoint
<b>Go Live</b>	AlfaPeople / NHLC	End-user	One-off	Lead up to	Email, intranet,	Word



Communication	Source	Audience	Frequency	Timing	Delivery Method	Format
<b>Communications</b>		population		Go Live date	project website	
<b>Project Document Template including Change Control</b>	AlfaPeople Project Manager / Project Office Administrator	All	Weekly	Monday noon	Project team meeting	Word
<b>Lessons Learned Report (post implementation)</b>	AlfaPeople Project Manager	AlfaPeople management	One-off	1 month after go live	Presentation	Word
<b>Acceptance / Approval Sign-off (DAF)</b>	NHLC / Deliverable Originator	Steering Committee	For each deliverable	After deliverable is achieved	Steering Committee meeting	Word
<b>Project Artifacts (Deliverable Expectation Document)</b>	AlfaPeople Project Manager	NHLC Project Manager	One-off	90 days after project closure	Project team meeting	Word

Please see **Appendix 3: Draft Communication Plan**.

## 2.15.4 Quality Management Plan

### 2.15.4.1 Introduction

The Quality Management Plan will describe the quality components that shall be used on the project to ensure that quality deliverables and services are delivered. There are two primary quality component areas included in this document; Quality Plans for on-going project quality and Quality Assurance Reviews for periodic verification. The quality components discussed in this document are:

- Quality Policy
- Quality Objectives
- Quality Plans
- Quality Checkpoints
- Quality Control

When the Quality Management Plan is completed it will be reviewed with all project team members so they are fully aware of the quality standards and quality control processes for the project.

The Quality Management Plan is established during the Planning Phase of the project and is approved by the Steering Committee. Any changes to the plan must be approved by the Steering Committee.

### 2.15.4.2 Purpose

The Project Quality Management Plan documents the necessary information required to effectively manage project quality from planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities. The Project Quality Management Plan's intended audience is the project manager, project team, project sponsor and any senior leaders whose support is required to carry out the plan.



### 2.15.4.3 Quality Policy

The project Quality Policy is established to ensure that the project deliverables and services are delivered in accordance with the defined quality plans. The Quality Policy provides a structured mechanism for the implementation of project quality by:

- Establishing a Quality Management Plan that will be used to manage project quality.
- Building quality into the project rather than attempting to inspect it in.
- Establishing clear quality objectives for each major project area.
- Performing regular quality control to ensure that quality standards are being met.
- Conducting formal project quality assurance reviews at various points in the project.
- Establishing formal communication and feedback mechanisms for quality improvement.
- Requiring all project members to focus on quality and quality improvement.

The quality policy for the project is authorized by the project steering committee and can only be changed by means of an approved Change Request.

### 2.15.4.4 Quality Objectives

The project has defined the following quality objectives (these objectives should be amended to the demands of the specific project):

Major Project Area	Quality Objectives
<b>Budget Control</b>	<ul style="list-style-type: none"><li>• Ensure that sufficient budget has been allocated to the project to accomplish the required work.</li><li>• Ensure that all team members have reviewed the project budget and any budgetary constraints for their specific areas and for the overall project.</li><li>• Ensure that the project teams' time, and any procurement requirements are charged to the correct billing codes to ensure proper budget accounting.</li><li>• Ensure that all team members understand and follow approved AlfaPeople or NHLC expense policies.</li><li>• Implement a change order process to ensure that the budget is controlled on project changes.</li><li>• Ensure that the budget includes not only what has been spent but what is expected to be spent.</li></ul>
<b>Scope</b>	<ul style="list-style-type: none"><li>• Ensure that all team members have reviewed the project scope and know what's in scope and what's out of scope.</li><li>• Implement a scope change process is in place to effectively manage changes to project and/or product scope.</li></ul>
<b>Communications</b>	<ul style="list-style-type: none"><li>• Implement a communications plan that identifies the various stakeholders and how they will be communicated with.</li><li>• Ensure that the communication plan is followed.</li></ul>
<b>Deliverables</b>	<ul style="list-style-type: none"><li>• Complete the project deliverables defined in the Statement of Work according to the associated quality plan.</li><li>• Use the quality control processes in the quality plans to confirm that the quality standards have been followed.</li><li>• Present the deliverables to the Steering Committee for formal approval.</li><li>• Obtain formal sign-off on all approved deliverables/Milestones.</li></ul>
<b>Follow-Up</b>	<ul style="list-style-type: none"><li>• Ensure that recommendations on quality improvements have been brought to the attention of the steering committee and those who are responsible in the area of the recommendation.</li><li>• That all recommendations have been reviewed and prioritized for action, or if no action is taken on a recommendation, that the reasons have been documented and approved by the steering committee.</li></ul>
<b>Issue Management</b>	<ul style="list-style-type: none"><li>• That the project follows the Issue Management Plan ensuring effective control over project issues so that issues are identified, documented, researched and resolved in a timely manner.</li></ul>



- |                                   |                                                                                                                                                                                                   |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Objectives</b>                 | • That the project has clear objectives.                                                                                                                                                          |
| <b>Project Management</b>         | • That project management has been effective within the project in defining the work to be done, informing those responsible for carrying out the work, and monitoring and controlling the work.  |
| <b>Quality Management</b>         | • That the project follows the project quality plan.                                                                                                                                              |
| <b>Risk Management</b>            | • That the project follows the Risk Management Plan ensuring that all project risks are identified, quantified, and documented and that a plan is put in place to monitor and manage those risks. |
| <b>Project plan (or schedule)</b> | • Ensure that a project plan is created that will allow effective project monitoring and reporting.                                                                                               |

Please see **Appendix 4: Draft Quality Management Plan.**

### 2. 15. 5 Project Approvals & Deliverables

All defined approval activities will be part of the project plan and must be signed, before any activity is considered closed.

The defined requirements from the RFP will be reviewed and combined into standard Dynamics AX process workflows. These workflows will have the reference to the requirements and will be the working model to implement the solution.

Within ten (10) business days from the date of submittal, NHLC program manager must either:

- (i) Accept the Service Deliverable by signing, dating and returning the Service Deliverable Acceptance Form, or
- (ii) Provide a written notice rejecting the Service Deliverable, including a single and complete list describing every reason for rejection.

AlfaPeople will correct problems with a Service Deliverable that is identified in the written rejection notice, as described above, and within the scope of this Statement of Work, after which the Service Deliverable will be reviewed for acceptance.

Risks and Issues that are outside the scope of the contract and feedback provided after a Service Deliverable has been deemed accepted will be addressed as a potential change of scope pursuant to the Change Management process outlined in this SOW.

### 2. 15. 6 Functioning Components or Solution Deliverable(s)

The Application solution is typically comprised of configured commercial software and custom source code and associated objects. Review and acceptance of the functions or custom source code, for this SOW only, is based on approval by the NHLC Project Manager

### 2. 15. 7 Development Acceptance

NHLC's acceptance and sign off of a Customization represents the following:

- The work for that iteration was completed successfully either as planned or as modified during that Customization.
- Acceptance of the Customization shall not signify acceptance of the complete solution.
- Project Acceptance will be accepted at the conclusion of the project.



- All deliverables will have a Deliverable Acceptance Form signed by both parties. Please see **Appendix 2: Deliverable Acceptance Form Template**.

## 2.15.8 Issue/Risk Management Procedure

This section describes risks that are common in ERP projects and that AlfaPeople's PM will monitor and manage together with the NHLC PM.

Issues and Risks will be handled, according with the Risk Management and Issue Management Plan, but will follow the general procedure that will be used by both Parties to manage active project issues and risks during the project:

- **Identify:** Identify and document project issues (current problems) and risks (potential events that impact the project)
- **Analyze & Prioritize:** Assess the impact and determine the highest priority risks and issues that will be managed actively
- **Plan & Schedule:** Decide how high-priority risks are to be managed and assign responsibility for risk management and issue resolution
- **Track & Report:** Monitor and report the status of risks and issues and communicate issue resolutions
- **Control:** Review the effectiveness of the risk and issue management actions
- Active issues and risks will be monitored and reassessed on a weekly basis

### 2.15.8.1 Project Risks and Risk Mitigation

In order to mitigate risk, a number of controls and assumptions are in place. Below are examples of possible risk areas (initial or that we may encounter through the process) that may need attention for which the methodology is prepared.

#### Sponsorship/Support for Change

- Management has documented its goals and expectations for the project in both economic and non-economic terms
- Talking to different people in the customer management structure, one is likely to get the same, right answer to the question: "What does success on this project look like?" or "Why is this investment being made?"
- The Project steering committee/governance groups enable consensus and project success
- The Project has appropriate change agents at the right levels of the organization
- There is agreement and signoff on project SOW as clear evidence of sponsorship
- Accountability for the project is clear, ideally vested in one person
- An appropriate level of funding has been approved and is available for the project
- The organization and management structure supporting the project is clear and stable
- Work environment (e.g., work hours, facilities, policies) are consistent with needs of the project
- Project sponsorship is committed to the speed of the required business and/or organizational change
- Project progress and results are meeting management's expectations
- The project team has frequent and meaningful contact with sponsoring/managing personnel



### Communication

- There is a communication plan in place or being developed
- Communication is frequent and follows the communication plan in order to mobilize the customer's resources

### Execution Control

- Project goals (purpose, scope, deliverables and targets) are clear
- Customer's organization and the project team understand change control procedures and the potential impact on project budget and deadlines
- Project planning (work plan and milestones) is complete and thorough
- Project is using a proven methodology
- Methodology is understood by teams and consistently applied
- Project is using proven tools (work plan, document repository, etc.)
- Projects standards and procedures are adequate including documentation standards, delivery tracking, configuration management, environment management, change control, security, backup, etc.
- Scope change/review meetings are held regularly. Approved changes update project work plans and other documentation
- Work does not begin on scope changes until fully approved and funding provided
- Quality management measures are in place (execution tracking, audit reviews, tollgates, etc.)
- Issue management process in place and actively working. Issues are resolved on a timely basis
- Risk management process in place and actively working. Risks are identified, mitigated and monitored on a timely basis
- Degree to which daily/weekly work schedules are used to help team members focus on immediate tasks and keep the engagement on schedule
- Work plan deviations are understood and addressed in a timely manner and by appropriate team members
- Effective summaries of project status are in place including dashboard, status reports and key performance indicators
- Plan vs. actual performance metrics are captured
- A reliable estimate to complete tasks exists
- Key discussions, meetings and decisions documented
- Completion and acceptance criteria has been identified and documented
- The project is within planned budget

### Deliverables

- Teams understand the content and purpose of deliverables
- A list of deliverables/milestones with forecasted and actual delivery dates has been developed
- Completed deliverables are clear, complete and technically sound
- Completed deliverables are actually reviewed and signed off
- Deliverable templates or quality control checklists are being used
- Testing is adequate for technical deliverables (e.g., code, infrastructure)
- Robust defect resolution process in place
- Completed deliverables are stored in a project repository for sharing and reference



### Size, Complexity, Flexibility

- Magnitude of resources required, the bigger, the more risky
- Complexity of solution, extent of untried or unproven solutions/functionality/processes
- Flexibility of engagement deadlines
- Number and duration of “blackout windows,” periods when a cutover/go-live is prohibited for business or regulatory reasons

### Resources

- Adequate number of personnel assigned and available to complete the work
- Team members are adequately prepared for their roles and responsibilities (skill sets, career development alignment)
- Team members free of conflicting commitments
- Team members are committed full-time
- Team members are trained and coached to meet their role expectations
- Cultural and language barriers have been addressed
- Team morale is positive
- Team is working together constructively, cooperating without conflicts
- Non-customer personnel (professional services workers, consultants, contractors) are used effectively and economically
- Knowledge is effectively transferred between non-customer personnel and customer team members
- Team organization, roles and responsibilities are clear and documented

## 2. 15. 9 Change Management Process

The NHLC may make changes or revisions at any time by written Change Order. Within three (3) business days of AlfaPeople’s receipt of a Change Order, AlfaPeople shall advise the NHLC, in detail, of any impact on cost (e.g., increase or decrease), the Schedule, or the Implementation Plan. AlfaPeople will use the approved Change Order form issued by the NHLC.

AlfaPeople may request a change within the scope of the System by written Change Order, identifying any impact on cost, the Schedule, or the Implementation Plan. The NHLC shall attempt to respond to AlfaPeople’s requested Change Order within five (5) business days. The NHLC must approve all change orders in writing. The NHLC shall be deemed to have rejected the Change Order if the parties are unable to reach an agreement in writing.

All Change Order requests from AlfaPeople in acceptance of AlfaPeople’s estimate for a NHLC requested change will be acknowledged and responded to, either acceptance or rejection, in writing. If accepted, the Change Order(s) shall be subject to the Contract amendment process, as determined to apply by the NHLC.

A change order template will be used for all change requests throughout the project and will be the only approved method for change.



## 2. 15. 10 Executive Steering Committee

Overall senior management oversight and strategic direction for this project will be provided by an Executive Steering Committee, which will consist of key executive business sponsors and project management representatives.

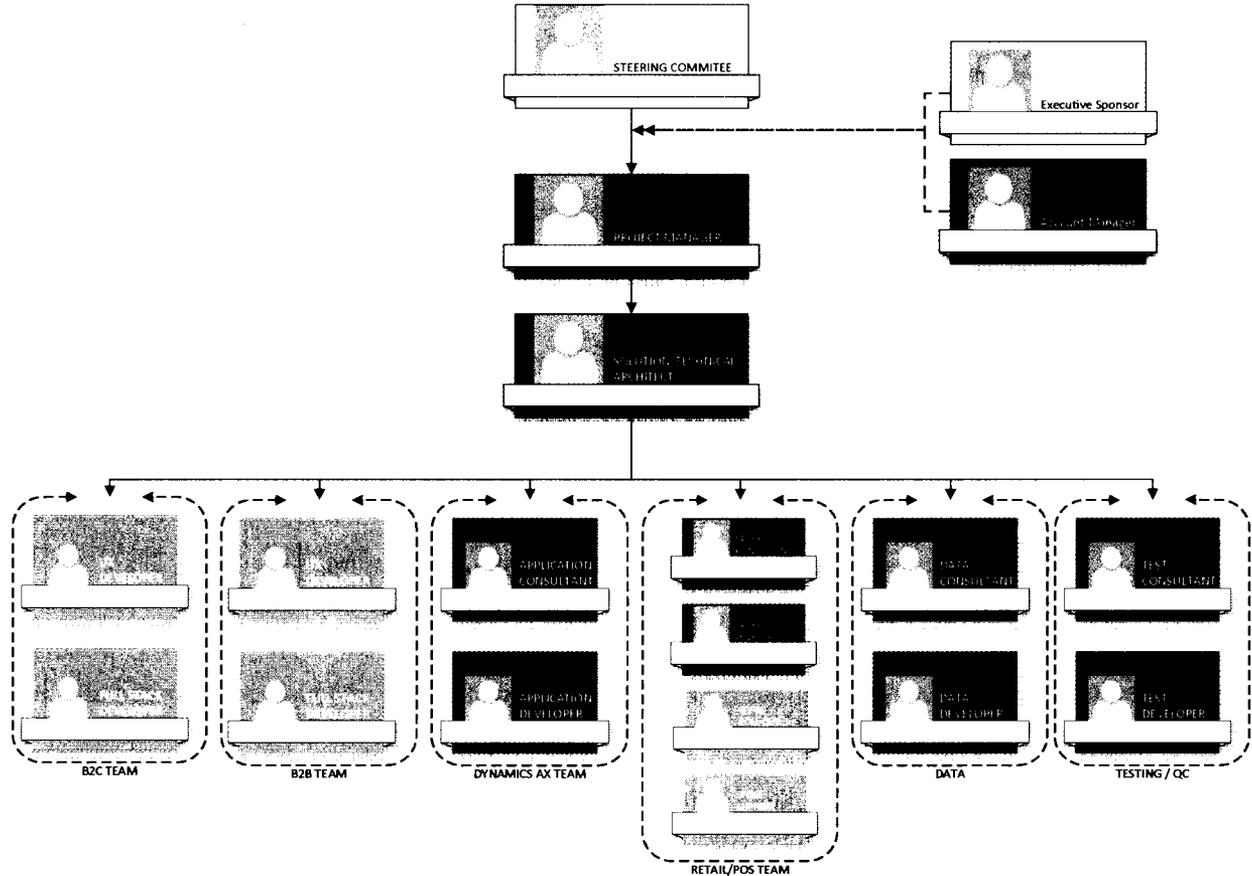
The Executive Steering Committee will hold meetings and produce meeting minutes on a monthly basis. NHLC and AlfaPeople Managers will share joint responsibility for reporting to the Steering Committee.

## 2. 15. 11 Project Organization

This section describes the overall project organization structure, reporting relationships, and key project roles.

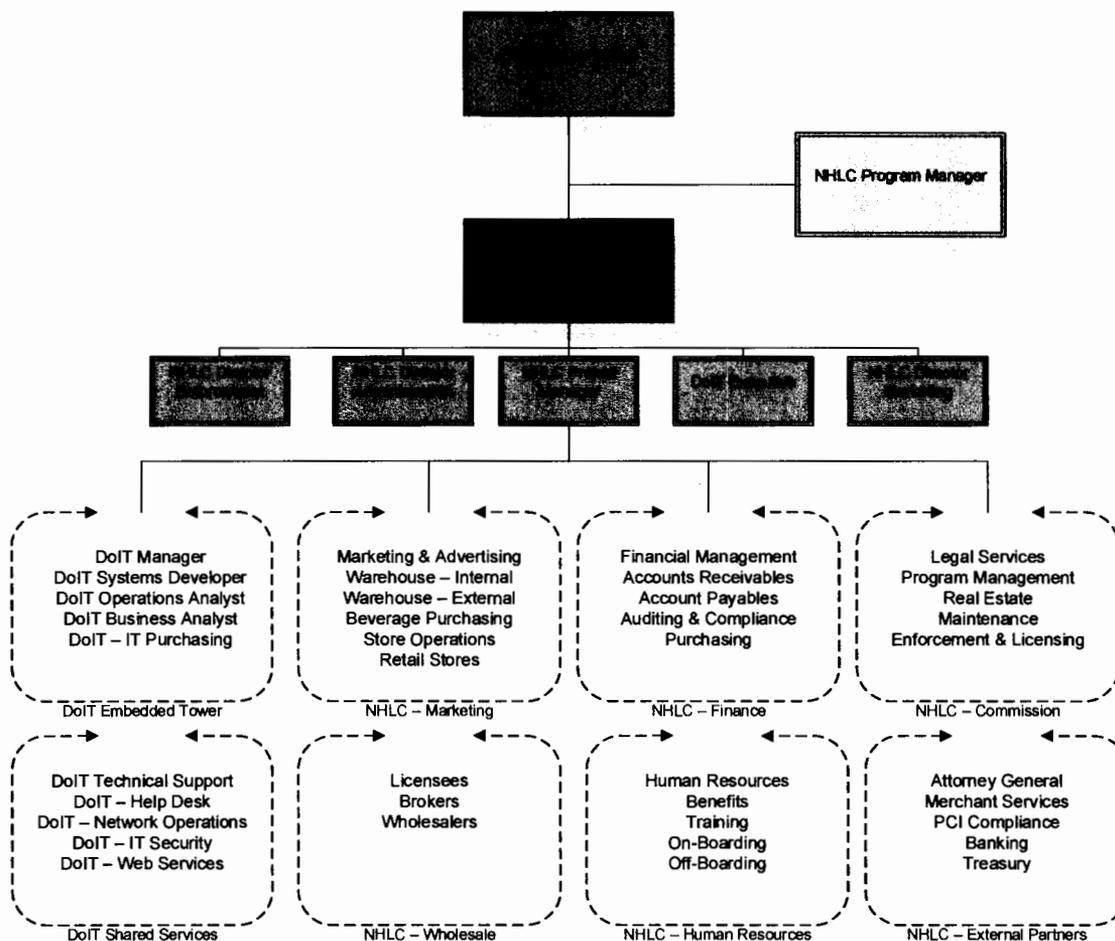
The project will be organized as depicted in the following diagrams for AlfaPeople’s team and for the NHLC’s team.

### AlfaPeople’s Team





Suggested NHLC's Team (this may change once the project starts and the planning phase is done)



**2.15.12 Project Roles & Responsibilities**

This section provides a brief description of key project roles and responsibilities.

**1. NHLC's Project Roles and Responsibilities**

Before commencing the project, it should be clearly defined what NHLC resources have been allocated to the required roles. This will eliminate disputes over responsibilities and subsequent misunderstandings as the project progresses. The allotted time that the NHLC resources are planned to participate must be agreed to and respected, in order to avoid delays.

The NHLC must timely and fully commit the resources (including people, equipment, documentation and information/data) required to perform all of the responsibilities under the project.



The Core Team consists of project team members who have been designated by the NHLC to lead a respective business function, such as Accounts Payable or Purchasing. The list below is an example of the potential roles covered by the NHLC.

- **NHLC Executive Sponsor.** A senior level executive who has accepted ownership of investigating and investing in a new solution and will promote funding and staffing for the project.
- **NHLC Project Manager.** Oversees project delivery and deliverables.
- **NHLC Program Manager.** This position has approval authority for project related changes. Most important tasks are assigning NHLC resources to the project and coordinating communication within the NHLC's business units.
- **NHLC Subject Matter Expert (SME).** Represents a functional area with direct business experience.
- **NHLC Business Decision Maker.** Represents the senior group of managers at the NHLC that will make strategic decisions in relation to the implementation project. They will have the knowledge of the business processes and procedures currently being used and a vision of where the organization would like to go.
- **Functional User.** Responsible for communicating the detailed business requirements and the existing business processes to the project consultants. The Functional Users are also responsible for acceptance and sign-off of deliverables for the dedicated project phases through the NHLC Project Manager.
- **End User.** Responsible for using the finalized business system as designed. The End User participates in the Microsoft Dynamics training sessions. When necessary this individual supports the Key User during the implementation of the new business system.
- **DoIT Executive.** Oversees technical direction and delivery for statewide resources. This position will provide technical and business advisory to the project. Most important tasks are assigning DoIT resources to the project and coordinating communication within the DoIT business units.
- **DoIT Business Analyst.** Responsible for analyzing, modeling, and documenting both the existing and planned business processes and requirements.
- **DoIT Manager.** Responsible for interfacing between the business and IT and acting liaison to the organizations for a variety of risks and issues. Coordinates DoIT resources as required for the project.
- **DoIT Team Member.** Contributes to a wide variety of project activities. Typically, an ideal supporter and influencer for technical and functional decisions.
- **External Partners.** Any entity, group or institution outside the State that NHLC has entered into a contract for services. Example: brokers, external warehouse.
- **Internal Partners.** Any entity, group or institution inside the State that provides services to NHLC. Example: DoIT, DAS, Lottery.

#### Project Sponsors:

- Meeting once a month – with AlfaPeople/NHLC PM's co-presenting.
- Escalation of project decision making.

#### Project Steering Committee:

- Meeting once a month – with AlfaPeople PM facilitating.
- Decision making/change management approvals.



- Deliverable review and feedback.

#### Project Team:

- Involved in day to day project activities when needed
- Two meetings a month focused on activities completed, or needed to be completed in the next two weeks.

#### State project management/oversight

## 2. AlfaPeople Project Roles and Responsibilities

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This section details out the overall project roles for the Alfa Team. Some of the roles listed below may not be applicable to the project and those that apply will be reflected in the Project Plan.

- **Account Manager (AM).** Responsible for building and maintaining a healthy customer relationship; managing the customer's product, license, and service issues; and closing sales efficiently.
- **Business Consultant (BC-X).** Responsible for configuring and customizing the Microsoft Dynamics application to achieve the customer's business requirements. Usually split into Work Streams that they each have the responsibility for (BC-F = Fiscal, R = Store Ops etc., L = Logistics, Inventory WMS, E-Com = E-Commerce).
- **Application Developer (DEV).** Responsible for the design and development of modifications to the Microsoft Dynamics standard application and integrations to the customer's existing systems.
- **Data Technical Lead (Data).** Responsible for all migration of legacy data.
- **Delivery Architect (DA).** Responsible for planning and designing the overall Microsoft Dynamics solution, including managing the work streams into one cohesive solution.
- **Engagement Manager (EM).** Responsible for the proper positioning of implementation services before a project begins. During implementation, this individual will have overall responsibility for ensuring the quality and timeliness of the services.
- **Executive Sponsor (ES).** A senior level executive who will monitor the Microsoft Dynamics implementation project to ensure a high level of customer satisfaction is achieved.
- **Project Manager (PM).** Responsible for project delivery. This individual has approval authority for all project-related charges.
- **Project Management Office (PMO).** Responsible for all project coordination and administrative tasks.
- **Store/POS Consultant (POS).** Responsible for all roll out to the stores, as well as the initial Live support.
- **Technical Solution Architect (TSA).** Responsible for managing and troubleshooting all technology-related items. Core activities include managing and planning all development activities, planning the infrastructure and required upgrades to hardware and software.
- **Trainer (BC).** Responsible for all user training and will also perform some of the training. Parts of the training will be performed by Business Consultants or Technical consultants.



**2. 15. 13 Dispute Resolution**

Prior to the filing of any formal proceedings with respect to a dispute (other than an action seeking injunctive relief with respect to intellectual property rights or Confidential Information), the party believing itself aggrieved (the “Invoking Party”) shall call for progressive management involvement in the dispute negotiation by written notice to the other party. Such notice shall be without prejudice to the Invoking Party’s right to any other remedy permitted under the Agreement.

The parties shall use reasonable efforts to arrange personal meetings and/or telephone conferences as needed, at mutually convenient times and places, between negotiators for the parties at the following successive management levels, each of which shall have a period of allotted time as specified below in which to attempt to resolve the dispute:

**Dispute Resolution Responsibility and Schedule Table**

LEVEL	ALFAPEOPLE	NHLC	CUMULATIVE ALLOTTED TIME
First	Preston Piantino Project Manager	Aidan Henderson Project Manager	5 Business Days
Second	Fredrik Kangro Delivery Manager	Aidan Henderson Program Manager	10 Business Days
Third	Peter Chalem Account Manager	Daniel St. Hilaire Contract Manager	15 Business Days
Fourth	Erik Hoiden Engagement Manager	Joseph Mollica Chairman	21 Business Days

The allotted time for the first level negotiations shall begin on the date the Invoking Party’s notice is received by the other party. Subsequent allotted time is days from the date that the original Invoking Party’s notice is received by the other party.

**3. CONTRACT SERVICES**

AlfaPeople (inclusive of its contractors and sub-contractors) shall deploy, install, maintain, service and support on behalf of the New Hampshire Liquor Commission (NHLC), a Point of Sale (POS) application, system, hardware and peripherals; back office applications, systems, hardware and peripherals; an e-Commerce and business-to-business portal, application, system and any associated hardware or peripherals as required; documentation and training services for all personnel and provide field support and maintenance services for all POS locations. Deployment services shall include but are not limited to providing and installing all required hardware and software, training, technical documentation, maintenance and supporting hardware and software.

This SOW is based upon the Request for Proposal (RFP) 2016-01 for Next Generation Retail Business Systems and AlfaPeople’s response to the RFP. The RFP is incorporated herein along with any response



documents. Except as noted below, AlfaPeople shall provide all services and products as proposed and required in the RFP and BAFO responses for a fixed priced cost.

AlfaPeople is the prime contractor and will as such have the responsibility for delivering the solution. In order to be successful, AlfaPeople will rely on the NHLC to support and participate in the work, described below. In the sections responsibility will be described. The workload for the NHLC will be defined in the planning phase.

AlfaPeople agrees to provide the following specialized services to the NHLC.

### HOSTED ADAPTATION SERVICES

The NHLC POS and back-office solution will be hosted at Microsoft AZURE's (commercial) environment, which offers the following:

- 99.95% uptime for running high availability applications.
- Open protocols, licensing and tools.
- Automated provisioning, self-service and scaling.

Microsoft Azure is engineered to be scalable offering enterprise grade SLAs on services, 24/7 technical support, and round-the-clock service health monitoring. Azure can integrate with the existing IT environment through secure private connections, hybrid databases and storage solutions, and includes data residency and encryption features. With the Azure Stack application development and deployment to the NHLC datacenter is integrated for connection to other NHLC applications. Azure will be owned and processed by NHLC and AlfaPeople will configure and deploy the Azure environment for NHLC.

#### 3.1.1 AZURE SLA

Follows the AZURE SLA for Cloud Services:

For Cloud Services, Microsoft guarantee that when you deploy two or more role instances in different fault and upgrade domains, your Internet facing roles will have external connectivity at least 99.95% of the time.

##### *Virtual Machines*

For all Internet facing Virtual Machines that have two or more instances deployed in the same Availability Set, we guarantee you will have external connectivity at least 99.95% of the time.

##### *SQL Server*

###### *Web and Business Tiers*

We guarantee at least 99.9% of the time customers will have connectivity between their Web or Business Microsoft Azure SQL Database and our Internet gateway.

###### *Basic, Standard, and Premium Tiers*

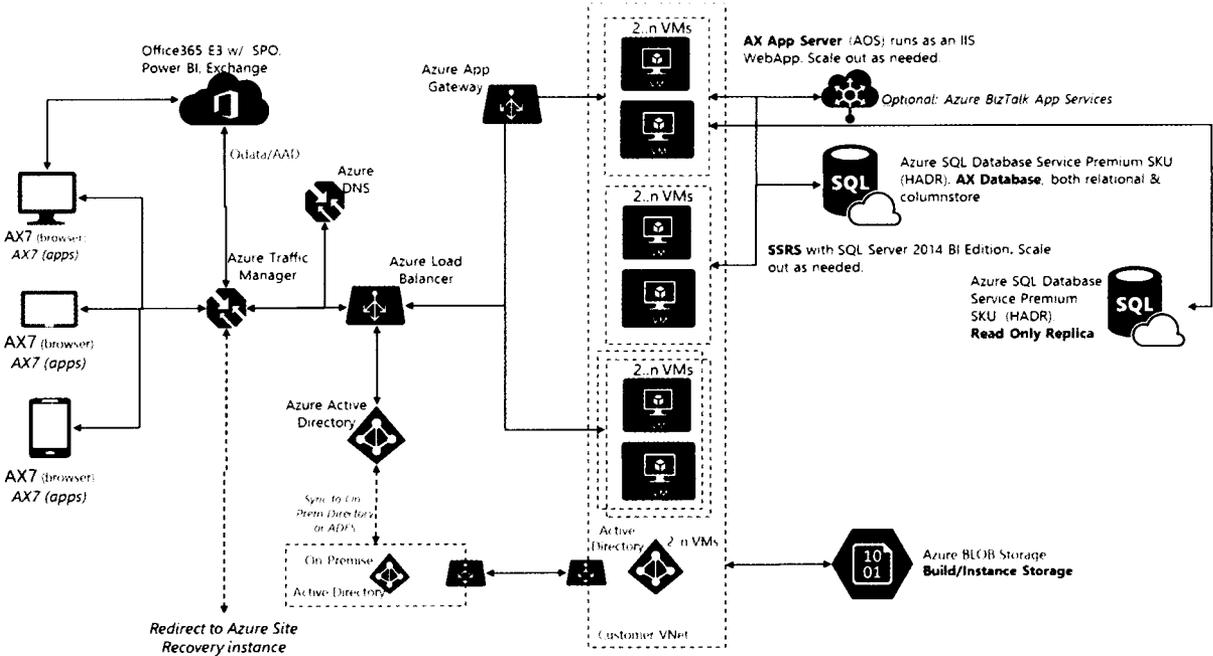
We guarantee at least 99.99% of the time customers will have connectivity between their Basic, Standard, or Premium Microsoft Azure SQL Database and our Internet gateway.

Please see <https://azure.microsoft.com/en-us/support/legal/sla/> for more detailed descriptions regarding the service level agreements.



### 3.1.2 AZURE Infrastructure Diagram

The image below shows the complete hardware setup that needs to be setup and that will be provided with the hosting option.



Dynamics AX and Keyora e-Commerce will be hosted on Microsoft's AZURE and will provide all functionality as specified on the RFP proposal.

### 3.1.3 HARDWARE DELIVERY AND INSTALLATION

AlfaPeople will assign a Program Manager to manage the procurement, deployment and installation of all equipment specified in this contract and the appropriate technical engineers to integrate the systems outlined. AlfaPeople will also:

1. Document product make, model and part numbers, and descriptions for items to be deployed and provide asset inventory to NHLC by deployed location;
2. Manage the procurement and shipping process for all components. AlfaPeople shall be responsible for and required to unpack, inventory, asset tag, transportation, shipping, configure, test, kit and deploy to a designated NHLC location.
3. Manage the disposition and shipping process for all components removed from service. AlfaPeople shall be responsible for and required to degauss, pack, inventory, remove asset tag, transportation and shipping, and return to a designated NHLC location or other approved facility.
4. Manage all self-tests as specified by the manufacturer;
5. Provide ongoing installation of any firmware, updates and releases for the period of the contract;
6. Deploy all hardware required for transition to the new platform during non-business hours



## APPLICATION DEVELOPMENT AND DEPLOYMENT

AlfaPeople will assign a Program Manager to manage the procurement, design and delivery including deployment of all Applications specified in this contract and the appropriate technical engineers to integrate the Applications. AlfaPeople will also:

1. Document and provide license, license type, product make, model and part numbers, and descriptions for items to be deployed;
2. Manage the application development, pre-production, staging, test, training and post production environments;
3. Perform migration of data from legacy systems to any new systems implemented, as specified in the data migration section of this SOW;
4. Provide all hosting services required;
5. Provisioning of application templates for data migration;
6. Perform training of personnel at least 48 hours prior to pilot test;
7. Provide technical support for pilot test period, and documented results are provided for review;
8. deploy all software and applications required for transition to the new platform during non-business hours;
9. Provide all developed assets to the NHLC configuration management system;
10. Provide ongoing installation of Application updates and releases for the purpose of error resolution and legal compliance issues, during the period of the contract;

## 3.4 REPORTING

The emphasis on this implementation is to utilize standard reports, Excel integration and Power BI. It is suggested that to reduce the number of customized reports AlfaPeople may request that NHLC resources become familiar with the standard reports included in Dynamics AX, via the implementation workshops, prior to requesting a customized report.

Additionally, the implementation estimate includes training for key users within the organization on the use of the standard report development tools. With in-house knowledge of the tools available via the solution, the NHLC will be capable of creating additional reports that might be required as part of future enhancements.

Reporting refers to charts, dashboards, filtering, views, dynamic Excel spreadsheets and Excel templates which are used for reporting inside the Dynamics CRM platform. External reporting will be completed utilizing SQL Server Reporting Services (SSRS) or Power BI as the main tool.

Standard and User reporting features should be available within the System. The report frequency will depend upon the business requirements but daily, weekly, monthly, quarterly, semi-annual and annual reports will be required for almost all functional areas.

All specific reports that are part of the scope are the ones listed on the RFP Answer. These will be reviewed in terms of existing reports, screen views and alternative solutions and AlfaPeople will be responsible for presenting a solution for that.



The system will provide personalized Dashboards for each functional area.

- 1) Senior leadership will be involved in the design of the system, and be provided opportunities during development to validate that the design is being realized. The intent of the dashboard is to provide a health check as a visual aid with supporting data availability in the background.
- 2) The dashboard shall include the integration of information. Data that is fragmented across multiple systems today shall be logically and intuitively related and accessible.
- 3) Reporting indicators shall be used to quickly focus the user on individuals or groups most needing attention.
- 4) The dashboard will provide summary information and listings for natural groupings of categories within a functional area (for example sales by category, lowest gross profit location, highest weekly sales, etc.).
- 5) The dashboard will support various levels of tolerance for complexity by displaying the same information in different ways. The dashboard should allow for personalization to arrange components as a user sees fit.
- 6) The dashboard will be browser agnostic capable of running in any current generation browser used with UNIX, Windows or Apple operating systems.
- 7) At a minimum the dashboard will have the ability to produce Scorecards; Pareto Charts; Range Line; Radial Gauges; Column Charts; Pie Charts; Bar Charts; Line Charts; Stacked Area Charts; Bubble Charts; Mapping; that are easily modified or customized for the user group.
- 8) The dashboard and reporting tools will have the capability to connect to multiple data sources.
- 9) The following dashboard data is required but may change:
  - Finance
  - Performance vs. Goal
  - SVC Sales
  - Sales Volume by Payment Method
  - Gross Profit Rate
  - Net Profit Rate
  - Marketing & Sales
  - Special Promotions
  - Brand Popularity
  - Customer Demographics
  - E-Commerce Cart Abandonment
  - Guest Demographics Reporting
  - Net Sales by Category
  - Warehouses Distribution by category, product, brand distributor, broker
  - Sales by Store, B2B, B2C
  - Sales by Payment Method
  - Store Operations
  - Monitor daily sales activity by category, cashier, product and store
  - Net Sales by Category
  - Gross Profit by Category, and by Total Sales
  - Gross Margin by Category, and by Total Sales
  - Employee Productivity
  - Product Sales and Returns



- Retail Store Manager
- Monitor sales activity by category, product and store
- Inventory level monitoring
- Trending
- Loyalty Conversion Rates
- Human Resources
- New Hires; Separations
- Staff Turnover Rate
- Employee Performance
- Warehouse
- Licensee Gross Sales by Type
- Licensee Gross Profit
- Inventory On Hand
- Breakage Product
- Licensing
- Licensee Trending by Type
- Executive
- Performance Against Plan
- Employee Performance
- Gross Profit
- Net Profit
- Gross Margin
- Loyalty Program Retention Rate
- Customer Satisfaction Rate
- Net Income Trending

#### SEE REQUIREMENTS ATTACHMENT

AlfaPeople will implement Keyora's B2C and B2B platforms as detailed on the RFP Proposal. Functionality is listed in Appendix 5: E-Commerce Functionality. All sales of products will be created through NHLC's point of sale (POS), billing, server and computer systems, unless otherwise provided for in this Contract. At some future point, billing may be done through AlfaPeople in an arrangement to be mutually agreed upon by AlfaPeople and the NHLC.

1. AlfaPeople agrees to provide all customer service and support for the Products with reasonable responsiveness and turn-around times to the NHLC.
2. E-Commerce orders for all products and merchandise shall be received using the website and shall be forwarded to Dynamics AX via electronic means within a maximum of 30 minutes and depending on connectivity availability for the systems and their integration.
3. AlfaPeople will provide functionality for licensees to pick-up at the warehouse using the Microsoft Dynamics AX solution.
4. AlfaPeople shall create multiple search capabilities within the e-commerce site.
5. AlfaPeople shall provide a means for uploading and creating a relationship between product, product information and product media (i.e. images, videos or other designated media)
6. AlfaPeople shall create specific workflows for each consumer facing and wholesale facing e-commerce site



7. AlfaPeople shall create sub-domains from the main domain for multiple divisions, products, services or other purposes as requested by the NHLC.
8. AlfaPeople shall display a URL or link to the click wrap license agreement, privacy statement, copyright information, FAQs and Terms and Conditions or other link as appropriate.
9. AlfaPeople shall provide a UI responsive template to a device's format



Data migration will be divided into 3 sections (Static Data, Dynamics Data and Historical Data) including the following data. Regardless of the type of data, the following data migration is in scope.

Main brand / item data
Customer
Vendor
Chart of Accounts
Warehouse related Data (such as location, size, area, aisle, bin, shelf, etc.)
Store Pricing and Promotions
Users and Employees
Accounts Receivable
Accounts Payable
Ending GL Balance
Inventory on hand (both in store and warehouse)
Open Transfer Orders
Open Purchase Orders
Open Sales Orders (licensee sales)
GL balances for each month 10 years back with ending balances for each month to enable NHLC to run financial statements using this historical data
Historical sales and cost data will be stored in new AX table so it can be used by BI reporting tools

Besides the above list, we detail in the table below the data migration responsibility. Data delivered to AlfaPeople that is not cleansed correctly and requires AlfaPeople to cleanse and reimport may result in a Change Request.

Activity	Activities	Organization	
		AP	NH
Data Migration	Extraction from legacy data (CSV File)	C	R,A
	Data Cleansing	C	R,A
	Data Mapping (Legacy data)	R	R,A
	Create import template	R,A	C
	Create import scripts	R,A	C
	Populate Import templates	R,A	R
	Load data into system	R,A	C
	Testing and validate data	R,A	R



## DATA IMPORT/EXPORT INTERFACE

AlfaPeople's data interface plan is managed in parallel tracks to the implementation and will break out this activity in one distinct cycle per interface track that includes all sub-tracks within each track. We start with a data interface plan that we will build together with the NHLC. This plan will include how each interface will be handled and how the required data that is to be sent to the specified interfaces will be retrieved from AX and how any required data from the interfaces is to be imported into AX. The tool that will be used to provide this functionality will be the standard Data Import / Export Framework tool (DIXF) that comes with Microsoft Dynamics AX.

The definition of the interfaces will be done through workshops, to define the functional aspects of the interface. A detailed analysis of fields, tables and file structure will be performed by AlfaPeople with contribution from NHLC. The functional design (FDD) will be approved by NHLC and then the technical design (TDD) can be finalized.

After the initial mapping exercise, the configuration – Customization will be performed by AlfaPeople, based on the TDD.

The interfaces will be unit tested; system tested and will be a part of the UAT.

The testing will be performed together with NHLC and any 3<sup>rd</sup> party that is responsible for the external applications that they are integrated to.

### **NHLC activities:**

- Provide sample files (txt, csv, xml) of all required imports and exports for testing during any setup and /or development.
- Assist AlfaPeople with the correct mapping between source and target systems.
  - Imports
    - Source – External interface
    - Target – AX
  - Exports
    - Source – AX
    - Target – External Interface
- Validation and Testing
  - Imports
    - Assist AlfaPeople with validation of data imported into AX.
    - Work with AlfaPeople in testing of data in the various business processes where the data is used to make sure there are no issues.
  - Exports
    - Assist AlfaPeople with validation of export files (txt, csv, xml)
    - Work with AlfaPeople in testing upload of export files (txt, csv, xml)
- Final Approval
  - Data import solutions
  - Data export solutions



Customized code development will be required for modification of any standard DIXF entities and / or the creation of any custom DIXF entities that cannot be handled through the functionality included in the standard DIXF entities that come with Microsoft Dynamics AX.

Customized code development will also be required if it is decided to automate the pushing up of data files up to user-specified FTP site(s) at user-specified dates and times, if it is determined the Integration REST API's included with DIXF will not be an option.

Time will be required of NHLC personnel to help with the implementations of the interfaces.

All the interfaces and integrations mentioned on Exhibit O (RFP Answer) are included in the scope of the project and commented on/explained below.

AlfaPeople is responsible for data in and out of AX. The NHLC is responsible for import/export interfaces to external applications.

Req #	Requirement Description	Comments
<b>General</b>		
SI.1	The system must support real-time data synchronization with the Licensing and Enforcement Systems.	This integration will focus on the data that is relevant for the ERP system, Licensee contact information, eligibility, financial information etc. Data will be available in the Central system and can be accessed by the stores and the B2B portal, in real-time
SI.2	The system must be able to import data from the Licensing and Enforcement System.	New Licensee and changes to licensees will be imported to Dynamics AX.
SI.3	The system must be able to provide data to a third party ERP or CRM system.	All data can be exported from AX, but no exports are defined in the requirements and not included.
SI.4	The system must be able to import data from a third party warehouse inventory management system.	Inventory data will be imported from the Exel system to Dynamics AX. This is focused on the inventory levels and shipment information.
SI.5	The system must be able to import data from multiple files.	Standard import functionality can accept import from one or more files. This is not specified in the requirements and no specific imports are included.
SI.6	The system must allow access with business partners and state agencies to export data.	There must be restrictions on what can be accessed and exported to 3rd party
SI.7	The system must be able to import data provided by business partners and state agencies.	The solution can import data from any table in the database. This is not specified in the requirements and no specific imports are included.
SI.8	The system must be able to export data to business partners and state agencies.	The solution can export data from any table in the database. This is not specified in the requirements and not included.
SI.9	The system must be able to interface with NH FIRST (Lawson/INFOR). The interfaces consist of a number of comma separated files which are transferred by FTP to a server under the control of Administrative Services.	The interface with the NH FIRST will be a simple export / import of Ledger transactions, from the Ledger transaction tables and into Ledger Journals, following the standard verification in the Ledger Journal system.



Req #	Requirement Description	Comments
SI.10	The system must be able to export data to the Online Ordering System.	The integration to the ordering system will be included.
SI.11	The system must be able to export data to NABCA daily.	Standard NABCA export is included, based on the 2015 standards.
SI.12	The system must create data imports and data exports on a scheduled basis as determined by the business.	The system has a batch system that can be configured for all ex/imports
SI.13	System will record and interface all off premise and on premise sales. At a minimum it will record invoice number, sale date, license number and value of transaction.	All transactions must be done through the AX based solutions, AX POS, AX Sales Order or the E-Commerce solution. Sales that are transacted outside this are not included.
SI.14	System will have to recognize when Enforcement makes a license active, out of business, suspended etc.	The Licensee system will send updated data to Dynamics AX on a defined time interval
SI.15	System would have to interface to Lawson to know if lines of credit are set up, stores to purchase, when accounts are in arrears	This will be a part of the NH FIRST integration to the AR module.
SI.16	An interface file should be done at end of day to feed into Lawson and for proper reconciliation.	This will be a part of the NH FIRST integration to the Ledger Module

The security for encrypted services is described in section 3.15 Security

### 3.8 WORKFLOW CREATION

The solution has several pre-defined workflows that come as part of the overall solution. However, it is common that the NHLC may have some specific workflow requirements that may need to be created or configured. In order to give the NHLC an understanding of the workflow tools within the solution, overview training is included in the estimate on how to use the standard workflow within the NHLC's environment.

AlfaPeople will be responsible for the configuration of all workflows mentioned on the RFP that were positively answered by AlfaPeople. Those workflows will be completed together with the NHLC's resources so they will learn how to manage the workflow module and be able to do future workflow needs that may arise. This will educate NHLC in creating workflows, for later use, but AlfaPeople is ultimately responsible for all workflows, answered by "Included" or "Custom" in the requirements.

### 3.9 ENVIRONMENTS

The environments listed in the table below are required to deliver this project. The party listed is responsible for establishing the environment in the location specified and by the time noted. Environments shall be created or removed at the request of the NHLC project manager. All of the components of the complete solution exist in each environment (POS, back office, web). If the NHLC



desires more environments, they can be added. Development and Test environments are for AlfaPeople access only.

Type	Responsibility	Ready by
Development	AlfaPeople	As approved by the NHLC
Test	AlfaPeople	As approved by the NHLC
UAT / Training	AlfaPeople	As approved by the NHLC
Pre-Production	AlfaPeople	As approved by the NHLC
Production	AlfaPeople	As approved by the NHLC

A detailed training plan will be defined during the planning phase.

AlfaPeople will provide a hands on training lab in which two key retail store staff per store, retail store operations (receiving, purchasing, sales, reports and credit card settlement), IT staff and help desk will be trained. AlfaPeople views this as a very critical portion of the project as creating buy in from the NHLC employees is very important for a successful implementation.

AlfaPeople has planned for an up to 2-day training session to be conducted at each store, depending on the size of the store. This will allow time for store managers and cashiers to be trained on the system. In the planning, the geographical location will be taken into consideration, so the sessions could be split between multiple stores in one day, to be repeated, allowing for staff to be available on different days.

The training lab will consist of three store controllers and 6 point of sale terminals. This lab will be a fully functional and mimic the real NHLC retail store. The lab will be setup in the NHLC Concord location. In this environment NHLC employees will be trained two weeks before their stores scheduled go live date. Training employees as close to their stores live date will reduce any loss of training knowledge.

AlfaPeople will have a full time trainer assigned whose main focus will be developing and delivering a complete training program in conjunction with the NHLC project manager. Training scripts will be developed for cashiers, managers, retail store operations, IT employees and help desk staff.

AlfaPeople will utilize a custom developed curriculum designed for each group of NHLC employees being trained (cashiers, managers, retail store operations, IT and help desk). This curriculum will be developed in word and each employee will receive their own copy for future reference. AlfaPeople will provide the NHLC the master copies of the curriculum for future training and enhancement by the NHLC.

AlfaPeople will also utilize training sign-off sheets for each NHLC employee being trained. This sign off will act as the “testing document” of which each NHLC employee will have to demonstrate the listed functions included in training, and sign off on the document when training has been completed. The sign off document will be shared with the NHLC for their records as well as a copy for AlfaPeople records.



During the training process should AlfaPeople find an NHLC employee who is not grasping the training AlfaPeople will notify the NHLC project manager. The NHLC project manager will resolve any issues with employees that have been previously trained.

Based upon AlfaPeople's experience in multi store deployments it is recommending that a permanent test, training and production lab be maintained by NHLC for changes to process and procedures as the organization evolves. AlfaPeople has and will at the request of the NHLC manage training on a regional level. AlfaPeople will stands-up regional sites within the State so this will eliminate NHLC employees having to go to Concord for training. Those regional sites will have a fully functioning POS system that will travel throughout the State to provide store POS training for NHLC employees.

### **Training type examples**

#### **Blended Learning Approach**

AlfaPeople will employ a blended approach to learning that combines one-on-one mentoring, classroom delivery (onsite and offsite), business and technical workshops, virtual classrooms and eLearning. This blended approach is a product of the Training Needs Assessment. This assessment defines a roadmap by department and/or type of user, to efficiently transition deployment to employment of your solution and accelerate user adoption.

#### **Instructor led, Classroom Courses (Onsite at NHLC)**

Get individualized, hands-on training at your location or at one of our learning facilities located in major cities around the world. The format is lecture/lab, with an emphasis on practical application learning and discussion.

For geographically dispersed audiences, consider virtual learning classes featuring the same course content, instructors and courseware as our standard, instructor led classes. They are "real-time" courses with a live instructor but delivered using web conferencing technology to your own desk, eliminating the need to travel to obtain quality, hands-on training. The courseware is made available to you prior to the start of the class.

#### **Focused Learning Sessions & Workshops**

Depending on the content, only a short learning session may be required. Some users who require orientation or have limited time may find it helpful to have concepts explained by an instructor in short, focused sessions. Sessions are generally 2 hours in length. The topics for each session can be communicated in advance with participants only attending what they need to know.

Focused Learning Sessions can be formal, instructor-led, hands on classroom sessions accompanied by manuals or quick reference materials, or they can be workshop style sessions with job aids as handouts. Short, focused classroom-based learning sessions are recommended when:

- The content can be segmented into fairly short learning sessions.
- The participants cannot attend orientation for longer than a few hours at one time.
- It is beneficial to bring participants with similar rolls together for team building and/or to position the change in practice.
- It is beneficial to solicit feedback at the end or during the learning session from the participants.



### **eLearning**

As part of the Microsoft license program, NHLC gains access to the Customer Source that holds a library of on-line training (eLearning). Microsoft offers a complete online, Web-based learning program for many of the processes in Dynamics AX, making it convenient for your employees to get the training they need to work more effectively with the web experience management tools.

Whether you need to train a few employees, or a few thousand, the Web-based e-Learning program offers participants the flexibility to learn at their leisure and at their own pace.

### **Customized Curriculum**

AlfaPeople allows for a great deal of flexibility as part of our blended learning approach. The training curriculum will be based on the standard training provided by AlfaPeople and a customized version, based on the processes related to NHLC and customizations delivered as part of the solution. We understand that not every client has the exact same requirements so we will work with you to determine the curriculum will best meet the needs of the overall program. A Training Needs Assessment will demonstrate the best path for NHLC's specific needs.

AlfaPeople's Train-the-Trainer program will provide the NHLC the ability to train end users by leveraging training materials with in-house instructors. AlfaPeople staff will coach the in-house instructors in the delivery of User Training, based on our training material. Additional training and education hours and expenses shall be billed back to the NHLC as approved by the NHLC and submitted by AlfaPeople.

AlfaPeople will be responsible for all field service, support and maintenance of all store hardware and software and warrants that all Services will be provided under the contract as specified and in a professional manner in accordance with industry standards and that Services will comply with performance standards, specifications, and terms of the contract.

AlfaPeople will maintain and support the systems at all retail locations throughout the period of performance of the contract. The NHLC shall notify AlfaPeople of any service deficiencies with fixes or upgrades within 90 days from performance of the services described. The NHLC shall notify AlfaPeople of any modifications or changes to lanes counts, stores hours, store locations, store moves or store equipment and service costs will be adjusted to reflect an increase or decrease in monthly costs.

All support incidents will be received by DoIT help desk and after first level triage, if applicable, will be routed to the AlfaPeople assigned help desk. Help Desk requests can be sent through email, web portal or by phone call. Any of these communications for an incident will register in the support system to allow follow up and reporting on performance. During the project, a definition will be clarified as to how interactions will be handled for opening, working and closing an incident.

## **3. 11. 1 Personnel**



AlfaPeople warrants that all personnel engaged with the services shall be qualified to perform the services and shall be properly licensed and otherwise authorized to do so under all applicable laws. AlfaPeople warrants that all AlfaPeople, contractor and sub-contractor personnel shall display the organizations employment identification badge at all times when on any State premises.

### 3. 11. 2 Services

AlfaPeople agrees to provide maintenance and support at no cost to the NHLC for the period of the warranty or extended warranty. AlfaPeople agrees to maintain, repair, and correct deficiencies in the system, including but not limited to the individual modules or functions, during the warranty period at no additional cost to the NHLC in accordance with the Specifications and the Terms of the Contract including without limitation, correcting all errors and defects and deficiencies, eliminating and changing configuration settings; and replacing incorrect, defective or deficient systems components and documentation.

Services shall include without limitation the following:

1. Maintain the systems in accordance with the manufacturer specifications;
2. Repair or replace the system or any portion thereof so that the system operates in accordance with the specifications, terms and requirements of the contract;
3. AlfaPeople shall have available to the NHLC on-call telephone assistance, through a 1-800 number, with issue tracking available to the NHLC twenty-four (24) hours per day, and seven (7) days a week. A call back or acknowledgment response within 15 minutes of initial issue identification with assistance dependent upon issue severity;
4. On-call telephone assistance shall be no longer than two (2) minutes;
5. On-site services within two (2) or four (4) hours of a NHLC entered request dependent upon location;
6. Maintain a record of the activities including asset inventory (IMAC) related to the warranty repair or maintenance activities performed for the NHLC;
7. The NHLC intends that the Vendor will replace the hardware and software throughout the environment and that all components will be PCI compliant and will be security tested.
8. AlfaPeople will include electronic shelf labels for the 5 largest (stocked) stores.
9. AlfaPeople's solution will synchronize and consolidate data transfers or interfaces as much as possible leaving maintenance windows for support to be provided if systems need to be brought down.
10. Vendor's will be required to provide equipment, applications and services for any retail stores in the future;

### 3.12 SOLUTION RELATED VALUE ADDED SERVICES

AlfaPeople, upon request of the NHLC, shall provide value added services on a per project basis which are related to the AlfaPeople solution and shall be billed separately. These shall include but are not limited to:

- 1.1. Project deployment resources;
- 1.2. Application design;
- 1.3. Asset disposition and deployment services;



- 1.4. In-store marketing devices, software and services;
- 1.5. Enhanced e-Commerce and web services functionality, design and development;
- 1.6. Content management and marketing;
- 1.7. Social media marketing and advertising applications, design and development;
- 1.8. Fulfillment and Logistics support and management services;
- 1.9. PCI and other compliance management systems or services;
- 1.10. Secure Payment Gateways

AlfaPeople shall be responsible for all application service, support and maintenance and warrants that all Services will be provided under the contract as specified and in a professional manner in accordance with industry standards and that Services will comply with performance standard, specifications, and terms of the contract.

AlfaPeople shall maintain and support the applications throughout the period of performance of the contract. The NHLC shall notify AlfaPeople of any service deficiencies with fixes or upgrades within 90 days from performance of the services described. The NHLC shall notify AlfaPeople of any modifications or changes to employees and/or departments.

#### 3. 13. 1 Personnel

AlfaPeople warrants that all personnel engaged with the services shall be qualified to perform the services and shall be properly licensed and otherwise authorized to do so under all applicable laws. AlfaPeople warrants that all personnel shall display the organizations employment identification badge at all times.

#### 3. 13. 2 Services

AlfaPeople agrees to provide maintenance and support at no cost to the NHLC for the period of the warranty or extended warranty. AlfaPeople agrees to maintain, repair, and correct deficiencies in the system, including but not limited to the individual modules or functions, during the warranty period at no additional cost to the NHLC in accordance with the Specifications and the Terms of the Contract including without limitation, correcting all errors and defects and deficiencies, eliminating and changing configuration settings; and replacing incorrect, defective or deficient systems components and documentation.

All support incidents will be received by DoIT help desk and after first level triage, if applicable, will be routed to the AlfaPeople assigned help desk. Help Desk requests can be sent through email, web portal or by phone call. Any of these communications for an incident will register in the support system to allow follow up and reporting on performance. During the project, a definition will be clarified as to how interactions will be handled for opening, working and closing an incident. Upon mutual written agreement, the process may change in the future.



Services shall include but are not limited to the following:

1. Maintain the systems in accordance with the manufacturer specifications;
2. Repair or replace the system or any portion thereof so that the system operates in accordance with the specifications, terms and requirements of the contract;
3. AlfaPeople shall have available to the NHLC on-call telephone assistance, through a toll free number, with issue tracking available to the NHLC 24 hours per day, and seven (7) days a week. A call back or acknowledgment response within 15 minutes of initial issue identification with assistance dependent upon issue severity;
4. All application support will be delivered over the AZURE environment with the following SLA's

Service/Offering	Time (hours)
<b>Incident Severity, Answer &amp; Resolution Time</b>	
<b>Priority 1 incidents - System Unavailable</b>	
Initial Response (Acknowledgement)	1
Time for Dial-In to start solving the incident	4
Estimated Time for Resolution	8
<b>Priority 2 incidents - System Available with some workarounds</b>	
Initial Response (Acknowledgement)	1
Time for Dial-In to start solving the incident	8
Estimated Time for Resolution	24
<b>Priority 3 incidents - System Available minor query</b>	
Initial Response (Acknowledgement)	1
Time for Dial-In to start solving the incident	12
Estimated Time for Resolution	36

5. Maintain a record of the activities including asset inventory (IMAC) related to the warranty repair or maintenance activities performed for the NHLC;
6. Store service levels will be adopted as per the RFP requirements.

Severity Code	Initial Response	Estimation Response	Subsequent Responses	Expected Resolution
1	5 minutes	1 hour	Every 30 min.	4 hours
2	30 minutes	2 hours	Every 2 hours	8 hours
3	1 hour	8 hours	Every 4 hours	1 calendar days
4	1 hour	Next business day	Weekly	4 calendar days
<b>Type</b>	<b>Measurement</b>			<b>Penalty</b>
Severity 1 Resolution	All Severity 1 problems are resolved in less than 2 hours.			NA
	One or more Severity 1 problems are resolved in over 4 hours.			10% of monthly fees



Severity 2 Resolution	Less than 95% of Severity 2 problems are resolved in 8 hours.	10% of monthly fees
Severity 3 Resolution	<b>Less than 95% of Severity 3 problems are resolved in 4 calendar days.</b>	<b>5% of monthly fees</b>
Severity 4 Resolution	Less than 95% of Severity 4 problems are resolved in 20 calendar days.	5% of monthly fees
Response/Estimate	<b>Less than 95% of Initial Response, Estimation Response, and Subsequent Response times are met.</b>	<b>5% of monthly fees</b>
End user satisfaction	More than 95% of completed scores on problem resolution satisfaction survey have a rating of satisfied or very satisfied.	5% of monthly fees
	<b>Less than 80% of completed scores on problem resolution satisfaction survey have a rating of satisfied or very satisfied.</b>	<b>10% of monthly fees</b>
Maximum Problem Backlog	There are always less than 20 unresolved problems.	5% of monthly fees
Maximum Problem Aging	<b>No problem is older than 30 days.</b>	<b>5% of monthly fees</b>

### PILOT TEST ACCEPTANCE CRITERIA

There shall be multiple pilot tests throughout the contract period based upon milestone activities in the project plan. AlfaPeople will consult with NHLC to determine the configuration of any hardware, software or application prior to deployment including the Pilot Test Acceptance criteria, described in the Tests Management Plan.

In a pilot conversion, the new system is introduced in a single location at a time for a set period before it is installed in other parts of the organization. The pilot conversion allows NHLC to test out a new system in a controlled way in a real life scenario. It limits the amount of disruption and harm a new system can produce to the organization. By concentrating on one site at a time, we will work out all of the details and potential problems before the new system is introduced to the organization as a whole. The success of a pilot installation can be used to overcome user resistance and assist with encouraging the new system to the rest of the business. With a pilot conversion, the selection of the site is critical and this will be planned in Test Management Plan.

Any pilot to be accepted shall meet the following criteria:

1. All agreed specifications are provided;
2. A minimum of 3 pilot stores and up to 5 pilot stores chosen by the NHLC are included in the pilot test;
3. All conditions within this document are met;
4. All business processes are documented and workflow developed;



5. All change orders are signed and approved by both parties;
6. Pilot acceptance has been documented in writing and signed by both parties;
7. AlfaPeople has staged a minimum of a two lane store setup at NHLC headquarters;
8. AlfaPeople has deployed a staging, development, test, training and production environment;
9. All State personnel are trained prior to pilot test deployment

## 3.15.1 SECURITY

The State must ensure that appropriate levels of physical and electronic security are implemented and maintained in order to protect the integrity and reliability of its IT resources, data, information, and services. State resources, information, and services must be available on an ongoing basis, with the appropriate infrastructure and security controls to ensure business continuity and safeguard State Networks, Systems, and Data.

AlfaPeople will protect against online threats, provide anti-malware for hosted services and virtual machines. AlfaPeople will employ intrusion detection, denial-of-service (DDoS) attack prevention, regular penetration testing, and data analytics and machine learning tools to help mitigate threats to the State platform. AlfaPeople will employ the following:

1. Utilize the MS Azure security center as a unified monitoring station of all devices and web applications
2. Identify Raw Events
3. Collect advanced threat detection and reports
4. Enable disk encryption where applicable and available
5. Ensure a web application firewall is enabled
6. Ensure that all devices have anti malware installed and updated
7. Ensure that cross side scripting (XSS) and SQL injections cannot occur
8. Make available to the DoIT IT Security team, the unified security application
9. Ensure that store computing devices are regularly updated with any security updates, fixes and patches
10. Use FIPS 140-2 Level 2 validated HSMs
11. Ensure that Applications have no direct access to cryptographic keys
12. Applications have no direct access to keys
13. Provide a unified solution to protect data on-premises and in the cloud using efficient incremental backups and ensuring data is encrypted in transit and at rest

### 3.15.1 Compliance & Breaches

AlfaPeople shall complete the annual Attestation of Compliance to Payment Card Industry standards. The PCI Attestation shall be in the form provided in Appendix L of NHLC RFP 2016-01. The Qualified Security Assessor (QSA) and AlfaPeople must complete this attestation as a declaration of the AlfaPeople's compliance status with the Payment Card Industry Data Security Standard (PCI DSS). Complete all applicable sections and submit to the requesting payment brand.

The Contractor shall comply with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d).

Specifically, the procurement, development, maintenance, or integration of electronic and information technology (EIT) under this contract must comply with the applicable accessibility standards issued by



the Architectural and Transportation Barriers Compliance Board at CFR part 1194. Section 508 Accessibility Standards. The following Section 508 Accessibility Standard(s) (Technical standards and Functional Performance Criteria) are applicable (if box is checked) to this acquisition.

**3. 15. 2 PCI Data Security Standards Requirement 6**

AlfaPeople will follow the compliance model, described in this section. IT Security involves all functions pertaining to the securing of State Data and Systems through the creation and definition of security policies, procedures and controls covering such areas as identification, authentication and non-repudiation.

All components of the Software shall be reviewed and tested to ensure they protect the State's software and its related Data assets.

<b>Service Component</b>	<b>Defines the set of capabilities that:</b>
<b>Identification and Authentication</b>	Supports obtaining information about those parties attempting to log onto a system or application for security purposes and the validation of users
<b>Access Control</b>	Security features that control how users and systems communicate and interact with other systems and resources
<b>Role/Privilege Management</b>	Supports the granting of abilities to users or groups of users of a computer, application or network
<b>Audit Trail and Analysis Capture</b>	Supports the identification and monitoring of activities within an application or system including event logging, file integrity monitoring and non-repudiation
<b>Input Validation</b>	Ensures the application is protected from buffer overflow, cross-site scripting, SQL injection, and unauthorized access of files and/or directories on the server.

The solution shall be tested and hardened by AlfaPeople to prevent critical application security flaws throughout the development lifecycle. At a minimum, all development and maintenance shall be conducted to ensure the application and its infrastructure addresses all items all issues outlined Payment Card Industry (PCI) Data Security Standards Requirement 6 to develop and maintain secure systems and applications. Tests shall focus on the technical, administrative and physical security controls that have been designed into the System architecture in order to provide the necessary confidentiality, integrity and availability. Tests shall, at a minimum, cover each of the service components.

Prior to the System being moved into production and annually thereafter, AlfaPeople shall be required to provide 3rd party testing. Test procedures shall include Penetration Tests of both the application and infrastructure and may also include code analysis. Testing shall be performed by a vendor selected or



approved by the State. The cost for performing 3rd party penetration testing will be the responsibility of the AlfaPeople. Under no circumstances shall the state be responsible for AlfaPeople's administrative time spent brokering, preparing for, or accommodating the 3rd party penetration testing.

Any deficiencies identified as a result of any testing shall be the responsibility of AlfaPeople to remedy. AlfaPeople shall be responsible for all costs associated with remedies to maintain PCI compliance throughout the life of the contract. Prior to the System being moved into production AlfaPeople shall provide results of all security testing to the Department of Information Technology for review and Acceptance. All Software and hardware shall be free of malicious code (malware).

### 3. 15. 3 Notice of Data Breach

In the event of any suspected, alleged or confirmed loss, disclosure, theft or compromise of any data relating to the services (a "Compromised Data Event"), AlfaPeople shall immediately notify:

1. Notify the NHSLC Contract Manager by leaving a voicemail at 603-230-7081 and sending an email to iso@liquor.state.nh.us.
2. Notify the Office of the Commissioner
3. Notify the Office of the Chief Information Officer
4. In the manner required in the PCI DSS requirements and applicable law, Contractor shall fully cooperate with any examinations provided for in the preceding paragraph. Upon Contractor's suspected or actual discovery of a Compromised Data Event, Contractor will not alter or destroy any related records and will maintain complete and accurate documentation regarding any modifications made to the records.
5. In the manner required in the PCI DSS requirements and applicable law, Contractor shall fully cooperate with the implementation of a Corrective Action Plan or Remediation Plan.

### 3.16 OTHER PROFESSIONAL SERVICES

AlfaPeople, upon request of the NHLC, shall provide related professional services on a per project basis that shall be billed separately, that shall include but are not limited to:

1. Project deployment resources
2. Application design and consulting services
3. Point of Sale disposition and deployment services
4. In store marketing devices, software and services
5. Enhanced e-Commerce and web services functionality, design and development
6. Content management and marketing services
7. Social media marketing and advertising applications, design and development
8. Fulfillment and Logistics support and management services
9. PCI and other compliance management systems or services
10. Secure Payment gateways
11. CRM and ERP or other retail, permitting or online application design and development services
12. Retail related consulting services



## 4. APPENDIX

- Appendix 1: High Level Project Plan
- Appendix 2: Deliverable Acceptance Form Template
- Appendix 3: Draft Communication Plan
- Appendix 4: Draft Quality Management Plan
- Appendix 5: Common Terms and Acronyms

# EXHIBIT B

## EXHIBIT B

### CONTRACT PRICE, METHOD, AND TERMS OF PAYMENT

#### **Invoicing**

The Vendor shall submit correct invoices to the State for all amounts to be paid by the State. All invoices submitted shall be subject to the State's written approval, which shall not be unreasonably withheld. The Vendor shall only submit invoices for Services or Deliverables as permitted by the Contract less any penalty fees imposed. Invoices must be in a format as determined by the State and contain detailed information, including without limitation: itemization of each Deliverable and identification of the Deliverable for which payment is sought, and the acceptance date triggering such payment; date of delivery and/or installation; and monthly maintenance charges and any other Project costs or retention amounts if applicable.

All invoices shall contain a reference to the RFP2016-01 and the Contractors NHLC's account number and will be directed to the New Hampshire Liquor Commission at the following address:

Accounts Payable  
New Hampshire State Liquor Commission  
PO BOX 503  
50 Storrs Street  
Concord NH 03301

Invoice shall be Net 30 days. Payment shall be paid in full within thirty (30) days after receipt of invoice and acceptance of the work to the State's satisfaction.

#### **Non-Billing Charges to the State of New Hampshire**

- Service rates and labor rates shall not include mileage or travel costs. The State shall not be charged for mileage and/or labor during travel time.
- The Contractor shall provide all required tools and equipment at no charge to the State.

#### **Overpayments to the Vendor**

The Vendor shall promptly, but no later than fifteen (15) business days, pay the State the full amount of any overpayment or erroneous payment upon discovery or notice from the State.

#### **Credits to the State**

Vendors are expected to provide Credits on their invoices. In the event that a Vendor does not apply a Credit the State may apply credits due arising out of this Contract against the Vendor's invoices with appropriate information attached.

#### **Records Retention and Access Requirements**

The Vendor shall agree to the conditions of all applicable State and federal laws and regulations, which are incorporated herein by this reference, regarding retention and access requirements, including without limitation, retention policies consistent with *Federal Acquisition Regulations (FAR) Subpart 4.7 Vendor Records Retention*.

The Vendor and its Subcontractors shall maintain books, records, documents, and other evidence of accounting procedures and practices, which properly and sufficiently reflect all direct and indirect costs,

invoiced in the performance of their respective obligations under the Vendor. The Vendor and its subcontractors shall retain all such records for three (3) years following termination of the Contract, including any extensions. Records relating to any litigation matters regarding the Contract shall be kept for a minimum of one (1) year following the termination of all litigation, including the termination of all appeals or the expiration of the appeals period.

Upon prior notice and subject to reasonable time frames, all such records shall be subject to inspection, examination, audit, and copying by personnel so authorized by the State and federal officials so authorized by law, rule, regulation, or contract, as applicable. Access to these items will be provided within Merrimack County of the State of New Hampshire, unless otherwise agreed by the State. Delivery of and access to such records shall be at no cost to the State during the three (3)-year period following termination of the Vendor or Contract and one (1)-year term following litigation relating to the Contract, including all appeals or the expiration of the appeal period. The Vendor shall provide the record retention and review requirements of this section to all subcontractors.

The State agrees that books, records, documents, and other evidence of accounting procedures and practices related to the Vendor's cost structure and profit factors shall be excluded from the State's review unless the cost or any other Services or Deliverables provided under the Contract is calculated or derived from the cost structure or profit factors.

### **Accounting Requirements**

The Vendor shall maintain an accounting system in accordance with Generally Accepted Accounting Principles ("GAAP"). The costs applicable to the Contract shall be ascertainable from the accounting system and the Vendor shall maintain records pertaining to the Services and all other costs and expenditures.

### **Project Holdback**

The state shall hold back ten percent (10%) of the total amount to be paid against every invoice ("Holdback Amount") submitted by the awarded Vendor or until successful completion of the Warranty Period as defined in RFP 2016-01 *Section 5.8 Warranty*. The Vendor shall invoice with State identifying the Holdback amount and debiting it from the invoice. The Vendor may invoice for the Holdback Amount upon final acceptance of the System or Deliverable by the state. Vendor's execution of the Contract shall serve as verification of its agreement to the state requirement for a Holdback Amount.

### **Initial Payment and Service Level Agreements**

NHLC shall provide to Contractor an initial payment of \$400,000. The initial payment shall be fully refundable to the NHLC in the event that AlfaPeople terminates this contract prior to the completion date or fails to reach all the milestones outlined in this contract. See Appendix O of the RFP for further detail regarding Service Level Agreements.

### **Payment Schedule**

Contractor shall invoice the NHLC based upon approved and accepted deliverables and project milestones as depicted in the payment schedule. All invoices shall be provided by the Vendor after receiving NHLC Project Manager Acceptance of a deliverable.

Azure Hosting Services and Dynamics AX Services will be identified by the Vendor and procured by the NHLC through a statewide contract.

Hardware will be invoiced by the Vendor as it is deployed and accepted by the NHLC project manager.

Production Services shall be invoiced to the NHLC monthly.

The anticipated payment schedule will be:

Execution	3.39%	92.55%
Phase 1 - Project Management	8.56%	7.45%
Phase 2 - Planning	10.23%	0.00%
Phase 3 - Analysis	9.89%	0.00%
Phase 4 - Design	9.22%	0.00%
Phase 5 - Development	15.59%	0.00%
Phase 6 - Application Deployment	1.01%	0.00%
Phase 7 - Store Deployment	39.08%	0.00%
Phase 8 - Production	2.18%	0.00%
Project Closure	0.84%	

**Total** 100.00% 100.00%

<b>Implementation</b>					
Services	\$	5,986,727	Stores	78	
Hold Back %		10%	Store Total HW	\$	4,268,380
Total Hold Back	\$	598,673	Store HW	\$	54,722.82
HQ Services	\$	5,389,727	Store Total		
Per count	\$	18,270	Services	\$	617,000
Execution	\$	400,000	Store Services	\$	7,910
Total Value	\$	11,391,405	Av. Store	\$	62,633
Support			Stores Total	\$	4,885,380
<b>Total Payments</b>	\$	<b>11,791,405</b>			

Deliverable		Phase		Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
<b>Project Management</b>		<b>Phase 1 - Project Management</b>	<b>Phase</b>		<b>1</b>	<b>1</b>	<b>Phase</b>	-	-	-	-
AX SW 3 Year		NHLC Procured	Non-Written		1	1	SW/Subs cript		\$523,335	\$523,335	\$0
SQL Server		NHLC Procured	Non-Written		1	1	SW/Subs cript		\$21,034	\$21,034	\$0
Azure Year 1		NHLC Procured	Non-Written		1	1	SW/Subs cript		\$69,500	\$69,500	\$0
Project Work plan and Detailed Implementation Schedule		Phase 1 - Project Management	Written		1	2	Medium/Large	4	\$79,083	\$71,175	\$7,908
Dynamics Systems Stand-Up - Beta		Phase 1 - Project Management	Non-Written		1	2	Medium	3	\$59,312	\$53,381	\$5,931
Dynamics Systems Workshop Configuration		Phase 1 - Project Management	Non-Written		1	2	Medium	3	\$59,312	\$53,381	\$5,931
Deliverables Register		Phase 1 - Project Management	Written		1	2	Medium	3	\$59,312	\$53,381	\$5,931
Requirements Traceability Matrix - Draft		Phase 1 - Project Management	Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954
<b>Planning Phase</b>		<b>Phase 2 - Planning</b>	<b>Phase</b>		<b>1</b>	<b>2</b>	<b>Phase</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Internal Requirements Reviews - Functional Areas		Phase 2 - Planning	Non-Written		1	2	Large	5	\$98,854	\$88,968	\$9,885
Development and Test Environment Build		Phase 2 - Planning	Non-Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954
Dynamics Introduction Training		Phase 2 - Planning	Non-Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954
BI Cubes Introduction Training		Phase 2 - Planning	Non-Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954
User and Security Matrix Defined		Phase 2 - Planning	Non-Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954
Technical Overview Training		Phase 2 - Planning	Non-Written		1	2	Small/Medium	2	\$39,541	\$35,587	\$3,954

Deliverable		Phase			Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Requirements Traceability Matrix - Final	Phase 2 - Planning	Written	1	3	#N/A	0		\$0	\$0	\$0	\$0	
AX Security and User Setup (Initial)	Phase 2 - Planning	Non-Written	1	3	Small	1		\$19,771	\$17,794	\$1,977		
Workshop Service Management	Phase 2 - Planning	Non-Written	1	3	Small/Medium	2		\$39,541	\$35,587	\$3,954		
Workshop Technical	Phase 2 - Planning	Non-Written	1	3	Small	1		\$19,771	\$17,794	\$1,977		
External Business Partner Sessions	Phase 2 - Planning	Non-Written	1	3	Medium	3		\$59,312	\$53,381	\$5,931		
Gap Analysis Report - Technical	Phase 2 - Planning	Non-Written	1	3	Small	1		\$19,771	\$17,794	\$1,977		
Gap Analysis Report - Service Management	Phase 2 - Planning	Non-Written	1	3	Small	1		\$19,771	\$17,794	\$1,977		
Workshop Reports & Dashboards	Phase 2 - Planning	Written	1	4	Medium	3		\$59,312	\$53,381	\$5,931		
Workshop Migration/Interfaces	Phase 2 - Planning	Written	1	4	Medium	3		\$59,312	\$53,381	\$5,931		
Gap Analysis Report - Reports & Dashboards	Phase 2 - Planning	Non-Written	1	4	Small	1		\$19,771	\$17,794	\$1,977		
Gap Analysis Report - Migration / Interfaces	Phase 2 - Planning	Non-Written	1	4	Small	1		\$19,771	\$17,794	\$1,977		
Workshop Fiscal	Phase 2 - Planning	Written	1	5	Medium	3		\$59,312	\$53,381	\$5,931		
Workshop Trade & Logistics	Phase 2 - Planning	Written	1	5	Medium	3		\$59,312	\$53,381	\$5,931		
Workshop Retail/Store Ops	Phase 2 - Planning	Written	1	5	Medium	3		\$59,312	\$53,381	\$5,931		
Workshop E-Commerce	Phase 2 - Planning	Written	1	5	Medium	3		\$59,312	\$53,381	\$5,931		
All required status reports and status meetings - Phase 3	Phase 2 - Planning	Written	1	6	Large	5		\$98,854	\$88,968	\$9,885		
Gap Analysis Report - Trade & Logistics	Phase 2 - Planning	Non-Written	1	6	Small	1		\$19,771	\$17,794	\$1,977		
Gap Analysis Report - Retail & Store Ops	Phase 2 - Planning	Non-Written	1	6	Small	1		\$19,771	\$17,794	\$1,977		
Gap Analysis Report - ecommerce	Phase 2 - Planning	Non-	1	6	Small	1		\$19,771	\$17,794	\$1,977		

Deliverable	Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Gap Analysis Report - Fiscal	Phase 2 - Planning	Written	1	6	Small	1	\$19,771	\$17,794	\$1,977
E-Com SW Year 1	Phase 2 - Planning	Non-Written	1	6	SW/Subscript		\$60,000	\$60,000	\$0
<b>Analysis Phase</b>	<b>Phase 3 - Analysis</b>	<b>Phase</b>	<b>1</b>	<b>7</b>	<b>Phase</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Requirements Traceability Matrix - Final	Phase 3 - Analysis	Written	1	3	Large	5	\$98,854	\$88,968	\$9,885
Fiscal Design Document	Phase 3 - Analysis	Written	1	7	Large	5	\$98,854	\$88,968	\$9,885
Trade & Logistics Design Document	Phase 3 - Analysis	Written	1	7	Large	5	\$98,854	\$88,968	\$9,885
Retail / Store Ops Design Document	Phase 3 - Analysis	Written	1	7	Medium/Large	4	\$79,083	\$71,175	\$7,908
E-Commerce Design Document	Phase 3 - Analysis	Written	1	7	Medium/Large	4	\$79,083	\$71,175	\$7,908
Migration/Conversion Design Document	Phase 3 - Analysis	Written	1	7	Medium/Large	4	\$79,083	\$71,175	\$7,908
Interfaces Design Document	Phase 3 - Analysis	Written	1	7	Medium/Large	4	\$79,083	\$71,175	\$7,908
Security and Role Design	Phase 3 - Analysis	Written	1	7	Small/Medium	2	\$39,541	\$35,587	\$3,954
BI Dashboard / Report Design	Phase 3 - Analysis	Written	1	7	Small/Medium	2	\$39,541	\$35,587	\$3,954
Show & Tell - Fiscal	Phase 3 - Analysis	Written	1	8	Medium	3	\$59,312	\$53,381	\$5,931
Show & Tell - Trade & Logistics	Phase 3 - Analysis	Written	1	8	Medium	3	\$59,312	\$53,381	\$5,931
Show & Tell - Store Ops	Phase 3 - Analysis	Written	1	8	Medium	3	\$59,312	\$53,381	\$5,931
Show & Tell - E-Commerce	Phase 3 - Analysis	Written	1	8	Medium	3	\$59,312	\$53,381	\$5,931
AX Data Structure and Migration Template Training	Phase 3 - Analysis	Written	1	8	Small	1	\$19,771	\$17,794	\$1,977

Deliverable		Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Data Conversion Specification Document	Phase 3 - Analysis	Written	1	8	Small	1	\$19,771	\$17,794	\$1,977	
All required status reports and status meetings - Phase 4	Phase 3 - Analysis	Written	1	9	Large	5	\$98,854	\$88,968	\$9,885	
<b>Design Phase</b>	<b>Phase 4 - Design</b>	<b>Phase</b>	<b>1</b>	<b>9</b>	<b>Phase</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Technical Design Document	Phase 4 - Design	Written	1	8	Medium	3	\$59,312	\$53,381	\$5,931	
Migration Cycle 1	Phase 4 - Design	Non-Written	1	9	Large	5	\$98,854	\$88,968	\$9,885	
Development Cycle 1	Phase 4 - Design	Non-Written	1	9	Large	5	\$98,854	\$88,968	\$9,885	
Testing Cycle 1	Phase 4 - Design	Non-Written	1	10	Large	5	\$98,854	\$88,968	\$9,885	
Migration Cycle 2	Phase 4 - Design	Non-Written	1	10	Medium	3	\$59,312	\$53,381	\$5,931	
Development Cycle 2	Phase 4 - Design	Non-Written	1	10	Medium	3	\$59,312	\$53,381	\$5,931	
Testing Cycle 2	Phase 4 - Design	Non-Written	1	10	Medium	3	\$59,312	\$53,381	\$5,931	
Migration Cycle 3	Phase 4 - Design	Non-Written	1	10	Small	1	\$19,771	\$17,794	\$1,977	
Development Cycle 3	Phase 4 - Design	Non-Written	1	10	Small	1	\$19,771	\$17,794	\$1,977	
Testing Cycle 3	Phase 4 - Design	Non-Written	1	10	Small	1	\$19,771	\$17,794	\$1,977	
Configuration - Fiscal	Phase 4 - Design	Non-Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931	
Configuration - Trade & Logistics	Phase 4 - Design	Non-Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931	
Configuration - Store Ops	Phase 4 - Design	Non-Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931	
Configuration - E-Commerce	Phase 4 - Design	Non-Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931	

Deliverable		Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Training materials for HO and Store Staff		Phase 4 - Design	Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931
All required status reports and status meetings - Phase 5		Phase 4 - Design	Written	1	12	Large	5	\$98,854	\$88,968	\$9,885
<b>Development Phase</b>		<b>Phase 5 - Development</b>	<b>Phase</b>	<b>1</b>	<b>12</b>	<b>Phase</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
User Help and System Documentation		Phase 5 - Development	Written	1	11	Medium	3	\$59,312	\$53,381	\$5,931
Testing Results Document (Unit, System, Regression)		Phase 5 - Development	Written	1	11	Small	1	\$19,771	\$17,794	\$1,977
Implementation Checklist		Phase 5 - Development	Non-Written	1	11	Small	1	\$19,771	\$17,794	\$1,977
UAT (Day-in-a-Life, end-to-end) Script Development		Phase 5 - Development	Non-Written	3	12	Large	5	\$98,854	\$88,968	\$9,885
Migration Staging Production Ready		Phase 5 - Development	Non-Written	1	12	Small	1	\$19,771	\$17,794	\$1,977
Test Environment Update and Readiness		Phase 5 - Development	Non-Written	1	12	Small	1	\$19,771	\$17,794	\$1,977
Migration Cycle 4		Phase 5 - Development	Non-Written	1	12	Small	1	\$19,771	\$17,794	\$1,977
Azure Year 2		NHLC Procured	Non-Written	1	12	SW/Subs cript		\$119,375	\$119,375	\$0
E-Com SW Year 2		NHLC Procured	Non-Written	1	12	SW/Subs cript		\$120,000	\$120,000	\$0
Label SW Maintenance Year 2		NHLC Procured	Non-Written	1	12	SW/Subs cript		\$6,000	\$6,000	\$0
SQL Server Maintenance Year 2		NHLC Procured	Non-Written	1	12	SW/Subs cript		\$4,676	\$4,676	\$0
Decommission Plan Completed		Phase 5 - Development	Non-Written	1	13	Small	1	\$19,771	\$17,794	\$1,977
UAT and Staging Environment Build		Phase 5 - Development	Non-Written	1	13	Small	1	\$19,771	\$17,794	\$1,977
Training for UAT HO Staff		Phase 5 - Development	Non-Written	1	13	Small	1	\$19,771	\$17,794	\$1,977

Deliverable	Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
	Development	Written							
Training for UAT Pilot Store Staff	Phase 5 - Development	Non-Written	1	14	Small	1	\$19,771	\$17,794	\$1,977
UAT (End to End Testing) - Fiscal	Phase 5 - Development	Non-Written	1	15	Small	1	\$19,771	\$17,794	\$1,977
UAT (End to End Testing) - Trade & Logistic	Phase 5 - Development	Non-Written	1	15	Small	1	\$19,771	\$17,794	\$1,977
UAT (End to End Testing) - E-Commerce	Phase 5 - Development	Non-Written	1	15	Small	1	\$19,771	\$17,794	\$1,977
UAT (End to End Testing) - Store Ops	Phase 5 - Development	Non-Written	1	15	Small	1	\$19,771	\$17,794	\$1,977
UAT defect Support	Phase 5 - Development	Non-Written	1	16	Medium	3	\$59,312	\$53,381	\$5,931
End user Training Trade & Logistics	Phase 5 - Development	Non-Written	3	16	Medium	3	\$59,312	\$53,381	\$5,931
Production Environment Build	Phase 5 - Development	Non-Written	1	16	Small	1	\$19,771	\$17,794	\$1,977
End user Training Fiscal	Phase 5 - Development	Non-Written	1	16	Small/Medium	2	\$39,541	\$35,587	\$3,954
End user Training Fiscal	Phase 5 - Development	Non-Written	1	16	Small	1	\$19,771	\$17,794	\$1,977
End user Training E-Commerce	Phase 5 - Development	Non-Written	1	16	Small	1	\$19,771	\$17,794	\$1,977
End user Training Store Ops	Phase 5 - Development	Non-Written	1	17	Medium	3	\$59,312	\$53,381	\$5,931
End User Training Field Agents	Phase 5 - Development	Non-Written	1	17	Small	1	\$19,771	\$17,794	\$1,977
Store Pilot Procurement	Phase 5 - Development	Non-Written	5	17			\$273,614	\$273,614	\$0
Store Roll-Out Services Pilot	Phase 5 - Development	Non-Written	5	17			\$39,551	\$35,596	\$3,955
Go Live HO and Initial Pilot Stores	Phase 5 - Development	Non-Written	1	18	Large	5	\$98,854	\$88,968	\$9,885

Deliverable	Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Go Live Support for HQ and Pilot Stores	Phase 5 - Development	Non-Written	2	18	Large	5	\$98,854	\$88,968	\$9,885
Support - AX & Stores	NHLC Procured	Non-Written	1	18	Support		\$267,100	\$267,100	\$0
<b>Application Deployment Phase</b>	<b>Phase 6 - Application Deployment</b>	<b>Phase</b>	<b>1</b>	<b>19</b>	<b>Phase</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Testing Completed	Phase 6 - Application Deployment	Non-Written	1	19	Small	1	\$19,771	\$17,794	\$1,977
Application Load	Phase 6 - Application Deployment	Non-Written	1	20	Small	1	\$19,771	\$17,794	\$1,977
System Monitor and Optimization	Phase 6 - Application Deployment	Non-Written	1	22	Small	1	\$19,771	\$17,794	\$1,977
<b>Store Deployment Phase</b>	<b>Phase 7 - Store Deployment</b>				<b>Phase</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Store HW Month 1	Phase 7 - Store Deployment	Non-Written	12	19			\$656,674	\$656,674	\$0
Store Roll-Out Services Month 1	Phase 7 - Store Deployment	Non-Written	12	19			\$94,923	\$85,431	\$9,492
All required status reports and status meetings - Phase 6	Phase 7 - Store Deployment	Written	1	20			\$0	\$0	\$0
Store HW Month 2	Phase 7 - Store Deployment	Non-Written	12	20			\$656,674	\$656,674	\$0
Store Roll-Out Services Month 2	Phase 7 - Store Deployment	Non-Written	12	20			\$94,923	\$85,431	\$9,492
Store HW Month 3	Phase 7 - Store Deployment	Non-Written	12	21			\$656,674	\$656,674	\$0
Store Roll-Out Services Month 3	Phase 7 - Store Deployment	Non-Written	12	21			\$94,923	\$85,431	\$9,492
Store HW Month 4	Phase 7 - Store Deployment	Non-Written	12	22			\$656,674	\$656,674	\$0

Deliverable	Phase	Type	Qty	Month	PayType	Count	Total \$Value	Paid Amount	Holdback
Store Roll-Out Services Month 4	Phase 7 - Store Deployment	Non-Written	12	22			\$94,923	\$85,431	\$9,492
Store HW Month 5	Phase 7 - Store Deployment	Non-Written	12	23			\$656,674	\$656,674	\$0
Store Roll-Out Services Month 5	Phase 7 - Store Deployment	Non-Written	12	23			\$94,923	\$85,431	\$9,492
Store Roll-Out	Phase 7 - Store Deployment	Phase	1	24				\$0	\$0
Store HW Month 6	Phase 7 - Store Deployment	Non-Written	12	24			\$656,674	\$656,674	\$0
Store Roll-Out Services Month 6	Phase 7 - Store Deployment	Non-Written	12	24			\$94,923	\$85,431	\$9,492
<b>Production</b>	<b>Phase 8 - Production</b>	<b>Phase</b>	<b>1</b>	<b>24</b>	<b>Phase</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Successful Production Deployment	Phase 8 - Production	Non-Written	1	19	Medium	3	\$59,312	\$53,381	\$5,931
All required status reports and status meetings - Phase 7	Phase 8 - Production	Written	1	20	Large	5	\$98,854	\$88,968	\$9,885
Project Closure Deliverables	Phase 8 - Production	Non-Written	1	20	Large	5	\$98,854	\$88,968	\$9,885
Execution							\$400,000		
-	-	-	-	-	-	-	-	-	-
<b>Total</b>						<b>272</b>	<b>\$11,791,405</b>	<b>\$10,792,732</b>	<b>\$598,673</b>

**Operating Costs**

YR1	YR2	YR3	YR4	YR5	YR6	YR7	YR8	YR9	YR10	Sub-Total
\$1,252,388	\$1,577,788	\$1,378,788	\$2,390,788	\$2,662,788	\$2,347,788	\$1,304,788	\$1,562,788	\$1,324,788	\$1,252,388	<b>\$17,055,080</b>

**Total \$28,846,485**

# EXHIBIT C

## EXHIBIT C

### SPECIAL PROVISIONS

**Section 3.1** is hereby deleted and replaced with the following: “Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement and all obligations of the parties hereunder shall not become effective until the date the Governor and Executive Council approve this Agreement (the “Effective Date”). The State shall provide Contractor with written notice of contract approval within (3) business days of Governor and Council approval.

**Section 3.2** is hereby deleted and replaced with the following: “Contractor shall be under no obligation to commence the Services prior to the Effective Date. If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**Section 4** is hereby deleted and replaced with the following: “Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor written notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.”

**Section 5.2** is hereby deleted and replaced with the following: “The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services except for any approved change orders. The State shall have no liability to the Contractor other than the contract price and any approved change orders.”

**Section 8.1.1** is hereby deleted and replaced with the following: “material failure to perform the Services satisfactorily or on schedule;”

**Section 8.1.2** is hereby deleted and replaced with the following: “material failure to submit any report required hereunder; and/or”

**Section 8.1.3** is hereby deleted and replaced with the following: “material failure to perform any other covenant, term or condition of this Agreement.”

**Section 8.2.2** is hereby deleted and replaced with the following: “give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement in relation to the specific Services or Deliverables that are the subject of the Event of Default and ordering that the portion of the contract price which would otherwise accrue to the Contractor in relation to the specific Services or Deliverables that are the subject of the Event of Default during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;”

**Section 8.2.3** is hereby deleted and replaced with the following: “set off against any other obligation the State may owe to the Contractor any damages the State proximately suffers by reason of such Event of Default; and/or”

**Section 10** is hereby deleted and replaced with the following: "In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) business days after the date of termination, upon written notice, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, up to and including the date of termination. The form, subject matter, content, and number of copies of the Termination Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

**Section 12** is hereby deleted and replaced with the following: "The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written consent of the State, which consent shall not be unreasonably withheld."

**Section 13** is hereby deleted and replaced with the following: "The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

**Section 16** is hereby deleted and replaced with the following: "No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of any party hereto to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the other party."

**Section 18** is hereby deleted and replaced with the following: "This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire, which approval shall be sought without undue delay."

**Section 24** is hereby deleted and replaced with the following: "This Agreement (and any documents incorporated by reference herein), which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto, whether oral or written.

  
6/19-2016

# EXHIBIT D

## EXHIBIT D: SITES

### 1. Administrative Offices

#	Street1	City	St	Zip	Phone	Monday	Tuesday	Wednesday	Thursday	Friday
Headquarters	50 Storr's Street	Concord	NH	03301	230-7015	8:00 am - 4:00 pm				
Enforcement	57 Regional Drive	Concord	NH	03302	271-3523	8:00 am - 4:00 pm				
Warehouse	50 Storr's Street	Concord	NH	03301	230-7014	7:00 am - 3:30 pm				

### 2. Retail Locations

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
2 1	Ames Plaza	80 Storr's St	Concord	NH	03302	224-5910	4	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
3 2	100B Route 9		West Chesterfield	NH	03466	256-6482	4	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
2 3	Manchester-Boston Regional Airport	1 Airport Rd, Suite #205	Manchester	NH	03103	625-2318	2	6:00 am - 6:00 pm	6:00 am - 7:00 pm	6:00 am - 6:00 pm	6:00 am - 6:00 pm			
3 4	1271 Hooksett Road		Hooksett	NH	03106	641-5145	3	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm			

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
4	5 IGA Shopping Plaza	17 Pleasant St	Berlin	NH	03570	752-1552	2	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm			
2	6 Pick N Pay	738 Islington St	Portsmouth	NH	03801	436-3382	4	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm
2	7 Globe Shopping Center	568 Meadow St	Littleton	NH	03561	444-5726	3	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm			
3	8 Claremont Market Place	367 Washington St	Claremont	NH	03743	543-0200	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
2	9 47 Chestnut Street		Dover	NH	03820	742-3738	3	9:00 am - 6:00 pm	9:00 am - 9:00 pm	9:00 am - 8:00 pm	9:00 am - 5:00 pm			
3	10 68 Elm Street		Manchester	NH	03103	626-0940	7	9:00 am - 9:00 pm	9:00 am - 6:00 pm					
2	11 12 Centerra Parkway		Lebanon	NH	03766	643-8979	4	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
3	12 12 A Main Street	Senter's Marketplace Unit #1	Center Harbor	NH	03226	253-3169	3	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 5:00 pm			
4	13 5 Somersworth Plaza		Somersworth	NH	03878	692-2555	2	10:00 am - 6:00 pm	10:00 am - 8:00 pm	10:00 am - 7:00 pm	10:00 am - 5:00 pm			
3	14 14 Liliac Mall	125 Liliac Mall Road	Rochester	NH	03867	332-0378	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
2	15	6 Ash Brook Center	Keene	NH	03431	352-1568	4	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
4	16	Butson's Complex	Woodsville	NH	03785	747-3471	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
4	17	Franklin Shopping Center	Franklin	NH	03235	934-3523	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
4	18	124 Main Street	Colebrook	NH	03576	237-4097	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
4	19	494 Tenney Mtn Hwy	Plymouth	NH	03264	536-3614	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm
2	20	Derry Meadow Shoppes	Derry	NH	03038	437-2826	4	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm
2	21	Peterborough Plaza Street #1	Peterborough	NH	03458	924-6671	2	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
3	22	44A Route 13	Brookline	NH	03033	672-8426	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
2	23	234 White Mountain Hwy	Conway	NH	03818	447-2782	5	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
4	24	Sugar River Shopping Center	Newport	NH	03773	863-3550	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
25	Kings Hwy Plaza, Kings Hwy	288 Portsmouth Ave	Stratham	NH	03885	772-2021	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm
26	Northumberland Shopping Center	Route 3	Groveton	NH	03582	636-1003	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 5:00 pm
27	Market Place Plaza	300 Main St	Nashua	NH	03060	595-2374	3	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
28	186 Ocean Blvd		Seabrook	NH	03874	474-9441	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 5:00 pm
29	100 Lancaster Road		Whitefield	NH	03598	837-2632	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 5:00 pm
30	Market Basket Plaza	21 Jones Rd, Ste #6	Milford	NH	03055	673-1666	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
31	East Side Plaza	885 Hanover St	Manchester	NH	03104	623-4613	3	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
32	Westside Plaza	40 Northwest Blvd	Nashua	NH	03063	594-4076	4	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
33	North Side Plaza	1100 Bicentennial Dr	Manchester	NH	03104	622-5044	4	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
34	Rockingham Mall	92 Cluff Crossing #4	Salern	NH	03079	898-5243	10	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 10:00pm	9:00 am - 10:00 pm	9:00 am - 10:00 pm	9:00 am - 6:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
3	35 15 Antrim Road	Suite #1	Hillsboro	NH	03244	464-3412	3	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
4	36 Monadhock Plaza	80 Peterborough h St	Jaffrey	NH	03452	532-7291	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
4	37 Butson's Marketplace	199A Main Street	Lancaster	NH	03584	788-4861	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
1	38 100 Rotary Way	605 US Interstate By-Pass	Portsmouth	NH	03801	436-4806	6	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 10:00pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm	8:00 am - 9:00 pm
2	39 35 Center Street		Wolfeboro Falls	NH	03896	569-3567	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 5:00 pm
3	40 32 Ames Plaza Lane		Walpole	NH	03608	756-3916	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm
2	41 808 Lafayette Road		Seabrook	NH	03874	474-3362	4	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
2	42 Old Province Common	71 Route 104	Meredith	NH	03253	279-7018	4	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
4	43 829 Route 11	Unit #2	Farmington	NH	03835	755-3571	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
4	44 20 Lake Street		Bristol	NH	03222	744-2484	5	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
4	45	6 Water Street	Pittsfield	NH	03263	435-6592	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
4	46	46 North Main Street	Ashland	NH	03217	968-7556	2	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm			
3	47	165 Main Street	Lincoln	NH	03251	745-8922	2	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm			
3	48	849 Brattleboro Road	Hinsdale	NH	03451	256-8637	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
1	49	Market Basket Plaza	32 Plaistow Rd #2A	Plaistow	NH	03865	382-8511	5	9:00 am - 9:00 pm	9:00 am - 6:00 pm				
1	50	So. Gate Shopping Mall	269 DW Hwy	Nashua	NH	03060	888-0271	10	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 10:00 pm	9:00 am - 9:00 pm	8:00 am - 6:00 pm
3	51	150 Bridge Street	Route 38	Pelham	NH	03076	635-7551	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
3	52	Androscoggin Plaza	159 Main Street	Gorham	NH	03581	466-3367	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 5:00 pm
4	53	Market Basket Shopping Center	212 Lowell Road	Hudson	NH	03051	889-0549	3	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 6:00 pm
2	54	65 Route 302	Glen	NH	03838	383-9000	3	9:00 am - 6:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm			

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
2	55	9 Leavy Drive	Bedford	NH	03110	471-0998	7	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
2	56	18 Weirs Road	Gilford	NH	03246	524-6083	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 5:00 pm
4	57	Indian Mound Shopping Center	Center Ossipee	NH	03814	539-2010	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
4	58	Shop N Save Plaza	Goffstown	NH	03045	626-4725	3	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
3	59	Merrimack Shopping Center	Merrimack	NH	03054	424-4131	4	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 9:00pm	10:00 am - 9:00 pm	10:00 am - 9:00 pm	10:00 am - 7:00 pm
1	60	Powerhouse Plaza, Unit #150	West Lebanon	NH	03784	298-8629	6	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 10:00pm	9:00 am - 10:00 pm	9:00 am - 10:00 pm	9:00 am - 6:00 pm
3	61	137 Rockingham Road	Londonderry	NH	03053	425-6557	5	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 7:00 pm
4	62	Raymond Shopping Center	Raymond	NH	03077	895-2286	2	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00pm	10:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm
4	63	30 Warwick Road	Winchester	NH	03470	239-2819	3	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 5:00 pm
2	64	New London Shopping Center	New London	NH	03257	526-6868	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
4	65 Center at Campton Corners	25 Vintinner Rd	Campton	NH	03223	726-2901	2	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 6:00 pm
1	66 I-93 North	Route 3A	Hooksett	NH	03106	485-5663	10	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 10:00pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm	8:00 am - 8:00 pm
1	67 25 Springer Road	I-93 South	Hooksett	NH	03106	485-5816	10	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 10:00pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm	8:00 am - 9:00 pm
2	68 Village Shopping Center	69 Lafayette Rd	North Hampton	NH	03862	964-6991	3	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm
1	69 25 Coliseum Ave		Nashua	NH	03063	882-4670	5	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 10:00 pm	9:00 am - 10:00 pm	9:00 am - 6:00 pm
4	70 Wilbur's Market Place	Rte. 12, Troy Rd, 37 Monadnock Hwy	Swanzey	NH	03431	357-0693	2	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00 pm	10:00 am - 6:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 6:00 pm
2	71 60 Calef Highway	Unit #4	Lee	NH	03861	868-7176	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm
3	72 100 Fort Eddy Road		Concord	NH	03301	224-5955	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
1	73 I-95 South		Hampton	NH	03843	926-3272	7	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 10:00pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm
2	74 Market Basket Plaza	34 Nashua Rd	Londonderry	NH	03053	432-0270	3	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 6:00 pm

Geo #	Street1	Street2	City	St.	Zip	Direct	Lane	Monday	Tuesday	Wed.	Thursday	Friday	Saturday	Sunday
3	75 15 Old State Road	Unit #1	Belmont	NH	03220	528-2170	3	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 6:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	10:00 am - 5:00 pm
1	76 195 North		Hampton	NH	03843	926-3374	10	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 9:00 pm	8:00 am - 10:00pm	8:00 am - 10:00 pm	8:00 am - 10:00 pm	8:00 am - 9:00 pm
3	77 Cheshire Marketplace, Unit 7	497 US Route 202	Rindge	NH	03461	899-3187	3	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 7:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 8:00 pm	9:00 am - 6:00 pm
4	78 416 Emerson Ave	Unit #6	Hampstead	NH	03841	329-4037	2	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 7:00 pm	10:00 am - 8:00pm	10:00 am - 8:00 pm	10:00 am - 8:00 pm	10:00 am - 6:00 pm
2	79 Brickyard Square Unit 4	4 Calef Highway	Epping	NH	03042	679-1799	7	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm
80	(opening 2016)		Pembroke	NH			6	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	9:00 am - 9:00 pm	10:00 am - 6:00 pm

# EXHIBIT E

## EXHIBIT E – SUBCONTRACTORS AND THIRD PARTIES

### 1. General

NHSLC has adopted a master services integrator (Prime Contractor) for this Agreement. As part of this framework, The Prime Contractor shall be responsible for governance and operation and fulfilling the roles and responsibilities required through multiple Sub-Contractors.

Prime Contractor and Sub-Contractors in the course of its normal operation of services shall be obliged to work with NSHLC, NHSLC business partners and industry partners in a collaborative environment at no additional cost to the NHSLC. Where project related services shall incur a change order, an approved Changed Order by the NHSLC Contract Manager shall be deemed the instrument to begin any work on behalf of or in support of the NHSLC, its business partners and approved (other) third parties.

#### 1.1 Prime Contractor

Organization	Address	Services
<b>AlfaPeople Inc.</b>	Chrysler Bldg., 405 Lexington Ave, New York, NY 10174	Project Management Application Help Desk Development Testing, Security Point of Sale Back Office Applications Training, Process Services, Project Services, Documentation Services,

#### 1.2 Prime Contractor's Subcontractors

Organization	Address	Services
<b>Essintial Enterprise Services Inc.</b>	100 Sterling Pkwy # 100, Mechanicsburg, PA 17050	Field Support, Support Help Desk, Hardware Maintenance, Repair/Warranty, Asset Disposition, Training, Project Services
<b>Keyora</b>	2030 Bristol Cir #200, Oakville, ON L6H 6P5, Canada	Website Design, Website Hosting, Online Payment Processing, B2B/B2C Services Training
<b>Dynamic Data</b>	3162 Johnson Ferry Rd, Suite 260-505 Atlanta GA 30062, USA	Electronic Shelf Label's, Beacon Services Training

## 2. State Organizations and Third Party Contractors

### 2.1 Internal Organizations

Listed below are the primary State agencies that NHSLC and NHSLC business partners interface with and should not be claimed to be an all-inclusive list of internal organizations.

Organization	Address	Services
<b>Liquor Commission</b>	50 Storrs Street, Concord NH 03301	<b>Contract Management</b>
<b>Dept. of Administrative Services</b>	25 Capitol St # 120, Concord, NH 03301	Statewide Contracts, Merchant Services, PCI Compliance
<b>Lottery Commission</b>	14 Integra Dr, Concord, NH 03301	Lottery machines, Lottery vending, Lottery services
<b>Dept. of Information Technology</b>	27 Hazen Drive, Concord NH 03301	Information Technology

### 2.2 NHSLC Third Party Vendors

Listed below are the primary third party companies that NHSLC and NHSLC business partners interface with and should not be claimed to be an all-inclusive list of third party organizations.

Organization	Address	Services
<b>Wedu</b>	20 Market St, Manchester, NH 03101	<b>Advertising, Marketing, Design, Functions, Events</b>
<b>SHI International Corp.</b>	290 Davidson Ave, Somerset, NJ 08873	Software Services
<b>VeriFone Systems Inc.</b>	88 West Plumeria Drive San Jose, CA 95134	Payment Terminals Encryption Services Payment Gateway
<b>WebWei</b>		Licensee Portal
<b>Essintial Enterprise Services Inc.</b>	100 Sterling Pkwy # 100, Mechanicsburg, PA 17050	Field Support, Support Help Desk, Hardware Maintenance, Repair/Warranty, Asset Disposition, Training Project Services
<b>Chase Paymentech</b>		Acquiring Bank

<b>Bank of America</b>	<b>Acquiring Bank</b>
<b>Givex</b>	Gift Cards, Loyalty Management, Online Gift Cards Promo Cards
<b>Goldentouch Systems</b>	<b>Biometric Timecard</b>
<b>Fairpoint Communications</b>	Telecommunications Internet
<b>Griffon Security Solutions</b>	<b>Security Systems</b>
<b>DHL Logistics</b>	Warehouse, Transportation, Store Fulfillment, Licensee Delivery
<b>NABCA</b>	<b>Trade Organization</b> <b>Industry Reporting</b>

# APPENDICES

# APPENDIX 1



# HIGH LEVEL PROJECT PLAN

% Complete	Task Mode	Task Name	Duration	Start	Finish	Work	Predecessors
0%	Auto Scheduled	<b>NHSLC PROJECT PLAN 6062016</b>	<b>514 days</b>	<b>Thu 6/30/16</b>	<b>Wed 6/27/18</b>	<b>18,794.07 hrs</b>	
0%	Auto Scheduled	<b>Planning Phase</b>	<b>19 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/27/16</b>	<b>1,543.38 hrs</b>	
0%	Auto Scheduled	<b>Project Preparation</b>	<b>13 days</b>	<b>Thu 6/30/16</b>	<b>Tue 7/19/16</b>	<b>110.15 hrs</b>	
0%	Auto Scheduled	Develop Project Plan	13 days	Thu 6/30/16	Tue 7/19/16	110.15 hrs	
0%	Auto Scheduled	Draft Project Plan	5 days	Thu 6/30/16	Thu 7/7/16	46.15 hrs	
0%	Auto Scheduled	Review Project Plan Internal	5 days	Fri 7/8/16	Thu 7/14/16	40 hrs	4
0%	Auto Scheduled	Approve Project Plan	3 days	Fri 7/15/16	Tue 7/19/16	24 hrs	5
0%	Auto Scheduled	<b>Draft Project Artifacts Documents</b>	<b>19 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/27/16</b>	<b>1,433.22 hrs</b>	
0%	Auto Scheduled	<b>Requirement Management Plan</b>	<b>12 days</b>	<b>Thu 6/30/16</b>	<b>Mon 7/18/16</b>	<b>64 hrs</b>	
0%	Auto Scheduled	Draft Requirements Management Plan	10 days	Thu 6/30/16	Thu 7/14/16	64 hrs	4SS
0%	Auto Scheduled	Review Requirements Management Plan	1 day	Fri 7/15/16	Fri 7/15/16	0 hrs	9
0%	Auto Scheduled	Approve Requirements Management Plan	1 day	Mon 7/18/16	Mon 7/18/16	0 hrs	10
0%	Auto Scheduled	<b>Change Order Management Plan</b>	<b>6 days</b>	<b>Thu 6/30/16</b>	<b>Fri 7/8/16</b>	<b>63 hrs</b>	
0%	Auto Scheduled	Draft Change Order Management Plan	4 days	Thu 6/30/16	Wed 7/6/16	47 hrs	9SS
0%	Auto Scheduled	Review Change Order Management Plan	1 day	Thu 7/7/16	Thu 7/7/16	8 hrs	13
0%	Auto Scheduled	Approve Change Order Management Plan	1 day	Fri 7/8/16	Fri 7/8/16	8 hrs	14
0%	Auto Scheduled	<b>Communication Plan</b>	<b>15 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/21/16</b>	<b>99.2 hrs</b>	
0%	Auto Scheduled	Draft Communication Plan	13 days	Thu 6/30/16	Tue 7/19/16	83.2 hrs	13SS
0%	Auto Scheduled	Review Communication Plan	1 day	Wed 7/20/16	Wed 7/20/16	8 hrs	17

0%	Auto Scheduled	Approve Communication Plan	1 day	Thu 7/21/16	Thu 7/21/16	8 hrs	18
0%	<b>Auto Scheduled</b>	<b>Organizational Change Management Plan</b>	<b>14 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/20/16</b>	<b>99.2 hrs</b>	
0%	Auto Scheduled	Draft Organizational Change Management Plan	13 days	Thu 6/30/16	Tue 7/19/16	83.2 hrs	17SS
0%	Auto Scheduled	Review Organizational Change Management Plan	1 day	Wed 7/20/16	Wed 7/20/16	8 hrs	21
0%	Auto Scheduled	Approve Organizational Change Management Plan	1 day	Tue 7/19/16	Tue 7/19/16	8 hrs	11
0%	<b>Auto Scheduled</b>	<b>Quality, Issues and Defect tracking Plan</b>	<b>8 days</b>	<b>Thu 6/30/16</b>	<b>Tue 7/12/16</b>	<b>51.25 hrs</b>	
0%	Auto Scheduled	Draft Quality, Issues and Defect tracking Plan	6 days	Thu 6/30/16	Fri 7/8/16	35.25 hrs	21SS
0%	Auto Scheduled	Review Quality, Issues and Defect tracking Plan	1 day	Mon 7/11/16	Mon 7/11/16	8 hrs	25
0%	Auto Scheduled	Approve Quality, Issues and Defect tracking Plan	1 day	Tue 7/12/16	Tue 7/12/16	8 hrs	26
0%	<b>Auto Scheduled</b>	<b>Testing Plan</b>	<b>14 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/20/16</b>	<b>86.28 hrs</b>	
0%	Auto Scheduled	Draft Test Plan	12 days	Thu 6/30/16	Mon 7/18/16	70.28 hrs	25SS
0%	Auto Scheduled	Review Test Plan	1 day	Tue 7/19/16	Tue 7/19/16	8 hrs	29
0%	Auto Scheduled	Approve Test Plan	1 day	Wed 7/20/16	Wed 7/20/16	8 hrs	30
0%	<b>Auto Scheduled</b>	<b>Training Plan</b>	<b>14 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/20/16</b>	<b>86.28 hrs</b>	
0%	Auto Scheduled	Draft Training Plan	12 days	Thu 6/30/16	Mon 7/18/16	70.28 hrs	29SS
0%	Auto Scheduled	Review Training Plan	1 day	Tue 7/19/16	Tue 7/19/16	8 hrs	33
0%	Auto Scheduled	Approve Test Plan	1 day	Wed 7/20/16	Wed 7/20/16	8 hrs	34
0%	<b>Auto Scheduled</b>	<b>Data Migration/Conversion Plan</b>	<b>19 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/27/16</b>	<b>152 hrs</b>	
0%	Auto Scheduled	Draft Data Migration/Conversion Plan	17 days	Thu 6/30/16	Mon 7/25/16	136 hrs	33SS
0%	Auto Scheduled	Review Data Migration/Conversion Plan	1 day	Tue 7/26/16	Tue 7/26/16	8 hrs	37
0%	Auto	Approve Data	1 day	Wed 7/27/16	Wed 7/27/16	8 hrs	38

	Schedul	Migration/Conversion Plan		7/27/16			
0%	<b>Auto Schedul</b>	<b>System configuration Plan</b>	<b>7 days</b>	<b>Thu 6/30/16</b>	<b>Mon 7/11/16</b>	<b>56 hrs</b>	
0%	Auto Schedul	Draft System configuration Plan	5 days	Thu 6/30/16	Thu 7/7/16	40 hrs	37SS
0%	Auto Schedul	Review System configuration Plan	1 day	Fri 7/8/16	Fri 7/8/16	8 hrs	41
0%	Auto Schedul	Approve System configuration Plan	1 day	Mon 7/11/16	Mon 7/11/16	8 hrs	42
0%	<b>Auto Schedul</b>	<b>Interface Plan</b>	<b>7 days</b>	<b>Thu 6/30/16</b>	<b>Mon 7/11/16</b>	<b>56 hrs</b>	
0%	Manuall Schedul	Draft Interface Plan	5 days	Thu 6/30/16	Thu 7/7/16	40 hrs	41SS
0%	Auto Schedul	Review Interface Plan	1 day	Fri 7/8/16	Fri 7/8/16	8 hrs	45
0%	Auto Schedul	Approve Interface Plan	1 day	Mon 7/11/16	Mon 7/11/16	8 hrs	46
0%	<b>Auto Schedul</b>	<b>Deployment and Cut Over Plan</b>	<b>10 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/14/16</b>	<b>80 hrs</b>	
0%	Manuall Schedul	Draft Deployment and Cut Over Plan	8 days	Thu 6/30/16	Tue 7/12/16	64 hrs	45SS
0%	Auto Schedul	Review Deployment and Cut Over Plan	1 day	Wed 7/13/16	Wed 7/13/16	8 hrs	49
0%	Auto Schedul	Approve Deployment and Cut Over Plan	1 day	Thu 7/14/16	Thu 7/14/16	8 hrs	50
0%	<b>Auto Schedul</b>	<b>End User Support Plan</b>	<b>7 days</b>	<b>Thu 6/30/16</b>	<b>Mon 7/11/16</b>	<b>56 hrs</b>	
0%	Auto Schedul	Draft End User Support Plan	5 days	Thu 6/30/16	Thu 7/7/16	40 hrs	49SS
0%	Auto Schedul	Review End User Support Plan	1 day	Fri 7/8/16	Fri 7/8/16	8 hrs	53
0%	Auto Schedul	Approve End User Support Plan	1 day	Mon 7/11/16	Mon 7/11/16	8 hrs	54
0%	<b>Auto Schedul</b>	<b>PCI Compliance Plan</b>	<b>9 days</b>	<b>Thu 6/30/16</b>	<b>Wed 7/13/16</b>	<b>128 hrs</b>	
0%	Auto Schedul	Draft PCI Compliance Plan	7 days	Thu 6/30/16	Mon 7/11/16	112 hrs	53SS
0%	Auto Schedul	Review PCI Compliance Plan	1 day	Tue 7/12/16	Tue 7/12/16	8 hrs	57

0%	Auto Scheduled	Approve PCI Compliance Plan	1 day	Wed 7/13/16	Wed 7/13/16	8 hrs	58
0%	<b>Auto Scheduled</b>	<b>Technical Configuration Management Plan</b>	<b>10 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/14/16</b>	<b>80 hrs</b>	
0%	Auto Scheduled	Draft Technical Configuration Management Plan	8 days	Thu 6/30/16	Tue 7/12/16	64 hrs	57SS
0%	Auto Scheduled	Review Technical Configuration Management Plan	1 day	Wed 7/13/16	Wed 7/13/16	8 hrs	61
0%	Auto Scheduled	Approve Technical Configuration Management Plan	1 day	Thu 7/14/16	Thu 7/14/16	8 hrs	62
0%	<b>Auto Scheduled</b>	<b>User Role and Security plan</b>	<b>5 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/7/16</b>	<b>40 hrs</b>	
0%	Auto Scheduled	Draft User Role and Security plan	3 days	Thu 6/30/16	Tue 7/5/16	24 hrs	61SS
0%	Auto Scheduled	Review User Role and Security plan	1 day	Wed 7/6/16	Wed 7/6/16	8 hrs	65
0%	Auto Scheduled	Approve User Role and Security plan	1 day	Thu 7/7/16	Thu 7/7/16	8 hrs	66
0%	Auto Scheduled	<b>Plan for Project Kickoff</b>	<b>10 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/14/16</b>	<b>236 hrs</b>	
0%	Auto Scheduled	<b>Prepare for Project Kickoff</b>	<b>8 days</b>	<b>Thu 6/30/16</b>	<b>Tue 7/12/16</b>	<b>136 hrs</b>	
0%	Auto Scheduled	Prepare Presentation	5 days	Thu 6/30/16	Thu 7/7/16	40 hrs	65SS
0%	Auto Scheduled	Review Presentation	1 day	Fri 7/8/16	Fri 7/8/16	40 hrs	70
0%	<b>Auto Scheduled</b>	<b>Approve Presentation</b>	<b>1 day</b>	<b>Mon 7/11/16</b>	<b>Mon 7/11/16</b>	<b>40 hrs</b>	<b>71</b>
0%	Auto Scheduled	Schedule Kickoff Meeting	1 day	Tue 7/12/16	Tue 7/12/16	16 hrs	72
0%	Auto Scheduled	Conduct Executive Kick Off	2 days	Wed 7/13/16	Thu 7/14/16	100 hrs	73
0%	<b>Auto Scheduled</b>	<b>Planning Phase Complete</b>	<b>0 days</b>	<b>Wed 7/27/16</b>	<b>Wed 7/27/16</b>	<b>0 hrs</b>	<b>6,11,15,19,23,27,31,35,39,43,47,51,59,63,67,74</b>
0%	<b>Auto Scheduled</b>	<b>Analysis Phase</b>	<b>75 days</b>	<b>Thu 6/30/16</b>	<b>Fri 10/14/16</b>	<b>2,674.33 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Infrastructure</b>	<b>5 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/7/16</b>	<b>40 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Workshop Environment Build</b>	<b>5 days</b>	<b>Thu 6/30/16</b>	<b>Thu 7/7/16</b>	<b>40 hrs</b>	

0%	Auto Scheduled	led	Setup Sandbox and Training Environments	5 days	Thu 6/30/16	Thu 7/7/16	40 hrs	75FS-20 days
0%	Auto Scheduled	led	Training basic AX overview training	2 days	Tue 7/19/16	Wed 7/20/16	16 hrs	
0%	Auto Scheduled		Conduct BPO Basic AX Navigation Training	2 days	Tue 7/19/16	Wed 7/20/16	16 hrs	79FS+7 days
0%	Auto Scheduled	led	IT Technical Overview Training	6 days	Thu 7/21/16	Thu 7/28/16	48 hrs	
0%	Auto Scheduled		Session 1	2 days	Thu 7/21/16	Fri 7/22/16	16 hrs	81
0%	Auto Scheduled		Session 2	2 days	Mon 7/25/16	Tue 7/26/16	16 hrs	83
0%	Auto Scheduled		Session 3	2 days	Wed 7/27/16	Thu 7/28/16	16 hrs	84
0%	Auto Scheduled	led	Functional Track Specific Training for BPO's	7 days	Tue 7/19/16	Wed 7/27/16	240 hrs	
0%	Auto Scheduled		Prepare Training Plan and Training Material	5 days	Tue 7/19/16	Mon 7/25/16	160 hrs	85FS-8 days
0%	Auto Scheduled	led	Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	80 hrs	
0%	Auto Scheduled	led	Fiscal	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	
0%	Auto Scheduled		Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	87
0%	Auto Scheduled	led	Trade & Logistics	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	
0%	Auto Scheduled		Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	90SS
0%	Auto Scheduled	led	Retail/Store Ops	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	
0%	Auto Scheduled		Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	92SS
0%	Auto Scheduled	led	E-Commerce	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	
0%	Auto Scheduled		Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	94SS
0%	Auto Scheduled	led	Reports/Migration/Interface	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	
0%	Auto Scheduled		Conduct Training	2 days	Tue 7/26/16	Wed 7/27/16	16 hrs	96SS

0%	Auto Scheduled	Business Process Analysis, Requirements, Configuration	56 days	Tue 7/26/16	Wed 10/12/16	1,658.33 hrs	
0%	Auto Scheduled	Gather Non-Functional requirements	37 days	Thu 7/28/16	Mon 9/19/16	281 hrs	
0%	Auto Scheduled	Technology (scanners, printers, etc)	5 days	Thu 7/28/16	Wed 8/3/16	25 hrs	
0%	Auto Scheduled	Document Technology Requirements	5 days	Thu 7/28/16	Wed 8/3/16	25 hrs	98
0%	Auto Scheduled	Architecture	3 days	Thu 8/4/16	Mon 8/8/16	24 hrs	
0%	Auto Scheduled	Document Architecture Requirements	3 days	Thu 8/4/16	Mon 8/8/16	24 hrs	102
0%	Auto Scheduled	Regulatory Compliance	3 days	Tue 8/9/16	Thu 8/11/16	24 hrs	
0%	Auto Scheduled	Document Regulatory Requirements	3 days	Tue 8/9/16	Thu 8/11/16	24 hrs	104
0%	Auto Scheduled	Scalability & Capacity	2 days	Fri 8/12/16	Mon 8/15/16	16 hrs	
0%	Auto Scheduled	Document Scalability & Capacity Requirements	2 days	Fri 8/12/16	Mon 8/15/16	16 hrs	106
0%	Auto Scheduled	Responsiveness & Performance	3 days	Tue 8/16/16	Thu 8/18/16	24 hrs	
0%	Auto Scheduled	Document Responsiveness & Performance Requirements	3 days	Tue 8/16/16	Thu 8/18/16	24 hrs	108
0%	Auto Scheduled	Supportability and Disaster Recovery	3 days	Fri 8/19/16	Tue 8/23/16	24 hrs	
0%	Auto Scheduled	Document Supportability and disaster Recovery Requirements	3 days	Fri 8/19/16	Tue 8/23/16	24 hrs	110
0%	Auto Scheduled	Data Requirements	5 days	Wed 8/24/16	Tue 8/30/16	40 hrs	
0%	Auto Scheduled	Document Data Requirements	5 days	Wed 8/24/16	Tue 8/30/16	40 hrs	112
0%	Auto Scheduled	Security & Control	5 days	Wed 8/31/16	Wed 9/7/16	40 hrs	
0%	Auto Scheduled	Document Security Requirements	5 days	Wed 8/31/16	Wed 9/7/16	40 hrs	114
0%	Auto Scheduled	Support Planning	5 days	Thu 9/8/16	Wed 9/14/16	40 hrs	
0%	Auto Scheduled	Document Support Requirements	5 days	Thu 9/8/16	Wed 9/14/16	40 hrs	116
0%	Auto	PCI Compliance	3 days	Thu	Mon 9/19/16	24 hrs	

	<b>Schedu led</b>			<b>9/15/16</b>				
0%	Auto Schedul ed	Document PCI Compliance Requirements	3 days	Thu 9/15/16	Mon 9/19/16	24 hrs		118
0%	<b>Auto Schedu led</b>	<b>Fiscal</b>	<b>24 days</b>	<b>Tue 7/26/16</b>	<b>Fri 8/26/16</b>	<b>192 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Conduct Workshops/Training and Requirements Validation</b>	<b>24 days</b>	<b>Tue 7/26/16</b>	<b>Fri 8/26/16</b>	<b>192 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Conduct Workshops</b>	<b>13 days</b>	<b>Tue 7/26/16</b>	<b>Thu 8/11/16</b>	<b>104 hrs</b>		
0%	Auto Schedul ed	Prepare for WorkShops	3 days	Tue 7/26/16	Thu 7/28/16	24 hrs		120FS-39 days
0%	<b>Auto Schedu led</b>	<b>Financial &amp; Internal Audit</b>	<b>5 days</b>	<b>Fri 7/29/16</b>	<b>Thu 8/4/16</b>	<b>40 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Payment File Transactions</b>	<b>5 days</b>	<b>Fri 8/5/16</b>	<b>Thu 8/11/16</b>	<b>40 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Conduct Fit Gap Analysis</b>	<b>8 days</b>	<b>Fri 8/12/16</b>	<b>Tue 8/23/16</b>	<b>64 hrs</b>		
0%	Auto Schedul ed	Review Business Requirements and document Gaps	1 day	Fri 8/12/16	Fri 8/12/16	8 hrs		128
0%	Auto Schedul ed	Investigate Gap Resolutions	3 days	Mon 8/15/16	Wed 8/17/16	24 hrs		130
0%	Auto Schedul ed	Document Proposed Gap Resolutions	3 days	Thu 8/18/16	Mon 8/22/16	24 hrs		131
0%	Auto Schedul ed	Present Proposed Solutions	1 day	Tue 8/23/16	Tue 8/23/16	8 hrs		132
0%	<b>Auto Schedu led</b>	<b>Test Scripts Training How To</b>	<b>3 days</b>	<b>Wed 8/24/16</b>	<b>Fri 8/26/16</b>	<b>24 hrs</b>		
0%	Auto Schedul ed	Prepare for Training	1 day	Wed 8/24/16	Wed 8/24/16	8 hrs		133
0%	Auto Schedul ed	Conduct Training	2 days	Thu 8/25/16	Fri 8/26/16	16 hrs		135
0%	<b>Auto Schedu led</b>	<b>Trade&amp; Logistices</b>	<b>56 days</b>	<b>Tue 7/26/16</b>	<b>Wed 10/12/16</b>	<b>349.33 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Conduct Workshops/Training and Requirements Validation</b>	<b>56 days</b>	<b>Tue 7/26/16</b>	<b>Wed 10/12/16</b>	<b>349.33 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Conduct Workshops</b>	<b>56 days</b>	<b>Tue 7/26/16</b>	<b>Wed 10/12/16</b>	<b>349.33 hrs</b>		
0%	Auto Schedul ed	Prepare for Workshop/Training	5 days	Tue 7/26/16	Mon 8/1/16	40 hrs		136FS-24 days
0%	<b>Auto Schedu led</b>	<b>Merchandising</b>	<b>5 days</b>	<b>Tue 8/2/16</b>	<b>Mon 8/8/16</b>	<b>33.33 hrs</b>		

0%	Auto Scheduled	Claims	3 days	Tue 8/9/16	Thu 8/11/16	20 hrs	
0%	Auto Scheduled	Floor Planning and Allocation	3 days	Fri 8/12/16	Tue 8/16/16	20 hrs	
0%	Auto Scheduled	Inventory Control	3 days	Wed 8/17/16	Fri 8/19/16	20 hrs	
0%	Auto Scheduled	Order Management	3 days	Mon 8/22/16	Wed 8/24/16	20 hrs	
0%	Auto Scheduled	Product Selection	3 days	Thu 8/25/16	Mon 8/29/16	20 hrs	
0%	Auto Scheduled	Receiving	3 days	Tue 8/30/16	Thu 9/1/16	20 hrs	
0%	Auto Scheduled	Sales & Marketing	3 days	Fri 9/2/16	Wed 9/7/16	20 hrs	
0%	Auto Scheduled	Special Orders	3 days	Thu 9/8/16	Mon 9/12/16	20 hrs	
0%	Auto Scheduled	Stocking & Inventory	3 days	Tue 9/13/16	Thu 9/15/16	20 hrs	
0%	Auto Scheduled	Warehousing & Distribution	3 days	Fri 9/16/16	Tue 9/20/16	20 hrs	
0%	Auto Scheduled	Conduct Fit Gap Analysis	13 days	Wed 9/21/16	Fri 10/7/16	52 hrs	
0%	Auto Scheduled	Test Scripts Training How To	3 days	Mon 10/10/16	Wed 10/12/16	24 hrs	
0%	Auto Scheduled	Retail/Store Ops	44 days	Wed 7/27/16	Tue 9/27/16	342 hrs	
0%	Auto Scheduled	Conduct Workshops/Training and Requirements Validation	44 days	Wed 7/27/16	Tue 9/27/16	342 hrs	
0%	Auto Scheduled	Conduct Workshop/Training	44 days	Wed 7/27/16	Tue 9/27/16	342 hrs	
0%	Auto Scheduled	Prepare for Workshop/Training	5 days	Wed 7/27/16	Tue 8/2/16	40 hrs	170FS-55 days
0%	Auto Scheduled	Store Cashiering	3 days	Wed 8/3/16	Fri 8/5/16	20 hrs	
0%	Auto Scheduled	Store Operations	3 days	Mon 8/8/16	Wed 8/10/16	24 hrs	
0%	Auto Scheduled	Discount & Promotions Coupons	3 days	Thu 8/11/16	Mon 8/15/16	24 hrs	
0%	Auto Scheduled	Marketing Campaigns	3 days	Tue 8/16/16	Thu 8/18/16	24 hrs	

0%	Auto Scheduled	Merchandising	3 days	Fri 8/19/16	Tue 8/23/16	24 hrs	
0%	Auto Scheduled	Cashiering Store	3 days	Wed 8/24/16	Fri 8/26/16	24 hrs	
0%	Auto Scheduled	Operations Store	3 days	Mon 8/29/16	Wed 8/31/16	20 hrs	
0%	Auto Scheduled	Analysis Fit Gap	15 days	Thu 9/1/16	Thu 9/22/16	118 hrs	
0%	Auto Scheduled	Training Test Scripts How To	3 days	Fri 9/23/16	Tue 9/27/16	24 hrs	
0%	Auto Scheduled	Reports/Migration/Interfaces	26 days	Wed 7/27/16	Wed 8/31/16	200 hrs	
0%	Auto Scheduled	Workshops/Training and Requirements Validation Conduct	26 days	Wed 7/27/16	Wed 8/31/16	200 hrs	
0%	Auto Scheduled	Workshop/Training Conduct	26 days	Wed 7/27/16	Wed 8/31/16	200 hrs	
0%	Auto Scheduled	Workshop/Training Prepare for	3 days	Wed 7/27/16	Fri 7/29/16	20 hrs	196FS-44 days
0%	Auto Scheduled	Reporting	5 days	Mon 8/1/16	Fri 8/5/16	40 hrs	
0%	Auto Scheduled	Interfaces System	5 days	Mon 8/8/16	Fri 8/12/16	40 hrs	
0%	Auto Scheduled	Analysis Fit Gap	10 days	Mon 8/15/16	Fri 8/26/16	76 hrs	
0%	Auto Scheduled	Training Test Scripts How to	3 days	Mon 8/29/16	Wed 8/31/16	24 hrs	
0%	Auto Scheduled	E-Commerce	38 days	Wed 7/27/16	Mon 9/19/16	294 hrs	
0%	Auto Scheduled	Workshops/Training and Requirements Validation Conduct	38 days	Wed 7/27/16	Mon 9/19/16	294 hrs	
0%	Auto Scheduled	Workshops Conduct	38 days	Wed 7/27/16	Mon 9/19/16	294 hrs	
0%	Auto Scheduled	WorkShops Prepare for	3 days	Wed 7/27/16	Fri 7/29/16	24 hrs	212FS-26 days
0%	Auto Scheduled	B2B Portal Site	10 days	Mon 8/1/16	Fri 8/12/16	80 hrs	
0%	Auto Scheduled	Commerce Site B2C E-	13 days	Mon 8/15/16	Wed 8/31/16	100 hrs	
0%	Auto Scheduled	Gap Analysis Conduct Fit	9 days	Thu 9/1/16	Wed 9/14/16	66 hrs	
0%	Auto	Test Scripts	3 days	Thu	Mon 9/19/16	24 hrs	

	<b>Schedu led</b>	<b>Training How To</b>		<b>9/15/16</b>			
0%	<b>Auto Schedu led</b>	<b>Integration (Interface) Points</b>	<b>15 days</b>	<b>Wed 7/27/16</b>	<b>Tue 8/16/16</b>	<b>120 hrs</b>	
0%	Auto Schedu led	Prepare for Workshop	2 days	Wed 7/27/16	Thu 7/28/16	16 hrs	228FS-38 days
0%	Auto Schedu led	Conduct Workshop	10 days	Fri 7/29/16	Thu 8/11/16	80 hrs	230
0%	Auto Schedu led	Document Interface Points	3 days	Fri 8/12/16	Tue 8/16/16	24 hrs	231
0%	<b>Auto Schedu led</b>	<b>BPO AX Data Structure and Migration Template Training</b>	<b>7 days</b>	<b>Wed 7/27/16</b>	<b>Thu 8/4/16</b>	<b>56 hrs</b>	
0%	Auto Schedu led	Prepare for Training	3 days	Wed 7/27/16	Fri 7/29/16	24 hrs	232FS-15 days
0%	<b>Auto Schedu led</b>	<b>Conduct Training</b>	<b>4 days</b>	<b>Mon 8/1/16</b>	<b>Thu 8/4/16</b>	<b>32 hrs</b>	
0%	Auto Schedu led	Session 1	1 day	Mon 8/1/16	Mon 8/1/16	8 hrs	234
0%	Auto Schedu led	Session 2	1 day	Tue 8/2/16	Tue 8/2/16	8 hrs	236
0%	Auto Schedu led	Session 3	1 day	Wed 8/3/16	Wed 8/3/16	8 hrs	237
0%	Auto Schedu led	Session 4	1 day	Thu 8/4/16	Thu 8/4/16	8 hrs	238
0%	<b>Auto Schedu led</b>	<b>Reference data training/ review( partial part of data migration) per track</b>	<b>34 days</b>	<b>Mon 8/29/16</b>	<b>Fri 10/14/16</b>	<b>80 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Conduct Training</b>	<b>34 days</b>	<b>Mon 8/29/16</b>	<b>Fri 10/14/16</b>	<b>80 hrs</b>	
0%	Auto Schedu led	Fiscal	2 days	Mon 8/29/16	Tue 8/30/16	16 hrs	239FS+16 days
0%	Auto Schedu led	Retail/Store Ops	2 days	Thu 9/29/16	Fri 9/30/16	16 hrs	242FS+20 days
0%	Auto Schedu led	Trade & Logistics	2 days	Thu 10/13/16	Fri 10/14/16	16 hrs	243FS+8 days
0%	Auto Schedu led	Reports/Migration/Interfaces	2 days	Thu 10/13/16	Fri 10/14/16	16 hrs	244SS
0%	Auto Schedu led	E-Commerce/Mobile	2 days	Thu 10/13/16	Fri 10/14/16	16 hrs	245SS
0%	<b>Auto Schedu led</b>	<b>Migration Points and Data Source</b>	<b>7 days</b>	<b>Fri 8/5/16</b>	<b>Mon 8/15/16</b>	<b>56 hrs</b>	
0%	Auto	Draft Migration Points	5 days	Fri	Thu 8/11/16	40 hrs	246FS-50

	Schedul	and Data Source Document		8/5/16			days
0%	Auto Schedul ed	Review Migration Points and Data Source Document	2 days	Fri 8/12/16	Mon 8/15/16	16 hrs	248
0%	<b>Auto Schedul ed</b>	<b>Reports and Statements Points</b>	<b>15 days</b>	<b>Tue 8/16/16</b>	<b>Tue 9/6/16</b>	<b>120 hrs</b>	
0%	Auto Schedul ed	Prepare for Workshop	2 days	Tue 8/16/16	Wed 8/17/16	16 hrs	249
0%	Auto Schedul ed	Conduct Workshop	10 days	Thu 8/18/16	Wed 8/31/16	80 hrs	251
0%	Auto Schedul ed	Document Interface Points	3 days	Thu 9/1/16	Tue 9/6/16	24 hrs	252
0%	<b>Auto Schedul ed</b>	<b>Solution Architecture</b>	<b>15 days</b>	<b>Tue 8/16/16</b>	<b>Tue 9/6/16</b>	<b>120 hrs</b>	
0%	Auto Schedul ed	Prepare for Workshop	2 days	Tue 8/16/16	Wed 8/17/16	16 hrs	253FS-15 days
0%	Auto Schedul ed	Conduct Workshop	10 days	Thu 8/18/16	Wed 8/31/16	80 hrs	255
0%	Auto Schedul ed	Document Solution Architecture	3 days	Thu 9/1/16	Tue 9/6/16	24 hrs	256
0%	<b>Auto Schedul ed</b>	<b>Requirements Traceability Matrix</b>	<b>20 days</b>	<b>Wed 9/7/16</b>	<b>Tue 10/4/16</b>	<b>120 hrs</b>	
0%	<b>Auto Schedul ed</b>	<b>Finalize Rquirements Traceability Matrix</b>	<b>20 days</b>	<b>Wed 9/7/16</b>	<b>Tue 10/4/16</b>	<b>120 hrs</b>	
0%	Auto Schedul ed	Fiscal	3 days	Wed 9/7/16	Fri 9/9/16	24 hrs	257
0%	Auto Schedul ed	Trade & Logistics	3 days	Mon 9/26/16	Wed 9/28/16	24 hrs	260FS+10 days
0%	Auto Schedul ed	Retail/Store Ops	3 days	Fri 9/30/16	Tue 10/4/16	24 hrs	261FS+1 day
0%	Auto Schedul ed	Reports/Migration/Interface	3 days	Fri 9/30/16	Tue 10/4/16	24 hrs	262SS
0%	Auto Schedul ed	E-Commerce	3 days	Fri 9/30/16	Tue 10/4/16	24 hrs	263SS
0%	Auto Schedul ed	<b>Analysis Phase Complete</b>	0 days	Tue 10/4/16	Tue 10/4/16	0 hrs	264
0%	<b>Auto Schedul ed</b>	<b>Design Phase</b>	<b>68 days</b>	<b>Tue 8/2/16</b>	<b>Fri 11/4/16</b>	<b>2,944 hrs</b>	
0%	<b>Auto Schedul ed</b>	<b>Requirements and Configuration</b>	<b>52 days</b>	<b>Tue 8/2/16</b>	<b>Thu 10/13/16</b>	<b>1,136 hrs</b>	
0%	<b>Auto Schedul ed</b>	<b>Create Functional Configuration Design</b>	<b>10 days</b>	<b>Tue 8/2/16</b>	<b>Mon 8/15/16</b>	<b>400 hrs</b>	

0%	Auto Scheduled	Fiscal	10 days	Tue 8/2/16	Mon 8/15/16	80 hrs	263FS-45 days
0%	Auto Scheduled	Retail/Store Ops	10 days	Tue 8/2/16	Mon 8/15/16	80 hrs	269SS
0%	Auto Scheduled	Trade & Logistics	10 days	Tue 8/2/16	Mon 8/15/16	80 hrs	270SS
0%	Auto Scheduled	E-Commerce/Mobile	10 days	Tue 8/2/16	Mon 8/15/16	80 hrs	271SS
0%	Auto Scheduled	Reports/Migration/Interfaces	10 days	Tue 8/2/16	Mon 8/15/16	80 hrs	272SS
0%	<b>Auto Scheduled</b>	<b>Create Functional Modification Design document pending GAPS and complexity</b>	<b>10 days</b>	<b>Tue 8/16/16</b>	<b>Mon 8/29/16</b>	<b>400 hrs</b>	
0%	Auto Scheduled	Fiscal	10 days	Tue 8/16/16	Mon 8/29/16	80 hrs	273
0%	Auto Scheduled	Retail/Store Ops	10 days	Tue 8/16/16	Mon 8/29/16	80 hrs	275SS
0%	Auto Scheduled	Trade & Logistics	10 days	Tue 8/16/16	Mon 8/29/16	80 hrs	276SS
0%	Auto Scheduled	E-Commerce/Mobile	10 days	Tue 8/16/16	Mon 8/29/16	80 hrs	277SS
0%	Auto Scheduled	Reports/Migration/Interfaces	10 days	Tue 8/16/16	Mon 8/29/16	80 hrs	278SS
0%	<b>Auto Scheduled</b>	<b>Create Technical Design Document</b>	<b>42 days</b>	<b>Tue 8/16/16</b>	<b>Thu 10/13/16</b>	<b>336 hrs</b>	
0%	Auto Scheduled	Review Design Specifications	2 days	Tue 8/16/16	Wed 8/17/16	16 hrs	279SS
0%	Auto Scheduled	Document User Interface Modifications	10 days	Thu 8/18/16	Wed 8/31/16	80 hrs	281
0%	Auto Scheduled	Define Process Modifications	10 days	Thu 9/1/16	Thu 9/15/16	80 hrs	282
0%	Auto Scheduled	Define Data Modifications	10 days	Fri 9/16/16	Thu 9/29/16	80 hrs	283
0%	Auto Scheduled	Document Assuptions and Restrictions	10 days	Fri 9/30/16	Thu 10/13/16	80 hrs	284
0%	<b>Auto Scheduled</b>	<b>Knowledge Transfer AX Security and User Setup</b>	<b>9 days</b>	<b>Thu 8/4/16</b>	<b>Tue 8/16/16</b>	<b>72 hrs</b>	
0%	Auto Scheduled	Prepare for Training	3 days	Thu 8/4/16	Mon 8/8/16	24 hrs	285FS-50 days
0%	<b>Auto Scheduled</b>	<b>Conduct Training</b>	<b>6 days</b>	<b>Tue 8/9/16</b>	<b>Tue 8/16/16</b>	<b>48 hrs</b>	

0%	Auto Scheduled	Session 1	2 days	Tue 8/9/16	Wed 8/10/16	16 hrs	287
0%	Auto Scheduled	Session 2	2 days	Thu 8/11/16	Fri 8/12/16	16 hrs	289
0%	Auto Scheduled	Session 3	2 days	Mon 8/15/16	Tue 8/16/16	16 hrs	290
0%	<b>Auto Scheduled</b>	<b>Security and Role Design</b>	<b>8 days</b>	<b>Wed 8/17/16</b>	<b>Fri 8/26/16</b>	<b>64 hrs</b>	
0%	Auto Scheduled	Prepare for Workshop	1 day	Wed 8/17/16	Wed 8/17/16	8 hrs	291
0%	<b>Auto Scheduled</b>	<b>Conduct Workshop</b>	<b>7 days</b>	<b>Thu 8/18/16</b>	<b>Fri 8/26/16</b>	<b>56 hrs</b>	
0%	Auto Scheduled	Design Security Plan	5 days	Thu 8/18/16	Wed 8/24/16	40 hrs	293
0%	Auto Scheduled	Internal Review	1 day	Thu 8/25/16	Thu 8/25/16	8 hrs	295
0%	Auto Scheduled	Customer review	1 day	Fri 8/26/16	Fri 8/26/16	8 hrs	296
0%	<b>Auto Scheduled</b>	<b>Training Financial Reporting Management Reporter</b>	<b>8 days</b>	<b>Mon 8/29/16</b>	<b>Thu 9/8/16</b>	<b>64 hrs</b>	
0%	Auto Scheduled	Prepare for Workshop	2 days	Mon 8/29/16	Tue 8/30/16	16 hrs	297
0%	<b>Auto Scheduled</b>	<b>Conduct Workshop and training</b>	<b>6 days</b>	<b>Wed 8/31/16</b>	<b>Thu 9/8/16</b>	<b>48 hrs</b>	
0%	Auto Scheduled	Session 1	2 days	Wed 8/31/16	Thu 9/1/16	16 hrs	299
0%	Auto Scheduled	Session 2	2 days	Fri 9/2/16	Tue 9/6/16	16 hrs	301
0%	Auto Scheduled	session 3	2 days	Wed 9/7/16	Thu 9/8/16	16 hrs	302
0%	<b>Auto Scheduled</b>	<b>Training BI and Cubes</b>	<b>8 days</b>	<b>Fri 9/9/16</b>	<b>Tue 9/20/16</b>	<b>64 hrs</b>	
0%	Auto Scheduled	Prepare for Workshop	2 days	Fri 9/9/16	Mon 9/12/16	16 hrs	303
0%	<b>Auto Scheduled</b>	<b>Conduct Workshop and training</b>	<b>6 days</b>	<b>Tue 9/13/16</b>	<b>Tue 9/20/16</b>	<b>48 hrs</b>	
0%	Auto Scheduled	Session 1	2 days	Tue 9/13/16	Wed 9/14/16	16 hrs	305
0%	Auto Scheduled	Session 2	2 days	Thu 9/15/16	Fri 9/16/16	16 hrs	307

0%	Auto Scheduled	session 3	2 days	Mon 9/19/16	Tue 9/20/16	16 hrs	308
0%	<b>Auto Scheduled</b>	<b>Reports and Statement Design</b>	<b>10 days</b>	<b>Wed 9/21/16</b>	<b>Tue 10/4/16</b>	<b>240 hrs</b>	
0%	Auto Scheduled	Prepare for Workshop	5 days	Wed 9/21/16	Tue 9/27/16	40 hrs	309
0%	<b>Auto Scheduled</b>	<b>Conduct Workshop</b>	<b>5 days</b>	<b>Wed 9/28/16</b>	<b>Tue 10/4/16</b>	<b>200 hrs</b>	
0%	Auto Scheduled	Fiscal	5 days	Wed 9/28/16	Tue 10/4/16	40 hrs	311
0%	Auto Scheduled	Trade & Logistics	5 days	Wed 9/28/16	Tue 10/4/16	40 hrs	313SS
0%	Auto Scheduled	Retail/Store Ops	5 days	Wed 9/28/16	Tue 10/4/16	40 hrs	314SS
0%	Auto Scheduled	Reports/Migration/Interfaces	5 days	Wed 9/28/16	Tue 10/4/16	40 hrs	315SS
0%	Auto Scheduled	E-Commerce	5 days	Wed 9/28/16	Tue 10/4/16	40 hrs	316SS
0%	<b>Auto Scheduled</b>	<b>Workflow Update and Design</b>	<b>6 days</b>	<b>Wed 10/5/16</b>	<b>Wed 10/12/16</b>	<b>128 hrs</b>	
0%	Auto Scheduled	Prepare for Workshop	3 days	Wed 10/5/16	Fri 10/7/16	24 hrs	317
0%	<b>Auto Scheduled</b>	<b>Conduct Workshop</b>	<b>3 days</b>	<b>Mon 10/10/16</b>	<b>Wed 10/12/16</b>	<b>104 hrs</b>	
0%	Auto Scheduled	Fiscal	3 days	Mon 10/10/16	Wed 10/12/16	24 hrs	319
0%	Auto Scheduled	Trade & Logistics	3 days	Mon 10/10/16	Wed 10/12/16	24 hrs	321SS
0%	Auto Scheduled	Retail/Store Ops	3 days	Mon 10/10/16	Wed 10/12/16	24 hrs	322SS
0%	Auto Scheduled	Reports/Migration/Interfaces	3 days	Mon 10/10/16	Wed 10/12/16	24 hrs	323SS
0%	Auto Scheduled	E-Commerce	1 day	Mon 10/10/16	Mon 10/10/16	8 hrs	324SS
0%	<b>Auto Scheduled</b>	<b>Integration and Interfaces</b>	<b>25 days</b>	<b>Wed 8/3/16</b>	<b>Wed 9/7/16</b>	<b>200 hrs</b>	
0%	Auto Scheduled	Design Integration and Interface Transport and Security	5 days	Wed 8/3/16	Tue 8/9/16	40 hrs	325FS-48 days
0%	Auto Scheduled	Design Integration and Interface Mapping and Transformation	5 days	Wed 8/10/16	Tue 8/16/16	40 hrs	327
0%	Auto	Design Integration and	5 days	Wed	Tue 8/23/16	40 hrs	328

	Schedul ed	Interface Operational Management		8/17/16				
0%	Auto Schedul ed	Create Integration and Interface Test Strategy	5 days	Wed 8/24/16	Tue 8/30/16	40 hrs	329	
0%	Auto Schedul ed	Create Integration and Interface Design Documentation	5 days	Wed 8/31/16	Wed 9/7/16	40 hrs	330	
0%	<b>Auto Schedu led</b>	<b>Data Conversion and Migration</b>	<b>27 days</b>	<b>Wed 8/3/16</b>	<b>Fri 9/9/16</b>	<b>216 hrs</b>		
0%	Auto Schedul ed	Evaluate Source Data	3 days	Wed 8/3/16	Fri 8/5/16	24 hrs	331FS-25 days	
0%	Auto Schedul ed	Determine Data Cleansing Requirements	3 days	Mon 8/8/16	Wed 8/10/16	24 hrs	333	
0%	Auto Schedul ed	Establish Data filtering Parameters	3 days	Thu 8/11/16	Mon 8/15/16	24 hrs	334	
0%	Auto Schedul ed	Assign Data Migration Responsibilities	3 days	Tue 8/16/16	Thu 8/18/16	24 hrs	335	
0%	Auto Schedul ed	Create Data Subset for Testing	3 days	Fri 8/19/16	Tue 8/23/16	24 hrs	336	
0%	Auto Schedul ed	Define Master Data Management Process	3 days	Wed 8/24/16	Fri 8/26/16	24 hrs	337	
0%	Auto Schedul ed	Review Data Migration Scope	3 days	Mon 8/29/16	Wed 8/31/16	24 hrs	338	
0%	Auto Schedul ed	Define Data Migration plan	3 days	Thu 9/1/16	Tue 9/6/16	24 hrs	339	
0%	Auto Schedul ed	Create Data Conversion Specification Document	3 days	Wed 9/7/16	Fri 9/9/16	24 hrs	340	
0%	<b>Auto Schedu led</b>	<b>System Architecture and Design</b>	<b>15 days</b>	<b>Mon 9/12/16</b>	<b>Fri 9/30/16</b>	<b>120 hrs</b>		
0%	Auto Schedul ed	Design and Plan Non- Production Environments	5 days	Mon 9/12/16	Fri 9/16/16	40 hrs	341	
0%	Auto Schedul ed	Build Non-Production Environments	10 days	Mon 9/19/16	Fri 9/30/16	80 hrs	343	
0%	<b>Auto Schedu led</b>	<b>Design workshop Show and Tell</b>	<b>17 days</b>	<b>Thu 10/13/16</b>	<b>Fri 11/4/16</b>	<b>640 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Fiscal</b>	<b>17 days</b>	<b>Thu 10/13/16</b>	<b>Fri 11/4/16</b>	<b>136 hrs</b>		
0%	Auto Schedul ed	Finalize Documents and Prepare Presentations	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	321,344	
0%	Auto Schedul ed	Schedule Show and Tells	2 days	Thu 10/20/16	Fri 10/21/16	16 hrs	347	
0%	Auto Schedul ed	Conduct Show and Tells	10 days	Mon 10/24/16	Fri 11/4/16	80 hrs	348	

0%	ed <b>Auto Scheduled</b>	<b>Trade &amp; Logistics</b>	<b>17 days</b>	<b>Thu 10/13/16</b>	<b>Fri 11/4/16</b>	<b>136 hrs</b>	
0%	Auto Scheduled	Finalize Documents and Prepare Presentations	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	349FS-17 days
0%	Auto Scheduled	Tells Schedule Show and	2 days	Thu 10/20/16	Fri 10/21/16	16 hrs	351
0%	Auto Scheduled	Tells Conduct Show and	10 days	Mon 10/24/16	Fri 11/4/16	80 hrs	352
0%	<b>Auto Scheduled</b>	<b>Retail/Store Ops</b>	<b>17 days</b>	<b>Thu 10/13/16</b>	<b>Fri 11/4/16</b>	<b>136 hrs</b>	
0%	Auto Scheduled	Finalize Documents and Prepare Presentations	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	353FS-17 days
0%	Auto Scheduled	Tells Schedule Show and	2 days	Thu 10/20/16	Fri 10/21/16	16 hrs	355
0%	Auto Scheduled	Tells Conduct Show and	10 days	Mon 10/24/16	Fri 11/4/16	80 hrs	356
0%	<b>Auto Scheduled</b>	<b>Reports/Migration/Interfaces</b>	<b>17 days</b>	<b>Thu 10/13/16</b>	<b>Fri 11/4/16</b>	<b>136 hrs</b>	
0%	Auto Scheduled	Finalize Documents and Prepare Presentations	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	357FS-17 days
0%	Auto Scheduled	Tells Schedule Show and	2 days	Thu 10/20/16	Fri 10/21/16	16 hrs	359
0%	Auto Scheduled	Tells Conduct Show and	10 days	Mon 10/24/16	Fri 11/4/16	80 hrs	360
0%	<b>Auto Scheduled</b>	<b>E-Commerce</b>	<b>15 days</b>	<b>Thu 10/13/16</b>	<b>Wed 11/2/16</b>	<b>96 hrs</b>	
0%	Auto Scheduled	Finalize Documents and Prepare Presentations	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	361FS-17 days
0%	Auto Scheduled	Tells Schedule Show and	5 days	Thu 10/20/16	Wed 10/26/16	16 hrs	363
0%	Auto Scheduled	Tells Conduct Show and	5 days	Thu 10/27/16	Wed 11/2/16	40 hrs	364
0%	Auto Scheduled	<b>Design Phase Complete</b>	0 days	Wed 11/2/16	Wed 11/2/16	0 hrs	365
0%	<b>Auto Scheduled</b>	<b>Development Phase</b>	<b>201 days</b>	<b>Thu 10/6/16</b>	<b>Wed 7/19/17</b>	<b>6,041.2 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Training plan</b>	<b>8 days</b>	<b>Thu 10/6/16</b>	<b>Mon 10/17/16</b>	<b>64 hrs</b>	
0%	Auto Scheduled	Draft Training Plan	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	366FS-20 days

0%	Auto Scheduled	Review Training Plan	3 days	Thu 10/13/16	Mon 10/17/16	24 hrs	369
0%	<b>Auto Scheduled</b>	<b>Develop System Test Cases</b>	<b>5 days</b>	<b>Thu 10/6/16</b>	<b>Wed 10/12/16</b>	<b>240 hrs</b>	
0%	Auto Scheduled	Fiscal	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	370FS-8 days
0%	Auto Scheduled	Trade and Logistics	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	372SS
0%	Auto Scheduled	Retail/Store Ops	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	373SS
0%	Auto Scheduled	E-Commerce/Mobile	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	374SS
0%	Auto Scheduled	Reports/Migration/Interfaces	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	375SS
0%	Auto Scheduled	Non-Functional	5 days	Thu 10/6/16	Wed 10/12/16	40 hrs	376SS
0%	<b>Auto Scheduled</b>	<b>User Acceptance Test Cases</b>	<b>5 days</b>	<b>Thu 10/13/16</b>	<b>Wed 10/19/16</b>	<b>240 hrs</b>	
0%	Auto Scheduled	Fiscal	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	377
0%	Auto Scheduled	Trade & Logistics	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	379SS
0%	Auto Scheduled	Retail/Store Ops	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	380SS
0%	Auto Scheduled	E-Commerce/Mobile	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	381SS
0%	Auto Scheduled	Reports/Migration/Interfaces	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	382SS
0%	Auto Scheduled	Non-Functional	5 days	Thu 10/13/16	Wed 10/19/16	40 hrs	383SS
0%	<b>Auto Scheduled</b>	<b>Transition Plan</b>	<b>5 days</b>	<b>Thu 10/20/16</b>	<b>Wed 10/26/16</b>	<b>240 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Draft Transition Plan</b>	<b>5 days</b>	<b>Thu 10/20/16</b>	<b>Wed 10/26/16</b>	<b>240 hrs</b>	
0%	Auto Scheduled	Fiscal	5 days	Thu 10/20/16	Wed 10/26/16	40 hrs	384
0%	Auto Scheduled	Trade & Logistics	5 days	Thu 10/20/16	Wed 10/26/16	40 hrs	387SS
0%	Auto Scheduled	Retail/Store Ops	5 days	Thu 10/20/16	Wed 10/26/16	40 hrs	388SS
0%	Auto	E-Commerce/Mobile	5 days	Thu	Wed 10/26/16	40 hrs	389SS

	Schedul ed				10/20/16			
0%	Auto Schedul ed	Reports/Migration/Interfaces	5 days	Thu 10/20/16	Wed 10/26/16	40 hrs	390SS	
0%	Auto Schedul ed	Non-Functional	5 days	Thu 10/20/16	Wed 10/26/16	40 hrs	391SS	
0%	Auto Schedul ed	Disaster Recovery Plan	16 days	Thu 10/27/16	Fri 11/18/16	72 hrs		
0%	Auto Schedul ed	Draft Disaster Recovery Plan	10 days	Thu 10/27/16	Wed 11/9/16	24 hrs	392	
0%	Auto Schedul ed	Review Disaster Recovery Plan	3 days	Thu 11/10/16	Tue 11/15/16	24 hrs	394	
0%	Auto Schedul ed	NHSLC Reviews Disaster Recovery Plan	3 days	Wed 11/16/16	Fri 11/18/16	24 hrs	395	
0%	Auto Schedul ed	Development/Configuration/Testing	170 days	Mon 11/21/16	Wed 7/19/17	4,695.2 hrs		
0%	Auto Schedul ed	Development/Configuration/Testing Cycle 1	49 days	Mon 11/21/16	Tue 1/31/17	1,536 hrs		
0%	Auto Schedul ed	Finalize Development Training Plan for Cycle 1 1	2 days	Mon 11/21/16	Tue 11/22/16	16 hrs	396	
0%	Auto Schedul ed	Round 1 Cycle 1 Development/Configuration/Testing	15 days	Wed 11/23/16	Thu 12/15/16	504 hrs		
0%	Auto Schedul ed	Finance	10 days	Wed 11/23/16	Thu 12/8/16	104 hrs		
0%	Auto Schedul ed	Development	3 days	Wed 11/23/16	Tue 11/29/16	24 hrs	399	
0%	Auto Schedul ed	Configuration	2 days	Wed 11/30/16	Thu 12/1/16	10 hrs	402	
0%	Auto Schedul ed	Execute Test Scripts Round 1	10 days	Wed 11/23/16	Thu 12/8/16	70 hrs		
0%	Auto Schedul ed	Trade & Logistics	15 days	Wed 11/23/16	Thu 12/15/16	100 hrs		
0%	Auto Schedul ed	Development	3 days	Wed 11/23/16	Tue 11/29/16	20 hrs	407FS-10 days	
0%	Auto Schedul ed	Configuration	2 days	Wed 11/30/16	Thu 12/1/16	10 hrs	409	
0%	Auto Schedul ed	Execute Test Scripts Round 1	10 days	Fri 12/2/16	Thu 12/15/16	70 hrs		
0%	Auto Schedul ed	Retail/Store Ops	15 days	Wed 11/23/16	Thu 12/15/16	100 hrs		
0%	Auto Schedul ed	Development	3 days	Wed 11/23/16	Tue 11/29/16	20 hrs	414FS-15 days	

0%	ed Auto Schedu ed	Configuration	2 days	Wed 11/30/16	Thu 12/1/16	10 hrs	416
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Fri 12/2/16</b>	<b>Thu 12/15/16</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>E-Commerce</b>	<b>15 days</b>	<b>Wed 11/23/16</b>	<b>Thu 12/15/16</b>	<b>100 hrs</b>	
0%	Auto Schedu ed	Development	3 days	Wed 11/23/16	Tue 11/29/16	20 hrs	421FS-15 days
0%	Auto Schedu ed	Configuration	2 days	Wed 11/30/16	Thu 12/1/16	10 hrs	423
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Fri 12/2/16</b>	<b>Thu 12/15/16</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Reports</b>	<b>15 days</b>	<b>Wed 11/23/16</b>	<b>Thu 12/15/16</b>	<b>100 hrs</b>	
0%	Auto Schedu ed	Development	3 days	Wed 11/23/16	Tue 11/29/16	20 hrs	428FS-15 days
0%	Auto Schedu ed	Configuration	2 days	Wed 11/30/16	Thu 12/1/16	10 hrs	430
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Fri 12/2/16</b>	<b>Thu 12/15/16</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Round 2 Cycle 1 Development/Configuratio n/Testing</b>	<b>16 days</b>	<b>Fri 12/16/16</b>	<b>Mon 1/9/17</b>	<b>508 hrs</b>	
0%	Auto Schedu ed	Update Development Plan for Round 2	1 day	Fri 12/16/16	Fri 12/16/16	8 hrs	435
0%	<b>Auto Schedu led</b>	<b>Finance</b>	<b>15 days</b>	<b>Mon 12/19/16</b>	<b>Mon 1/9/17</b>	<b>100 hrs</b>	
0%	Auto Schedu ed	Development	3 days	Mon 12/19/16	Wed 12/21/16	20 hrs	437
0%	Auto Schedu ed	Configuration	2 days	Thu 12/22/16	Mon 12/26/16	10 hrs	439
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 2 and Failed SripTs Remaining Round1</b>	<b>10 days</b>	<b>Tue 12/27/16</b>	<b>Mon 1/9/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Trade &amp; Logistics</b>	<b>15 days</b>	<b>Mon 12/19/16</b>	<b>Mon 1/9/17</b>	<b>100 hrs</b>	
0%	Auto Schedu ed	Development	3 days	Mon 12/19/16	Wed 12/21/16	20 hrs	444FS-15 days
0%	Auto Schedu ed	Configuration	2 days	Thu 12/22/16	Mon 12/26/16	10 hrs	446
0%	<b>Auto Schedu</b>	<b>Execute Test Scripts Round 2 and</b>	<b>10 days</b>	<b>Tue 12/27/16</b>	<b>Mon 1/9/17</b>	<b>70 hrs</b>	

	<b>led</b>	<b>Failed Srippts Remaining Round1</b>					
0%	<b>Auto Schedu led</b>	<b>Retail/Store Ops</b>	<b>15 days</b>	<b>Mon 12/19/16</b>	<b>Mon 1/9/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Mon 12/19/16	Wed 12/21/16	20 hrs	451FS-15 days
0%	Auto Schedu led	Configuration	2 days	Thu 12/22/16	Mon 12/26/16	10 hrs	453
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 2 and Failed Srippts Remaining Round1</b>	<b>10 days</b>	<b>Tue 12/27/16</b>	<b>Mon 1/9/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Ecommerce</b>	<b>15 days</b>	<b>Mon 12/19/16</b>	<b>Mon 1/9/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Mon 12/19/16	Wed 12/21/16	20 hrs	458FS-15 days
0%	Auto Schedu led	Configuration	2 days	Thu 12/22/16	Mon 12/26/16	10 hrs	460
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 2 and Failed Srippts Remaining Round1</b>	<b>10 days</b>	<b>Tue 12/27/16</b>	<b>Mon 1/9/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Reports</b>	<b>15 days</b>	<b>Mon 12/19/16</b>	<b>Mon 1/9/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Mon 12/19/16	Wed 12/21/16	20 hrs	465FS-15 days
0%	Auto Schedu led	Configuration	2 days	Thu 12/22/16	Mon 12/26/16	10 hrs	467
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 2 and Failed Srippts Remaining Round1</b>	<b>10 days</b>	<b>Tue 12/27/16</b>	<b>Mon 1/9/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Round 3 Cycle 1 Development/Configuration/Testing</b>	<b>16 days</b>	<b>Tue 1/10/17</b>	<b>Tue 1/31/17</b>	<b>508 hrs</b>	
0%	Auto Schedu led	Update Development Plan for Round 3	1 day	Tue 1/10/17	Tue 1/10/17	8 hrs	472
0%	<b>Auto Schedu led</b>	<b>Finance</b>	<b>15 days</b>	<b>Wed 1/11/17</b>	<b>Tue 1/31/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Wed 1/11/17	Fri 1/13/17	20 hrs	474
0%	Auto Schedu led	Configuration	2 days	Mon 1/16/17	Tue 1/17/17	10 hrs	476
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 3 and Failed Srippts Remaining Round 2</b>	<b>10 days</b>	<b>Wed 1/18/17</b>	<b>Tue 1/31/17</b>	<b>70 hrs</b>	
0%	<b>Auto</b>	<b>Trade &amp;</b>	<b>15 days</b>	<b>Wed</b>	<b>Tue 1/31/17</b>	<b>100 hrs</b>	

Schedu Logistics				1/11/17			
0%	Auto Schedu led	Development	3 days	Wed 1/11/17	Fri 1/13/17	20 hrs	481FS-15 days
0%	Auto Schedu led	Configuration	2 days	Mon 1/16/17	Tue 1/17/17	10 hrs	483
0%	Auto Schedu led	<b>Execute Test Scripts Round 3 and Failed Sript Remaining Round 2</b>	<b>10 days</b>	<b>Wed 1/18/17</b>	<b>Tue 1/31/17</b>	<b>70 hrs</b>	
0%	Auto Schedu led	<b>Retail/Store Ops</b>	<b>15 days</b>	<b>Wed 1/11/17</b>	<b>Tue 1/31/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Wed 1/11/17	Fri 1/13/17	20 hrs	488FS-15 days
0%	Auto Schedu led	Configuration	2 days	Mon 1/16/17	Tue 1/17/17	10 hrs	490
0%	Auto Schedu led	<b>Execute Test Scripts Round 3 and Failed Sript Remaining Round 2</b>	<b>10 days</b>	<b>Wed 1/18/17</b>	<b>Tue 1/31/17</b>	<b>70 hrs</b>	
0%	Auto Schedu led	<b>Ecommerce</b>	<b>15 days</b>	<b>Wed 1/11/17</b>	<b>Tue 1/31/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Wed 1/11/17	Fri 1/13/17	20 hrs	495FS-15 days
0%	Auto Schedu led	Configuration	2 days	Mon 1/16/17	Tue 1/17/17	10 hrs	497
0%	Auto Schedu led	<b>Execute Test Scripts Round 3 and Failed Sript Remaining Round 2</b>	<b>10 days</b>	<b>Wed 1/18/17</b>	<b>Tue 1/31/17</b>	<b>70 hrs</b>	
0%	Auto Schedu led	<b>Reports</b>	<b>15 days</b>	<b>Wed 1/11/17</b>	<b>Tue 1/31/17</b>	<b>100 hrs</b>	
0%	Auto Schedu led	Development	3 days	Wed 1/11/17	Fri 1/13/17	20 hrs	502FS-15 days
0%	Auto Schedu led	Configuration	2 days	Mon 1/16/17	Tue 1/17/17	10 hrs	504
0%	Auto Schedu led	<b>Execute Test Scripts Round 3 and Failed Sript Remaining Round 2</b>	<b>10 days</b>	<b>Wed 1/18/17</b>	<b>Tue 1/31/17</b>	<b>70 hrs</b>	
0%	Auto Schedu led	<b>Development/Configuration/Testing Cycle 2</b>	<b>73 days</b>	<b>Wed 2/1/17</b>	<b>Fri 5/12/17</b>	<b>1,635.2 hrs</b>	
0%	Auto Schedu led	Update Development Plan for Cycle 2	1 day	Wed 2/1/17	Wed 2/1/17	8 hrs	509
0%	Auto Schedu led	<b>Round 1 Cycle 2 Development/Configuration/Testing</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>500 hrs</b>	
0%	Auto Schedu led	<b>Finance</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>100 hrs</b>	

	<b>Schedu led</b>			<b>2/2/17</b>				
0%	Auto Schedul ed	Development	3 days	Thu 2/2/17	Mon 2/6/17	20 hrs	511	
0%	Auto Schedul ed	Configuration	2 days	Tue 2/7/17	Wed 2/8/17	10 hrs	514	
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Thu 2/9/17</b>	<b>Wed 2/22/17</b>	<b>70 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Trade &amp; Logistics</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>100 hrs</b>		
0%	Auto Schedul ed	Development	3 days	Thu 2/2/17	Mon 2/6/17	20 hrs	519FS-15 days	
0%	Auto Schedul ed	Configuration	2 days	Tue 2/7/17	Wed 2/8/17	10 hrs	521	
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Thu 2/9/17</b>	<b>Wed 2/22/17</b>	<b>70 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Retail/Store Ops</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>100 hrs</b>		
0%	Auto Schedul ed	Development	3 days	Thu 2/2/17	Mon 2/6/17	20 hrs	526FS-15 days	
0%	Auto Schedul ed	Configuration	2 days	Tue 2/7/17	Wed 2/8/17	10 hrs	528	
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Thu 2/9/17</b>	<b>Wed 2/22/17</b>	<b>70 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>E-Commerce</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>100 hrs</b>		
0%	Auto Schedul ed	Development	3 days	Thu 2/2/17	Mon 2/6/17	20 hrs	533FS-15 days	
0%	Auto Schedul ed	Configuration	2 days	Tue 2/7/17	Wed 2/8/17	10 hrs	535	
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Thu 2/9/17</b>	<b>Wed 2/22/17</b>	<b>70 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Reports</b>	<b>15 days</b>	<b>Thu 2/2/17</b>	<b>Wed 2/22/17</b>	<b>100 hrs</b>		
0%	Auto Schedul ed	Development	3 days	Thu 2/2/17	Mon 2/6/17	20 hrs	540FS-15 days	
0%	Auto Schedul ed	Configuration	2 days	Tue 2/7/17	Wed 2/8/17	10 hrs	542	
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 1</b>	<b>10 days</b>	<b>Thu 2/9/17</b>	<b>Wed 2/22/17</b>	<b>70 hrs</b>		
0%	<b>Auto Schedu led</b>	<b>Round 2 Cycle 2 Development/Configuratio</b>	<b>31 days</b>	<b>Thu 2/23/17</b>	<b>Thu 4/6/17</b>	<b>609.2 hrs</b>		

0%	Auto Scheduled	Update Development Plan for Round 2	1 day	Thu 2/23/17	Thu 2/23/17	8 hrs	547
0%	Auto Scheduled	Finance	15 days	Fri 2/24/17	Thu 3/16/17	71.2 hrs	
0%	Auto Scheduled	Development	3 days	Fri 2/24/17	Tue 2/28/17	20 hrs	549
0%	Auto Scheduled	Configuration	2 days	Wed 3/1/17	Thu 3/2/17	10 hrs	551
0%	Auto Scheduled	Execute Test Scripts Round 2 and Failed Sript Remaining Round1	10 days	Fri 3/3/17	Thu 3/16/17	41.2 hrs	
0%	Auto Scheduled	Trade & Logistics	15 days	Fri 2/24/17	Thu 3/16/17	230 hrs	
0%	Auto Scheduled	Development	3 days	Fri 2/24/17	Tue 2/28/17	20 hrs	556FS-15 days
0%	Auto Scheduled	Configuration	2 days	Wed 3/1/17	Thu 3/2/17	10 hrs	558
0%	Auto Scheduled	Execute Test Scripts Round 2 and Failed Sript Remaining Round1	10 days	Fri 3/3/17	Thu 3/16/17	200 hrs	
0%	Auto Scheduled	Retail/Store Ops	15 days	Fri 2/24/17	Thu 3/16/17	100 hrs	
0%	Auto Scheduled	Development	3 days	Fri 2/24/17	Tue 2/28/17	20 hrs	563FS-15 days
0%	Auto Scheduled	Configuration	2 days	Wed 3/1/17	Thu 3/2/17	10 hrs	565
0%	Auto Scheduled	Execute Test Scripts Round 2 and Failed Sript Remaining Round1	10 days	Fri 3/3/17	Thu 3/16/17	70 hrs	
0%	Auto Scheduled	Ecommerce	15 days	Fri 2/24/17	Thu 3/16/17	100 hrs	
0%	Auto Scheduled	Development	3 days	Fri 2/24/17	Tue 2/28/17	20 hrs	570FS-15 days
0%	Auto Scheduled	Configuration	2 days	Wed 3/1/17	Thu 3/2/17	10 hrs	572
0%	Auto Scheduled	Execute Test Scripts Round 2 and Failed Sript Remaining Round1	10 days	Fri 3/3/17	Thu 3/16/17	70 hrs	
0%	Auto Scheduled	Reports	15 days	Fri 3/17/17	Thu 4/6/17	100 hrs	
0%	Auto Scheduled	Development	3 days	Fri 3/17/17	Tue 3/21/17	20 hrs	577

0%	ed Auto Schedul ed	Configuration	2 days	Wed 3/22/17	Thu 3/23/17	10 hrs	579
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 2 and Failed SripTs Remaining Round1</b>	<b>10 days</b>	<b>Fri 3/24/17</b>	<b>Thu 4/6/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Round 3 Cycle 3</b>	<b>26 days</b>	<b>Fri 4/7/17</b>	<b>Fri 5/12/17</b>	<b>518 hrs</b>	
0%	Auto Schedul ed	Update Development Plan for Round 3	1 day	Fri 4/7/17	Fri 4/7/17	8 hrs	584
0%	<b>Auto Schedu led</b>	<b>Finance</b>	<b>15 days</b>	<b>Mon 4/10/17</b>	<b>Fri 4/28/17</b>	<b>100 hrs</b>	
0%	Auto Schedul ed	Development	3 days	Mon 4/10/17	Wed 4/12/17	20 hrs	586
0%	Auto Schedul ed	Configuration	2 days	Thu 4/13/17	Fri 4/14/17	10 hrs	588
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 3 and Failed Scripts Remaining Round 2</b>	<b>10 days</b>	<b>Mon 4/17/17</b>	<b>Fri 4/28/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Trade &amp; Logisitics</b>	<b>15 days</b>	<b>Mon 4/10/17</b>	<b>Fri 4/28/17</b>	<b>100 hrs</b>	
0%	Auto Schedul ed	Development	3 days	Mon 4/10/17	Wed 4/12/17	20 hrs	593FS-15 days
0%	Auto Schedul ed	Configuration	2 days	Thu 4/13/17	Fri 4/14/17	10 hrs	595
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 3 and Failed Scripts Remaining Round 2</b>	<b>10 days</b>	<b>Mon 4/17/17</b>	<b>Fri 4/28/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>Retail/Store Ops</b>	<b>15 days</b>	<b>Mon 4/10/17</b>	<b>Fri 4/28/17</b>	<b>110 hrs</b>	
0%	Auto Schedul ed	Development	3 days	Mon 4/10/17	Wed 4/12/17	24 hrs	600FS-15 days
0%	Auto Schedul ed	Configuration	2 days	Thu 4/13/17	Fri 4/14/17	16 hrs	602
0%	<b>Auto Schedu led</b>	<b>Execute Test Scripts Round 3 and Failed SripTs Remaining Round 2</b>	<b>10 days</b>	<b>Mon 4/17/17</b>	<b>Fri 4/28/17</b>	<b>70 hrs</b>	
0%	<b>Auto Schedu led</b>	<b>E-Commerce</b>	<b>15 days</b>	<b>Mon 4/10/17</b>	<b>Fri 4/28/17</b>	<b>100 hrs</b>	
0%	Auto Schedul ed	Development	3 days	Mon 4/10/17	Wed 4/12/17	20 hrs	607FS-15 days
0%	Auto Schedul ed	Configuration	2 days	Thu 4/13/17	Fri 4/14/17	10 hrs	609

0%	Auto Scheduled	Execute Test Scripts Round 3 and Failed Srippts Remaining Round 2	10 days	Mon 4/17/17	Fri 4/28/17	70 hrs	
0%	Auto Scheduled	Reports	25 days	Mon 4/10/17	Fri 5/12/17	100 hrs	
0%	Auto Scheduled	Development	3 days	Mon 4/10/17	Wed 4/12/17	20 hrs	614FS-15 days
0%	Auto Scheduled	Configuration	2 days	Thu 4/13/17	Fri 4/14/17	10 hrs	616
0%	Auto Scheduled	Execute Test Scripts Round 3 and Failed Srippts Remaining Round 2	20 days	Mon 4/17/17	Fri 5/12/17	70 hrs	
0%	Auto Scheduled	Development/Configuration/Testing Cycle 3	48 days	Mon 5/15/17	Wed 7/19/17	1,524 hrs	
0%	Auto Scheduled	Update Development Plan for Cycle 3	48 days	Mon 5/15/17	Wed 7/19/17	1,524 hrs	
0%	Auto Scheduled	Update Development Test Plan for Cycle 3	1 day	Mon 5/15/17	Mon 5/15/17	8 hrs	621
0%	Auto Scheduled	Round 1 Cycle 3 Development/Configuration/Testing	15 days	Tue 5/16/17	Mon 6/5/17	500 hrs	
0%	Auto Scheduled	Finance	15 days	Tue 5/16/17	Mon 6/5/17	100 hrs	
0%	Auto Scheduled	Trade & Logistics	15 days	Tue 5/16/17	Mon 6/5/17	100 hrs	
0%	Auto Scheduled	Ops Retail/Store	15 days	Tue 5/16/17	Mon 6/5/17	100 hrs	
0%	Auto Scheduled	Ecommerce	15 days	Tue 5/16/17	Mon 6/5/17	100 hrs	
0%	Auto Scheduled	Reports	15 days	Tue 5/16/17	Mon 6/5/17	100 hrs	
0%	Auto Scheduled	Round 2 Cycle 3 Development/Configuration/Testing	16 days	Tue 6/6/17	Tue 6/27/17	508 hrs	
0%	Auto Scheduled	Update Development Plan for Round 2	1 day	Tue 6/6/17	Tue 6/6/17	8 hrs	660
0%	Auto Scheduled	Finance	15 days	Wed 6/7/17	Tue 6/27/17	100 hrs	
0%	Auto Scheduled	Trade & Logistics	15 days	Wed 6/7/17	Tue 6/27/17	100 hrs	
0%	Auto Scheduled	Ops Retail/Store	15 days	Wed 6/7/17	Tue 6/27/17	100 hrs	
0%	Auto	E-Commerce	15 days	Wed	Tue 6/27/17	100 hrs	

	<b>Scheduled</b>				<b>6/7/17</b>		
0%	<b>Auto Scheduled</b>	<b>Reports</b>	<b>15 days</b>	<b>Wed 6/7/17</b>	<b>Tue 6/27/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Round 3 Cycle 3 Development/configuration/Testing</b>	<b>16 days</b>	<b>Wed 6/28/17</b>	<b>Wed 7/19/17</b>	<b>508 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Update Development Plan for Round 3</b>	<b>1 day</b>	<b>Wed 6/28/17</b>	<b>Wed 6/28/17</b>	<b>8 hrs</b>	<b>697</b>
0%	<b>Auto Scheduled</b>	<b>Finance</b>	<b>15 days</b>	<b>Thu 6/29/17</b>	<b>Wed 7/19/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Trade &amp; Logistics</b>	<b>15 days</b>	<b>Thu 6/29/17</b>	<b>Wed 7/19/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Retail/Store Ops</b>	<b>15 days</b>	<b>Thu 6/29/17</b>	<b>Wed 7/19/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>E-Commerce</b>	<b>15 days</b>	<b>Thu 6/29/17</b>	<b>Wed 7/19/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Reports</b>	<b>15 days</b>	<b>Thu 6/29/17</b>	<b>Wed 7/19/17</b>	<b>100 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Migration</b>	<b>45 days</b>	<b>Mon 11/21/16</b>	<b>Wed 1/25/17</b>	<b>490 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Finalize Migration Test Plan</b>	<b>5 days</b>	<b>Mon 11/21/16</b>	<b>Tue 11/29/16</b>	<b>40 hrs</b>	<b>399SS</b>
0%	<b>Auto Scheduled</b>	<b>Conversion Scripts</b>	<b>10 days</b>	<b>Wed 11/30/16</b>	<b>Tue 12/13/16</b>	<b>80 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Draft and Test Conversion Scripts</b>	<b>10 days</b>	<b>Wed 11/30/16</b>	<b>Tue 12/13/16</b>	<b>80 hrs</b>	<b>736</b>
0%	<b>Auto Scheduled</b>	<b>Migration Cycle 1</b>	<b>20 days</b>	<b>Wed 12/14/16</b>	<b>Wed 1/11/17</b>	<b>240 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Round 1 Testing</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>120 hrs</b>	
0%	<b>Auto Scheduled</b>	<b>Execute Migration Scripts</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>10 hrs</b>	<b>738</b>
0%	<b>Auto Scheduled</b>	<b>Evaluate Data</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>40 hrs</b>	<b>741SS</b>
0%	<b>Auto Scheduled</b>	<b>Resolve Issues</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>20 hrs</b>	<b>742SS</b>
0%	<b>Auto Scheduled</b>	<b>Retest Migration Scripts</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>30 hrs</b>	<b>743SS</b>
0%	<b>Auto Scheduled</b>	<b>Evaluate Data</b>	<b>10 days</b>	<b>Wed 12/14/16</b>	<b>Wed 12/28/16</b>	<b>20 hrs</b>	<b>744SS</b>
0%	<b>Auto Scheduled</b>	<b>Round 2 Testing</b>	<b>10 days</b>	<b>Thu 12/29/16</b>	<b>Wed 1/11/17</b>	<b>120 hrs</b>	

0%	Auto Scheduled	Scripts	Retest Migration	10 days	Thu 12/29/16	Wed 1/11/17	10 hrs	745
0%	Auto Scheduled		Evaluate Data	10 days	Thu 12/29/16	Wed 1/11/17	40 hrs	747SS
0%	Auto Scheduled		Resolve Issues	10 days	Thu 12/29/16	Wed 1/11/17	20 hrs	748SS
0%	Auto Scheduled	Scripts	Retest Migration	10 days	Thu 12/29/16	Wed 1/11/17	30 hrs	749SS
0%	Auto Scheduled		Evaluate Data	10 days	Thu 12/29/16	Wed 1/11/17	20 hrs	750SS
0%	<b>Auto Scheduled</b>		<b>Migration Cycle 2</b>	<b>10 days</b>	<b>Thu 1/12/17</b>	<b>Wed 1/25/17</b>	<b>130 hrs</b>	
0%	<b>Auto Scheduled</b>		<b>Round 1 Testing</b>	<b>5 days</b>	<b>Thu 1/12/17</b>	<b>Wed 1/18/17</b>	<b>65 hrs</b>	
0%	Auto Scheduled	Scripts	Execute Migration	5 days	Thu 1/12/17	Wed 1/18/17	10 hrs	751
0%	Auto Scheduled		Evaluate Data	5 days	Thu 1/12/17	Wed 1/18/17	20 hrs	754SS
0%	Auto Scheduled		Resolve Issues	5 days	Thu 1/12/17	Wed 1/18/17	10 hrs	755SS
0%	Auto Scheduled	Scripts	Retest Migration	5 days	Thu 1/12/17	Wed 1/18/17	15 hrs	756SS
0%	Auto Scheduled		Evaluate Data	5 days	Thu 1/12/17	Wed 1/18/17	10 hrs	757SS
0%	<b>Auto Scheduled</b>		<b>Round 2 Testing</b>	<b>5 days</b>	<b>Thu 1/19/17</b>	<b>Wed 1/25/17</b>	<b>65 hrs</b>	
0%	Auto Scheduled	Scripts	Retest Migration	5 days	Thu 1/19/17	Wed 1/25/17	10 hrs	758
0%	Auto Scheduled		Evaluate Data	5 days	Thu 1/19/17	Wed 1/25/17	20 hrs	760SS
0%	Auto Scheduled		Resolve Issues	5 days	Thu 1/19/17	Wed 1/25/17	10 hrs	761SS
0%	Auto Scheduled	Scripts	Retest Migration	5 days	Thu 1/19/17	Wed 1/25/17	15 hrs	762SS
0%	Auto Scheduled		Evaluate Data	5 days	Thu 1/19/17	Wed 1/25/17	10 hrs	763SS
0%	Auto Scheduled		<b>Development phase Complete</b>	0 days	Wed 7/19/17	Wed 7/19/17	0 hrs	764,734
0%	<b>Auto Scheduled</b>		<b>Deployment Phase</b>	<b>181 days</b>	<b>Thu 2/2/17</b>	<b>Thu 10/12/17</b>	<b>3,609.78 hrs</b>	

0%	Auto Scheduled	UAT and Staging Environment Build	10 days	Thu 2/2/17	Wed 2/15/17	80 hrs	765FS-120 days
0%	Auto Scheduled	Documentation/Training	10 days	Thu 2/16/17	Wed 3/1/17	397.78 hrs	
0%	Auto Scheduled	User Help and System Documentation	10 days	Thu 2/16/17	Wed 3/1/17	397.78 hrs	
0%	Auto Scheduled	Fiscal	10 days	Thu 2/16/17	Wed 3/1/17	77.78 hrs	767
0%	Auto Scheduled	Trade & logistics	10 days	Thu 2/16/17	Wed 3/1/17	80 hrs	770SS
0%	Auto Scheduled	Retail/Store Ops	10 days	Thu 2/16/17	Wed 3/1/17	80 hrs	771SS
0%	Auto Scheduled	E-Commerce	10 days	Thu 2/16/17	Wed 3/1/17	80 hrs	772SS
0%	Auto Scheduled	Reports/Migration/Interface	10 days	Thu 2/16/17	Wed 3/1/17	80 hrs	773SS
0%	Auto Scheduled	Decomission Plan	16 days	Thu 3/2/17	Thu 3/23/17	128 hrs	
0%	Auto Scheduled	Plan Draft Decommission	10 days	Thu 3/2/17	Wed 3/15/17	80 hrs	774
0%	Auto Scheduled	Plan Review Decomission	3 days	Thu 3/16/17	Mon 3/20/17	24 hrs	776
0%	Auto Scheduled	Decomission Plan NHSLC Review	3 days	Tue 3/21/17	Thu 3/23/17	24 hrs	777
0%	Auto Scheduled	BPO Training UAT Prep training (training per track to be ready for testing)	7 days	Fri 3/24/17	Mon 4/3/17	240 hrs	
0%	Auto Scheduled	Prepare for Workshop	2 days	Fri 3/24/17	Mon 3/27/17	40 hrs	778
0%	Auto Scheduled	Conduct training	5 days	Tue 3/28/17	Mon 4/3/17	200 hrs	
0%	Auto Scheduled	Fiscal	5 days	Tue 3/28/17	Mon 4/3/17	40 hrs	780
0%	Auto Scheduled	Trade & logistics	5 days	Tue 3/28/17	Mon 4/3/17	40 hrs	782SS
0%	Auto Scheduled	Retail/Store Ops	5 days	Tue 3/28/17	Mon 4/3/17	40 hrs	783SS
0%	Auto Scheduled	E-Commerce	5 days	Tue 3/28/17	Mon 4/3/17	40 hrs	784SS
0%	Auto Scheduled	Reports/Migration/Interface	5 days	Tue 3/28/17	Mon 4/3/17	40 hrs	785SS

0%	<b>Auto Scheduled</b>	<b>End to End Full System Test UAT readiness</b>	<b>35 days</b>	<b>Thu 7/20/17</b>	<b>Wed 9/6/17</b>	<b>724 hrs</b>	
0%	Auto Scheduled	Test Environment update and readiness	5 days	Thu 7/20/17	Wed 7/26/17	120 hrs	765
0%	<b>Auto Scheduled</b>	<b>Migration Cycle 3</b>	<b>4 days</b>	<b>Thu 7/27/17</b>	<b>Tue 8/1/17</b>	<b>96 hrs</b>	
0%	Auto Scheduled	Scripts Execute Migration	2 days	Thu 7/27/17	Fri 7/28/17	16 hrs	788
0%	<b>Auto Scheduled</b>	<b>Validate Data</b>	<b>2 days</b>	<b>Mon 7/31/17</b>	<b>Tue 8/1/17</b>	<b>80 hrs</b>	
0%	Auto Scheduled	Fiscal	2 days	Mon 7/31/17	Tue 8/1/17	16 hrs	790
0%	Auto Scheduled	Trade & Logistics	2 days	Mon 7/31/17	Tue 8/1/17	16 hrs	792SS
0%	Auto Scheduled	Retail/Store Ops	2 days	Mon 7/31/17	Tue 8/1/17	16 hrs	793SS
0%	Auto Scheduled	Reports/Migration/Interface	2 days	Mon 7/31/17	Tue 8/1/17	16 hrs	794SS
0%	Auto Scheduled	E-Commerce	2 days	Mon 7/31/17	Tue 8/1/17	16 hrs	795SS
0%	<b>Auto Scheduled</b>	<b>Functional Test</b>	<b>21 days</b>	<b>Wed 8/2/17</b>	<b>Wed 8/30/17</b>	<b>404 hrs</b>	
0%	Auto Scheduled	Review and Update Test Plan as required	3 days	Wed 8/2/17	Fri 8/4/17	24 hrs	796
0%	Auto Scheduled	Cases Review System Test	3 days	Mon 8/7/17	Wed 8/9/17	120 hrs	798
0%	<b>Auto Scheduled 1</b>	<b>SystemTest Cycle</b>	<b>10 days</b>	<b>Thu 8/10/17</b>	<b>Wed 8/23/17</b>	<b>180 hrs</b>	
0%	Auto Scheduled	Scripts Execute Test	10 days	Thu 8/10/17	Wed 8/23/17	80 hrs	799,786
0%	Auto Scheduled	results Evaluate Test	10 days	Thu 8/10/17	Wed 8/23/17	20 hrs	801SS
0%	Auto Scheduled	Resolve Issues	10 days	Thu 8/10/17	Wed 8/23/17	40 hrs	802SS
0%	Auto Scheduled	Scripts Retest Failed Test	10 days	Thu 8/10/17	Wed 8/23/17	40 hrs	803SS
0%	<b>Auto Scheduled 2</b>	<b>System Test Cycle</b>	<b>5 days</b>	<b>Thu 8/24/17</b>	<b>Wed 8/30/17</b>	<b>80 hrs</b>	
0%	Auto Scheduled	Scripts Execute Failed test Test Scripts	5 days	Thu 8/24/17	Wed 8/30/17	40 hrs	804
0%	Auto	Resolve Issues	5 days	Thu	Wed 8/30/17	20 hrs	806SS

	Scheduled				8/24/17			
0%	Auto Scheduled	Scripts	Retest Failed Test	5 days	Thu 8/24/17	Wed 8/30/17	20 hrs	807SS
0%	Auto Scheduled	testing (initial test and acceptance of set up)	Security and Roles	5 days	Thu 8/31/17	Wed 9/6/17	104 hrs	
0%	Auto Scheduled	Test based on Security Roles Design	Conduct System	5 days	Thu 8/31/17	Wed 9/6/17	40 hrs	808
0%	Auto Scheduled	Results	Evaluate Test	5 days	Thu 8/31/17	Wed 9/6/17	8 hrs	810SS
0%	Auto Scheduled		Resolve Issues	5 days	Thu 8/31/17	Wed 9/6/17	16 hrs	811SS
0%	Auto Scheduled		Retest	5 days	Thu 8/31/17	Wed 9/6/17	40 hrs	812SS
0%	Auto Scheduled	UAT Testing support		13 days	Thu 9/7/17	Mon 9/25/17	1,016 hrs	
0%	Auto Scheduled		Review UAT Cases	1 day	Thu 9/7/17	Thu 9/7/17	40 hrs	813
0%	Auto Scheduled		Execute UAT Testing	10 days	Fri 9/8/17	Thu 9/21/17	320 hrs	815
0%	Auto Scheduled		Evaluate Test Results	10 days	Fri 9/8/17	Thu 9/21/17	8 hrs	816SS
0%	Auto Scheduled		Resolve Issues	10 days	Fri 9/8/17	Thu 9/21/17	120 hrs	817SS
0%	Auto Scheduled	Test Cases	Retest Failed UAT	2 days	Fri 9/8/17	Mon 9/11/17	40 hrs	818SS
0%	Auto Scheduled	UAT Test Cycle 2		10 days	Tue 9/12/17	Mon 9/25/17	488 hrs	
0%	Auto Scheduled	Testing	Execute UAT	10 days	Tue 9/12/17	Mon 9/25/17	320 hrs	819
0%	Auto Scheduled	Results	Evaluate Test	10 days	Tue 9/12/17	Mon 9/25/17	8 hrs	821SS
0%	Auto Scheduled		Resolve Issues	10 days	Tue 9/12/17	Mon 9/25/17	120 hrs	822SS
0%	Auto Scheduled	Test Cases	Retest Failed UAT	10 days	Tue 9/12/17	Mon 9/25/17	40 hrs	823SS
0%	Auto Scheduled	Go Live HO and pilot stores Process		145 days	Fri 3/24/17	Thu 10/12/17	1,024 hrs	
0%	Auto Scheduled	Environment Build and production readiness	Production	10 days	Tue 9/26/17	Mon 10/9/17	480 hrs	
0%	Auto Scheduled	Live Plan	Review Update Go	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	824

0%	Auto Scheduled	ed	Review and Update Go Live Checklist	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	827SS
0%	Auto Scheduled	ed	Execute Migration Plan	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	828SS
0%	Auto Scheduled	ed	Execute Cutover Plan	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	829SS
0%	Auto Scheduled	ed	Implementation Check List	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	830SS
0%	Auto Scheduled	ed	Migration Completed Production Ready	10 days	Tue 9/26/17	Mon 10/9/17	80 hrs	831SS
0%	<b>Auto Scheduled</b>		<b>End User Training</b>	<b>3 days</b>	<b>Tue 10/10/17</b>	<b>Thu 10/12/17</b>	<b>120 hrs</b>	
0%	Auto Scheduled		Fiscal	3 days	Tue 10/10/17	Thu 10/12/17	24 hrs	832
0%	Auto Scheduled		Trade & Logistics	3 days	Tue 10/10/17	Thu 10/12/17	24 hrs	834SS
0%	Auto Scheduled		Retail/Store Ops	3 days	Tue 10/10/17	Thu 10/12/17	24 hrs	835SS
0%	Auto Scheduled		Reports/Migration/Interface	3 days	Tue 10/10/17	Thu 10/12/17	24 hrs	836SS
0%	Auto Scheduled		E-Commerce	3 days	Tue 10/10/17	Thu 10/12/17	24 hrs	837SS
0%	Auto Scheduled		Field Agent Training	3 days	Tue 10/10/17	Thu 10/12/17	40 hrs	838SS
0%	<b>Auto Scheduled</b>		<b>Training End User HO staff (150 users/ 1.5 - 2 days each group/ 6 -8 per group)</b>	<b>44 days</b>	<b>Fri 3/24/17</b>	<b>Wed 5/24/17</b>	<b>352 hrs</b>	
0%	Auto Scheduled		Session 1	2 days	Fri 3/24/17	Mon 3/27/17	16 hrs	780SS
0%	Auto Scheduled		Session 2	2 days	Tue 3/28/17	Wed 3/29/17	16 hrs	841
0%	Auto Scheduled		Session 3	2 days	Thu 3/30/17	Fri 3/31/17	16 hrs	842
0%	Auto Scheduled		Session 4	2 days	Mon 4/3/17	Tue 4/4/17	16 hrs	843
0%	Auto Scheduled		Session 6	2 days	Wed 4/5/17	Thu 4/6/17	16 hrs	844
0%	Auto Scheduled		Session 7	2 days	Fri 4/7/17	Mon 4/10/17	16 hrs	845
0%	Auto Scheduled		Session 8	2 days	Tue 4/11/17	Wed 4/12/17	16 hrs	846

0%	ed Auto Schedu ed	Session 9	2 days	Thu 4/13/17	Fri 4/14/17	16 hrs	847
0%	Auto Schedu ed	Session 10	2 days	Mon 4/17/17	Tue 4/18/17	16 hrs	848
0%	Auto Schedu ed	Session 11	2 days	Wed 4/19/17	Thu 4/20/17	16 hrs	849
0%	Auto Schedu ed	Session 13	2 days	Fri 4/21/17	Mon 4/24/17	16 hrs	850
0%	Auto Schedu ed	Session 14	2 days	Tue 4/25/17	Wed 4/26/17	16 hrs	851
0%	Auto Schedu ed	Session 15	2 days	Thu 4/27/17	Fri 4/28/17	16 hrs	852
0%	Auto Schedu ed	Session 17	2 days	Mon 5/1/17	Tue 5/2/17	16 hrs	853
0%	Auto Schedu ed	Session 18	2 days	Wed 5/3/17	Thu 5/4/17	16 hrs	854
0%	Auto Schedu ed	Session 19	2 days	Fri 5/5/17	Mon 5/8/17	16 hrs	855
0%	Auto Schedu ed	Session 20	2 days	Tue 5/9/17	Wed 5/10/17	16 hrs	856
0%	Auto Schedu ed	Session 21	2 days	Thu 5/11/17	Fri 5/12/17	16 hrs	857
0%	Auto Schedu ed	Session 22	2 days	Mon 5/15/17	Tue 5/16/17	16 hrs	858
0%	Auto Schedu ed	Session 23	2 days	Wed 5/17/17	Thu 5/18/17	16 hrs	859
0%	Auto Schedu ed	Session 24	2 days	Fri 5/19/17	Mon 5/22/17	16 hrs	860
0%	Auto Schedu ed	Session 25	2 days	Tue 5/23/17	Wed 5/24/17	16 hrs	861
0%	<b>Auto Schedu led</b>	<b>Training Pilot Store Staff (Total 1 store/ week total of 4 stores )</b>	<b>145 days</b>	<b>Fri 3/24/17</b>	<b>Thu 10/12/17</b>	<b>32 hrs</b>	
0%	Auto Schedu ed	Week1 Store 1	1 day	Fri 3/24/17	Fri 3/24/17	8 hrs	841SS
0%	Auto Schedu ed	Week 2 Store 2	1 day	Mon 3/27/17	Mon 3/27/17	8 hrs	864
0%	Auto Schedu ed	Week 3 Store 3	1 day	Tue 3/28/17	Tue 3/28/17	8 hrs	865
0%	Auto Schedu ed	Week 4 Store 4	1 day	Wed 3/29/17	Wed 3/29/17	8 hrs	866

0%	Auto Scheduled	NHSLC Signoff Pilot Store Staff Training	0 days	Thu 10/12/17	Thu 10/12/17	0 hrs	867,861,839,862
0%	Auto Scheduled	Go Live Support for HO and pilot stores	74 days	Wed 11/1/17	Mon 2/12/18	1,435 hrs	
0%	Auto Scheduled	System monitor and optimization	11 days	Wed 11/1/17	Wed 11/15/17	80 hrs	869
0%	Auto Scheduled	Training (training only) - Go live next set of Stores (training 60 NHSLC store staff per week times five weeks = 300 employees trained.)	74 days	Wed 11/1/17	Mon 2/12/18	1,355 hrs	
0%	Auto Scheduled	Week 1	5 days	Wed 11/1/17	Tue 11/7/17	40 hrs	871SS
0%	Auto Scheduled	Week 2	5 days	Wed 11/8/17	Tue 11/14/17	40 hrs	873
0%	Auto Scheduled	Week 3	5 days	Wed 11/15/17	Tue 11/21/17	40 hrs	874
0%	Auto Scheduled	Week 4	5 days	Wed 11/22/17	Tue 11/28/17	40 hrs	875
0%	Auto Scheduled	Week 5	5 days	Wed 11/29/17	Tue 12/5/17	40 hrs	876
0%	Auto Scheduled	Roll out schedule remaining stores (TBD) (4 stores on Monday, Tuesday and Wednesday for six weeks, two installers per store and 1 go live)	42 days	Wed 12/6/17	Thu 2/1/18	876 hrs	
0%	Auto Scheduled	Week 1 12 Stores	7 days	Wed 12/6/17	Thu 12/14/17	146 hrs	877
0%	Auto Scheduled	Week 2 12 Stores	7 days	Fri 12/15/17	Mon 12/25/17	146 hrs	879
0%	Auto Scheduled	Week 3 12 Stores	7 days	Tue 12/26/17	Wed 1/3/18	146 hrs	880
0%	Auto Scheduled	Week 4 12 Stores	7 days	Thu 1/4/18	Fri 1/12/18	146 hrs	881
0%	Auto Scheduled	Week 5 12 Stores	7 days	Mon 1/15/18	Tue 1/23/18	146 hrs	882
0%	Auto Scheduled	Week 6 12 Stores	7 days	Wed 1/24/18	Thu 2/1/18	146 hrs	883
0%	Auto Scheduled	Go Live Support	7 days	Fri 2/2/18	Mon 2/12/18	279 hrs	884

0%	Auto Scheduled	<b>Deployment Phase Complete</b>	0 days	Mon 2/12/18	Mon 2/12/18	0 hrs	885
0%	Auto Scheduled	<b>Operation and Post Live Phase</b>	97 days	Tue 2/13/18	Wed 6/27/18	546.38 hrs	
0%	Auto Scheduled	Operation and Post Live Phase (option, 3 months post go live = 60 days on site)	90 days	Tue 2/13/18	Mon 6/18/18	506.38 hrs	886
0%	Auto Scheduled	Project closing process	7 days	Tue 6/19/18	Wed 6/27/18	40 hrs	888



## APPENDIX 2

### DELIVERABLE ACCEPTANCE DOCUMENT

<b>Project Name/Number:</b>	<b>Prepared by:</b>	<b>Date:</b>
<b>Customer/End User Group:</b>	<b>Contact Name:</b>	<b>Project Type (S/M/L):</b>
<b>Business Unit:</b>	<b>Project Manager:</b>	<b>Project Sponsor:</b>

The document is used to formalize the acceptance of the deliverables of the project by the Project Sponsor, Buyer, Customer, or End user. Approval by the appropriate approval authority constitutes acceptance of the deliverable and will allow the Project Manager to move on to the closing of the project (e.g., Archiving, Lessons Learned, etc.). Requirements for formal deliverable acceptance, and how to address non-conforming deliverables, are usually defined in the contract.<sup>1</sup>

**APPROVAL** Comments: \_\_\_\_\_

- Make required revisions to transition plan.
- Sign this approval form below.
- Bring product documentation up to date.

**REVISE AND RESUBMIT – the approvers require significant change in the plan and wish to reassess before final decision.** Comments: \_\_\_\_\_

- Make required revisions to the transition plan.
- Make required product/deliverable changes.
- Resubmit for approval. Estimated date: \_\_\_\_\_

**REJECT DELIVERABLE AND PROJECT** Comments: \_\_\_\_\_

- Archive documents.
- Close the project.

\_\_\_\_\_  
**APPROVAL AUTHORITY**  
(Project Sponsor, Buyer, Customer, or End User)

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**PROJECT MANAGER**

\_\_\_\_\_  
**DATE**

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## APPENDIX 3



# DRAFT COMMUNICATION MANAGEMENT PLAN



## Trademark

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## 1 PURPOSE OF DOCUMENT

Widespread and effective communication is a major project success factor. If communications are approached correctly, all relevant stakeholders have the appropriate level of information at each stage of the project and are fully bought into its goals, methods and values. Proper communication reduces resistance to change and facilitates increased cooperation within and between the business and project teams.

If not approached correctly, the project can suffer from incomplete or inaccurate information, unclear objectives, low morale and motivation, wasted or duplicated effort, and a lack of commitment to the project's goals, methods, and values.

The need for effective communication within Client is driven by the following factors:

- Many locations over a wide geographic area
- Large numbers of project stakeholders
- Large number of processes and systems impacted
- High level of process changes within the organization
- A significant culture change is expected within the organization

The purpose of this document is to determine whom the project stakeholders are, understand their communication needs, and specify the means and frequency of communication between them and the project.

The following key information must be considered when defining the communication plan:

- Who is the audience for the communication – this list includes everyone who is considered a stakeholder. It will include both internal and external stakeholders.
- What information does this audience require – information required varies by stakeholder, therefore it is important to assess the project information needs of each stakeholder or stakeholder group.
- When is the information needed – some stakeholders will need project information more frequently than others. In determining reporting frequency, it is useful to understand how the stakeholder will use the project information.
- Why is this project information needed – each stakeholder requesting project information must have a valid business reason for requesting the information. It is not in the best interest of the project to provide information unless there is a valid business reason related to the project.
- How will the information be presented and distributed – there are many different presentation formats available from written reports and PowerPoint presentations to websites. It is important to choose the best communication type based on the audience and the project information they require.



## 2 COMMUNICATION PLAN

The following target groups (stakeholders) have been identified as having communication needs during the project:

Target Group	Communication Needs
<b>Project Steering Committee</b>	Project Status Reports, Forecasting Reports, Steering Committee Meeting Minutes, Quality Review documentation, Acceptance Approval sign-Off
<b>Project Sponsor</b>	Project Status Reports, Forecasting Reports
<b>Project Team</b>	Risk Log, Issue Log, Change Request Log, SOW, Project Status, Project Plan Updates
<b>Process Owners</b>	Risk Log, Issue Log, Change Request Log, SOW, Project Status, Project Plan Updates
<b>Employees</b>	Go-Live Communications
<b>Sales Department</b>	
<b>HR Department</b>	
<b>International Sites</b>	
<b>Partners</b>	
<b>Customers</b>	
<b>Regulatory Departments</b>	
<b>Third Parties</b>	
<b>Other Vendors</b>	
<b>Other Projects</b>	

Client uses a number of well-established forms of communication. These will be used by the project wherever appropriate form of communication will be determined by the content, the importance of the message, and the intended audience.

The following table details the forms of communication available for the project.

*Note: Forms of communication with the broadest reach should be sorted to the top, with more targeted forms at the bottom.*



Form	Audience	Frequency	Owner	Use
<b>Project Newsletter</b>	All employees	Monthly	<ul style="list-style-type: none"> <li>Created and produced by the project team</li> <li>Overseen by the Communications Coordinator</li> </ul>	Announcements of: <ul style="list-style-type: none"> <li>Key milestones</li> <li>Business user involvement</li> <li>Feedback from project team</li> </ul>
<b>Intranet</b>	All employees	Usually updated monthly	<ul style="list-style-type: none"> <li>IT Department updates monthly</li> <li>Nominated member of project team given access for more frequent updates</li> </ul>	<ul style="list-style-type: none"> <li>Regular project updates</li> <li>Interactive information (e.g. system simulations) and project presentation materials with commentary</li> <li>Profiles of project team members</li> <li>FAQs</li> </ul>
<b>Screen in Reception Areas</b>	Anyone who enters Reception	Daily	Reception updates from intranet	High level information suitable for general public
<b>Team Briefings</b>	All team leads briefed monthly and then asked to disseminate information to their teams	Monthly (last Friday of the month)	Project Manager(s)	<ul style="list-style-type: none"> <li>Completion of milestones</li> <li>Feedback from the project team</li> <li>Details of user involvement</li> <li>Questions from employees</li> <li>Dissemination of sensitive project information</li> </ul>
<b>Project Team Briefings</b>	Project team members	Weekly	Process Owners	<ul style="list-style-type: none"> <li>Weekly status review</li> <li>Discussion of issues</li> <li>Plan upcoming work</li> </ul>
<b>Meetings</b>	Various	Various	Meeting chairperson	<ul style="list-style-type: none"> <li>Progress reporting</li> <li>Discussion and resolution of issues</li> </ul>
<b>Status Reports</b>	<ul style="list-style-type: none"> <li>Project Managers</li> <li>Team Leaders / Members</li> <li>Communication Coordinator</li> </ul>	Usually weekly	<ul style="list-style-type: none"> <li>Author of report</li> <li>Overseen by project managers</li> </ul>	Usually internal to project team: <ul style="list-style-type: none"> <li>Reviews progress</li> <li>Identifies and reports on issues</li> </ul>
<b>Email</b>	Anyone with email account	<ul style="list-style-type: none"> <li>Ad hoc</li> <li>As required</li> </ul>	Author of email	<ul style="list-style-type: none"> <li>Non-sensitive issues</li> <li>Announcement of project team personnel changes</li> <li>Internal announcements</li> </ul>



Form	Audience	Frequency	Owner	Use
<b>Project Database</b>	Internal project team	Ad hoc	Project team	Central repository of all project information
<b>Conference Calls</b>	<ul style="list-style-type: none"> <li>• Target groups external to the organization (e.g. external vendors, partners, other interested third parties)</li> <li>• International sites</li> <li>• Remote team members</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• As required</li> </ul>	Meeting chairperson	<ul style="list-style-type: none"> <li>• Where dialog / feedback is required</li> <li>• Should not include particularly sensitive information</li> </ul>
<b>Video Conference</b>	Stores/Remote Sites	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• As required</li> </ul>	<ul style="list-style-type: none"> <li>• Reception responsible for room and equipment bookings</li> <li>• Chairperson responsible for arranging the conference</li> </ul>	See conference calls; this is more personal
<b>Web Based Communication</b>	All target groups internal and external to the organization	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• As required</li> </ul>	<ul style="list-style-type: none"> <li>• IT responsible for maintaining access to WebEx</li> <li>• Chairperson responsible for arranging</li> </ul>	<ul style="list-style-type: none"> <li>• Best for one-way dissemination of information for people who are geographically dispersed</li> <li>• Project updates, training</li> </ul>
<b>Open House</b>	Dependent on stage of the project and the audience	<ul style="list-style-type: none"> <li>• Ad hoc</li> <li>• As required</li> </ul>	Project team	Used to demonstrate system prototypes and get user feedback
<b>Team-building Social Events</b>	Usually the project team	Ad hoc	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Communication Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Celebrate successes</li> <li>• Build team morale</li> </ul>



## 2.3 COMMUNICATION ROLES AND RESPONSIBILITIES

The following are project roles and a high level description of their communication responsibilities:

Role	Responsibility
<b>Project Sponsor</b>	Provide high level direction related to project goals and objectives. Keep the project team informed of key management decisions that may influence the project either positively or negatively.
<b>Steering Committee</b>	Communicate with the project team and project sponsor on project related issues and risks. Communicate any changes in project direction, goals and/or objectives in a timely manner.
<b>AP Project Manager</b>	<ul style="list-style-type: none"><li>• Prepare and communicate high level status, budget, schedule, risk and issue information to the Client project manager</li><li>• Disseminate progress strategy and plan information to the project team</li><li>• Ensure effective communication mechanisms exist between different project teams</li></ul>
<b>Client Project Manager</b>	<ul style="list-style-type: none"><li>• Manage communication to the user community</li><li>• Manage the marketing communication to Client customers</li><li>• Prepare information to be passed to Client management</li></ul>
<b>AP Work Stream Leads</b>	Ensure regular communication of information between the project teams
<b>NHSLC Business Process Owners</b>	<ul style="list-style-type: none"><li>• Communicate any identified risks, issues or concerns to the project manager in a timely manner</li><li>• When needed, communicate with other members of their department to clarify business processes</li></ul>
<b>End Users</b>	Communicate requirements with the project team



The Communication Matrix is used to specify who gets what information, when they get it, how they get it, etc. The table below contains examples of the types of information that are typically communicated on a software implementation project. This table must be reviewed and modified to meet the specific needs of the project. Be sure to enter:

- Communication – a short name of the type of information communicated
- Provider – indicates who is providing the information
- Audience – list the stakeholders that need the information
- Frequency – how often the information is distributed. It can be on a regular basis or it can be only once.
- Timing – indicates when the information is distributed if it is needed for a specific project event.
- Delivery Method – identifies how the information will be delivered. Some delivery methods are email, verbal, written report, etc.
- Format – lists the format used for the communication

Communication	Provider	Audience	Frequency	Timing	Delivery Method	Format
<b>Risk Log</b>	All	Project Team	Updated weekly	For each project team meeting	Project team meeting	SharePoint project database
<b>Issue Log</b>	Project Team	Project Team	Updated Weekly	For each project team meeting	Project team meeting	SharePoint project database
<b>Change Request Log</b>	Project Manager	Project Team	One-off	Project startup	For each Project team meeting	Word
<b>Statement of Work</b>	Project Manager	Project Team	One-off	Project startup	Kick-off meeting	Word
<b>Project Status / Progress / Forecasting Reports</b>	Project Manager	Steering Committee, Project Sponsor, Project Team, AlfaPeople and "Client" management	Weekly	Monday at Noon	Email	Word



Communication	Provider	Audience	Frequency	Timing	Delivery Method	Format
<b>Project Steering Committee meeting minutes</b>	Project Administrator	Steering Committee, key project team members, Project Executive and project managers	For each meeting	Within 1 day of the meeting	Email	Word
<b>Misc. Meetings: Agenda and Minutes</b>	Chairperson	Attendees and other as required	For each meeting	Within 1 day of the meeting	Email	Word
<b>Project Closure Report</b>	Project Manager(s)	Client management, AlfaPeople management	Once	Last week of project	Project close meeting	Word
<b>Project Plan (and updates)</b>	Project Manager(s)	Project team	Weekly	Monday noon	Project team meeting	MS Project
<b>Quality Review Documentation</b>	Originator of review / project manager	Steering Committee	For each review	As performed	Presentation	PowerPoint
<b>Go Live Communications</b>	AlfaPeople / Client	End-user population	One-off	Lead up to Go Live date	Email, intranet, project website	Word
<b>Project Document Template including Change Control</b>	Project Manager / Project Office Administrator	All	All			Word
<b>Lessons Learned Report (post implementation)</b>	Project Manager	AlfaPeople management	One-off	1 month after go live	Presentation	Word
<b>Acceptance / Approval Sign-off</b>	Project Manager / Deliverable Originator	Steering Committee	For each deliverable	After deliverable is achieved	Steering Committee meeting	Word
<b>Project Timesheet (including expenses)</b>	All	Client Project Manager	Weekly	Monday by noon	Email	Excel (summary sheet)
<b>Internal Status Reports</b>	All	Project Manager	Weekly	Monday by noon	Email	Word





All project team members will enter their full contact information into the project database Address Book. This information will include the following:

- Name
- Business Information (Company, subproject, title)
- Phone numbers (office and mobile)
- 

Email address (Note: it is important that an email address is entered for all contacts so that the StepWise project database workflow will function properly)

## APPENDIX 4



## DRAFT QUALITY MANAGEMENT PLAN



## Trademark

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## 1 INTRODUCTION

Projects that have high quality usually finish on time, have fewer rework issues and meet their stated objectives. These projects typically have quality built into the project rather than inspected into it. Projects with built in quality have a quality management plan that describes how quality will be implemented on the project and that plan is followed throughout the project. As project work is being done, its quality is being checked to ensure that the project's quality standards are being met. Projects with built in quality have periodic quality inspections to verify that quality standards are being followed and that they are met.

Projects that rely on inspecting in quality place a heavy emphasis on the periodic reviews. The quality review is the way in which the level of quality is determined, however, by the time a quality review is done it's usually too late to make any substantial improvements in overall project quality without significant rework and cost. AlfaPeople fully supports building quality into all of its projects through effective Quality Management Planning.

The Quality Management Plan describes the quality components that will be used on the project to ensure that quality deliverables and services are delivered. There are two general quality component areas included in this document; quality plans for on-going project quality and quality assurance reviews for periodic quality verification. The quality components discussed in this document are:

- Quality Policy
- Quality Objectives
- Quality Plans
- Quality Checkpoints
- Quality Control

Once the Quality Management Plan is completed it must be reviewed with all project team members so they are aware of the quality standards and quality control processes that will be used on the project. The project team members are expected to understand and follow the quality plans that have been defined. If they do not follow these plans, then project quality will suffer.

The Quality Management Plan is completed during the Establish phase of the project and is approved by the Steering Committee. Any changes to the plan must be approved by the Steering Committee.

## 2 PURPOSE

The Project Quality Management Plan documents the necessary information required to effectively manage project quality from project planning to delivery. It defines a project's quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

The Project Quality Management Plan is created during the Planning Phase of the project. Its intended audience is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out the plan.



### 3 QUALITY POLICY

The project quality policy is established to ensure that the project deliverables and services are delivered in accordance with the defined quality plans. The quality policy provides a structured mechanism for the implementation of project quality by:

- Establishing a Quality Management Plan that will be used to manage project quality.
- Building quality into the project rather than attempting to inspect it in.
- Establishing clear quality objectives for each major project area.
- Performing regular quality control to ensure that quality standards are being met.
- Conducting formal project quality assurance reviews at various points in the project.
- Establishing formal communication and feedback mechanisms for quality improvement.
- Requiring all project members to focus on quality and quality improvement.

The quality policy for the project is authorized by the project steering committee and can only be changed by means of an approved Change Request.

### 4 QUALITY OBJECTIVES

The project has defined the following quality objectives (these objectives should be amended to the demands of the specific project):

Major Project Area	Quality Objectives
<b>Budget Control</b>	<ul style="list-style-type: none"><li>• Ensure that sufficient budget has been allocated to the project to accomplish the required work.</li><li>• Ensure that all team members have reviewed the project budget and any budgetary constraints for their specific areas and for the overall project.</li><li>• Ensure that the project teams' time is charged to the correct billing codes to ensure proper budget accounting.</li><li>• Ensure that all team members understand and follow approved AlfaPeople or NHSLC expense policies.</li><li>• Implement a change order process to ensure that the budget is controlled on project changes.</li><li>• Ensure that the budget includes not only what has been spent but what is expected to be spent.</li></ul>
<b>Scope</b>	<ul style="list-style-type: none"><li>• Ensure that all team members have reviewed the project scope and know what's in scope and what's out of scope.</li><li>• Implement a scope change process is in place to effectively manage changes to project and/or product scope.</li></ul>
<b>Communications</b>	<ul style="list-style-type: none"><li>• Implement a communications plan that identifies the various stakeholders and how they will be communicated with.</li><li>• Ensure that the communication plan is followed.</li></ul>



<b>Deliverables</b>	<ul style="list-style-type: none"><li>• Complete the project deliverables defined in the Statement of Work according to the associated quality plan.</li><li>• Use the quality control processes in the quality plans to confirm that the quality standards have been followed.</li><li>• Present the deliverables to the Steering Committee for formal approval.</li><li>• Obtain formal sign-off on all approved deliverables/Milestones.</li></ul>
<b>Follow-Up</b>	<ul style="list-style-type: none"><li>• Ensure that recommendations on quality improvements have been brought to the attention of the steering committee and those who are responsible in the area of the recommendation</li><li>• That all recommendations have been reviewed and prioritized for action, or if no action is taken on a recommendation, that the reasons have been documented and approved by the steering committee</li></ul>
<b>Issue Management</b>	<ul style="list-style-type: none"><li>• Ensure effective control over project issues so that issues are identified, documented, researched and resolved in a timely manner.</li></ul>
<b>Objectives</b>	<ul style="list-style-type: none"><li>• That the project has clear objectives</li></ul>
<b>Project Management</b>	<ul style="list-style-type: none"><li>• That project management has been effective within the project in defining the work to be done, informing those responsible for carrying out the work, and monitoring and controlling the work</li></ul>
<b>Quality Management</b>	<ul style="list-style-type: none"><li>• That the project follows the project quality plan</li></ul>
<b>Risk Management</b>	<ul style="list-style-type: none"><li>• Ensure that all project risks are identified, quantified, and documented and that a plan is put in place to monitor and manage those risks</li></ul>
<b>Project plan (or schedule)</b>	<ul style="list-style-type: none"><li>• Ensure that a project plan is created that will allow effective project monitoring and reporting</li></ul>

## 5 QUALITY STANDARDS

*Note: The standards that are developed should match the objectives that are defined above. For example, for the project schedule objective some of the standards would be:*

- No task greater than 40 hours
- All tasks have dependencies
- Named resources are used
- No resources will be over allocated by more than 20%
- The project plan is updated weekly at a minimum

By associating standards to an objective we define how the objective will be met. In essence the standards are the things that we need to have in a quality product, whatever it might be. Through Quality Control we test to see if we're meeting our standards and if we are then we should be achieving our quality objectives.



The project manager and project executive are responsible for making the correct standard available for use in the project. All project members are responsible for ensuring the use of the correct standard.

## 6 QUALITY CHECKPOINTS

The project will be divided into milestones and at each milestone the quality of the project should be reviewed. Most important is the verification of the deliverables (based on the quality review criteria). The detailed listing of project deliverables is contained in the Statement of Work. The main quality control areas for the checkpoints are:

- Milestone acceptance signoff
- Progress status meetings (weekly, monthly, as scheduled)
- Steering Committee meetings.
- Testing
- Project Quality Audits
- Project Phase review acceptance and sign off

## 7 QUALITY CONTROL

Project quality control focuses on monitoring project activities to ensure that they comply with quality standards and, if necessary, take action on any deviations from the defined standard. Whenever conducting work on the project, project members should ensure that they understand:

- What it is that has to be done
  - Objectives of the work
  - How the work will be evaluated?
- The work duration (when it should start and when it should end)
  - Project Schedule/Project Plan
  - Reporting/Checkpoints
- The work content
  - Resource/Competence required to conduct the work
  - Budget allocations for the work
- The standard to be applied

If at any point when working with a deliverable a problem is encountered that cannot be resolved, the owner of the deliverable and/or the project responsible/project manager should be contacted. Before submitting any completed work, a project member should have the deliverable validated to make sure that the deliverable meets the requirements.



## 8 TEST PROCEDURES

A number of test procedures are performed during the project. The involved roles, nature and content of the procedures vary according to the particular test conducted, as described in the SureStep method and Test Plan. Each test procedure will have a written record that confirms the results of the testing and acceptance of the solution.

## 9 DELIVERABLE VALIDATION

Acting as experts, process owners and key users will validate all project deliverables. This work will be supported by the quality review criteria stated in the deliverable description.

## 10 QUALITY AUDITS – DELIVERABLE VERIFICATION

Audits will be conducted jointly to review the attainment of the project quality objectives.

Each quality audit will focus on the deliverables that have been completed up to the point of the audit, as well as the prerequisites for the deliverables that will be completed before the next audit.

All deliverables will be subject to verification as part of the quality audits. The experts, process owners and key users verify the product deliverables. The sub project responsible for quality verifies the process deliverables. This work will be supported by the quality review criteria stated in the deliverable description

## 11 QUALITY AUDIT – CHECKLIST

This checklist is meant as a guide. It should be reviewed jointly by AABC and AlfaPeople and modified to ensure the quality audit provides a though indication of the projects health.



Question	Comments	
<b>Is this audit meeting carried out according to plan?</b>		<input type="checkbox"/>
<b>Is there an agenda covering attendees, timing and topics?</b>		<input type="checkbox"/>
<b>Are the roles and responsibilities clear?</b>		<input type="checkbox"/>
<b>Have the objectives of this audit been clearly communicated?</b>		<input type="checkbox"/>



Has the audit procedure been clearly communicated?

Has project management prepared an audit file consisting of project deliverables?



Question	Comments
<p>Have the recommendations from the last audit been:</p> <ul style="list-style-type: none"><li>• Scheduled?</li><li>• Completed?</li></ul>	<input type="checkbox"/>
<p>Have any outstanding issues from the last audit been closed?</p>	<input type="checkbox"/>
<p>Has the previous Quality Audit Report been appropriately communicated?</p>	<input type="checkbox"/>



Question	Comments
<p>Are quality audit reports from previous audits available?</p>	<input type="checkbox"/>
<p>Have there been any changes to quality records:</p> <ul style="list-style-type: none"><li>• Responsibilities</li><li>• Distribution</li><li>• Other</li></ul>	<input type="checkbox"/>



## RISK MANAGEMENT

Question	Comments	
<b>Does the Risk Assessment cover?</b> <ul style="list-style-type: none"><li>• Functional risk</li><li>• Technical risks</li><li>• Design and development risks</li><li>• Project schedule risks</li><li>• Forecasted budget risks</li><li>• Payment risks</li></ul>		<input type="checkbox"/>
Have project risks generally been managed according to the risk management plan?		<input type="checkbox"/>
Has the Risk Assessment been revised/updated?		<input type="checkbox"/>
Does this project resolve issues in a proactive way using the risk management procedure?		<input type="checkbox"/>

## PROJECT PLAN

Question	Comments	
<b>Does the Project Schedule reflect the agreed scope?</b>		<input type="checkbox"/>
Are there any contingency plans in place?		<input type="checkbox"/>
Have there been changes to the Project Schedule?		<input type="checkbox"/>
Does the Project Schedule take into account the delivery dates of fix packs, market customizations and project customizations?		<input type="checkbox"/>
Have any area specific plans been established (e.g. data conversion plan, learning plan, cut-over plan) so far?		<input type="checkbox"/>
Are there any delivery/resource plans from subcontractors? How are these		<input type="checkbox"/>



plans kept up-to-date?

**Is Project Management ensuring that the work is done or will be done according to schedule?**

**Has the schedule been properly communicated to all project stakeholders?**

**Do process owners know what to do?**

**Does Project Management update the Project Schedule based on experiences made in this project?**

**Performance evaluation:**

- Time spent and remaining work (in man-days)
- Work done and work remaining
- Sub-contractors

**Have activity plans and project plans for the next phase been prepared?**

**Are resources allocated for the next stage?**

**To what extent are the resources available (taking into account holidays etc.)?**

**Is there any ongoing work between this stage and the next?**



### 14. ISSUE REPORTING

Question	Comments	
Is the issue reporting procedure working effectively with the correct procedure of escalation?		<input type="checkbox"/>
Have all issues been: <ul style="list-style-type: none"><li>• documented</li><li>• given a reference number</li><li>• assigned to an owner</li><li>• scheduled</li></ul>		<input type="checkbox"/>
Are there any outstanding issues from this stage?		<input type="checkbox"/>
Is the total number of issues increasing or decreasing?		<input type="checkbox"/>

### 15. REPORTING

Question	Comments	
Are there any outstanding errors from this phase reported in the TFS system?		<input type="checkbox"/>

### 16. CONFIGURATION MANAGEMENT

Question	Comments	
Have there been any configuration changes during this stage?		<input type="checkbox"/>
Are these changes documented and communicated?		<input type="checkbox"/>
What procedure is used for handling the acceptance of customizations?		<input type="checkbox"/>
Are the procedures for managing fixes defined?		<input type="checkbox"/>
Are the procedures for managing software versions as well as fix packs		<input type="checkbox"/>



defined?



Question	Comments	
<b>Have steering committee meetings been held according to plan?</b>		<input type="checkbox"/>
<b>Have project meetings been held according to plan?</b>		<input type="checkbox"/>
<b>Have sub-project meetings been held according to plan?</b>		<input type="checkbox"/>
<b>Have cross functionality meetings been held according to plan?</b>		<input type="checkbox"/>



Question	Comments	
<b>Is all project documentation being backed up on a regular basis?</b>		<input type="checkbox"/>
<b>Are rules for handling documentation defined and distributed to project members?</b>		<input type="checkbox"/>
<b>Are all parts of the database used?</b> <ul style="list-style-type: none"><li>• issue management</li><li>• customization management</li><li>• Risk management</li></ul>		<input type="checkbox"/>



### 1.3.1.1 SIGN-OFF DOCUMENTS

Question	Comments	
Are all documents that require sign-off defined?		<input type="checkbox"/>
Is there a proper procedure in place for signing-off deliverables / documents?		<input type="checkbox"/>

### 1.3.1.2 RESOURCES

Question	Comments	
Have there been any changes to this project's organization?		<input type="checkbox"/>
Does this project have sufficient resources in terms of: <ul style="list-style-type: none"><li>• number of people</li><li>• % time on the project</li><li>• skill level</li></ul>		<input type="checkbox"/>
Are enough resources allocated for training in this project (NHSLC & AlfaPeople)?		<input type="checkbox"/>
Are there any required changes of resource allocations for the next stage?		<input type="checkbox"/>

### 1.3.1.3 ADMINISTRATION AND REPORTS

Question	Comments	
Does AABC and AlfaPeople fulfill their obligations? If not, how has this been dealt with?		<input type="checkbox"/>
Are the process teams working well together?		<input type="checkbox"/>
Is there a good working relationship between AABC and AlfaPeople?		<input type="checkbox"/>



Is there a good working relationship between the project sponsor and the project executive? If not, what actions are being taken to correct this situation?

Is there a good working relationship between the AABC project manager and the AlfaPeople project manager? If not what actions are being taken to correct the situation?

Is there a good working relationship between process owners and business consultants? If not, what actions are being taken to correct the situation?



Question

Comments

Has the project sponsor taken part in project work in this stage?

What activities has the AABC managed?

What activities have AlfaPeople and AABC managed together?

Which areas/parts of the solution have been handed over to and are now owned by the NHSLC?

Are process owners committed and available?

Are key users committed and available?

Are end users committed and available?



## 12.16 COMMUNICATION

Question	Comments	
Is information distributed according to the communication plan?		<input type="checkbox"/>
Has the progress reporting been in line with the communication plan?		<input type="checkbox"/>
Have minutes from steering committee meetings been distributed to all project members?		<input type="checkbox"/>
Have there been any changes in company policy that have an impact on this project?  If so, have these changes been communicated to the relevant stakeholders?		<input type="checkbox"/>
Are end users informed about project progress?		<input type="checkbox"/>

## 12.16 DELIVERABLES

Question	Comments	
Is there a list of deliverables containing the planned delivery dates as well as the actual delivery dates?		<input type="checkbox"/>
Have there been any changes of the delivery schedule?		<input type="checkbox"/>
Have all agreed deliverables been completed and verified according to the SOW and QP?		<input type="checkbox"/>

## Appendix 5: Common Terms and Acronyms

Term	Definition
<b>Absolute Level</b>	Minimum stock level. The System automatically orders product for the stores to replenish any products depleted below the store's absolute levels.
<b>Acceptance</b>	Written notice from State that a Deliverable has satisfied Acceptance Test or Review.
<b>Acceptance Letter</b>	An Acceptance Letter provides notice from State that a Deliverable has satisfied Acceptance Tests or Review.
<b>Acceptance Period</b>	The timeframe during which the Acceptance Test is performed.
<b>Acceptance Test</b>	Tests performed to determine that no Defects exist in the application Software or the System.
<b>Access Control</b>	Supports the management of permissions for logging onto a computer or network.
<b>ACR</b>	The manufacturer of the point of sale system being utilized at the retail stores.
<b>Address Verification Service</b>	The Address Verification System (AVS) is a system used to verify the address of a person claiming to own a credit card. The system will check the billing address of the credit card provided by the user with the address on file at the credit card company. The other security features for the credit card include the CVV2 number.
<b>Ad-hoc Reports</b>	Ad-hoc reports (equivalent expression/underlying concept: "a custom report feature"), which indicates the need for the application to allow end users to decide, at run time, which elements of the report they wish to see (possibly in which specific order, etc.).
<b>Affidavit</b>	A written statement confirmed by oath or affirmation, for use as evidence in court. Affidavits are statements made by New Hampshire Liquor Commission employees for claims of lost, damaged, broken or missing inventory.
<b>Agency</b>	A department, commission, board, office, council, authority, or other agency in the executive or judicial branch of state government that is created by the constitution or a statute of this state, including a university system or institution of higher education.
<b>Agency</b>	A class of licensee licensed to operate an independent liquor store not owned by the state of New Hampshire.
<b>Agency Head</b>	Top-most senior manager with operational accountability for an agency, such as an executive director, commissioner, university president, comptroller, or board president.
<b>Agreement</b>	A Vendor duly executed and legally binding.
<b>Age Verification System</b>	An Adult (or Age) Verification System (AVS) is a computing system used to confirm the age of a consumer during a sales transaction.
<b>Alphanumeric</b>	A combination of alphabetic and numeric characters.
<b>Analytics</b>	Analytics is the discovery and communication of meaningful patterns in data. Especially valuable in areas rich with recorded information, analytics relies on the simultaneous application of statistics, computer programming and operations research to quantify performance. Analytics often favors data visualization to communicate insight.
<b>Application</b>	A software program or system designed for a specific purpose.
<b>Appendix</b>	Supplementary material that is collected and appended at the back of a document.
<b>At-Risk Value</b>	The exposure to a company that arises from taking on a particular task that can result in the project's overall success and result in loss of revenue or increase in project costs.
<b>Audit Trail Capture and Analysis</b>	Supports the identification and monitoring of activities within an application or system.
<b>Authentication</b>	The processes of identifying an individual resource and the verification those resources are who they say they are. Computers where restricted information is stored may require you to enter your username and password to gain access.
<b>Authorized Direct Shippers</b>	There approximately 1,100 producers of alcohol nationally that are authorized by the NH Liquor Commission to ship directly to New Hampshire consumers.
<b>Backorder</b>	A customer order that cannot be filled when presented, and for which the customer is prepared

Term	Definition
	to wait until merchandise is available.
Bandwidth	A measurement of the amount of data that can be transmitted over a network at any given time. The higher the network's bandwidth, the greater the volume of data that can be transmitted.
Barcode	A machine-readable code in the form of numbers and a pattern of parallel lines of varying widths, printed on and identifying a product.
Barcode Reader	A barcode reader (or barcode scanner) is an electronic device for reading printed barcodes. It consists of a light source, a lens and a light sensor translating optical impulses into electrical ones.
Baseline	A group of products and/or deliverables that have been formally accepted at a specific point within the project; serves as a basis for further work and can be changed only through formal change control processes.
Bailment Charges	The bailment charges process at the Concord warehouse begins with a transaction file within the Warehouse Management System. The Warehouse Management System uses this transaction file to determine the bailment charges automatically by transaction code, account, quantity, and charge. Some examples of bailment charges include the following: handling for inbound items, storage, labeling, relabeling, and inventory counting.
Bailment	A term used in the wine and distilled spirits industry to describe a situation whereby goods are shipped to a designated warehouse and normally held in the supplier's name for withdrawal by a state liquor agency acting as a wholesaler "Control" state. The goods thus stored generally incur a "bailment" charge or fee per case for storage and handling.
Batch Processing	Batch processing is the execution of a series of programs ("jobs") on a computer without manual intervention.
Best and Final Offer (BAFO)	For negotiated procurements, a Vendor's final offer following the conclusion of discussions.
BI	Business Intelligence. A recognized industry term for organizational analytics, including historical, current, and predictive views of business operations.
Bill of Lading	A receipt given by the carrier to the shipper acknowledging receipt of the goods being shipped and specifying the terms of delivery.
Blanket Purchase Order	An order to buy from the same vendor regularly where NHSLC issues a blanket order to cover all purchases for the month rather than making separate daily purchase orders. Line items are added as the month progresses.
Blind-Drop	A form of cash-drop where the cashier does not count their own drawer or bank before turning it in and, therefore, does not know if they are over or short. Sometimes used as a deterrent from theft by a cashier.
Book Inventory	What stock on hand should be according to the accounting records.
Bundle	A collection of products, or a quantity of material defined as a single unit.
Brand Selection	The brand selection process for the Commission begins with a weekly business meeting to discuss new products. Buyers bring recommendations for discussion that must be approved by the Commission before they are considered final.
Breach or Breach of Security	Unlawful and unauthorized acquisition of unencrypted computerized data that materially compromises the security, confidentiality, or integrity of personal information maintained by a person or commercial entity.
Breakage	Loss or damage as a result of breaking a product. When a retail location has product that is accidently broken by an employee it is considered to be breakage and an affidavit is filled out to attest to this occurrence.
Broker	In New Hampshire, all liquor is sold through a system of brokers as intermediaries between the Commission and the vendors.
Buyers	Buyers are Liquor Commission employees in charge of recommending the brands, and selection that New Hampshire Liquor stores carry. The Commission must give final approval before these selections are accepted.

Term	Definition
Cardholder	Non-consumer or consumer customer to whom a payment card is issued to or any individual authorized to use the payment card.
Cardholder Data	At a minimum, cardholder data consists of the full PAN. Cardholder data may also appear in the form of the full PAN plus any of the following: cardholder name, expiration date, and/or service code See Sensitive Authentication Data for additional data elements that may be transmitted or processed (but not stored) as part of a payment transaction.
CDE	Acronym for "cardholder data environment." The people, processes and technology that store, process, or transmit cardholder data or sensitive authentication data.
CAPTCHA	A challenge response to identify a single resource.
Case Label	There is one label per case unless there are more than 30 cases (over half a pallet) of the same product in which case a single label is printed with the number of cases included. Case labels indicate that a case of product has been shipped or is intended to be shipped to a designated store.
CBT	Computer based training.
CCP	Change Control Procedures.
Certification	The Vendor's written declaration with full supporting and written documentation (including without limitation test results as applicable) that the Vendor has completed development of the deliverable and certified its readiness for applicable Acceptance Testing or review.
Change Control (CC)	Formal process for initiating changes to the proposed Solution or process once development has begun.
Change Management	Process and procedures to identify, propose, document, review, evaluate, authorize, and track any changes to project baselines such as project scope and budget changes.
Change Order	Formal documentation prepared for a proposed change in the Specifications.
Chargeback	Chargeback is the return of funds to a consumer.
Claims	Claims are created when hidden damage is discovered or is returned by a consumer (i.e., bad taste etc.).
Client (IT)	A program or computer that connects to and requests information from a server.
Console	Screen and keyboard which permits access and control of a server, mainframe computer or other system type in a networked environment.
Common Carrier	A company that transports goods on regular routes at set rates. In New Hampshire there are three Common Carriers: UPS, FedEx Ground, and FedEx Express.
Confidential Information	Information required to be kept Confidential from unauthorized disclosure under the Vendor.
Configuration Management	An element of configuration management that consists of the evaluation, coordination, approval, and implementation of changes to configuration items.
Contract	This Agreement between the State of New Hampshire and a Vendor, which creates binding obligations for each party to perform as specified in the Vendor Documents.
Contractor	A company that undertakes a contract to provide materials, services or labor to perform a service or perform a function as the primary service provider for that for those materials, services or labor.
Contract Agreement	The documentation consisting of both the General Provisions and the Exhibits which represents the understanding and acceptance of the reciprocal legal rights and duties of the parties with respect to the Scope of Work.
Contract Price	The total, not to exceed amount to be paid by the State to the Vendor for product and services described in the Contract Agreement.
Contract Award	The Vendor whose proposal or quote was awarded the Contract with the State and who is responsible for the Services and Deliverables of the Vendor.
Conversion Test	A test to ensure that a data conversion process correctly takes data from a legacy system and successfully converts it to form that can be used by the new System.
Conversion / Migration	The Conversion/Migration Validation Testing should replicate the entire flow of the converted

Term	Definition
Validation Testing	data through the Software Solution. As the Software Solution is interfaced to legacy or third-party applications, the testing verifies that the resulting converted legacy data performs correctly.
Commencement Date	The date of Commencement shall be date and time a service shall begin
Commission	The New Hampshire State Liquor Commission (NHSLC).
Commission	An amount paid to an employee on sales or on specified items.
Completion Date	End date of the Vendor.
COTS	Commercial Off The Shelf Software.
Coupon	A voucher entitling the holder to a discount on a particular product.
CR	Change Request.
Custom Code	Code developed by the Vendor specifically for this Project. (e.g., for the State of New Hampshire).
Custom Software	Software developed by the Vendor specifically for this project for the State of New Hampshire.
Cycle Count	A cycle count is an inventory management procedure where a small sub-set of inventory is counted on any given day. Cycle counts contrast with traditional physical inventory in that physical inventory stops operation at a facility while all items are counted at a single point-in-time.
CVV	A card security code (CSC), sometimes called card verification data (CVD), card verification number (CVN), card verification value (CVV or CVV2), card verification value code (CVVC), card verification code (CVC or CVC2), verification code (V-code or V code), card code verification (CCV), or signature panel code (SPC) are different terms for a security feature for "card not present" payment card transactions instituted to reduce the incidence of credit card fraud.
Data	State's records, files, forms, Data and other documents or information, in either electronic or paper form, that will be used /converted by the Vendor during the Vendor Term.
Database	A collection of information organized so an application can quickly access selected information such as in an electronic filing system.
DAS	Department of Administrative Services
DaaS	Desktop-as-a-Service. Also called virtual desktop or hosted desktop services.
Debit Card	A plastic card that resembles a credit card but functions like a check and through which payments for purchases or services are made electronically to the bank accounts of participating retailing establishments directly from those of card holders.
DBA	Database Administrator.
Deficiencies/Defects	<p>A failure, deficiency or defect in a Deliverable resulting in a Deliverable, the Software, or the System, not conforming to its Specifications.</p> <p>Class A Deficiency – Software - Critical, does not allow System to operate, no work around, demands immediate action; Written Documentation - missing significant portions of information or unintelligible to State; Non Software - Services were inadequate and require re-performance of the Service.</p> <p>Class B Deficiency – Software - important, does not stop operation and/or there is a work around and user can perform tasks; Written Documentation - portions of information are missing but not enough to make the document unintelligible; Non Software - Services were deficient, require reworking, but do not require re-performance of the Service.</p> <p>Class C Deficiency – Software - minimal, cosmetic in nature, minimal effect on System, low priority and/or user can use System; Written Documentation - minimal changes required and of minor editing nature; Non Software - Services require only minor reworking and do not require re-performance of the Service.</p>
Delisted	Product status of items that are no longer to be made available. Remaining "Delisted" product already owned by the SLC may be sold but it is no longer to be bought.
Deliverable	A Deliverable is any Written, Software, or Non-Software Deliverable (letter, report, manual, book, other), provided by the Vendor to State or under the terms of a Vendor requirement.

Term	Definition
Department	A category of merchandise.
Department	An administrative function or group.
Depletion Allowances	Also called markdown money, these are funds provided by a vendor to State to cover decreased gross margin from price markdowns. These need to be figured into the gross profit of the product.
Depletion Invoices	Invoices sent to vendors to cover depletion allowances.
Digital Signature	Guarantees the unaltered state of a file.
Discount	A deduction from the usual price of the product.
Discount Pricing	A valuation approach where items are sometimes initially marked up artificially but are then offered for sale at what seems to be a reduced cost to the consumer.
Discount Rate	A fixed percentage-based fee required for processing a merchant's credit card or other related sales transaction that is paid to an acquiring bank and the credit card processing organization for the handling of any electronic transaction.
Documentation	All information that describes the installation, operation, and use of the Software, either in printed or electronic format.
DoIT	Department of Information Technology
Dolphin	A mobile hand-held device used in counting store inventory.
Down Time	"Downtime" is defined as any period of time when an Administrator cannot log into the Systems to perform administrative tasks enabled by the System. Downtime does not include the period of time when the System is not available as a result of: (i) Scheduled Downtime or scheduled network, hardware, or Service maintenance or upgrades or (ii) the acts or omissions of the State or State's employees, agents, contractors, or vendors, or anyone gaining access to Service Providers network by means of State's passwords or equipment.
Effective Date	The Effective Date sets the date when the rights and obligations under the Agreement become operational. The Effective Date need not be the same as the execution date. In the absence of an effective date, the terms of the agreement become operational upon execution.
Encryption	Supports the encoding of data for security purposes.
Enhancements	Updates, additions, modifications to, and new releases for the Software, and all changes to the Documentation as a result of Enhancements, including, but not limited to, Enhancements produced by Change Orders.
Enhancement	The process of modifying an application and/or component after delivery intended to increase or decrease functionality and capability from the existing design. The change and/or addition to functionality and capability are not constrained by time and/or size of the effort.
Enhancement – Level 1	Level 1 or "Major Enhancement" or "large enhancement" means an enhancement in which any improvement is made to the base program or system from the time of production, the collective cost of such enhancement(s) being equal to or in excess of \$25,000.00, critical or high risk, or is identified by the State as a major enhancement.
Enhancement – Level 2	Level 2 or "Minor Enhancement" or "small enhancement", means an enhancement or improvement to the base program or system from the time of production, the collective cost of which is under \$25,000.00, non-critical or mid-level risk, or is identified by the State as a minor enhancement.
Enhancement – Level 3	Level 3 or "Simple Enhancement" or "small enhancement", means an enhancement or improvement to the base program or system from the time of production, the collective cost of which is under \$5,000.00, non-critical or low risk, or is identified by the State as a small enhancement.
End-to-End Encryption	End-to-end encryption (E2EE), which is non-certified or uncertified, is a digital communications paradigm of uninterrupted protection of data traveling between two communicating parties.
EMV	EMV stands for Europay, MasterCard and Visa, a global standard for inter-operation of integrated circuit cards (IC cards or "chip cards") and IC card capable point of sale (POS) terminals and automated teller machines (ATMs), for authenticating credit and debit card

Term	Definition
	transactions.
Event of Default	Any one or more of the following acts or omissions of a Vendor shall constitute an event of default hereunder ("Event of Default") a. Failure to perform the Services satisfactorily or on schedule; b. Failure to submit any report required; and/or failure to perform any other covenant, term or condition of the Vendor.
Field Testing	The Vendor must provide the accessibility and functionality of the various reservation and registration screens and all report functions to allow for field testing. The Field Test must test all aspects of the Reservation and Point of Sale system, including all facets of the retail system (new product set up, pricing, credit card processing, bar code scanning, inventory entry and other tests as defined by State.)  All functions and modules of the system must be Field Tested. At least twelve (12) work stations must be fully installed no later than eight (8) weeks prior to implementation to allow for field testing. Park locations for these twelve (12) work stations will be determined by State. A representative of the Vendor must be available during field testing to answer questions or document any issues encountered while field testing. The Vendor must update the Master Test Plan results document upon completion of each test described above.
Field Service	Part of a firm's customer service team, he or she provides technical support and maintenance to the customers and acts as a communication channel between the help desk or other functions and the customer service firm.
Firm Fixed Price	A Firm-Fixed-Price contract provides a price that is not subject to increase, i.e., adjustment on the basis of the Vendor's cost in performing the terms of the contract.
Full Inventory count	Unlike a cycle count inventory management procedure where a small sub-set of inventory is counted on any given day, a full inventory count is a traditional physical inventory count where all items are counted at a single point in time.
Fully Loaded	Rates are inclusive of all allowable expenses, including, but not limited to: meals, hotel/housing, airfare, car rentals, car mileage, and out of pocket expenses.
GAP Analysis	Identification of gaps between future state and current state. Involving analysis between business requirements and current System capabilities.
Gift Card	A gift card is a restricted monetary equivalent or scrip that is issued by retailers or banks to be used as an alternative to a non-monetary gift.
Gift Receipt	An optional second copy of a receipt printed without prices or payment information.
Global Discount	A discount applied to the subtotal on a total sale.
Global Discount	A discount applied to multiple categories of products or merchandise.
Governor and Executive Council	The New Hampshire Governor and Executive Council.
Guaranteed Checks	Guaranteed checks are bank backed checks such as cashier's checks and money orders that have guaranteed funds.
Harvest	Centralized Software Management to archive and/or control versions of software.
Headquarters	Controls all aspects of the entire operation at NHSLC. Maintains product information, creates marketing plans and reports on activity of entire enterprise.
Help Desk	A help desk is an information and assistance resource that troubleshoots problems with computers or similar products, creates trouble tickets and manages escalations.
IaaS	Infrastructure as a Service; In the most basic cloud-service model, providers of IaaS offer computers - physical or (more often) virtual machines - and other resources.
ICE	Internet Commerce Enabler; an on-line portal used both internally by employees and externally by brokers and vendors.
Identification and Authentication	Supports obtaining information about those parties attempting to log on to a system or application for security purposes and the validation of those users.
Incident	An unplanned interruption to an IT Service or reduction in the quality of an IT service.
In-store Mobile	Real-time or batch-mode computers for store staff to receive inventory, complete price changes

Term	Definition
Computer	and place orders. Inventory management via mobile computers also includes functions such as replenishment, shelf stocking/put-away, shelf and item labeling, layaway, returns, stock management, shelf price audits, store-to-store transfers and markdowns
IMC	Tritech Incident Management System used by Liquor Enforcement Division.
Item Identifier	Unique Identification Marking, UID marking, Item Unique Identification or IUID, is a part of the compliance process mandated by the United States Department of Defense.
Implementation Plan	Sets forth the transition from development of the System to full operation, and includes without limitation, training, business and technical procedures.
In-House Credit	In-house credit is a credit line for purchasing liquor that is only offered to New Hampshire state licensees based on credit worthiness.
Input Validation	Ensure the application is protected from buffer overflow, cross-site scripting, SQL injection, and canonicalization.
Instant Ticket	A lottery ticket that is "instantly" redeemable at the place of purchase under a specified maximum account.
Installation Testing	Application components are installed in the System test environment to test the installation routines and are refined for the eventual production environment. This activity serves as a dry run of the installation steps in preparation for configuring the production System.
Intrusion Detection	Supports the detection of illegal entrance into a computer system.
Invoking Party	In a dispute, the party believing itself aggrieved.
Issue	A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements, but is currently "happening" to the Project.
Joint Application Development	Joint process between State and the Vendor to collect business requirements while developing the new System.
Key Project Staff	Personnel identified by State and by the Vendor as essential to work on the Project.
KPI	A set of quantifiable measures that a company or industry uses to gauge or compare performance in terms of meeting their strategic and operational goals. KPIs vary between companies and industries, depending on their priorities or performance criteria.
Lane	Checkout lane with a POS station.
Lawson	State's current financial system, which was implemented under the NH-First Project.
Licensee	A business licensed by the SLC to sell liquor in the state of New Hampshire.
License	The approvals of a Wholesale Customer to sell, manufacture, distribute, or alter alcohol or tobacco products. There are currently 46 license types.
LIDS	Liquor Inventory Distribution System.
Lookup	Ability to search or locate a related or multiple related records from a keyword search function.
Lottery	A gambling game or method of raising money, as for some public purpose, in which a large number of tickets are sold and a drawing is held for certain prizes.
Loyalty Program	A rewards program offered to customers who frequently make purchases. A loyalty program may give a customer advanced access to point collection, new products, special sales coupons or free merchandise.
MAPPER	Unisys Business Information Server (BIS), formerly MAPPER is rapid-application development and information access tool that has been utilized by NHSLC for the last 30 years.
Maintenance (IT)	The process of maintaining or preserving an item, or the state of being maintained.
Maintenance Update	A Maintenance Update is a New Release that has an increase in the Minor Version Number. Maintenance updates are made available to Licensees at no charge for the period of the Maintenance Term. e.g. "2.22.0.5" may be provided as a Maintenance Update from version "1.55.6.7".
Managed Service	A managed service provider (MSP) is a company that manages a customer's IT infrastructure

Term	Definition
Provider	and/or end-user systems, typically on a proactive basis and under a subscription model.
Margin	A ratio of profitability calculated as net income divided by revenues, or net profits divided by sales. It measures how much out of every dollar of sales a company actually keeps in earnings.
Markup	The amount added to the cost price of goods to cover overhead and profit.
Markdown Money	Depletion allowance to compensate for lowering price on a product to below what the Commission would otherwise offer.
Merchant Number	A type of business bank account that allows a business to accept and process debit and credit card transactions
MSRP	Manufacturer's suggested retail price.
MTS	Management Training Seminar; these are required educational sessions that all new Licensees must attend within 45 days of the issuance of their license; otherwise their license may be revoked. This is applicable to Enforcement.
NaaS	Network as a Service; a category of cloud services that provides users with the capability of where the capability provided to the cloud service user is to using network/transport connectivity services and/or inter-cloud network connectivity services.
NH First	Lawson, the State's financial software, is still referred to by "NH First" which was its original implementation project name.
NHLC	New Hampshire Liquor Commission. ( <a href="http://www.nh.gov/liquor">http://www.nh.gov/liquor</a> )
Non Exclusive Vendor	A Vendor executed by State that does not restrict State from seeking alternative sources for the Deliverables or Services provided under the Vendor.
Non Inventory Item	Non-inventory Items are products that are purchased for a specific purpose and then immediately sold, used or disposed.
Non-Software Deliverables	Deliverables that are not Software Deliverables or Written Deliverables, e.g., meetings, help support, services, other.
Normal Business Hours	Office Normal Business Hours – 8:00 a.m. to 4:30 p.m. EST, Monday through Friday excluding State of New Hampshire holidays. Store Normal Business Hours – See Store Listings for Winter and Summer periods.
Notice to Proceed	State Vendor Manager's written direction to the Vendor to begin work to the Vendor on a given date and time.
Off-premise	A class of Licensee licensed to sell liquor by the bottle for off premise consumption.
On-premise	A class of Licensee licensed to sell liquor by the drink for on premise consumption.
Open Data Formats	A data format based on an underlying Open Standard.
Open Source Software	Software that guarantees the user unrestricted use of the Software as defined in RSA 21-R:10 and RSA 21-R:11.
Open Standards	Specifications for the encoding and transfer of computer data that is defined in RSA 21-R: 10 and RSA 21-R: 13.
Open to Buy	The Open to Buy amount is the dollar amount budgeted by NHSLC for inventory purchases or a specific time period.
Operational System	System is fully functional, all Data has been loaded into the System, is available for use by the State in its daily operations.
Operational	Operational means that the System is operating and fully functional, all Data has been loaded; the System is available for use by NHSLC in its daily operations, and NHSLC has issued an Acceptance Letter.
PaaS	Platform as a Service, in the PaaS model, cloud providers deliver a computing platform that typically including an operating system, programming language execution environment, database, and web server.
PA-DSS	Payment Application Data Security Standard a system set up by the Payment Card Industry Security Standards Council to ensure secure credit card transactions.

Term	Definition
Pay Out	The removal of cash amounts from the cash drawer for a store-related purpose.
PCI	Payment Card Industry.
PCI Compliance	Compliance standards required of the Payment Card Industry.
Performance Tuning and Stress Testing	The Vendor shall develop and document hardware and Software configuration and tuning of the State Next Generation Systems infrastructure as well as assist and direct State's System the Software throughout the Project.
Picker	Warehouse workers that "picks" inventory and builds pallets of product that go to a specific location for delivery to replenish their inventories.
Placement Category	The liquor inventory and distribution system is organized by four "placement categories": Category 1 – top 325 wines shipped to all stores and full distribution for spirits, Category 2 – top 326 to 750 wines and full distribution for spirits, Category 3 – top 751 to 1200 wines and specialty spirits, Category 4 – optional/test items for wine and test/new products for spirits.
PLU	Price look-up codes, commonly called PLU codes, PLU numbers, PLUs, produce codes, or produce labels, are identification numbers affixed to perishable products for inventory and sales transactions.
PO	Purchase Order.
POI	Point of Interaction. An electronic-transaction-acceptance product. A POI consists of hardware and software and is hosted in an acceptance equipment to enable a cardholder to perform a card transaction. Thereby the POI may be attended or unattended. POI transactions are IC and/or magnetic-stripe card-based payment transactions. For these requirements, a POI device is a PIN acceptance device
Point to Point Encryption	Use of secure encryption methodologies and cryptographic key operations, including key generation, distribution, loading/injection, administration and usage of data transmitted between two or more points of interaction.
POS	Point of Sale (POS) or checkout is the location where a transaction occurs. A "checkout" refers to a POS terminal or more generally to the hardware and software used for checkouts, the equivalent of an electronic cash register.
POS Bundle	See - POS Station
POS Station	The Point of Sale system which includes all items to successfully conduct a transaction between a customer such as a bar-code reader, cash draw, receipt printer, credit card machine, screen etc. The POS stations may commonly be referred to as "bundles", "lanes" or "registers."
Pole Display	A screen oriented towards the customer to display transaction detail and store messages.
Problem	Problem Management is the process responsible for managing the lifecycle of all problems. The primary objectives of problem management are to prevent problems and resulting incidents from happening, to eliminate recurring incidents, and to minimize the impact of incidents that cannot be prevented.
Product Release	A Product Release is a completely new product offering. Product releases start with a new Major Version Number. e.g. "1.0.0.00". Product Releases are not included as a no charge update with a products maintenance agreement, however if a Product Release is purchased as an upgrade during the Maintenance Term then the remaining Maintenance Term will be proportionally transferred to the new Product Release
Project	The planned undertaking regarding the entire subject matter of an RFP and Vendor and the activities of the parties related hereto.
Project Plan	Written plan that addresses Project scheduling, resource involvement, and the overall Project approach, including plans for managing communications, Project risks, and transfer of knowledge at the conclusion of the Project.
Promotion	A publicity campaign for a particular New Hampshire Liquor Commission product.
Proposal	The submission from a Vendor in response to the Request for a Proposal or statement of work.
Purchase Authorization Level	This authorization level is set by the Director of Purchasing in the Concord Warehouse. This rate sets the parameters for the Inventory Management System to work within and allows for

Term	Definition
	inventory processes to be automated such as invoicing and purchasing of new product.
Offshore	Located or based outside of the continental United States national boundaries
QSA	A Qualified Security Assessor (QSA) is a person who has been certified by the PCI Security Standards Council to audit merchants for Payment Card Industry Data Security Standard (PCI DSS) compliance.
QR Code	A machine-readable code consisting of an array of black and white squares, typically used for storing URLs or other information for reading by the camera on a smartphone.
RACI	<p>The project management RACI model is a tool used for identifying roles and responsibilities and avoiding confusion over those roles and responsibilities during a project. The acronym RACI stands for:</p> <ul style="list-style-type: none"> <li>• <b>Responsible:</b> The person who does the work to achieve the task. They have responsibility for ensuring the work is completed or decision made. As a rule this is one person; examples might be a business analyst, application developer or technical architect.</li> <li>• <b>Accountable:</b> The person who is accountable for the correct and thorough completion of the task. This must be one person and is often the project executive or project sponsor. This is the role that responsible is accountable to and approves their work.</li> <li>• <b>Consulted:</b> The people who provide information for the project and with whom there is two-way communication. This is usually several people, often subject matter experts.</li> </ul> <p><b>Informed:</b> The people who are kept informed about progress and with whom there is one-way communication. These are people that are affected by the outcome of the tasks so need to be kept up-to-date.</p>
Receipt	<ul style="list-style-type: none"> <li>• A printed piece of paper showing the details of a particular sale, usually: the date, establishment name &amp; address, cost of items sold, tip, tax, total, and form of payment rendered.</li> </ul>
Regression Test Plan	A plan integrated into the Implementation Plan used to ascertain whether fixes to Defects have caused errors elsewhere in the application/process.
Retail Store Location	A physical location for the selling of goods or merchandise to consumers. NHSLC retail stores sell alcoholic beverages and lottery to those individuals over the age of 21.
Review Period	The period set for Review of a Deliverable. If none is specified then the Review Period is five (5) Business days.
Requirements Traceability Matrix	The Requirement Traceability Matrix is a document that links the requirements throughout the validation process. It is a tool to ensure that requirements are not lost during the software development life cycle.
RFP	A Request For Proposal solicits Proposals to satisfy State functional requirements by supplying data processing product and/or Service resources according to specific terms and conditions.
RID	Report Identifier for the table in the MAPPER for storing information.
SaaS	Software as a Service; a software delivery model in which software and associated data are centrally hosted on the cloud.
Sale Projection	This is otherwise known as sales forecasting; it is a process to estimate future consumption needs or future sales of products using historic data to "forecast" or "Project" trends.
Sales Cards	Promotional cards advertising products or promotions for use on store shelves.
Sales Tax	A tax imposed by the government at the point of sale on retail goods and services collected by the retailer.
Sales Tax Item	A taxable item by product, category, ship to location or regulatory imposed requirement.
SaaS – Software as a Service	Occurs where the COTS application is hosted but the State does not own the license or the code. The vendor allows the use of the software as part of their service.
Scheduled Downtime	"Scheduled Downtime" is defined as those times where Contractor notifies the State of periods of Downtime at least 7 (seven) days prior to the commencement of such Downtime. Scheduled

Term	Definition
	Downtime of fewer than 10 hours per calendar year is not considered Downtime for purposes of an SLA.
Scope	The sum of the products or Services to be provided by the Project.
SEO	Search engine optimization (SEO) is the process of affecting the visibility of a website or a web page in a search engine's unpaid results - often referred to as "natural," "organic," or "earned" results on the search results page. Optimizing a website may involve editing its content, HTML and associated coding to both increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines.
Service Level Agreement (SLA)	A signed agreement between the Vendor and State specifying the level of Service that is expected of, and provided by, the Vendor during the term of the Contract.
Service Management (IT)	Service Management is a customer-focused approach to delivering information technology. Service Management focuses on providing value to the customer and also on the customer relationship. Service Management provides a framework to structure IT-related activities and the interactions of IT technical personnel with customers and clients.
Service Provider	An organization that provides or is responsible for technical services. See Contractor.
Service Component Provider	An organization that provides or is responsible for technical services to the Service Provider. See Sub-Contractor.
Services	The work or labor to be performed by the Vendor on the Project as described in the Vendor.
Shelf Labels	Printed labels that display barcode and product information on the store shelves and end caps to identify products.
Shrinkage	Shrinkage is the difference between recorded and actual inventory.
Signature Capture	Electronically captures an individual's signature for customer identification and transaction verification applications.
SKU	A Stock-Keeping Unit is a unique identifier for each distinct product.
Smartcard	A card with a built-in microprocessor, used typically for electronic processes such as financial transactions and personal identification.
Smartphone	A phone that performs many of the functions of a computer, typically having a touchscreen interface, Internet access, and an operating system capable of running downloaded applications.
Software	Each software program provided including software in which NHSLC has sub-licensing rights, in executable, machine readable, object, printed or interpreted form, including any Software Protection Device and any documentation, modifications, improvements or updates supplied to the license holder under any Quotation/Order
Software Configuration Management	Software Configuration Management (SCM) is the task of tracking and controlling changes in the software. SCM practices include revision control and the establishment of baselines. If something goes wrong, SCM can determine what was changed and who changed it. The SCM tool utilized by the State is Computer Associates (CA) HARVEST application.
Software License	Licenses provided to State under this Vendor. A software license is a legally binding agreement that specifies the terms of use for an application and defines the rights of the software producer and of the end-user.
Software Update	A Software update is a New Release that has an increase in the Release Version Number. Software updates are made available when NHSLC deems it necessary to provide a fix for a technical issue in the previous version. e.g. "1.22.3.4" may be provided as a Software Update from version "1.22.2.2".
Solution	The Solution consists of the total Solution, which includes, without limitation, Software and Services, addressing the requirements and terms of the Specifications. The off-the-shelf Software and configured Software customized for State provided by the Vendor in response to this RFP.
SPOC	Single Point of Contact

Term	Definition
Special Orders	Special orders made by customers for special products or quantities usually made by phone, and may include an extended period between order and delivery.
Special Price Allowances (SPA)	Vendor allowances to purchase a certain amount of inventory at a reduced price.
Specifications	The written Specifications that set forth the requirements which include, without limitation, this RFP, the Proposal, the Vendor, any performance standards, Documentation, applicable State and federal policies, laws and regulations, State technical standards, subsequent State-approved Deliverables, and other Specifications and requirements described in the Vendor Documents. The Specifications are, by this reference, made a part of the Vendor as though completely set forth therein.
Split Order	An order which is broken into smaller pieces to be executed one at a time to avoid affecting the market price, sales transaction or customer.
Split Payment	A sale paid for using two or more payment methods.
State	Reference to the term "State" shall include applicable agencies.
State Fiscal Year (SFY)	The New Hampshire State Fiscal Year extends from July 1st through June 30th of the following calendar year.
Statement of Work (SOW)	A Statement of Work clearly defines the basic requirements and objectives of a Project. The Statement of Work also defines a high level view of the architecture, performance and design requirements, the roles and responsibilities of State and the Vendor. The SOW defines the results that the Vendor remains responsible and accountable for achieving.
Store	A physical location selling items to the public.
Stress Test (IT)	Stress testing refers to the testing of software or hardware to determine whether its performance is satisfactory under any extreme and unfavorable conditions, which may occur as a result of heavy network traffic, process loading, under-clocking, overclocking and maximum requests for resource utilization.
Sub-Contractor	A person, partnership, or company not in the employment of, or owned by, the Vendor, which is performing Services under this Vendor under a separate Vendor with or on behalf of the Vendor.
Sub-Pack	Any quantity of liquor less than a full case. Currently Exel Warehouse is the only warehouse that stocks sub-pack quantities. However, saleable sub-packs as a result of breakage at the Concord warehouse is shipped in sub-packs.
System	All Software, specified hardware, and interfaces and extensions, integrated and functioning together in accordance with the Specifications.
System Integration Testing	<p>a.) Validates the integration between the individual unit application components and verifies that the new System meets defined requirements and supports execution of interfaces and business processes. The Systems Integration Test is performed in a test environment.</p> <p>b.) Emphasizes end-to-end business processes and the flow of information across applications. It includes all key business processes and interfaces' being implemented, confirms a data transfer with external parties, and includes the transmission or printing of all electronic and paper documents.</p> <p>c.) Conduct System Integration Testing, utilizing scripts developed, as identified in the Test Plan, to validate the functionality of the System and its interfaces. Use System Integration Testing to validate modifications, fixes and other System interactions with the Vendor supplied Software Solution.</p>
System Operation	System is fully functional, all Data has been loaded into the System, is available for use by State in its daily operations.
Security Testing	Security testing is a process intended to reveal flaws in the security mechanisms of an information system that protect data and maintain functionality as intended.
TBD	To Be Determined.
Technical Authorization	Direction to a Vendor, which fills in details, clarifies, interprets, or specifies technical requirements. It must be:

Term	Definition
	<p>(1) consistent with Statement of Work within statement of Services;</p> <p>(2) not constitute a new assignment; and</p> <p>(3) not change the terms, documents of specifications of the Vendor Agreement.</p>
Test Market	A demographic group used to gauge the viability of a product or service in the larger mass market prior to a wide scale roll-out. Typically this window of testing time is six months in a limited group of stores.
Test Plan	A plan, integrated in the Implementation Plan, to verify the code (new or changed) works to fulfill the requirements of the Project. It may consist of a timeline, a series of tests and test data, test scripts and reports for the test results as well as a tracking mechanism.
Time and Materials Engagement	An engagement where the Parties have agreed to service rate(s) (which may be blended or tiered depending on skill set and measured, for example, in person hours or person days) for estimated services to be performed by Contractor over the agreed upon time period.
Token	The process of substituting a sensitive data element with a non-sensitive equivalent, referred to as a token, which has no extrinsic or exploitable meaning or value.
Tokenization	The process of substituting a sensitive data element with a non-sensitive equivalent, referred to as a token, which has no extrinsic or exploitable meaning or value.
Transition Services	Services and support provided when the Vendor is supporting System changes.
User Acceptance Testing (UAT)	<p>The User Acceptance Test (UAT) is a verification process performed in a copy of the production environment. The User Acceptance Test verifies System functionality against predefined Acceptance criteria that support the successful execution of approved business processes.</p> <p>a.) The Vendor's Project Manager must certify in writing, that the Vendor's own staff has successfully executed all prerequisite Vendor testing, along with reporting the actual testing results prior to the start of any testing executed by State staff.</p> <p>b.) State will be presented with a State approved Test Plan, test scenarios, test cases, test scripts, test data, and expected results, as well as written Certification of the Vendor's having completed the prerequisite tests, prior to State staff involvement in any testing activities.</p> <p>c.) UAT will also serve as a performance and stress test of the System. It may cover any aspect of the new System, including administrative procedures such as backup and recovery. The results of the UAT provide evidence that the new System meets the User Acceptance criteria as defined in the Implementation Plan.</p> <p>d.) Upon successful conclusion of UAT and successful System deployment, State will issue a letter of UAT Acceptance and the respective Warranty Period shall commence as described in Section 5.8: Warranty Period.</p>
Unit of Measure	A quantity used as a standard of measurement.
Unit Test	Developers create their own test data and test scenarios to verify the code they have created or changed functions properly as defined. Application components are tested on an individual basis to verify that the inputs, outputs, and processing logic of each application component functions without errors. Unit Testing is performed in either the development environment or a testing environment. The goal is to find errors in the smallest unit of the Software. If successful, subsequent integration testing should only reveal errors related to the integration between application components.
UPC	The Universal Product Code (UPC) is a barcode zymology for tracking items.
Vendor	The Vendor or individual, firm, or company that submits a Proposal to this RFP solicitation and may be selected by the State of New Hampshire to perform the work outlined by this RFP.
Vendor Award	The Vendor whose proposal or quote was awarded the Vendor with the State and who is responsible for the Services and Deliverables of the Vendor.
Vendor Code	The user-defined code assigned to a vendor and used to track that vendors merchandise as it is received and sold.
Verification	Supports the confirmation of authority to enter a computer system, application or network.
Version Number	Software is numbered using the form "Major.Minor.Release.Build". e.g. "1.2.3.4". The Build number is used for internal purposes and the same combination of "Major.Minor.Release" will

Term	Definition
	not be released with different build numbers. The Release number increases when a New Release is produced to provide a "bug-fix" but does not provide additional functionality. The Minor number increases when a New Release is produced that incorporates new features or additional functionality. The Major number remains constant and is only changed when a new Product Release of the software is offered
Warranty Period	A period of coverage during which the Vendor is responsible for providing a guarantee for products and Services delivered as defined in the Vendor.
Warranty Releases	Code releases that are done during the Warranty Period.
Warranty Services	The Services to be provided by the Vendor during the Warranty Period.
WIMS	Warehouse Inventory Management System.
Work Plan	Covers the entire program or project period. Provides a concise, easy-to-read overview of the goals, strategies, objectives, measures, activities, timeline, and responsible parties.
Written Deliverables	Non-Software written Deliverable Documentation (letter, report, manual, book, other) provided by the Vendor either in paper or electronic format.
X/Y/Z Report	Reports that provide up-to-the-minute accounting of POS activities for the current sales period; for reconciling a cash drawer(s), and assisting in end of day close out.