

STATE OF MICHIGAN
CENTRAL PROCUREMENT SERVICES
 Department of Technology, Management, and Budget
 525 W. ALLEGAN ST., LANSING, MICHIGAN 48913
 P.O. BOX 30026 LANSING, MICHIGAN 48909



CONTRACT CHANGE NOTICE

Change Notice Number 1
 to
 Contract Number 210000000741

CONTRACTOR	GARTNER GROUP INC
	4501 North Fairfax Drive - 8th Floor
	Arlington, VA 22203
	Phillip A. Cummings
	703-387-5619
	phillip.cummings@gartner.com
	CV0000883

STATE	Program Manager	leslie prame	DTMB
		517-241-4749	
		Pramel@michigan.gov	
	Contract Administrator	Matt Weiss	DTMB
		(517) 256-9895	
		weissm4@michigan.gov	

CONTRACT SUMMARY

TREASURY IV&V SERVICES			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 3, 2021	May 3, 2024	2 - 1 Year	May 3, 2024
PAYMENT TERMS		DELIVERY TIMEFRAME	
ALTERNATE PAYMENT OPTIONS <input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other		EXTENDED PURCHASING <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

MINIMUM DELIVERY REQUIREMENTS

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DESCRIPTION OF CHANGE NOTICE

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		N/A
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$3,338,420.00	\$0.00	\$3,338,420.00		

DESCRIPTION

Effective 5/14/2021, the following amendment is hereby incorporated into the Contract to amend and correct a clerical error within, "TABLE 1 – TASKS AND DELIVERABLES PRICING SCHEDULE". The overall total amount remains the same.

No additional funding is needed at this time; existing funds are adequate to support this change.

All other terms, conditions, specifications, and pricing remain the same. Per contractor, agency and DTMB procurement.

Revised: TABLE 1 – TASKS AND DELIVERABLES PRICING SCHEDULE

Tasks & Deliverables	Anticipated Start Date	Anticipated Completion Date	Contractor Staff Position Titles	Estimated Hours By Position	Total Payment
TASK 1 – Year One					\$1,184,740
IV&V Project Management Plan (1)	5/1/2021	5/15/2021	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	80 30 104 8	\$70,000
Monthly Reports (12)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	1000 300 420 30	\$510,000 (\$42,500 x 12)
Bi-Monthly Reports (6)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	640 300 340 20	\$420,000 (\$70,000 x 6)
Bi-annual Report (2)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	200 80 180 25	\$150,000 (75,000 x 2)
Gartner for IT Leaders Individual Access (1)	5/1/2021	4/30/2022	N/A	N/A	\$32,100
IT News and Insights (4)	5/1/2021	4/30/2022	N/A	N/A	\$2,640 (\$660x4)
TASK 2 – Year 2					\$1,076,840
Monthly Reports (12)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	960 190 425 25	\$510,000 (\$42,500 x 12)
Bi-Monthly Reports (6)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	710 110 440 20	\$393,600 (\$65,600 x 6)
Bi-annual Report (2)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	240 50 160 20	\$138,500 (69,250 x 2)
Gartner for IT Leaders Individual Access (1)	5/1/2022	4/30/2023	N/A	N/A	\$32,100
IT News and Insights (4)	5/2/2022	4/30/2023	N/A	N/A	\$2,640 (\$660x4)
TASK 3 – Year 3					\$1,076,840
Monthly Reports (12)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	960 190 425 25	\$510,000 (\$42,500 x 12)

Tasks & Deliverables	Anticipated Start Date	Anticipated Completion Date	Contractor Staff Position Titles	Estimated Hours By Position	Total Payment
Bi-Monthly Reports (6)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	710 110 440 20	\$393,600 ((\$65,600 x 6))
Bi-annual Report (2)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	240 50 160 20	\$138,500 ((\$69,250 x 2))
Gartner for IT Leaders Individual Access (1)	5/1/2023	4/30/2024	N/A	N/A	\$32,100
IT News and Insights (4)	5/1/2023	4/30/2024	N/A	N/A	\$2,640 ((\$660x4))
Total Estimated Hours and Total Firm Fixed Price	N/A	N/A	N/A	10,457	\$3,338,420



STATE OF MICHIGAN PROCUREMENT
 Department of Technology, Management, and Budget
 525 W Allegan St, Lansing, MI 48933

NOTICE OF CONTRACT

NOTICE OF CONTRACT NO. **21000000741**

between
 THE STATE OF MICHIGAN
 and

CONTRACTOR	GARTNER GROUP INC
	4501 North Fairfax Drive - 8th Floor
	Arlington, VA 22203
	Phillip A. Cummings
	703-387-5619
	Phillip.Cummings@gartner.com
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	Contract Administrator	Matt Weiss	DTMB
(517) 256-9895			
weissm4@michigan.gov			

CONTRACT SUMMARY			
DESCRIPTION: Treasury IV&V Services			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
May 3, 2021	May 3, 2024	2, 1-year	May 3, 2024
PAYMENT TERMS		DELIVERY TIMEFRAME	
Net 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-card <input type="checkbox"/> Payment Request (PRC) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS			
N/A			
MISCELLANEOUS INFORMATION			
N/A			
ESTIMATED CONTRACT VALUE AT TIME OF EXECUTION			\$3,338,420.00

FOR THE CONTRACTOR:

GARTNER GROUP INC

Company Name

Authorized Agent Signature

Phillip A. Cummings

Authorized Agent (Print or Type)

Date

FOR THE STATE:

Signature

Simon Baldwin, Category Director IT
Name & Title

DTMB Procurement
Agency

Date

1. BACKGROUND AND PROJECT OBJECTIVE

1.1.1. PURPOSE

The purpose of this contract is to establish an on-site Independent Validation and Verification (IV&V) team for review and audit of the Treasury Modernization Project for the State of Michigan.

1.1.2. BACKGROUND

In order to better prepare for meeting current and future business demands, Treasury recognized more than a decade ago that a re-engineering of business processes and the accompanying business application support systems was in order.

To that end, the State issued an RFP for the replacement of the Individual Income Tax, Garnishment and Levies and Collections systems, and has entered into a contract with Deloitte, the chosen DDI vendor and SAP.

2. SCOPE OF WORK AND DELIVERABLES

2.1. IN SCOPE

The Contractor will provide the staff necessary to review and provide Independent Verification and Validation (IV&V) of the Legacy Modernization project. The Contractor will report to the State (Department of Technology, Management and Budget (DTMB) and Michigan Department of Treasury).

Objectives for the Contractor and this Contract include:

1. Read, understand, and be capable of effectively monitoring the deliverables as outlined in the Treasury Modernization Contract with Deloitte and SAP. High level deliverables will include, but are not limited to the following:
 - SUITE/SEM documentation
 - Enterprise Architecture Solution Assessment (EASA) - shows the infrastructure for DEV, TEST, Production environments and how they connect to each other and other devices in SOM network
 - Technical architecture plan
 - Application Security Plan - Explains about how the application security is configured for various user roles in the product
 - Operations manual - Useful for end users and business analysts
 - Operations and Support plan
 - Maintenance and Support plan
 - Disaster Recovery plan
 - Transition and Knowledge Transfer (KT) plan
2. Provide onsite staff and services for the duration of the IV&V Contract.
3. Provide monitoring of project progress as it relates to the Treasury Modernization Contract

The State has issued a Treasury Modernization Project Contract to replace the existing Individual Income Tax Garnishment and Levies and Collections systems. This project requires minimal slippage of schedule dates. To meet an aggressive schedule and minimize risk to the State, it is important to perform thorough business and technical planning and analysis prior to project initiation and to establish project controls that closely monitors progress and allows for quick identification and resolution of issues post initiation.

2.2. OUT OF SCOPE

1. Final decision on technical solution.
2. Delivery of detailed business requirements.

3. Creation of Business Process Descriptions and Visio Workflows.
4. IV&V and other services not related to the Treasury Modernization Project. The scope of this Contract cannot be expanded to allow for IV&V or other services beyond the Treasury Modernization Project.

2.3. IV&V TASKS AND DELIVERABLES

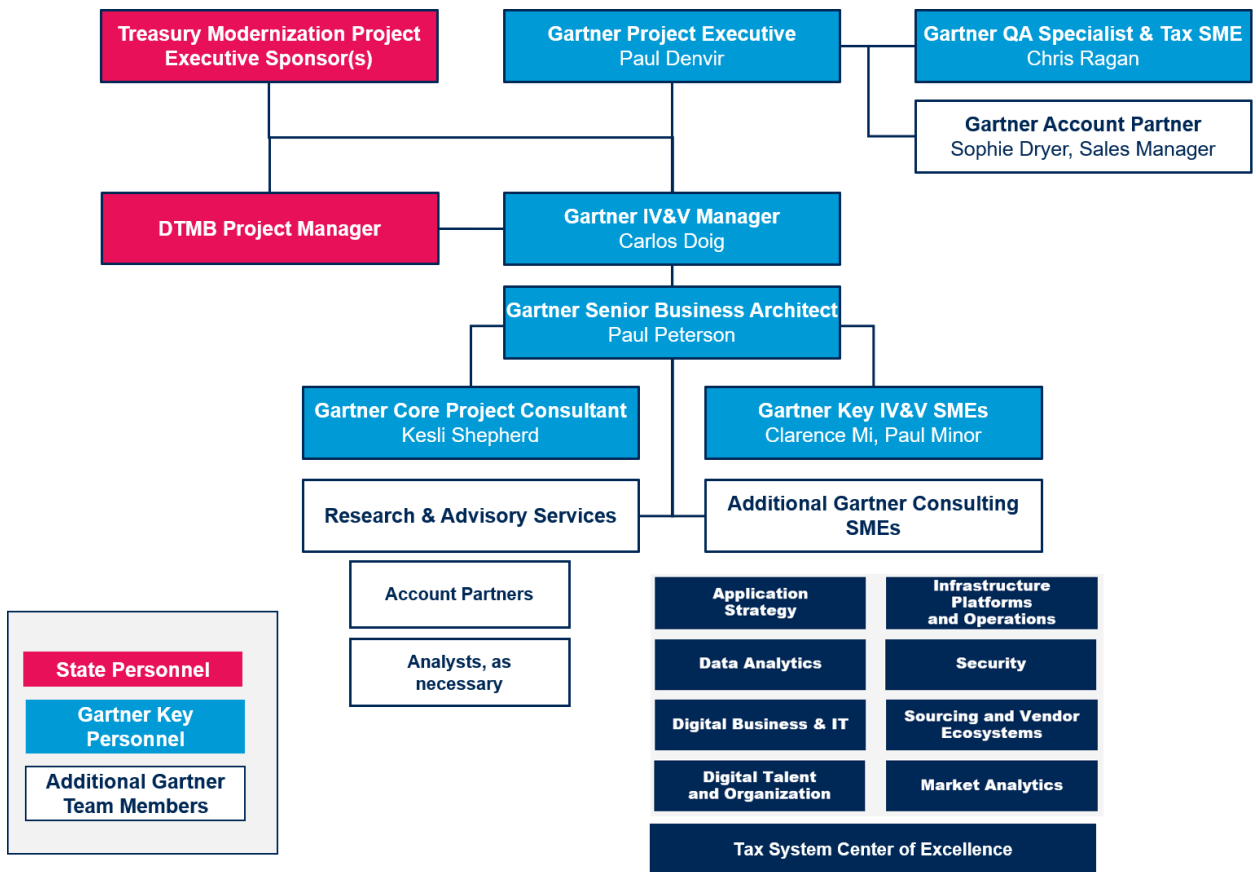
2.3.1. IV&V PROJECT MANAGEMENT PLAN

Within 10 days of the start of the contract, Contractor will provide to the State of Michigan a Project Plan Document covering the items listed below:

- An IV&V project management plan, encompassing Contractor's activities, deliverable status reports and recommendations for:
 - Narrative description of all IV&V deliverables, including expected format, content, and organization, to be developed and delivered during IV&V reviews. Contractor will develop Deliverable Expectation Documents (DEDs) for all Contractor deliverables. The objective of the DED is to ensure that deliverables meet or exceed the contractual obligations and expectations, and to deliver the expected outcomes.
 - Schedule including tasks, activities, deliverables, and milestones, showing the schedule's critical path. Contractor will review all the contract milestones and provide inputs to State's project schedule to ensure all parties follow one unified achievable project timeline.
 - Communication Plan that identifies communication methods for the Awarded Contractor. In collaboration with the project management team and Treasury's OCM lead Contractor will develop a communication plan to document the key stakeholders involved in this effort along with communications messages and methods. This communication plan will be produced as part of the project kick-off and initiation activities and actively updated throughout the engagement to track the feedback, updates, interactions, levels of engagement and communication channels.
 - Sample Performance Metrics, and process for obtaining such metrics. Contractor will review its standard Risk Framework with DTMB stakeholders and customize as appropriate for the Treasury Modernization Project to track implementation vendor performance. IV&V performance measurement and reporting are handled through periodic status reporting. The status reporting includes project status discussions, which may include but not limited to reports on:
 - Status of current activities
 - Accomplishments for the reporting period
 - Planned activities for the next period
 - Performance against planned budget and schedule
 - Open issues and issues resolved since the last period
 - Project risks and mitigation plans
 - Deliverables Review process. First, Contractor will develop a DED for all IV&V deliverables. The objective of the DED is to ensure that deliverables meet or exceed the contractual obligations and expectations, and to deliver the expected outcomes. Next, each draft deliverable will go through an iterative internal review process prior to submission to the client for feedback. Finally, Contractor will establish a deliverable review processes with the State, which includes deliverable walkthroughs and feedback sessions.
 - Tools and Processes for ensuring adequate knowledge transfer for State Staff. The State will have access to Gartner Research & Advisory services as part of this engagement.
 - Additionally, Gartner will be providing a Gartner for IT Leaders research license and four (4) IT News and Insights licenses to meet the Knowledge

Transfer Tools & Processes component of this engagement. There licenses include:

- Self-service content portal, which includes access to:
 - COVID-19 resource center
 - Cost Optimization in 2020 resource center
 - Select weekly picks of IT research
 - Monthly picks of Industry research
 - Peer Insights on technology solutions
 - Everyday Thought Leadership including webinars, podcasts, Smarter with Gartner, and Gartner Blog Network
 - IT News & Insight Briefing weekly email - keeps you informed of what's trending across technology
- IV&V staff roles and responsibilities. Contractor will identify the Staff assigned to the engagement, including their roles and responsibilities, as well as DTMB ongoing access to Gartner Subject Matter Experts (SMEs), Research Analysts, and other resources.
- Customized methodology for conducting IV&V reviews
 - Processes
 - Tools
 - Sample metrics
- When onsite, Contractor will have access to office space, phones, printing/copying and open internet on a reasonable basis to allow for the execution of its services.
- The Contractor's project organizational structure with names and titles of personnel assigned to the project is as follows:



- In addition to development of the IV&V Project Management Plan, Contractor will conduct an IV&V kickoff meeting to align the State's, implementation vendor's, and Gartner's understanding of IV&V processes, activities, and roles and responsibilities.

2.3.2. ONSITE EVALUATION

The Contractor will provide independent evaluation in conjunction with the Treasury Modernization project methodology to ensure that the project is being conducted in accordance with the Treasury Modernization Contract. The IV&V Contractor will review and make recommendations on both State and Contractor management of the Treasury Modernization Project, as well as some technical and business aspects of the Treasury Modernization Project.

The Contractor will participate in executive steering committee meetings along with State's program and project management staff and provide an ongoing report on different aspects of the projects as detailed in this SOW. Executive status updates should include IV&V findings that relate to project schedule, update deliverables, and a summary of the Treasury Modernization project's performance relative to quality concerns, contract compliance, findings and recommendations from the last IV&V review. The Contractor will also prepare any ad hoc reports requested by the Executive Committee or Sponsors.

The Contractor will be embedded with the Treasury Modernization project team to assess the project. These efforts will include, but not be limited to:

- Interviews with project team members
- Participation in team and Executive Steering Committee meetings
- Independent assessment of the project progress on an ongoing basis
- Review of documentation, deliverables, and other key artifacts

2.3.3. AREAS OF FOCUS

Specific areas of focus for the Contractor will include but not be limited to:

2.3.3.1. PROJECT EVALUATION

The assessment of the project initiation and control tasks includes examination of the organization, plans, procedures, and processes used to manage implementation of the hardware and software components and configuration management of the Treasury Modernization Project. Contractor will:

- Review and provide ongoing evaluations of Project Organization and Governance Structure including lines of reporting and responsibilities. Contractor will assess whether there is proper identification and management of reporting/communication and decisions, and whether who makes them as well as how they should be made and acted upon is well defined. Contractor will assess the structure, effectiveness, and efficiency of the decision-making framework as it relates to critical strategic decisions for the project scope, schedule, budget and/or resources and its influence on the successful implementation of the solution.
- Review and provide ongoing evaluations to assess that the project is adhering to the escalation strategy detailed in the Governance structure documentation. Contractor will proactively identify any symptoms of "watermelon reporting" — where the implementation vendor shows green dashboards, but the status is known to be red to insiders.
- Review and provide ongoing evaluations to assess on the project goals of minimizing change from the core product and wherever possible, adapt agency

processes and approaches to the COTS core capabilities rather than build custom solutions. Contractor will proactively identify observations where there is scope creep and/or the State's expectations are not being appropriately managed.

- Review and provide ongoing evaluations to assess defined project success ('Go') criteria. Contractor will help ensure that quality stage gates are properly enforced and movement from one phase to another is carefully considered.
- Review and provide ongoing evaluations to determine if project artifacts contain necessary details. Contractor will leverage Quality Assurance Checklists for all deliverables to ensure they contain the necessary details and follow industry best practices.
- Review and provide ongoing evaluation to assess if the project schedule is realistic and achievable. Contractor will review and provide ongoing evaluation to assess if the project schedule is realistic and achievable .
 - The extent to which the project schedule, to the degree required for the scale and complexity of the project, is effectively defined, planned, and managed for the solution being implemented.
 - Whether the project's work breakdown structure and its inputs to project schedule, especially critical path activities and milestones are sufficiently defined, estimated, scheduled, communicated, maintained, managed, and updated.
 - The reasonableness, comprehensiveness, duration, dependencies, and resourcing that pertain to scheduling as well as alignment to scope, resources, budget, etc.
- Review and provide ongoing assessment on whether the control and tracking processes are efficient. Contractor will ensure implementation not only adheres to the contractual obligations, but that areas such as budget, quality, schedule, risks, and issues are appropriately and efficiently tracked and reported on.
- Review and provide ongoing assessment on whether communication flows appropriately and timely to all stakeholders. Contractor will assess:
 - The extent to which the project analyzes key stakeholders (business and IT; internal and external) who are impacted by the project but are outside the project team, defines their respective key messages, and then develops and executes a plan using the appropriate mechanisms to deliver effective messages to the stakeholders in a timely fashion.
 - The methods to obtain feedback from end users and their effectiveness.
- Assess organizational readiness related to:
 - Employee involvement
 - Employee acceptance of the new system and technology
 - Employee stakeholders' readiness and preparation for the change
 - Employee training supporting new business and technical functions
 - Contractor will assess:
 - The extent to which the project identifies, analyzes, manages and implements the required changes to the organization as well as its processes and structure in order to maximize the benefits of the new solution being implemented, helps end users accept change, and/or gets the organization ready for the change to take place.
 - The depth and completeness of the project's stakeholder and/or business impact analysis as well as the level of alignment/synchronization between the business processes changes, communications, and training to execute changes in procedures, activities, and behaviors.

- Analyze and assess configuration management practices to determine if software releases are following state standards and include proper signoffs. Contractor will determine if software releases are following industry best practices, state standards and include proper signoffs. Contractor will assess whether an approach, principles/standards, roles and responsibilities, tools, etc. have been defined/identified and are subsequently followed and enforced.

2.3.3.2. PROCESS QUALITY MANAGEMENT

The assessment of the Process Quality Management serves to inform the State of the thoroughness and effectiveness of the project's standards and process controls. The Contractor will evaluate the existence of such standards that the conformance to standards is monitored, and a process for improvement is in place and effective. These assessments will be reported to the State of Michigan Executive Steering Committee. Contractor will:

- Monitor project performance metrics of the Treasury Modernization project in accordance with the Contract throughout the System Development Life Cycle (SDLC).
 - Provide independent project progress status updates monthly to the State and for Executive Steering committee status.
 - Status updates will include review and assessment of the following:
 - Risk management
 - Issue Management
 - Change Management
 - Communication Management
 - Review and validate security controls as developed by Deloitte
 - Capacity planning
 - Performance
 - Testing
 - Interface development, testing and readiness.
 - Data Conversion
 - Configuration Management
 - Other areas of interest as requested by the Executive Steering Committee

Reports should review potential impacts of the items listed as well as review of any related mitigation or contingency plans associated with these items. Reviews should focus on whether such plans are complete and accurate.

The risk assessment areas included in Contractor's reports will be customized for each project and each project's status. The identified multiple assessment areas above will be incorporated into a risk assessment framework. The framework will be easily customizable to adapt to the implementation approach — agile, waterfall, or hybrid.

Contractors reports will be typically 40-60 pages in length with detailed findings, observations, and recommendations recorded for our clients. This information rolls up into an executive summary (typically 5-7 pages) that highlights the key points and immediate actions needed, including a risk dashboard.

For any areas that are rated at risk, Contractor will provide recommendations to get the risk area back on track. Contractor's recommendations will be actionable and timebound, and achievable within the next month.

Contractor will provide decision support and alternatives analysis as an ongoing part of our IV&V services as the project progresses day to day. Contractor will assist the State with important decisions including, but not limited to:

- Evaluation of scope changes
- Backlog grooming and prioritization
- Design and architectural decisions
- Advancement to key Go/No-Go milestones, such as:
- Readiness for training
- Readiness for testing
- Readiness for deployment
- Readiness for sustain (post-implementation)

2.3.3.3. REQUIREMENTS MANAGEMENT

The Contractor will review the existing requirements management process, evaluate for efficiencies, and assess the processes in place to track the requirements being implemented into the new system. This review or requirement tracing (e.g., maintaining) means associating requirements with project artifacts at each stage of design, development, and testing, as well as identifying and managing dependencies between requirements. Requirements traceability will provide the State with a clear audit path to oversee requirements from inception to design, testing, and implementation. Requirements should be linked to the relevant benefits, risks, test scripts, faults, and so on. Contractor will:

- Review and assess that there is an establishment of an effective structure for the requirements to be associated with a specific hardware or software function or subsystem.
- Review and report gaps in the traceability of system requirements against design, code, all phases of testing, and training.

2.3.3.4. TECHNICAL ENVIRONMENT

The Contractor will review all environment plans to ensure that project activities are correlated to an environment and that activities planned in these environments will not conflict with other environment activities. Contractor will identify any gaps in environment planning and assess the readiness for planned environments for upcoming activities. A review and evaluation of the environment-related software for proper code versioning is done to ensure the proper environment configuration is controlled and maintained. Contractor will:

- Review and validate that environments have been identified for all activities and that environments will be ready for planned activities when needed.
- Review code and environment dependencies to ensure the proper code and environments will be available for planned activities. Environment Identification/Readiness — Contractor will review and validate that the number and types of environments have been identified for all activities based on technical needs, and that environments will be ready for planned activities when needed according to the project schedule.
- Review plans to ensure activities that impact environment availability (patching schedules, building code, etc.) are accounted for in planned activities and properly communicated. Code and Environment Dependencies — Contractor will ensure that the plans address whether the proper code and environments will be available for planned activities according to the project schedule. Contractor will review plans to ensure activities that impact environment availability (patching schedules, building code, etc.) are accounted for in planned activities and properly communicated.

For each deliverable, Contractor will develop a Deliverable Review Quality Assurance (QA) Checklist that informs the State and the implementation vendor of how the Contractor will assess the deliverable artifact. Using a rating scale and red/yellow/green indicators Contractor will provide our summary of strengths, key items to address, risks and omissions, as well as an overall recommendation of whether or not the deliverable should be accepted as is by the State.

2.3.3.5. SECURITY

The Contractor is expected to ensure planned activities are executed in compliance with IRS Publication 1075. Additionally, the IV&V vendor is expected to ensure activities are happening at an adequate pace to complete the System Security Plans and obtaining Authority to Operate. Contractor will:

- Review project plans to ensure that the appropriate Keylight activities are being planned and executed.
- Review all plans and schedules to ensure that all project activities are conducted within the boundaries of IRS Publication 1075, especially those that involve offshore resourcing.
- Review and assess project activities to ensure that Publication 1075 notification requirements are being appropriately planned for and executed.
- Incumbent with any Publication 1075 compliance plans are the proper notifications and communications with Federal partners. Beyond the internal review of activities/plans and management of issues/risks, the required communications and process of satisfying federal partners must also be included in IV&V activities. Contractor will include this when conducting IV&V for Tax and Revenue clients because an internal

understanding and expectation of compliance is not the same as being found actually compliant by the IRS.

2.3.3.6. PROJECT TESTING

The Contractor is expected to review the test plans for completeness. The Contractor will review and make necessary recommendations to ensure testing at all levels is not diminished or compromised, all necessary test scenarios and testing requirements are in place, a detailed defect management plan is in place and the entrance and exit criteria is well defined for successful outcome of the test phase. Contractor will:

- Review and provide an assessment of the quality of Unit, System, Integration, Interface, Conversion and User Acceptance Testing
- Review and provide an assessment of test plans for all cycles of testing including Integration, Interface, System, Performance and Acceptance Testing
- Review and provide an assessment that test plans and schedules that encompasses test cases for all the necessary scenarios, for all phases of testing.
- Review and provide an assessment of entry and exit criteria for all phases of testing. Contractor will ensure the entry and exit criteria is defined in the implementation vendor's contractual statement of work to ensure vendors are held accountable. If this is not possible, Contractor will help facilitate discussion and agreement on entry and exit criteria, and report progress against achieving these criteria as part of our IV&V reporting.
- Review and provide an assessment that the defects tracking metrics mechanisms are in place in the test plans and there is solid reporting of actual test cases status.
- Review and provide an assessment that testing, and defect tracking is progressing as per the overall Treasury Modernization Project plan and testing schedule. Contractor will monitor the rate at which defects are being identified, the rate at which defects are being closed, the reasons for the defects, and the way the defect was resolved to ensure the testing phase is progressing on time and whether any trends are surfacing that may indicate potential challenges in meeting the exit criteria on time.
- Review and provide an assessment of performance testing to ensure response times meet the contractual obligations and are developed and tested per normal industry standards. Contractor will ensure the performance testing standards be defined in the implementation vendor's contract to hold them accountable. If this is not possible, Contractor will assist the State in defining appropriate performance response standards, facilitating discussions between the client and the implementation vendor to gain consensus, and subsequently monitoring testing results against the defined criteria.

2.3.3.7. DATA MANAGEMENT

The Contractor will review the data conversion and migration plan and ensure that all risks identified appropriately along with plan to address the risks due to data conversion and ensure that all potential security risks are remediated. Contractor will:

- Provide review and assessment of the Database Design review and approval processes.

- Data Conversion
 - Review and provide an assessment of the data conversion processes and procedures. Contractor will leverage its QA checklist and experience to help ensure proper planning and discussion occurs.
 - Review and provide an assessment that the appropriate stakeholders are present when data for conversion is being identified and mapped. Contractor will provide input into the identification of stakeholders that are present when data for conversion is being identified and mapped.
 - Review and provide an assessment of the creation and validation of a data cleanup/cleansing plan and sufficient data mapping requirements. Contractor will evaluate whether a manual or automated approach to data clean up can be used and estimating level of effort. Contractor will provide recommendations on approaches to data mapping and evaluating whether the process is performed efficiently.
 - Determine risks related to the data conversion. Contractor will help to ensure the data conversion workstream begin as soon as possible, particularly with an assessment of the quality of the data so that cleansing activities can begin in time for conversion activities to start.
 - Assess the ability of completion of data conversion timely. Contractor will help to ensure constant updates of progress at all phases (data quality assessment, cleansing, conversion planning, mapping, mock runs, etc.) are requested from the implementation vendor.
 - Determine risks associated with data cleansing routines and associated issues for non-completion of cleansing routines. The Contractor will help to monitor the State's ability to have resources to perform the cleaning.

2.3.3.8. PRODUCTION MAINTENANCE OVERSIGHT

The Contractor will review the System Maintenance and Support Plan to verify that all program goals and performance standards are being achieved. They will evaluate the maintenance readiness, transition plan created by Deloitte, and readiness with maintenance team members. The processes and activities associated with disaster recovery and business continuity are reviewed in full and assessed for their completeness. The impact to equipment and business processes, the backup alternatives available to the State, and the timeliness with which a planned recovery effort can be implemented are all evaluated. Contractor will:

- Assess and recommend improvements, as needed, to assure appropriate training is planned and carried out. Contractor will also review any training plans against its standard QA Checklist for training.
- Evaluate whether adequate knowledge transfer is taking place for State staff to eventually take over and manage the new system.
- Provide recommendations to ensure adequate transfer of skills is taking place. If the State determines knowledge transfer or training is inadequate then Contractor will provide actionable recommendations to ensure adequate transfer of skills is taking place.

2.3.4. IV&V STATUS REPORTS

The IV&V Contractor will prepare and submit Status Reports to the State using the approved format. The reports will detail the IV&V Team's accomplishments, critical concerns, team's issues and risks. Each individual report will cover status updates listed on the specific areas of focus listed below:

- Monthly Status Report to be delivered to the Executive Steering Committee Liaisons by the end the month will include:
 - A preview of key verification and validation activities aligned to Legacy Modernization project schedule for the next reporting period.
 - A listing and status of all open IV&V action items.
 - Overview of progress or resolutions to any IV&V action items or issues since the last report.
 - Overview of planned and completed Organizational Change Management activities

- Bimonthly (every other month) Status Reports to be delivered prior to the Executive Steering Committee Meeting and include:
 - All relative components of the monthly status report defined above
 - All risks and issues identified during the reporting time frame.
 - Assessment of Organizational Readiness
 - Pre- assessment and recommendations on the following activities and depending on project stage/lifecycle:
 - Project management/oversight
 - Quality management
 - Requirement management
 - Technical environment
 - Software design and development
 - Testing
 - Data conversion/management
 - Production Oversight

- Bi-annual Status Report
 - Assessment of and recommendations related to all activities to include components of the monthly and bimonthly (every other month) status reports.
 - Recommendations regarding identified risks related to organizational readiness.
 - An assessment and recommendations related to the project team up to and including the Executive Steering Committee focused on but not limited to (and depending on the stage/phase of the project):
 - Gaps between performance and responsibilities or delivery
 - Gaps between skills and roles
 - Cohesiveness
 - Effectiveness
 - Empowerment/Governance
 - Organizational readiness
 - Testing oversight
 - System Performance
 - Configuration Management
 - Data Migration/Conversion Assessments
 - Quality Oversight
 - Requirements Management

- Software Development
- Production Readiness

2.3.5. ORGANIZATION CHANGE MANAGEMENT

Under the direction of the State Project Manager, the Contractor must lead efforts to achieve, at a minimum, the following as it relates to the Treasury Modernization project:

- Conduct a review and assessment of the State's project schedule, OCM strategy and plan, training plan and materials, methodology and planned deliverables. This may include interaction with other agencies, enterprise services and assessment of readiness materials, activities, and other components of the OCM plan and related activities.
- Contractor will work with Treasury's OCM team and develop the change management strategy and plan for execution in partnership with business change management lead
- A readiness assessment that provides an analysis and organizational readiness plan as part of the overall change management plan that includes the strategy, timeline, activities, resistance management, evaluation mechanisms, and post-implementation surveys and analysis. Additionally, Contractor will leverage a survey tool to collect input from designated stakeholders and survey statements are evaluated along a spectrum to provide a clear picture of stakeholders' perspectives.
 - Overall readiness will then be assessed through a five-tier model (e.g., not ready, becoming ready, somewhat ready, ready, fully ready), evaluated in terms of perceived risk associated with observed deficiencies.
 - Contractor will then provide actionable recommendations of how to improve the readiness of each stakeholder group identified as having deficiencies.
- The development and maintenance of a change management plan which encompasses process and application changes resulting from the modernization of Treasury IIT, GAL and Collections applications.
- The development and maintenance of a Communication Plan that leverages stakeholder analyses (prepared in combination of the project management team and IV&V team) that will build awareness of potential changes and benefits and gain and maintain project buy-in.
- The development and dissemination of multiple communication options that will allow the State to actively engage Treasury staff regarding Treasury Modernization project milestones and the rollout of the SAP applications.
- The tailored communication of general information about the Treasury Modernization project that considers the unique nature of the various employee groups and locations within Treasury.
- The tailored communication of details related to business process changes throughout Treasury that consider the unique nature of the various employee groups and locations within Treasury.
- The development, deployment, collection, analysis, and interpretation of measurable criteria by which to evaluate the effectiveness of communications, training, adoption of the SAP solution, and satisfaction with the SAP solution.
- Guidance on best practices for training Treasury resources. Contractor will also monitor the training workstream as part of its standard IV&V services and will provide recommendations on Training.
- The facilitation and attendance at meetings related to Change Management activities with State resources.

- The collection, analysis, and interpretation of stakeholder feedback and suggestions from Treasury resources.
- The production of Bi-Monthly status reports and results to the Treasury project team and Treasury project stakeholders highlighting key risks and issues, upcoming training and communication plans, effectiveness metrics, etc.
- The production of a quarterly Operational Readiness report detailing each area of the organization’s readiness, factors influencing readiness, contingency plans, etc.
- The production of a Lessons Learned and Continuous Improvement reports, as needed or requested.
- The creation of OCM skills sets for certain Treasury resources such that Treasury may continue OCM efforts in the absence of the Contractor. This must include training materials.
- The licensing of Contractor OCM software following the engagement for use by Treasury, if applicable.

2.3.5.1. SUPPLEMENTAL BUSINESS AND TECHNICAL RESOURCES

During the project, there may be a need for additional SME assistance in completing business activities such as deliverable or design reviews, test planning, test execution, training, etc. may arise. These resources will understand business processing in the areas of Collection activities, Individual Income Tax processing, the establishment and enforcement of Garnishments and Levies.

Additionally, there may be a need for additional SME assistance in completing technical activities such as deliverable or design reviews or infrastructure or application, etc. These resources will understand SAP/S4 architecture, Tax and Revenue Module (TRM) architecture and processing, and SAP Collections architecture and processing.

Table 1. Gartner Supplemental Business & Technical Resources Overview

Name	Experience Summary	Business	Technical	Level (Senior / Analyst)
<p>Megan Lavin</p> 	<p>Ms. Lavin has successfully led multiple team efforts for the independent verification and validation of tax and financial system implementations.</p>	<p>Yes</p>	<p>Yes</p>	<p>Senior</p>
<p>Mary Siwik</p> 	<p>Extensive experience identifying, developing, leading, and maintaining transformational departments, strategies, and solutions, including 11 years of local and state government tax systems</p>	<p>Yes</p>	<p>Yes</p>	<p>Senior</p>

Name	Experience Summary	Business	Technical	Level (Senior / Analyst)
Jessica Minks 	<p>Served as a consultant on a tax technology modernization engagement for a Treasurer's Office. Developed Business Capability Model (BCM), process flows, use cases and identified key system requirements.</p>	Yes	No	Analyst
D-Lo Luo 	<p>Served as a core project consultant providing IV&V over the SAP implementation for the Texas Department of Transportation (listed as a reference in this proposal)</p>	Yes	No	Analyst
Christopher Krantz 	<p>Technical consultant with eight years' experience has extensive experience in integrating and managing midsize and enterprise level IT solutions. Chris holds MCSA and ITIL v3 certifications.</p>	No	Yes	Analyst
Vimal Sharma 	<p>Experienced, technical consultant that has extensive technical knowledge, and served as key team member for the \$20M+ S/4HANA IV&V project for a large state referenced above.</p>	Yes	Yes	Senior
Timothy Kutz 	<p>Senior Director in our Applications practice, Timothy has conducted SAP health checks and understands SAP/S4 architecture, Tax and Revenue Module (TRM) architecture and processing, and SAP Collections architecture and processing.</p>	Yes	Yes	Senior

2.3.6. ROLES AND RESPONSIBILITIES

2.3.6.1. CONTRACTOR KEY PERSONNEL

The Contractor will provide sufficient qualified staffing to satisfy the deliverables of this Statement of Work.

The Contractor must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the Contractor/Subcontractor. If the identified personnel are currently assigned to a State project the Contractor must provide a letter signed by the State Project Manager releasing the individual from the project upon execution of the Contract.

The Contractor will provide, and update when changed, an organizational chart indicating lines of authority for personnel involved in performance of this Contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management and indicate who within the firm will have prime responsibility and final authority for the work.

All Key Personnel may be subject to the State's interview and approval process. Any key personnel substitution must have the prior approval of the State. The State has identified the following as key personnel for this project. The State reserves the right to require a change in the any IV&V personnel if the assigned personnel is not, in the opinion of the State, adequately serving the needs of the State.

The Contractor cannot combine these Key Personnel roles; each role must be filled by a specific resource. Key Staff may be assigned to other tasks not performed by a Key Role, as required.

IV&V Manager - Key Personnel

Awarded Contractor shall provide a full-time, on-site IV&V Manager. The duties of the Manager shall include, but not be limited to:

- Supporting the management of the Contract
- Facilitating dispute resolution
- Advising the State of performance under the Terms and Conditions of the Contract

IV&V Manager:

Carlos Doig




Senior Business Architect - Key Personnel






Awarded Contractor shall provide an on-site Business Architect who will be responsible for providing functional expertise throughout the lifecycle of the project. This includes all tasks and deliverables previously identified.

Senior Business Architect:

Paul Petersen

Contractor's core team will maintain continuity on the project day to day and will be supplemented by SMEs in various areas as needed, such as data conversion, integration, etc. when these workstreams are activated. This "reach back" ability to expand and contract around the core team will allow Contractor to be nimble and provide the right amount of support the State requires at any given juncture during the project.

Role	Duties/Responsibilities	Time
Gartner Key Personnel Overview		
IV&V Manager Carlos Doig 	<ul style="list-style-type: none"> ▪ Ensure that Gartner activities support DTMB goals. ▪ Build and maintain a long-standing relationship with DTMB. ▪ Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary. 	100%
Senior Business Architect Paul Petersen 	<ul style="list-style-type: none"> ▪ Be responsible for the day-to-day management of project initiatives. ▪ Ensure that project deliverables are completed on time and meet the Gartner quality standards. ▪ Act as the primary point of contact for the Gartner team. ▪ Work closely with DTMB to ensure that Gartner is meeting its needs. 	50-100%
Gartner Non-Key Personnel Overview		
Project Consultant(s) Kesli Shepherd 	<ul style="list-style-type: none"> ▪ Provide day-to-day consulting support for project tasks. ▪ Provide support for data collection, data analysis and recommendations for activities. ▪ Participate in deliverable creation, deliverable review and client presentations as needed. ▪ Present results to DTMB as needed. 	50-100%

Role	Duties/Responsibilities	Time
<p>Project Executive Paul Denvir</p> 	<ul style="list-style-type: none"> ▪ Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement. ▪ Ensure value through use of the Gartner Project Management Life Cycle detailed in this Proposal. 	10-25%
<p>Subject Matter Experts Chris Ragan</p> 	<ul style="list-style-type: none"> ▪ Support the core project team by providing a context-sensitive perspective to issues specific to DTMB based on Gartner industry-leading research and practical experience. ▪ Provide support for data collection, data analysis and recommendations for activities. ▪ Participate in deliverable creation, deliverable review and client presentations as needed. 	10-25%
<p>Clarence Mi</p>  <p>Paul Minor</p> 		
<p>Gartner Account Partner Sophie Dryer</p> 	<ul style="list-style-type: none"> ▪ Ensure that value delivered is seamlessly integrated with all Gartner services to DTMB and that recommendations are actionable through ongoing Gartner services. ▪ Provide additional guidance and context so this engagement is aligned to, and advances, the mission-critical priorities of DTMB. 	N/A

3. CONTRACTOR STAFFING AND RESPONSIBILITIES

3.1. LOCATION OF WHERE THE WORK IS TO BE PERFORMED

Temporarily, due to Covid-19, all work is being performed remotely. When those restrictions are lifted, the work is to be performed, completed, and managed at the following locations:

Operations Center

7285 Parsons Dr. Dimondale, Michigan 48821 or other State of Michigan office buildings in the Greater Lansing area.

Contractor will be operating on the following on-site assumptions, 25% third quarter 2021, 50% fourth quarter 2021, 75% first half of 2022, 100% second half 2022 through duration — with an understanding this is subject to change. Additional Gartner personnel, such as the Senior Business Architect, core project consultants, and subject matter experts will be onsite as appropriate per the key activities and strategic meetings occurring at the time.

3.2. EXPECTED CONTRACTOR WORK HOURS AND CONDITIONS

Work hours are not to exceed eight (8) hours a day, forty (40) hours a week. Normal working hours of 8:00 am to 5:00 pm are to be observed unless otherwise agreed to in writing.

No overtime will be permitted.

3.3. STATE STAFFING AND RESPONSIBILITIES

The designated DTMB Project Manager is:

Leslie Prame

517-449-6328

PrameL@michigan.gov

3.4. AGENCY RESPONSIBILITIES

Treasury Agency services will be responsible for providing the following:

- Assist Contractor with scheduling onsite meetings with project staff
- Provide State resources during onsite meetings with Contractor
- Make available financial records, inventory records, design and documentation in advance of the Contractor's onsite visit(s)

State Responsibilities:

DTMB's Participation:

- DTMB will designate a project manager to act as the primary point of contact for this engagement. DTMB's project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve priorities, detailed step plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any engagement or performance issues; and (d) assist in resolving issues that may arise.
- The work effort described in this Proposal assumes DTMB's personnel are available to assist in the manner defined in this Proposal. If DTMB's personnel are not available, a change of scope may be necessary.

- DTMB will review and approve documents within five business days. If no formal approval or rejection is received within that time, the deliverable is considered to be accepted by DTMB.
- DTMB will schedule DTMB's resources for project activities and provide meeting facilities, as necessary.
- DTMB's personnel will be available per the final project schedule.
- Contractor will formally capture feedback on the State's overall experience via its client survey. This allows Contractor to quantify its performance on this engagement and ensure a culture of continuous improvement of process and best practice.

4. COMPENSATION AND PAYMENT

4.1. FUTURE STATEMENTS OF WORK AND ISSUANCE OF PURCHASE ORDERS

- Unless otherwise agreed by the parties, each Statement of Work will include:
 - Background
 - Project Objective
 - Scope of Work
 - Deliverables
 - Acceptance Criteria
 - Project Control and Reports
 - Specific Department Standards
 - Payment Schedule
 - Project Contacts
 - Agency Responsibilities and Assumptions
 - Location of Where the Work is to be performed
 - Expected Contractor Work Hours and Conditions
- The parties agree that the Services/Deliverables to be rendered by Contractor pursuant to this Contract (and any future amendments of it) will be defined and described in detail in Statements of Work or Purchase Orders (PO) executed under this Contract. Contractor shall not be obliged or authorized to commence any work to implement a Statement of Work until authorized via a PO issued against this Contract. Contractor shall perform in accordance with this Contract, including the Statements of Work/Purchase Orders executed under it.

4.2. INVOICING

Contractor will submit properly itemized invoices to

DTMB-Accounts-Payable@michigan.gov

Invoices must provide the following:

- Contract number;
- Purchase Order number;
- Contractor name, address, phone number, and Federal Tax Identification Number;
- List each fee item separately;

- Include sufficient detail for each line item to enable the State to satisfy its accounting and charge-back requirements

Incorrect or incomplete invoices will be returned to Contractor for correction and reissue.

4.3. TRAVEL AND EXPENSES

The State will NOT pay for any overtime or travel expenses, including hotel, mileage, meals, parking, etc.

4.4. PAYMENT SCHEDULE

Payment will be made following satisfactory acceptance of each task.

DTMB will pay Contractor upon receipt of properly completed invoice(s) which shall be submitted to the billing address on the State issued purchase order not more often than monthly. DTMB Accounts Payable area will coordinate obtaining Agency and DTMB Project Manager approvals. All invoices should reflect actual work completed by payment date and must be approved by the DTMB Project Manager prior to payment. The invoices shall describe and document to the State's satisfaction a description of the work performed, the progress of the project, and fees. When expenses are invoiced, receipts will need to be provided along with a detailed breakdown of each type of expense.

Payment shall be considered timely if made by DTMB within forty-five (45) days after receipt of properly completed invoices.

Payments will be made monthly at 1/12 the total year's cost.

The project will be paid at firm fixed price based on the cost table.

The Contractor is required to submit an Administrative Fee on all payments remitted under the Contract. The Contractor must consider Administrative Fee requirements when developing its price proposal.

Extended purchasing program volume requirements are not included, unless stated otherwise.

TABLE 1 – TASKS AND DELIVERABLES PRICING SCHEDULE

Tasks & Deliverables	Anticipated Start Date	Anticipated Completion Date	Contractor Staff Position Titles	Estimated Hours By Position	Total Payment
TASK 1 – Year One					\$1,184,740
IV&V Project Management Plan (1)	5/1/2021	5/15/2021	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	80 30 104 8	\$70,000
Monthly Reports (12)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	1000 300 420 30	\$510,000 (\$42,500 x 12)
Bi-Monthly Reports (6)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	640 300 340 20	\$420,000 (\$70,000 x 6)

Tasks & Deliverables	Anticipated Start Date	Anticipated Completion Date	Contractor Staff Position Titles	Estimated Hours By Position	Total Payment
Bi-annual Report (2)	5/1/2021	4/30/2022	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	200 80 180 25	\$150,000 (75,000 x 2)
Gartner for IT Leaders Individual Access (1)	5/1/2021	4/30/2022	N/A	N/A	\$32,100
IT News and Insights (4)	5/1/2021	4/30/2022	N/A	N/A	\$2,640 (\$660x4)
TASK 2 – Year 2					\$1,099,740
Monthly Reports (12)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	960 190 425 25	\$510,000 (\$42,500 x 12)
Bi-Monthly Reports (6)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	710 110 440 20	\$405,000 (\$67,500 x 6)
Bi-annual Report (2)	5/1/2022	4/30/2023	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	240 50 160 20	\$150,000 (75,000 x 2)
Gartner for IT Leaders Individual Access (1)	5/1/2022	4/30/2023	N/A	N/A	\$32,100
IT News and Insights (4)	5/2/2022	4/30/2023	N/A	N/A	\$2,640 (\$660x4)
TASK 3 – Year 3					\$1,099,740
Monthly Reports (12)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	960 190 425 25	\$510,000 (\$42,500 x 12)
Bi-Monthly Reports (6)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	710 110 440 20	\$405,000 (\$67,500 x 6)
Bi-annual Report (2)	5/1/2023	4/30/2024	IV&V Manager Senior Business Architect Core Project Consultant SME/QA	240 50 160 20	\$150,000 (75,000 x 2)
Gartner for IT Leaders Individual Access (1)	5/1/2023	4/30/2024	N/A	N/A	\$32,100
IT News and Insights (4)	5/1/2023	4/30/2024	N/A	N/A	\$2,640 (\$660x4)
Total Estimated Hours and Total Firm Fixed Price	N/A	N/A	N/A	10,457	\$3,338,420

ORGANIZATION CHANGE MANAGEMENT

Organization Change Management services in Section 2.3.5 are included as part of the fixed-pricing detailed in the table above. There is no additional charge for the services listed below.

Tasks & Deliverables	Anticipated Start Date	Anticipated Completion Date	Contractor Staff Position Titles	Estimated Hours By Position
TASK 1 – Year 1				
Organizational Change Management Activities	4/1/2021	3/30/2022	Organizational Change Management Analyst	832
TASK 2 – Year 2				
Organizational Change Management Activities	4/1/2022	3/30/2023	Organizational Change Management Analyst	832
TASK 3 – Year 3				
Organizational Change Management Activities	4/1/2023	3/30/2024	Organizational Change Management Analyst	832
Total Estimated Hours and Total Firm Fixed Price	N/A	N/A	N/A	2496

HOURLY RATES: SUPPLEMENTAL BUSINESS AND TECHNICAL RESOURCES

The following is a fixed-price hourly-rate rate card for supplemental business and technical resources broken down by role.

Role	Hourly (Remote)	Hourly (Onsite)
Business Analyst	\$310	\$325
Senior Business Analyst	\$450	\$465
Technical Analyst	\$375	\$390
Senior Technical Analyst	\$450	\$465
Project Consultant	\$235	\$250
Organizational Change Management Analyst	\$275	\$290
Senior Organizational Change Management Analyst	\$375	\$390

4.5. PROPOSAL ASSUMPTIONS

Scope Changes:

- DTMB changes must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise DTMB of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to make an informed decision as to whether they will proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

- As used herein, “changes” are defined as work activities or work products not originally planned for or specifically defined by this Price Proposal. By way of example and not limitation, changes may include the following:
 - Any activities not specifically set forth in this Price Proposal.
 - Providing or developing any deliverables not specifically set forth in this Price Proposal.
 - Any change in the respective responsibilities of Gartner and DTMB, including any reallocation or any changes in engagement or project manager staffing.
 - Any rework of completed activities or accepted deliverables.
 - Any investigative work to determine the cost or other impact of changes requested by DTMB.
 - Any additional work caused by a change in the assumptions set forth in this Price Proposal.
 - Any delays in deliverable caused by modification of acceptance criteria in this Price Proposal.
 - Any changes to research analysts’ time or resources.

Data Collection:

- The due diligence (as-is) data are reasonably available via interviews and documentation review.
- DTMB will provide timely access to all appropriate personnel to be interviewed. These personnel will provide the data necessary to complete this engagement, answer questions, provide existing documentation and attend working sessions.
- All data collection and interviews/workshops will take place via telephone/Webex or in person at 7285 Parsons Dr. Dimondale, Michigan 48821 or other State of Michigan office buildings in the Greater Lansing area.

Key Personnel:

- Contractor will not remove any Key Personnel from their assigned roles on this Contract without the prior written consent of the State. The Contractor’s removal of Personnel without the prior written consent of the State is an unauthorized removal. An unauthorized removal does not include replacing Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation, or for cause termination of the Personnel’s employment.
- Gartner associates identified as Account Partners are not billed for as part of engagement pricing. Their guidance and support represent a significant value-add to the engagement.
- Where it is indicated in this Price Proposal, that a proposed team member is a sub-contractor to Gartner, DTMB agrees to the inclusion of that individual as a member of the project team so long as the sub-contractor is suitably qualified to provide the services. If such inclusion is not reasonably acceptable to DTMB, Gartner will be informed at the earliest opportunity and requested to find an alternative team member.

Deliverables and Changes to Scope:

- Any requests for additional information or resource (beyond the details described in the tasks above) that are made by DTMB will be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this Price Proposal).

- All deliverables will be developed using Microsoft Office products (e.g., Word and PowerPoint).

CONTRACT TERMS

This CONTRACT (“**Contract**”) is agreed to between the State of Michigan (the “**State**”) and GARTNER GROUP INC (“**Contractor**”). This Contract is effective on May 3, 2021 (“**Effective Date**”), and unless terminated, expires on May 3, 2024.

This Contract may be renewed for up to two (2) additional one (1) year period(s). Renewal is at the sole discretion of the State and will automatically extend the Term of this Contract. The State will document its exercise of renewal options via Contract Change Notice.

The parties agree as follows:

1. **Duties of Contractor.** Contractor must perform the services and provide the deliverables described in Schedule A – Statement of Work (“**Contract SOW**”), and any applicable engagement Statement of Work (collectively “**Contract Activities**”). An obligation to provide delivery of any commodity is considered a service and is a Contract Activity.

Contractor must furnish all labor, equipment, materials, and supplies necessary for the performance of the Contract Activities, and meet operational standards, unless otherwise specified in the applicable Statement of Work.

Contractor must: (a) perform the Contract Activities in a timely, professional, safe, and workmanlike manner consistent with standards in the trade, profession, or industry; (b) meet or exceed the performance and operational standards, and specifications of the applicable Statement of Work; (c) provide all Contract Activities in good quality, with no material defects; (d) not interfere with the State’s operations; (e) obtain and maintain all necessary licenses, permits or other authorizations necessary for the performance of the Contract; (f) cooperate with the State, including the State’s quality assurance personnel, and any third party to achieve the objectives of the applicable Statement of Work; (g) return to the State any State-furnished equipment or other resources in the same condition as when provided when no longer required for the Contract; (h) not make any media releases without prior written authorization from the State; (i) assign to the State any claims resulting from state or federal antitrust violations to the extent that those violations concern materials or services supplied by third parties toward fulfillment of the Contract; (j) comply with all State physical and IT security policies and standards which will be made available upon request; and (k) provide the State priority in performance of the Contract except as mandated by federal disaster response requirements. Any breach under this paragraph is considered a material breach.

Contractor must also be clearly identifiable while on State property by wearing identification issued by the State, and clearly identify themselves whenever making contact with the State.

2. **Notices.** All notices and other communications required or permitted under this Contract must be in writing and will be considered given and received: (a) when verified by written receipt if sent by courier; (b) when actually received if sent by mail without verification of receipt; or (c) when verified by automated receipt or electronic logs if sent by facsimile or email.

If to State: Matt Weiss 525 W Allegan Street Lansing, MI 48933 Email: weissm4@michigan.gov Phone: (517) 256-9895	If to Contractor: Phillip A. Cummings 4501 North Fairfax Drive - 8th Floor Arlington, VA 22203 Email: Phillip.Cummings@gartner.com Phone:703-387-5619
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3. **Contract Administrator.** The Contract Administrator for each party is the only person authorized to modify any terms of this Contract, and approve and execute any change under this Contract (each a “**Contract Administrator**”):

State: Matt Weiss 525 W Allegan Street	Contractor: Phillip A. Cummings 4501 North Fairfax Drive - 8th Floor
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Lansing, MI 48933 Email: weissm4@michigan.gov Phone: (517) 256-9895	Arlington, VA 22203 Email: Phillip.Cummings@gartner.com Phone:703-387-5619
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4. **Program Manager.** The Program Manager for each party will monitor and coordinate the day-to-day activities of the Contract (each a “**Program Manager**”):

State: Leslie Prame 7285 Parsons Dr. Dimondale, Michigan 48821 Email: PrameL@michigan.gov Phone: 517-241-4749	Contractor: Paul Denvir 291 Broadway STE 901 New York, NY 10007 Email: Paul.Denvir@gartner.com Phone: 908-329-7925
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5. **Insurance Requirements.** Contractor must maintain the insurances identified below and is responsible for all deductibles. All required insurance must: (a) protect the State from claims that may arise out of, are alleged to arise out of, or result from Contractor's or a subcontractor's performance; (b) be primary and non-contributing to any comparable liability insurance (including self-insurance) carried by the State; and (c) be provided by a company with an A.M. Best rating of "A" or better, and a financial size of VII or better.

Required Limits	Additional Requirements
Commercial General Liability Insurance	
<u>Minimal Limits:</u> \$1,000,000 Each Occurrence Limit \$1,000,000 Personal & Advertising Injury Limit \$2,000,000 General Aggregate Limit \$2,000,000 Products/Completed Operations <u>Deductible Maximum:</u> \$50,000 Each Occurrence	Contractor must have their policy endorsed to add “the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees, and agents” as additional insureds using endorsement CG 20 10 11 85, or both CG 2010 07 04 and CG 2037 07 0.
Automobile Liability Insurance	
<u>Minimal Limits:</u> \$1,000,000 Per Occurrence	Contractor must have their policy: (1) endorsed to add “the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees, and agents” as additional insureds; and (2) include Hired and Non-Owned Automobile coverage.
Workers' Compensation Insurance	
<u>Minimal Limits:</u> Coverage according to applicable laws governing work activities.	Waiver of subrogation, except where waiver is prohibited by law.
Employers Liability Insurance	
<u>Minimal Limits:</u> \$500,000 Each Accident \$500,000 Each Employee by Disease \$500,000 Aggregate Disease.	
Privacy and Security Liability (Cyber Liability) Insurance	
<u>Minimal Limits:</u> \$1,000,000 Each Occurrence \$1,000,000 Annual Aggregate	Contractor must have their policy cover information security and privacy liability, privacy notification costs, regulatory defense

	and penalties, and website media content liability.
Professional Liability (Errors and Omissions) Insurance	
<u>Minimal Limits:</u> \$3,000,000 Each Occurrence \$3,000,000 Annual Aggregate <u>Deductible Maximum:</u> \$50,000 Per Loss	

If any of the required policies provide **claims-made** coverage, the Contractor must: (a) provide coverage with a retroactive date before the effective date of the contract or the beginning of Contract Activities; (b) maintain coverage and provide evidence of coverage for at least three (3) years after completion of the Contract Activities; and (c) if coverage is canceled or not renewed, and not replaced with another claims-made policy form with a retroactive date prior to the contract effective date, Contractor must purchase extended reporting coverage for a minimum of three (3) years after completion of work.

Contractor must: (a) provide insurance certificates to the Contract Administrator, containing the agreement or purchase order number, at Contract formation and within 20 calendar days of the expiration date of the applicable policies; (b) require that subcontractors maintain the required insurances contained in this Section; (c) notify the Contract Administrator within 5 business days if any insurance is cancelled; and (d) waive all rights against the State for damages covered by insurance. Failure to maintain the required insurance does not limit this waiver.

This Section is not intended to and is not be construed in any manner as waiving, restricting or limiting the liability of either party for any obligations under this Contract (including any provisions hereof requiring Contractor to indemnify, defend and hold harmless the State).

- 6. Administrative Fee and Reporting.** Contractor must pay an administrative fee of 1% on all payments made to Contractor under the Contract including transactions with the State (including its departments, divisions, agencies, offices, and commissions), MiDEAL members, and other states (including governmental subdivisions and authorized entities). Administrative fee payments must be made by check payable to the State of Michigan and mailed to:

Department of Technology, Management and Budget
Cashiering
P.O. Box 30681
Lansing, MI 48909

Contractor must submit an itemized purchasing activity report, which includes at a minimum, the name of the purchasing entity and the total dollar volume in sales. Reports should be mailed to DTMB-Procurement.

The administrative fee and purchasing activity report are due within 30 calendar days from the last day of each calendar quarter.

- 7. Extended Purchasing Program.** This contract is extended to MiDEAL members. MiDEAL members include local units of government, school districts, universities, community colleges, and nonprofit hospitals. A current list of MiDEAL members is available at www.michigan.gov/mideal. Upon written agreement between the State and Contractor, this contract may also be extended to: (a) State of Michigan employees and (b) other states (including governmental subdivisions and authorized entities).

If extended, Contractor must supply all Contract Activities at the established Contract prices and terms. The State reserves the right to impose an administrative fee and negotiate additional discounts based on any increased volume generated by such extensions.

Contractor must submit invoices to, and receive payment from, extended purchasing program members on a direct and individual basis.

- 8. Independent Contractor.** Contractor is an independent contractor and assumes all rights, obligations and liabilities set forth in this Contract. Contractor, its employees, and agents will not be considered employees of the

State. No partnership or joint venture relationship is created by virtue of this Contract. Contractor, and not the State, is responsible for the payment of wages, benefits and taxes of Contractor's employees and any subcontractors. Prior performance does not modify Contractor's status as an independent contractor.

9. **Intellectual Property.** Licensing and ownership of services and deliverables is set forth on Schedule C to this Contract.
10. **Subcontracting.** Contractor may not delegate any of its obligations under the Contract without the prior written approval of the State. Contractor must notify the State at least 90 calendar days before the proposed delegation, and provide the State any information it requests to determine whether the delegation is in its best interest. If approved, Contractor must: (a) be the sole point of contact regarding all contractual matters, including payment and charges for all Contract Activities; (b) make all payments to the subcontractor; and (c) incorporate the terms and conditions contained in this Contract in any subcontract with a subcontractor. Contractor remains responsible for the completion of the Contract Activities, compliance with the terms of this Contract, and the acts and omissions of the subcontractor. The State, in its sole discretion, may require the replacement of any subcontractor.
11. **Contractor Personnel.**
 - a. The State may require Contractor to remove or reassign personnel by providing a notice to Contractor.
 - b. To the extent that Contractor has access to the State's computer system, Contractor must comply with the State's Acceptable Use Policy, see http://michigan.gov/dtmb/0,4568,7-150-56355_56579_56755---,00.html. All Contractor personnel will be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State's system. The State reserves the right to terminate Contractor's access to the State's system if a violation occurs.
 - c. Upon request, prior to assignment, Contractor will
 - i. ensure that such Contractor personnel have the legal right to work in the United States; and
 - ii. require such Contractor personnel to execute written agreements, in form and substance acceptable to the State, that bind such Contractor personnel to confidentiality provisions that are at least as protective of the State's information (including all Confidential Information) as those contained in this Contract.
12. **Background Checks.** Upon request, Contractor must perform background checks on all employees and subcontractors that have access to State data or State's systems, prior to their assignment. The scope is at the discretion of the State and documentation must be provided as requested. Contractor is responsible for all costs associated with the requested background checks. The State, in its sole discretion, may also perform background checks.
13. **Assignment.** Contractor may not assign this Contract to any other party without the prior approval of the State. Upon notice to Contractor, the State, in its sole discretion, may assign in whole or in part, its rights or responsibilities under this Contract to any other party. If the State determines that a novation of the Contract to a third party is necessary, Contractor will agree to the novation and provide all necessary documentation and signatures.
14. **Change of Control.** Contractor will notify, at least 90 calendar days before the effective date, the State of a change in Contractor's organizational structure or ownership. For purposes of this Contract, a change in control means any of the following: (a) a sale of more than 50% of Contractor's stock; (b) a sale of substantially all of Contractor's assets; (c) a change in a majority of Contractor's board members; (d) consummation of a merger or consolidation of Contractor with any other entity; (e) a change in ownership through a transaction or series of transactions; (f) or the board (or the stockholders) approves a plan of complete liquidation. A change of control does not include any consolidation or merger effected exclusively to change the domicile of Contractor, or any transaction or series of transactions principally for bona fide equity financing purposes.

In the event of a change of control, Contractor must require the successor to assume this Contract and all of its obligations under this Contract.

15. **Ordering.** Contractor is not authorized to begin performance until receipt of authorization as identified in the Contract SOW.
16. **Acceptance.** Acceptance for subscription based services will be set forth on Schedule C. Acceptance for services and deliverables for Contractor's consulting services will be set forth in the engagement Statement of Work.
17. **Terms of Payment.** Invoices must conform to the requirements communicated from time-to-time by the State. All undisputed amounts are payable within 45 days of the State's receipt. Subscription based services will be billed

on a prepaid annual basis. Consulting services will be billed in accordance with the terms of the engagement Statement of Work. Invoices must include an itemized statement of all charges. The State is exempt from State sales tax for direct purchases and may be exempt from federal excise tax, if services purchased under this Agreement are for the State's exclusive use. .

The State has the right to withhold payment of any disputed amounts until the parties agree as to the validity of the disputed amount. The State will notify Contractor of any dispute within a reasonable time. Payment by the State will not constitute a waiver of any rights as to Contractor's continuing obligations, including claims for deficiencies or substandard Contract Activities. Contractor's acceptance of final payment by the State constitutes a waiver of all claims by Contractor against the State for payment under this Contract, other than those claims previously filed in writing on a timely basis and still disputed.

The State will only disburse payments under this Contract through Electronic Funds Transfer (EFT). Contractor must register with the State at <http://www.michigan.gov/cpexpress> to receive electronic fund transfer payments. If Contractor does not register, the State is not liable for failure to provide payment.

Without prejudice to any other right or remedy it may have, the State reserves the right to set off at any time any amount then due and owing to it by Contractor against any amount payable by the State to Contractor under this Contract.

18. **Liquidated Damages.** Liquidated damages, if applicable, will be assessed as described in the applicable Statement of Work.
19. **Stop Work Order.** The State may suspend any or all activities under the Contract at any time. The State will provide Contractor a written stop work order detailing the suspension. Contractor must comply with the stop work order upon receipt. Within 90 calendar days, or any longer period agreed to by Contractor, the State will either: (a) issue a notice authorizing Contractor to resume work, or (b) terminate the Contract or purchase order. The State will not pay for Contract Activities, Contractor's lost profits, or any additional compensation during a stop work period.
20. **Termination for Cause.** The State may terminate this Contract for cause, in whole or in part, if Contractor, as determined by the State: (a) endangers the value, integrity, or security of any location, data, or personnel; (b) becomes insolvent, petitions for bankruptcy court proceedings, or has an involuntary bankruptcy proceeding filed against it by any creditor; (c) engages in any conduct that may expose the State to liability; (d) breaches any of its material duties or obligations; or (e) fails to cure a breach within the time stated in a notice of breach. Any reference to specific breaches being material breaches within this Contract will not be construed to mean that other breaches are not material.

If the State terminates this Contract under this Section, the State will issue a termination notice specifying whether Contractor must: (a) cease performance immediately, or (b) continue to perform for a specified period. If it is later determined that Contractor was not in breach of the Contract, the termination will be deemed to have been a Termination for Convenience, effective as of the same date, and the rights and obligations of the parties will be limited to those provided in Section 21, Termination for Convenience.

The State will only pay for amounts due to Contractor for Contract Activities accepted by the State on or before the date of termination, subject to the State's right to set off any amounts owed by the Contractor for the State's reasonable costs in terminating this Contract. The Contractor must pay all reasonable costs incurred by the State in terminating this Contract for cause, including administrative costs, attorneys' fees, court costs, transition costs, and any costs the State incurs to procure the Contract Activities from other sources.

21. **Termination for Convenience.** The State may immediately terminate this Contract in whole or in part without penalty and for any reason, including but not limited to, appropriation or budget shortfalls. The termination notice will specify whether Contractor must: (a) cease performance of the Contract Activities immediately, or (b) continue to perform the Contract Activities in accordance with Section 22, Transition Responsibilities. If the State terminates this Contract for convenience, the State will pay all reasonable costs, as determined by the State, for State approved Transition Responsibilities.
22. **Transition Responsibilities.** Upon termination or expiration of this Contract for any reason, Contractor must, for a period of time specified by the State (not to exceed 90 calendar days), provide all reasonable transition assistance requested by the State, to allow for the expired or terminated portion of the Contract Activities to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Contract Activities to the State or its designees. Such transition assistance may include, but is not limited to: (a) continuing to perform the Contract Activities at the established Contract rates; (b) taking all reasonable and necessary measures to

transition performance of the work, including all applicable Contract Activities, training, equipment, software, leases, reports and other documentation, to the State or the State's designee; (c) taking all necessary and appropriate steps, or such other action as the State may direct, to preserve, maintain, protect, or return to the State all materials, data, property, and confidential information provided directly or indirectly to Contractor by any entity, agent, vendor, or employee of the State; (d) transferring title in and delivering to the State, at the State's discretion, all completed or partially completed deliverables prepared under this Contract as of the Contract termination date; and (e) preparing an accurate accounting from which the State and Contractor may reconcile all outstanding accounts (collectively, "**Transition Responsibilities**"). This Contract will automatically be extended through the end of the transition period.

- 23. General Indemnification.** Contractor must defend, indemnify and hold the State, its departments, divisions, agencies, offices, commissions, officers, and employees harmless, without limitation, from and against any and all actions, claims, losses, liabilities, damages, costs, attorney fees, and expenses (including those required to establish the right to indemnification), arising out of or relating to: (a) any breach by Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable) of any of the promises, agreements, representations, warranties, or insurance requirements contained in this Contract; (b) any infringement, misappropriation, or other violation of any intellectual property right or other right of any third party; (c) any bodily injury, death, or damage to real or tangible personal property occurring wholly or in part due to action or inaction by Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable); and (d) any acts or omissions of Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable).

The State will notify Contractor in writing if indemnification is sought; however, failure to do so will not relieve Contractor, except to the extent that Contractor is materially prejudiced. Contractor must, to the satisfaction of the State, demonstrate its financial ability to carry out these obligations.

The State is entitled to: (i) regular updates on proceeding status; (ii) participate in the defense of the proceeding; (iii) employ its own counsel; and to (iv) retain control of the defense if the State deems necessary. Contractor will not, without the State's written consent (not to be unreasonably withheld), settle, compromise, or consent to the entry of any judgment in or otherwise seek to terminate any claim, action, or proceeding. To the extent that any State employee, official, or law may be involved or challenged, the State may, at its own expense, control the defense of that portion of the claim.

Any litigation activity on behalf of the State, or any of its subdivisions under this Section, must be coordinated with the Department of Attorney General. An attorney designated to represent the State may not do so until approved by the Michigan Attorney General and appointed as a Special Assistant Attorney General.

- 24. Infringement Remedies.** If, in either party's opinion, any piece of equipment, software, commodity, or service supplied by Contractor or its subcontractors, or its operation, use or reproduction, is likely to become the subject of a copyright, patent, trademark, or trade secret infringement claim, Contractor must, at its expense: (a) procure for the State the right to continue using the equipment, software, commodity, or service, or if this option is not reasonably available to Contractor, (b) replace or modify the same so that it becomes non-infringing; or (c) accept its return by the State with appropriate credits to the State against Contractor's charges and reimburse the State for any losses or costs incurred as a consequence of the State ceasing its use and returning it.
- 25. Limitation of Liability.** Neither party will be liable for consequential, incidental, indirect, or special damages, regardless of the nature of the action. Except for Contractor's obligation of Indemnification for infringement, neither party's aggregate liability to the other party will exceed the amount of fees charged for services in the previous twelve months.
- 26. Disclosure of Litigation, or Other Proceeding.** Contractor must notify the State within 14 calendar days of receiving notice of any litigation, investigation, arbitration, or other proceeding (collectively, "**Proceeding**") involving Contractor, a subcontractor, or an officer or director of Contractor or subcontractor, that arises during the term of the Contract, including: (a) a criminal Proceeding; (b) a parole or probation Proceeding; (c) a Proceeding under the Sarbanes-Oxley Act; (d) a civil Proceeding involving: (1) a claim that might reasonably be expected to adversely affect Contractor's viability or financial stability; or (2) a governmental or public entity's claim or written allegation of fraud; or (e) a Proceeding involving any license that Contractor is required to possess in order to perform under this Contract.

27. State Data.

- a. **Ownership.** The State's data ("**State Data**," which will be treated by Contractor as Confidential Information) includes: (a) the State's data collected, used, processed, stored, or generated as the

result of the Contract Activities; (b) personally identifiable information (“PII”) collected, used, processed, stored, or generated as the result of the Contract Activities, including, without limitation, any information that identifies an individual, such as an individual’s social security number or other government-issued identification number, date of birth, address, telephone number, biometric data, mother’s maiden name, email address, credit card information, or an individual’s name in combination with any other of the elements here listed; and, (c) personal health information (“PHI”) collected, used, processed, stored, or generated as the result of the Contract Activities, which is defined under the Health Insurance Portability and Accountability Act (HIPAA) and its related rules and regulations. State Data is and will remain the sole and exclusive property of the State and all right, title, and interest in the same is reserved by the State. This Section survives the termination of this Contract.

- b. Contractor Use of State Data. Contractor is provided a limited license to State Data for the sole and exclusive purpose of providing the Contract Activities, including a license to collect, process, store, generate, and display State Data only to the extent necessary in the provision of the Contract Activities. Contractor must: (a) keep and maintain State Data in strict confidence, using such degree of care as is appropriate and consistent with its obligations as further described in this Contract and applicable law to avoid unauthorized access, use, disclosure, or loss; (b) use and disclose State Data solely and exclusively for the purpose of providing the Contract Activities, such use and disclosure being in accordance with this Contract, any applicable Statement of Work, and applicable law; and (c) not use, sell, rent, transfer, distribute, or otherwise disclose or make available State Data for Contractor’s own purposes or for the benefit of anyone other than the State without the State’s prior written consent. This Section survives the termination of this Contract.

- c. Loss or Compromise of Data. In the event of any act, error or omission, negligence, misconduct, or breach on the part of Contractor that compromises or is suspected to compromise the security, confidentiality, or integrity of State Data or the physical, technical, administrative, or organizational safeguards put in place by Contractor that relate to the protection of the security, confidentiality, or integrity of State Data, Contractor must, as applicable: (a) notify the State as soon as practicable but no later than twenty-four (24) hours of becoming aware of such occurrence; (b) cooperate with the State in investigating the occurrence, including making available all relevant records, logs, files, data reporting, and other materials required to comply with applicable law or as otherwise required by the State; (c) in the case of PII or PHI, at the State’s sole election, (i) with approval and assistance from the State, notify the affected individuals who comprise the PII or PHI as soon as practicable but no later than is required to comply with applicable law, or, in the absence of any legally required notification period, within five (5) calendar days of the occurrence; or (ii) reimburse the State for any costs in notifying the affected individuals; (d) in the case of PII, provide third-party credit and identity monitoring services to each of the affected individuals who comprise the PII for the period required to comply with applicable law, or, in the absence of any legally required monitoring services, for no less than twenty-four (24) months following the date of notification to such individuals; (e) perform or take any other actions required to comply with applicable law as a result of the occurrence; (f) pay for any costs associated with the occurrence, including but not limited to any costs incurred by the State in investigating and resolving the occurrence, including reasonable attorney’s fees associated with such investigation and resolution; (g) without limiting Contractor’s obligations of indemnification as further described in this Contract, indemnify, defend, and hold harmless the State for any and all claims, including reasonable attorneys’ fees, costs, and incidental expenses, which may be suffered by, accrued against, charged to, or recoverable from the State in connection with the occurrence; (h) be responsible for recreating lost State Data in the manner and on the schedule set by the State without charge to the State; and (i) provide to the State a detailed plan within ten (10) calendar days of the occurrence describing the measures Contractor will undertake to prevent a future occurrence. Notification to affected individuals, as described above, must comply with applicable law, be written in plain language, not be tangentially used for any solicitation purposes, and contain, at a minimum: name and contact information of Contractor’s representative; a description of the nature of the loss; a list of the types of data involved; the known or approximate date of the loss; how such loss may affect the affected individual; what steps Contractor has taken to protect the affected individual; what steps the affected individual can take to protect himself or herself; contact information for major credit card reporting agencies; and, information regarding the credit and identity monitoring services to be provided by Contractor. The State will have the option to review and approve any notification sent to affected individuals prior to its delivery. Notification to any other party, including but not limited to public media outlets, must be reviewed and approved by the State in writing prior to its dissemination. This Section survives termination or expiration of this Contract.

28. Non-Disclosure of Confidential Information. The parties acknowledge that each party may be exposed to or acquire communication or data of the other party that is confidential, privileged communication not intended to be disclosed to third parties. The provisions of this Section survive the termination of this Contract.

- a. Meaning of Confidential Information. For the purposes of this Contract, the term “**Confidential Information**” means all information and documentation of a party that: (a) has been marked “confidential” or with words of similar meaning, at the time of disclosure by such party; (b) if disclosed orally or not marked “confidential” or with words of similar meaning, was subsequently summarized in writing by the disclosing party and marked “confidential” or with words of similar meaning; and, (c) should reasonably be recognized as confidential information of the disclosing party. The term “Confidential Information” does not include any information or documentation that was: (a) subject to disclosure under the Michigan Freedom of Information Act (FOIA); (b) already in the possession of the receiving party without an obligation of confidentiality; (c) developed independently by the receiving party, as demonstrated by the receiving party, without violating the disclosing party’s proprietary rights; (d) obtained from a source other than the disclosing party without an obligation of confidentiality; or, (e) publicly available when received, or thereafter became publicly available (other than through any unauthorized disclosure by, through, or on behalf of, the receiving party). For purposes of this Contract, in all cases and for all matters, State Data is deemed to be Confidential Information.
- b. Obligation of Confidentiality. The parties agree to hold all Confidential Information in strict confidence and not to copy, reproduce, sell, transfer, or otherwise dispose of, give or disclose such Confidential Information to third parties other than employees, agents, or subcontractors of a party who have a need to know in connection with this Contract or to use such Confidential Information for any purposes whatsoever other than the performance of this Contract. The parties agree to advise and require their respective employees, agents, and subcontractors of their obligations to keep all Confidential Information confidential. Disclosure to a subcontractor is permissible where: (a) use of a subcontractor is authorized under this Contract; (b) the disclosure is necessary or otherwise naturally occurs in connection with work that is within the subcontractor’s responsibilities; and (c) Contractor obligates the subcontractor in a written contract to maintain the State’s Confidential Information in confidence. At the State’s request, any employee of Contractor or any subcontractor may be required to execute a separate agreement to be bound by the provisions of this Section.
- c. Cooperation to Prevent Disclosure of Confidential Information. Each party must use its best efforts to assist the other party in identifying and preventing any unauthorized use or disclosure of any Confidential Information. Without limiting the foregoing, each party must advise the other party immediately in the event either party learns or has reason to believe that any person who has had access to Confidential Information has violated or intends to violate the terms of this Contract and each party will cooperate with the other party in seeking injunctive or other equitable relief against any such person.
- d. Remedies for Breach of Obligation of Confidentiality. Each party acknowledges that breach of its obligation of confidentiality may give rise to irreparable injury to the other party, which damage may be inadequately compensable in the form of monetary damages. Accordingly, a party may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies which may be available, to include, in the case of the State, at the sole election of the State, the immediate termination, without liability to the State, of this Contract or any Statement of Work corresponding to the breach or threatened breach.
- e. Surrender of Confidential Information upon Termination. Upon termination of this Contract or a Statement of Work, in whole or in part, each party must, within 5 calendar days from the date of termination, return to the other party any and all Confidential Information received from the other party, or created or received by a party on behalf of the other party, which are in such party’s possession, custody, or control; provided, however, that Contractor must return State Data to the State following the timeframe and procedure described further in this Contract. Should Contractor or the State determine that the return of any Confidential Information is not feasible, such party must destroy the Confidential Information and must certify the same in writing within 5 calendar days from the date of termination to the other party. However, the State’s legal ability to destroy Contractor data may be restricted by its retention and disposal schedule, in which case Contractor’s Confidential Information will be destroyed after the retention period expires.

29. Data Privacy and Information Security.

- a. Undertaking by Contractor. Without limiting Contractor's obligation of confidentiality as further described, Contractor is responsible for establishing and maintaining a data privacy and information security program, including physical, technical, administrative, and organizational safeguards, that is designed to: (a) ensure the security and confidentiality of the State Data; (b) protect against any anticipated threats or hazards to the security or integrity of the State Data; (c) protect against unauthorized disclosure, access to, or use of the State Data; (d) ensure the proper disposal of State Data; and (e) ensure that all employees, agents, and subcontractors of Contractor, if any, comply with all of the foregoing. In no case will the safeguards of Contractor's data privacy and information security program be less stringent than the safeguards used by the State, and Contractor must at all times comply with all applicable State IT policies and standards, which are available to Contractor upon request.
- b. Audit by Contractor. No less than annually, Contractor must conduct a comprehensive independent third-party audit of its data privacy and information security program and provide such audit findings to the State. Contractor must implement any required safeguards as identified by any audit of Contractor's data privacy and information security program.

- 30. Records Maintenance, Inspection, Examination, and Audit.** The State or its designee may audit Contractor to verify compliance with this Contract. Contractor must retain, and provide to the State or its designee and the auditor general upon request, all financial and accounting records related to the Contract through the term of the Contract and for 4 years after the latter of termination, expiration, or final payment under this Contract or any extension ("**Audit Period**"). If an audit, litigation, or other action involving the records is initiated before the end of the Audit Period, Contractor must retain the records until all issues are resolved.

Within 10 calendar days of providing notice, the State and its authorized representatives or designees have the right to enter and inspect Contractor's premises or any other places where Contract Activities are being performed, and examine, copy, and audit all records related to this Contract. Contractor must cooperate and provide reasonable assistance. If any financial errors are revealed, the amount in error must be reflected as a credit or debit on subsequent invoices until the amount is paid or refunded. Any remaining balance at the end of the Contract must be paid or refunded within 45 calendar days.

This Section applies to Contractor, any parent, affiliate, or subsidiary organization of Contractor, and any subcontractor that performs Contract Activities in connection with this Contract.

- 31. Warranties and Representations.** Contractor represents and warrants: (a) Contractor is the owner or licensee of any Contract Activities that it licenses, sells, or develops and Contractor has the rights necessary to convey title, ownership rights, or licensed use; (b) all Contract Activities are delivered free from any security interest, lien, or encumbrance and will continue in that respect; (c) the Contract Activities will not infringe the patent, trademark, copyright, trade secret, or other proprietary rights of any third party; (d) Contractor must assign or otherwise transfer to the State or its designee any manufacturer's warranty for the Contract Activities; (e) the Contract signatory has the authority to enter into this Contract; (g) all information furnished by Contractor in connection with the Contract fairly and accurately represents Contractor's business, properties, finances, and operations as of the dates covered by the information, and Contractor will inform the State of any material adverse changes; and (h) all information furnished and representations made in connection with the award of this Contract is true, accurate, and complete, and contains no false statements or omits any fact that would make the information misleading. A breach of this Section is considered a material breach of this Contract, which entitles the State to terminate this Contract under Section 20, Termination for Cause.
- 32. Conflicts and Ethics.** Contractor will uphold high ethical standards and is prohibited from: (a) holding or acquiring an interest that would conflict with this Contract; (b) doing anything that creates an appearance of impropriety with respect to the award or performance of the Contract; (c) attempting to influence or appearing to influence any State employee by the direct or indirect offer of anything of value; or (d) paying or agreeing to pay any person, other than employees and consultants working for Contractor, any consideration contingent upon the award of the Contract. Contractor must immediately notify the State of any violation or potential violation of these standards. This Section applies to Contractor, any parent, affiliate, or subsidiary organization of Contractor, and any subcontractor that performs Contract Activities in connection with this Contract.
- 33. Compliance with Laws.** Contractor must comply with all federal, state and local laws, rules and regulations.
- 34. Nondiscrimination.** Under the Elliott-Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, *et seq.*, and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, *et seq.*, Contractor and its subcontractors

agree not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, marital status, or mental or physical disability. Breach of this covenant is a material breach of this Contract.

35. **Unfair Labor Practice.** Under MCL 423.324, the State may void any Contract with a Contractor or subcontractor who appears on the Unfair Labor Practice register compiled under MCL 423.322.
36. **Governing Law.** This Contract is governed, construed, and enforced in accordance with Michigan law, excluding choice-of-law principles, and all claims relating to or arising out of this Contract are governed by Michigan law, excluding choice-of-law principles. Any dispute arising from this Contract must be resolved in Michigan Court of Claims. Contractor consents to venue in Ingham County, and waives any objections, such as lack of personal jurisdiction or *forum non conveniens*. Contractor must appoint agents in Michigan to receive service of process.
37. **Non-Exclusivity.** Nothing contained in this Contract is intended nor will be construed as creating any requirements contract with Contractor. This Contract does not restrict the State or its agencies from acquiring similar, equal, or like Contract Activities from other sources.
38. **Force Majeure.** Neither party will be in breach of this Contract because of any failure arising from any disaster or acts of god that are beyond their control and without their fault or negligence. Each party will use commercially reasonable efforts to resume performance. Contractor will not be relieved of a breach or delay caused by its subcontractors. If immediate performance is necessary to ensure public health and safety, the State may immediately contract with a third party.
39. **Dispute Resolution.** The parties will endeavor to resolve any Contract dispute in accordance with this provision. The dispute will be referred to the parties' respective Contract Administrators or Program Managers. Such referral must include a description of the issues and all supporting documentation. The parties must submit the dispute to a senior executive if unable to resolve the dispute within 15 business days. The parties will continue performing while a dispute is being resolved, unless the dispute precludes performance. A dispute involving payment does not preclude performance.

Litigation to resolve the dispute will not be instituted until after the dispute has been elevated to the parties' senior executive and either concludes that resolution is unlikely, or fails to respond within 15 business days. The parties are not prohibited from instituting formal proceedings: (a) to avoid the expiration of statute of limitations period; (b) to preserve a superior position with respect to creditors; or (c) where a party makes a determination that a temporary restraining order or other injunctive relief is the only adequate remedy. This Section does not limit the State's right to terminate the Contract.

40. **Media Releases.** News releases (including promotional literature and commercial advertisements) pertaining to the Contract or project to which it relates must not be made without prior written State approval, and then only in accordance with the explicit written instructions of the State.
41. **Website Incorporation.** The State is not bound by any content on Contractor's website unless expressly incorporated directly into this Contract.
42. **Entire Agreement and Order of Precedence.** This Contract, which includes Schedule A – Statement of Work, and expressly incorporated schedules and exhibits, is the entire agreement of the parties related to the Contract Activities. This Contract supersedes and replaces all previous understandings and agreements between the parties for the Contract Activities. If there is a conflict between documents, the order of precedence is: (a) first, this Contract, excluding its schedules, exhibits, and Schedule A – Statement of Work; (b) second, Schedule A – Statement of Work as of the Effective Date; and (c) third, schedules expressly incorporated into this Contract as of the Effective Date. NO TERMS ON CONTRACTOR'S INVOICES, ORDERING DOCUMENTS, WEBSITE, BROWSE-WRAP, SHRINK-WRAP, CLICK-WRAP, CLICK-THROUGH OR OTHER NON-NEGOTIATED TERMS AND CONDITIONS PROVIDED WITH ANY OF THE CONTRACT ACTIVITIES WILL CONSTITUTE A PART OR AMENDMENT OF THIS CONTRACT OR IS BINDING ON THE STATE FOR ANY PURPOSE. ALL SUCH OTHER TERMS AND CONDITIONS HAVE NO FORCE AND EFFECT AND ARE DEEMED REJECTED BY THE STATE, EVEN IF ACCESS TO OR USE OF THE CONTRACT ACTIVITIES REQUIRES AFFIRMATIVE ACCEPTANCE OF SUCH TERMS AND CONDITIONS.
43. **Severability.** If any part of this Contract is held invalid or unenforceable, by any court of competent jurisdiction, that part will be deemed deleted from this Contract and the severed part will be replaced by agreed upon language that achieves the same or similar objectives. The remaining Contract will continue in full force and effect.

44. **Waiver.** Failure to enforce any provision of this Contract will not constitute a waiver.
45. **Survival.** The provisions of this Contract that impose continuing obligations, including warranties and representations, termination, transition, insurance coverage, indemnification, and confidentiality, will survive the expiration or termination of this Contract.
46. **Contract Modification.** This Contract may not be amended except by signed agreement between the parties (a "**Contract Change Notice**"). Notwithstanding the foregoing, no subsequent Statement of Work or Contract Change Notice executed after the Effective Date will be construed to amend this Contract unless it specifically states its intent to do so and cites the section or sections amended.

LICENSE AGREEMENT

RESEARCH & ADVISORY SERVICES TERMS ADDENDUM

The parties mutually agree, the following terms are applicable to and shall control the provisions of all subscription based Research and Advisory Services provided by Gartner to the State of Michigan in the areas listed:

1. An individual Service Agreement (SA) for subscription-based research and related services (the “**Services**”) is non-cancelable during the term of the Service Agreement, and may be terminated only for material breach by either party, upon 30 days prior written notice, if the breach is not cured within the notice period.

2. **Ownership and Use of the Services.** Gartner owns and retains all rights to the Services not expressly granted to Client herein. Only the individuals named in this SA (each a “**Licensed User**”) may access the Services. Each Licensed User will be issued a unique password, which may not be shared. Client agrees to review and comply with the *Usage Guidelines for Gartner Services* (“**Guidelines**”), which are accessible to all Licensed Users via the “Policies” section of gartner.com. Among other things, these Guidelines describe how Client may substitute Licensed Users, excerpt from and/or share Gartner research documents within the Client organization, and quote or excerpt from the Services externally.

3. **DISCLAIMER OF WARRANTIES.** THE SERVICES ARE PROVIDED ON AN “AS IS” BASIS, AND GARTNER EXPRESSLY DISCLAIMS ALL WARRANTIES, EXPRESS OR IMPLIED, STATUTORY OR OTHERWISE, INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE OR AS TO ACCURACY, COMPLETENESS OR ADEQUACY OF INFORMATION. CLIENT RECOGNIZES THE UNCERTAINTIES INHERENT IN ANY ANALYSIS OR INFORMATION THAT MAY BE PROVIDED AS PART OF THE SERVICES, AND ACKNOWLEDGES THAT THE SERVICES ARE NOT A SUBSTITUTE FOR ITS OWN INDEPENDENT EVALUATION AND ANALYSIS AND SHOULD NOT BE CONSIDERED A RECOMMENDATION TO PURSUE ANY COURSE OF ACTION. GARTNER SHALL NOT BE LIABLE FOR ANY ACTIONS OR DECISIONS THAT CLIENT MAY TAKE BASED ON THE SERVICES OR ANY INFORMATION OR DATA CONTAINED THEREIN. CLIENT UNDERSTANDS THAT IT ASSUMES THE ENTIRE RISK WITH RESPECT TO THE USE OF THE SERVICES.

4. **Client Confidential Information.** Gartner agrees to keep confidential any Client-specific information communicated by State to Gartner in connection with this SA. This obligation of confidence shall not apply to any information that: (1) is in the public domain at the time of its communication; (2) is independently developed by Gartner; (3) entered the public domain through no fault of Gartner subsequent to State's communication to Gartner; (4) is in Gartner's possession free of any obligation of confidence at the time of State's communication to Gartner; or (5) is routinely communicated by the State to a third party free of any obligation of confidence. Additionally, Gartner may disclose such information to the extent required by legal process, provided that to the extent Gartner is required to disclose confidential information pursuant to this section, Gartner shall provide the State with notice of the legal request within one (1) business day of receipt, and assist the State in resisting or limiting the scope of the disclosure as reasonably requested by the State.

5. **Miscellaneous**

(a) **Assignability.** An SA and the rights granted to Client thereunder may not be assigned, sublicensed or transferred, in whole or in part, by either party without the prior written consent of the other party, except to a successor to substantially all of the business or assets of a party by merger or acquisition. Where consent is required, it will not be unreasonably withheld.

(b) **Use of Name, Trademark, and Logo.** Absent the prior written consent of the other party, neither party shall use the name, trademarks, or logo of the other in promotional materials, publicity releases, advertising, or any other similar publications or communications.

(c) **No Third Party Beneficiaries.** This SA is for the benefit of the parties only.

CONSULTING SERVICES OWNERSHIP ADDENDUM

The parties mutually agree, the following terms are applicable to and shall control the Ownership of Consulting Services Deliverable(s) provided by Gartner to the State of Michigan:

Subject to payment in full of the applicable fees and the limitations set forth below, Gartner grants to State ownership, with all intellectual property rights therein, of any deliverable specifically prepared for and delivered to State. (a) Gartner shall retain sole and exclusive ownership of its pre-existing tools, methodologies, questionnaires, responses, and proprietary research and data generated in the course of performing the Services, together with all intellectual property rights therein (the "Gartner Materials"). Gartner grants to State a perpetual, non-exclusive, royalty-free license to use the Gartner Materials embodied in the Deliverable, subject to the limitations set forth below.

(b) Nothing contained in this Agreement shall preclude Gartner from rendering services to others or developing work products that are competitive with, or functionally comparable to, the Services. Gartner shall not be restricted in its use of ideas, concepts, know-how, data and techniques acquired or learned in the course of performing the Services, provided that Gartner shall not use or disclose any of State's confidential information, as defined in Section _ of this Agreement.

(c) With respect to any benchmarking Services performed by Gartner (if any), State acknowledges that (i) the contents of the Benchmarking Report (as defined in the Statement of Work) and other deliverables are based upon information which is proprietary to Gartner and contained in Gartner's proprietary database, (ii) the contents of the database belong to Gartner solely, (iii) State's data may become part of the database, provided that Gartner will code any presentation of State's data to preserve State's anonymity, and (iv) the database may be used by Gartner in future consulting and benchmarking engagements.

ATTACHMENT 1 – PROJECT SCHEDULE

The Vendor’s Project Manager will be responsible for maintaining an MS Project schedule (or approved alternative) identifying tasks, durations, forecasted dates and resources – both Contractor and State - required to meet the timeframes as agreed to by both parties.

Project Schedule – Summary

Table 2. Gartner Schedule Overview for IV&V for Treasury Modernization Project

Task Name	Duration	Start	Finish
IV&V for Treasury Modernization Project	775 days	Mon 5/3/21	Fri 4/19/24
Project Initiation	18 days	Mon 5/3/21	Wed 5/26/21
IV&V Project Management Plan	10 days	Mon 5/3/21	Fri 5/14/21
Deliverable Expectation Documents (DEDs)	10 days	Thu 5/13/21	Wed 5/26/21
Conduct IV&V Kickoff	7 days	Thu 5/6/21	Fri 5/14/21
Ongoing IV&V Services	775 days	Mon 5/3/21	Fri 4/19/24
Month 1	25 days	Mon 5/3/21	Fri 6/4/21
Month 2	25 days	Mon 6/7/21	Fri 7/9/21
Month 3	25 days	Mon 7/12/21	Fri 8/13/21
Month 4	25 days	Mon 8/16/21	Fri 9/17/21
Month 5	25 days	Mon 9/20/21	Fri 10/22/21
Month 6	25 days	Mon 10/25/21	Fri 11/26/21
Month 7	25 days	Mon 11/29/21	Fri 12/31/21
Month 8	25 days	Mon 1/3/22	Fri 2/4/22
Month 9	25 days	Mon 2/7/22	Fri 3/11/22
Month 10	25 days	Mon 3/14/22	Fri 4/15/22
Month 11	25 days	Mon 4/18/22	Fri 5/20/22
Month 12	25 days	Mon 5/23/22	Fri 6/24/22
Month 13	25 days	Mon 6/27/22	Fri 7/29/22
Month 14	25 days	Mon 8/1/22	Fri 9/2/22
Month 15	25 days	Mon 9/5/22	Fri 10/7/22
Month 16	25 days	Mon 10/10/22	Fri 11/11/22
Month 17	25 days	Mon 11/14/22	Fri 12/16/22
Month 18	25 days	Mon 12/19/22	Fri 1/20/23
Month 19	25 days	Mon 1/23/23	Fri 2/24/23
Month 20	25 days	Mon 2/27/23	Fri 3/31/23
Month 21	25 days	Mon 4/3/23	Fri 5/5/23
Month 22	25 days	Mon 5/8/23	Fri 6/9/23
Month 23	25 days	Mon 6/12/23	Fri 7/14/23
Month 24	25 days	Mon 7/17/23	Fri 8/18/23
Month 25	25 days	Mon 8/21/23	Fri 9/22/23
Month 26	25 days	Mon 9/25/23	Fri 10/27/23

Month 27	25 days	Mon 10/30/23	Fri 12/1/23
Month 28	25 days	Mon 12/4/23	Fri 1/5/24
Month 29	25 days	Mon 1/8/24	Fri 2/9/24
Month 30	25 days	Mon 2/12/24	Fri 3/15/24
Month 31	25 days	Mon 3/18/24	Fri 4/19/24

Project Schedule – Detailed

Table 3. Gartner Detailed Schedule for IV&V for Treasury Modernization Project

Task Name	Duration	Start	Finish	Resource Names
IV&V for Treasury Modernization Project	775 days	Mon 5/3/21	Fri 4/19/24	
Project Initiation	18 days	Mon 5/3/21	Wed 5/26/21	
IV&V Project Management Plan	10 days	Mon 5/3/21	Fri 5/14/21	
Develop Draft	3 days	Mon 5/3/21	Wed 5/5/21	Gartner
Review with DTMB	5 days	Thu 5/6/21	Wed 5/12/21	Gartner / DTMB
Finalize	2 days	Thu 5/13/21	Fri 5/14/21	Gartner
Deliverable Expectation Documents (DEDs)	10 days	Thu 5/13/21	Wed 5/26/21	
Draft DEDs for IV&V Deliverables	3 days	Thu 5/13/21	Mon 5/17/21	Gartner
Review with DTMB	5 days	Tue 5/18/21	Mon 5/24/21	Gartner / DTMB
Finalize	2 days	Tue 5/25/21	Wed 5/26/21	Gartner
Conduct IV&V Kickoff	7 days	Thu 5/6/21	Fri 5/14/21	
Draft kickoff materials	3 days	Thu 5/6/21	Mon 5/10/21	Gartner
Review with DTMB	2 days	Tue 5/11/21	Wed 5/12/21	Gartner / DTMB
Finalize	1 day	Thu 5/13/21	Thu 5/13/21	Gartner
Conduct IV&V Kickoff	1 day	Fri 5/14/21	Fri 5/14/21	Gartner
Ongoing IV&V Services	775 days	Mon 5/3/21	Fri 4/19/24	
Month 1	25 days	Mon 5/3/21	Fri 6/4/21	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 5/3/21	Fri 6/4/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 5/24/21	Fri 6/4/21	
Draft Report	5 days	Mon 5/24/21	Fri 5/28/21	Gartner
Preview Report with DTMB	1 day	Mon 5/31/21	Mon 5/31/21	Gartner / DTMB
Finalize Report	3 days	Tue 6/1/21	Thu 6/3/21	Gartner
Submit Final Report	1 day	Fri 6/4/21	Fri 6/4/21	Gartner
Month 2	25 days	Mon 6/7/21	Fri 7/9/21	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 6/7/21	Fri 7/9/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 6/28/21	Fri 7/9/21	

Draft Report	5 days	Mon 6/28/21	Fri 7/2/21	Gartner
Preview Report with DTMB	1 day	Mon 7/5/21	Mon 7/5/21	Gartner / DTMB
Finalize Report	3 days	Tue 7/6/21	Thu 7/8/21	Gartner
Submit Final Report	1 day	Fri 7/9/21	Fri 7/9/21	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 7/5/21	Fri 7/9/21	
Draft Report	2 days	Mon 7/5/21	Tue 7/6/21	Gartner
Preview Report with DTMB	1 day	Mon 7/5/21	Mon 7/5/21	Gartner / DTMB
Finalize Report	1 day	Tue 7/6/21	Tue 7/6/21	Gartner
Submit Final Report	1 day	Fri 7/9/21	Fri 7/9/21	Gartner
Month 3	25 days	Mon 7/12/21	Fri 8/13/21	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 7/12/21	Fri 8/13/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 8/2/21	Fri 8/13/21	
Draft Report	5 days	Mon 8/2/21	Fri 8/6/21	Gartner
Preview Report with DTMB	1 day	Mon 8/9/21	Mon 8/9/21	Gartner / DTMB
Finalize Report	3 days	Tue 8/10/21	Thu 8/12/21	Gartner
Submit Final Report	1 day	Fri 8/13/21	Fri 8/13/21	Gartner
Month 4	25 days	Mon 8/16/21	Fri 9/17/21	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 8/16/21	Fri 9/17/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 9/6/21	Fri 9/17/21	
Draft Report	5 days	Mon 9/6/21	Fri 9/10/21	Gartner
Preview Report with DTMB	1 day	Mon 9/13/21	Mon 9/13/21	Gartner / DTMB
Finalize Report	3 days	Tue 9/14/21	Thu 9/16/21	Gartner
Submit Final Report	1 day	Fri 9/17/21	Fri 9/17/21	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 9/13/21	Fri 9/17/21	
Draft Report	2 days	Mon 9/13/21	Tue 9/14/21	Gartner
Preview Report with DTMB	1 day	Wed 9/15/21	Wed 9/15/21	Gartner / DTMB
Finalize Report	1 day	Thu 9/16/21	Thu 9/16/21	Gartner
Submit Final Report	1 day	Fri 9/17/21	Fri 9/17/21	Gartner
Month 5	25 days	Mon 9/20/21	Fri 10/22/21	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 9/20/21	Fri 10/22/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 10/11/21	Fri 10/22/21	
Draft Report	5 days	Mon 10/11/21	Fri 10/15/21	Gartner
Preview Report with DTMB	1 day	Mon 10/18/21	Mon 10/18/21	Gartner / DTMB

Finalize Report	3 days	Tue 10/19/21	Thu 10/21/21	Gartner
Submit Final Report	1 day	Fri 10/22/21	Fri 10/22/21	Gartner
Month 6	25 days	Mon 10/25/21	Fri 11/26/21	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 10/25/21	Fri 11/26/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 11/15/21	Fri 11/26/21	
Draft Report	5 days	Mon 11/15/21	Fri 11/19/21	Gartner
Preview Report with DTMB	1 day	Mon 11/22/21	Mon 11/22/21	Gartner / DTMB
Finalize Report	3 days	Tue 11/23/21	Thu 11/25/21	Gartner
Submit Final Report	1 day	Fri 11/26/21	Fri 11/26/21	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 11/22/21	Fri 11/26/21	
Draft Report	2 days	Mon 11/22/21	Tue 11/23/21	Gartner
Preview Report with DTMB	1 day	Wed 11/24/21	Wed 11/24/21	Gartner / DTMB
Finalize Report	1 day	Thu 11/25/21	Thu 11/25/21	Gartner
Submit Final Report	1 day	Fri 11/26/21	Fri 11/26/21	Gartner
Bi-Annual Status Report	5 days	Mon 11/22/21	Fri 11/26/21	
Draft Report	2 days	Mon 11/22/21	Tue 11/23/21	Gartner
Preview Report with DTMB	2 days	Wed 11/24/21	Thu 11/25/21	Gartner / DTMB
Finalize Report	2 days	Thu 11/25/21	Fri 11/26/21	Gartner
Submit Final Report	1 day	Fri 11/26/21	Fri 11/26/21	Gartner
Month 7	25 days	Mon 11/29/21	Fri 12/31/21	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 11/29/21	Fri 12/31/21	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 12/20/21	Fri 12/31/21	
Draft Report	5 days	Mon 12/20/21	Fri 12/24/21	Gartner
Preview Report with DTMB	1 day	Mon 12/27/21	Mon 12/27/21	Gartner / DTMB
Finalize Report	3 days	Tue 12/28/21	Thu 12/30/21	Gartner
Submit Final Report	1 day	Fri 12/31/21	Fri 12/31/21	Gartner
Month 8	25 days	Mon 1/3/22	Fri 2/4/22	

Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 1/3/22	Fri 2/4/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 1/24/22	Fri 2/4/22	
Draft Report	5 days	Mon 1/24/22	Fri 1/28/22	Gartner
Preview Report with DTMB	1 day	Mon 1/31/22	Mon 1/31/22	Gartner / DTMB
Finalize Report	3 days	Tue 2/1/22	Thu 2/3/22	Gartner
Submit Final Report	1 day	Fri 2/4/22	Fri 2/4/22	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 1/31/22	Fri 2/4/22	
Draft Report	2 days	Mon 1/31/22	Tue 2/1/22	Gartner
Preview Report with DTMB	1 day	Wed 2/2/22	Wed 2/2/22	Gartner / DTMB
Finalize Report	1 day	Thu 2/3/22	Thu 2/3/22	Gartner
Submit Final Report	1 day	Fri 2/4/22	Fri 2/4/22	Gartner
Month 9	25 days	Mon 2/7/22	Fri 3/11/22	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 2/7/22	Fri 3/11/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 2/28/22	Fri 3/11/22	
Draft Report	5 days	Mon 2/28/22	Fri 3/4/22	Gartner
Preview Report with DTMB	1 day	Mon 3/7/22	Mon 3/7/22	Gartner / DTMB
Finalize Report	3 days	Tue 3/8/22	Thu 3/10/22	Gartner
Submit Final Report	1 day	Fri 3/11/22	Fri 3/11/22	Gartner
Month 10	25 days	Mon 3/14/22	Fri 4/15/22	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 3/14/22	Fri 4/15/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 4/4/22	Fri 4/15/22	
Draft Report	5 days	Mon 4/4/22	Fri 4/8/22	Gartner
Preview Report with DTMB	1 day	Mon 4/11/22	Mon 4/11/22	Gartner / DTMB
Finalize Report	3 days	Tue 4/12/22	Thu 4/14/22	Gartner
Submit Final Report	1 day	Fri 4/15/22	Fri 4/15/22	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 4/11/22	Fri 4/15/22	
Draft Report	2 days	Mon 4/11/22	Tue 4/12/22	Gartner
Preview Report with DTMB	1 day	Wed 4/13/22	Wed 4/13/22	Gartner / DTMB
Finalize Report	1 day	Thu 4/14/22	Thu 4/14/22	Gartner
Submit Final Report	1 day	Fri 4/15/22	Fri 4/15/22	Gartner
Month 11	25 days	Mon 4/18/22	Fri 5/20/22	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 4/18/22	Fri 5/20/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 5/9/22	Fri 5/20/22	

Draft Report	5 days	Mon 5/9/22	Fri 5/13/22	Gartner
Preview Report with DTMB	1 day	Mon 5/16/22	Mon 5/16/22	Gartner / DTMB
Finalize Report	3 days	Tue 5/17/22	Thu 5/19/22	Gartner
Submit Final Report	1 day	Fri 5/20/22	Fri 5/20/22	Gartner
Month 12	25 days	Mon 5/23/22	Fri 6/24/22	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 5/23/22	Fri 6/24/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 6/13/22	Fri 6/24/22	
Draft Report	5 days	Mon 6/13/22	Fri 6/17/22	Gartner
Preview Report with DTMB	1 day	Mon 6/20/22	Mon 6/20/22	Gartner / DTMB
Finalize Report	3 days	Tue 6/21/22	Thu 6/23/22	Gartner
Submit Final Report	1 day	Fri 6/24/22	Fri 6/24/22	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 6/20/22	Fri 6/24/22	
Draft Report	2 days	Mon 6/20/22	Tue 6/21/22	Gartner
Preview Report with DTMB	1 day	Wed 6/22/22	Wed 6/22/22	Gartner / DTMB
Finalize Report	1 day	Thu 6/23/22	Thu 6/23/22	Gartner
Submit Final Report	1 day	Fri 6/24/22	Fri 6/24/22	Gartner
Bi-Annual Status Report	5 days	Mon 6/20/22	Fri 6/24/22	
Draft Report	2 days	Mon 6/20/22	Tue 6/21/22	Gartner
Preview Report with DTMB	1 day	Wed 6/22/22	Wed 6/22/22	Gartner / DTMB
Finalize Report	1 day	Thu 6/23/22	Thu 6/23/22	Gartner
Submit Final Report	1 day	Fri 6/24/22	Fri 6/24/22	Gartner
Month 13	25 days	Mon 6/27/22	Fri 7/29/22	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 6/27/22	Fri 7/29/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 7/18/22	Fri 7/29/22	
Draft Report	5 days	Mon 7/18/22	Fri 7/22/22	Gartner
Preview Report with DTMB	1 day	Mon 7/25/22	Mon 7/25/22	Gartner / DTMB
Finalize Report	3 days	Tue 7/26/22	Thu 7/28/22	Gartner
Submit Final Report	1 day	Fri 7/29/22	Fri 7/29/22	Gartner
Month 14	25 days	Mon 8/1/22	Fri 9/2/22	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 8/1/22	Fri 9/2/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 8/22/22	Fri 9/2/22	
Draft Report	5 days	Mon 8/22/22	Fri 8/26/22	Gartner
Preview Report with DTMB	1 day	Mon 8/29/22	Mon 8/29/22	Gartner / DTMB
Finalize Report	3 days	Tue 8/30/22	Thu 9/1/22	Gartner
Submit Final Report	1 day	Fri 9/2/22	Fri 9/2/22	Gartner

Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 8/29/22	Fri 9/2/22	
Draft Report	2 days	Mon 8/29/22	Tue 8/30/22	Gartner
Preview Report with DTMB	1 day	Wed 8/31/22	Wed 8/31/22	Gartner / DTMB
Finalize Report	1 day	Thu 9/1/22	Thu 9/1/22	Gartner
Submit Final Report	1 day	Fri 9/2/22	Fri 9/2/22	Gartner
Month 15	25 days	Mon 9/5/22	Fri 10/7/22	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 9/5/22	Fri 10/7/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 9/26/22	Fri 10/7/22	
Draft Report	5 days	Mon 9/26/22	Fri 9/30/22	Gartner
Preview Report with DTMB	1 day	Mon 10/3/22	Mon 10/3/22	Gartner / DTMB
Finalize Report	3 days	Tue 10/4/22	Thu 10/6/22	Gartner
Submit Final Report	1 day	Fri 10/7/22	Fri 10/7/22	Gartner
Month 16	25 days	Mon 10/10/22	Fri 11/11/22	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 10/10/22	Fri 11/11/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 10/31/22	Fri 11/11/22	
Draft Report	5 days	Mon 10/31/22	Fri 11/4/22	Gartner
Preview Report with DTMB	1 day	Mon 11/7/22	Mon 11/7/22	Gartner / DTMB
Finalize Report	3 days	Tue 11/8/22	Thu 11/10/22	Gartner
Submit Final Report	1 day	Fri 11/11/22	Fri 11/11/22	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 11/7/22	Fri 11/11/22	
Draft Report	2 days	Mon 11/7/22	Tue 11/8/22	Gartner
Preview Report with DTMB	1 day	Wed 11/9/22	Wed 11/9/22	Gartner / DTMB
Finalize Report	1 day	Thu 11/10/22	Thu 11/10/22	Gartner
Submit Final Report	1 day	Fri 11/11/22	Fri 11/11/22	Gartner
Month 17	25 days	Mon 11/14/22	Fri 12/16/22	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 11/14/22	Fri 12/16/22	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 12/5/22	Fri 12/16/22	
Draft Report	5 days	Mon 12/5/22	Fri 12/9/22	Gartner
Preview Report with DTMB	1 day	Mon 12/12/22	Mon 12/12/22	Gartner / DTMB
Finalize Report	3 days	Tue 12/13/22	Thu 12/15/22	Gartner
Submit Final Report	1 day	Fri 12/16/22	Fri 12/16/22	Gartner

Month 18	25 days	Mon 12/19/22	Fri 1/20/23	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 12/19/22	Fri 1/20/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 1/9/23	Fri 1/20/23	
Draft Report	5 days	Mon 1/9/23	Fri 1/13/23	Gartner
Preview Report with DTMB	1 day	Mon 1/16/23	Mon 1/16/23	Gartner / DTMB
Finalize Report	3 days	Tue 1/17/23	Thu 1/19/23	Gartner
Submit Final Report	1 day	Fri 1/20/23	Fri 1/20/23	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 1/16/23	Fri 1/20/23	
Draft Report	2 days	Mon 1/16/23	Tue 1/17/23	Gartner
Preview Report with DTMB	1 day	Wed 1/18/23	Wed 1/18/23	Gartner / DTMB
Finalize Report	1 day	Thu 1/19/23	Thu 1/19/23	Gartner
Submit Final Report	1 day	Fri 1/20/23	Fri 1/20/23	Gartner
Bi-Annual Status Report	5 days	Mon 1/16/23	Fri 1/20/23	
Draft Report	2 days	Mon 1/16/23	Tue 1/17/23	Gartner
Preview Report with DTMB	1 day	Wed 1/18/23	Wed 1/18/23	Gartner / DTMB
Finalize Report	1 day	Thu 1/19/23	Thu 1/19/23	Gartner
Submit Final Report	1 day	Fri 1/20/23	Fri 1/20/23	Gartner
Month 19	25 days	Mon 1/23/23	Fri 2/24/23	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 1/23/23	Fri 2/24/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 2/13/23	Fri 2/24/23	
Draft Report	5 days	Mon 2/13/23	Fri 2/17/23	Gartner
Preview Report with DTMB	1 day	Mon 2/20/23	Mon 2/20/23	Gartner / DTMB
Finalize Report	3 days	Tue 2/21/23	Thu 2/23/23	Gartner
Submit Final Report	1 day	Fri 2/24/23	Fri 2/24/23	Gartner
Month 20	25 days	Mon 2/27/23	Fri 3/31/23	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 2/27/23	Fri 3/31/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 3/20/23	Fri 3/31/23	
Draft Report	5 days	Mon 3/20/23	Fri 3/24/23	Gartner
Preview Report with DTMB	1 day	Mon 3/27/23	Mon 3/27/23	Gartner / DTMB
Finalize Report	3 days	Tue 3/28/23	Thu 3/30/23	Gartner
Submit Final Report	1 day	Fri 3/31/23	Fri 3/31/23	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 3/27/23	Fri 3/31/23	
Draft Report	2 days	Mon 3/27/23	Tue 3/28/23	Gartner
Preview Report with DTMB	1 day	Wed 3/29/23	Wed 3/29/23	Gartner / DTMB

Finalize Report	1 day	Thu 3/30/23	Thu 3/30/23	Gartner
Submit Final Report	1 day	Fri 3/31/23	Fri 3/31/23	Gartner
Month 21	25 days	Mon 4/3/23	Fri 5/5/23	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 4/3/23	Fri 5/5/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 4/24/23	Fri 5/5/23	
Draft Report	5 days	Mon 4/24/23	Fri 4/28/23	Gartner
Preview Report with DTMB	1 day	Mon 5/1/23	Mon 5/1/23	Gartner / DTMB
Finalize Report	3 days	Tue 5/2/23	Thu 5/4/23	Gartner
Submit Final Report	1 day	Fri 5/5/23	Fri 5/5/23	Gartner
Month 22	25 days	Mon 5/8/23	Fri 6/9/23	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 5/8/23	Fri 6/9/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 5/29/23	Fri 6/9/23	
Draft Report	5 days	Mon 5/29/23	Fri 6/2/23	Gartner
Preview Report with DTMB	1 day	Mon 6/5/23	Mon 6/5/23	Gartner / DTMB
Finalize Report	3 days	Tue 6/6/23	Thu 6/8/23	Gartner
Submit Final Report	1 day	Fri 6/9/23	Fri 6/9/23	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 6/5/23	Fri 6/9/23	
Draft Report	2 days	Mon 6/5/23	Tue 6/6/23	Gartner
Preview Report with DTMB	1 day	Wed 6/7/23	Wed 6/7/23	Gartner / DTMB
Finalize Report	1 day	Thu 6/8/23	Thu 6/8/23	Gartner
Submit Final Report	1 day	Fri 6/9/23	Fri 6/9/23	Gartner
Month 23	25 days	Mon 6/12/23	Fri 7/14/23	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 6/12/23	Fri 7/14/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 6/26/23	Fri 7/7/23	
Draft Report	5 days	Mon 6/26/23	Fri 6/30/23	Gartner
Preview Report with DTMB	1 day	Mon 7/3/23	Mon 7/3/23	Gartner / DTMB
Finalize Report	3 days	Tue 7/4/23	Thu 7/6/23	Gartner
Submit Final Report	1 day	Fri 7/7/23	Fri 7/7/23	Gartner
Month 24	25 days	Mon 7/17/23	Fri 8/18/23	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 7/17/23	Fri 8/18/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 8/7/23	Fri 8/18/23	
Draft Report	5 days	Mon 8/7/23	Fri 8/11/23	Gartner
Preview Report with DTMB	1 day	Mon 8/14/23	Mon 8/14/23	Gartner / DTMB
Finalize Report	3 days	Tue 8/15/23	Thu 8/17/23	Gartner

Submit Final Report	1 day	Fri 8/18/23	Fri 8/18/23	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 8/14/23	Fri 8/18/23	
Draft Report	2 days	Mon 8/14/23	Tue 8/15/23	Gartner
Preview Report with DTMB	1 day	Wed 8/16/23	Wed 8/16/23	Gartner / DTMB
Finalize Report	1 day	Thu 8/17/23	Thu 8/17/23	Gartner
Submit Final Report	1 day	Fri 8/18/23	Fri 8/18/23	Gartner
Bi-Annual Status Report	5 days	Mon 8/14/23	Fri 8/18/23	
Draft Report	2 days	Mon 8/14/23	Tue 8/15/23	Gartner
Preview Report with DTMB	1 day	Wed 8/16/23	Wed 8/16/23	Gartner / DTMB
Finalize Report	1 day	Thu 8/17/23	Thu 8/17/23	Gartner
Submit Final Report	1 day	Fri 8/18/23	Fri 8/18/23	Gartner
Month 25	25 days	Mon 8/21/23	Fri 9/22/23	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 8/21/23	Fri 9/22/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 9/11/23	Fri 9/22/23	
Draft Report	5 days	Mon 9/11/23	Fri 9/15/23	Gartner
Preview Report with DTMB	1 day	Mon 9/18/23	Mon 9/18/23	Gartner / DTMB
Finalize Report	3 days	Tue 9/19/23	Thu 9/21/23	Gartner
Submit Final Report	1 day	Fri 9/22/23	Fri 9/22/23	Gartner
Month 26	25 days	Mon 9/25/23	Fri 10/27/23	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 9/25/23	Fri 10/27/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 10/16/23	Fri 10/27/23	
Draft Report	5 days	Mon 10/16/23	Fri 10/20/23	Gartner
Preview Report with DTMB	1 day	Mon 10/23/23	Mon 10/23/23	Gartner / DTMB
Finalize Report	3 days	Tue 10/24/23	Thu 10/26/23	Gartner
Submit Final Report	1 day	Fri 10/27/23	Fri 10/27/23	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 10/23/23	Fri 10/27/23	
Draft Report	2 days	Mon 10/23/23	Tue 10/24/23	Gartner
Preview Report with DTMB	1 day	Wed 10/25/23	Wed 10/25/23	Gartner / DTMB
Finalize Report	1 day	Thu 10/26/23	Thu 10/26/23	Gartner
Submit Final Report	1 day	Fri 10/27/23	Fri 10/27/23	Gartner
Month 27	25 days	Mon 10/30/23	Fri 12/1/23	

Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 10/30/23	Fri 12/1/23	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 11/20/23	Fri 12/1/23	
Draft Report	5 days	Mon 11/20/23	Fri 11/24/23	Gartner
Preview Report with DTMB	1 day	Mon 11/27/23	Mon 11/27/23	Gartner / DTMB
Finalize Report	3 days	Tue 11/28/23	Thu 11/30/23	Gartner
Submit Final Report	1 day	Fri 12/1/23	Fri 12/1/23	Gartner
Month 28	25 days	Mon 12/4/23	Fri 1/5/24	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 12/4/23	Fri 1/5/24	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 12/25/23	Fri 1/5/24	
Draft Report	5 days	Mon 12/25/23	Fri 12/29/23	Gartner
Preview Report with DTMB	1 day	Mon 1/1/24	Mon 1/1/24	Gartner / DTMB
Finalize Report	3 days	Tue 1/2/24	Thu 1/4/24	Gartner
Submit Final Report	1 day	Fri 1/5/24	Fri 1/5/24	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 1/1/24	Fri 1/5/24	
Draft Report	2 days	Mon 1/1/24	Tue 1/2/24	Gartner
Preview Report with DTMB	1 day	Wed 1/3/24	Wed 1/3/24	Gartner / DTMB
Finalize Report	1 day	Thu 1/4/24	Thu 1/4/24	Gartner
Submit Final Report	1 day	Fri 1/5/24	Fri 1/5/24	Gartner
Month 29	25 days	Mon 1/8/24	Fri 2/9/24	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 1/8/24	Fri 2/9/24	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 1/29/24	Fri 2/9/24	
Draft Report	5 days	Mon 1/29/24	Fri 2/2/24	Gartner
Preview Report with DTMB	1 day	Mon 2/5/24	Mon 2/5/24	Gartner / DTMB
Finalize Report	3 days	Tue 2/6/24	Thu 2/8/24	Gartner
Submit Final Report	1 day	Fri 2/9/24	Fri 2/9/24	Gartner
Month 30	25 days	Mon 2/12/24	Fri 3/15/24	
Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 2/12/24	Fri 3/15/24	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 3/4/24	Fri 3/15/24	
Draft Report	5 days	Mon 3/4/24	Fri 3/8/24	Gartner
Preview Report with DTMB	1 day	Mon 3/11/24	Mon 3/11/24	Gartner / DTMB
Finalize Report	3 days	Tue 3/12/24	Thu 3/14/24	Gartner

Submit Final Report	1 day	Fri 3/15/24	Fri 3/15/24	Gartner
Bi-Monthly Status Report Prior to Executive Committee Meeting	5 days	Mon 3/11/24	Fri 3/15/24	
Draft Report	2 days	Mon 3/11/24	Tue 3/12/24	Gartner
Preview Report with DTMB	1 day	Wed 3/13/24	Wed 3/13/24	Gartner / DTMB
Finalize Report	1 day	Thu 3/14/24	Thu 3/14/24	Gartner
Submit Final Report	1 day	Fri 3/15/24	Fri 3/15/24	Gartner
Bi-Annual Status Report	5 days	Mon 3/11/24	Fri 3/15/24	
Draft Report	2 days	Mon 3/11/24	Tue 3/12/24	Gartner
Preview Report with DTMB	1 day	Wed 3/13/24	Wed 3/13/24	Gartner / DTMB
Finalize Report	1 day	Thu 3/14/24	Thu 3/14/24	Gartner
Submit Final Report	1 day	Fri 3/15/24	Fri 3/15/24	Gartner
Month 31	25 days	Mon 3/18/24	Fri 4/19/24	
Ongoing Monitoring, Reporting, & Deliverable Reviews	25 days	Mon 3/18/24	Fri 4/19/24	Gartner
Monthly Status Report to Executive Committee Liaisons	10 days	Mon 4/8/24	Fri 4/19/24	
Draft Report	5 days	Mon 4/8/24	Fri 4/12/24	Gartner
Preview Report with DTMB	1 day	Mon 4/15/24	Mon 4/15/24	Gartner / DTMB
Finalize Report	3 days	Tue 4/16/24	Thu 4/18/24	Gartner
Submit Final Report	1 day	Fri 4/19/24	Fri 4/19/24	Gartner

Exhibit 1

Michigan IIT Collections GAL - January 2021 Revision

Jan 2021 Proposed Timeline			
Phase 1: Collections and GAL			
Phase	Start Date	End Date	weeks
Deloitte Prepare and Project Initiation	4/12/2021	7/23/2021	15
Design	7/26/2021	2/18/2022	30
Build	12/27/2021	8/19/2022	34
SIT	8/22/2022	2/3/2023	24
UAT	2/6/2023	4/14/2023	10
Cutover to Prod	4/18/2023	5/13/2023	4
Go-live	5/16/2023		109
Phase 2: IIT and e-File			
Phase	Start Date	End Date	weeks
Prepare	7/11/2022	8/5/2022	4
Design	8/8/2022	12/2/2022	17
Build	10/3/2022	5/12/2023	32
SIT	4/24/2023	10/6/2023	24
UAT	10/9/2023	12/15/2023	10
Cutover to pre-prod	1/2/2024	2/3/2024	5
e-UAT	2/6/2024	11/30/2024	43
Cutover to Prod	12/3/2024	1/4/2025	4
Go-live	1/6/2025		130